

MEETING MINUTES - Endorsed

DATE: Wednesday, 10 October 2018

TIME: 2pm – 5pm

VENUE: Dorrigo Education Room – (VCN - PMCHC & CHHC ED020)

ITEM / DESCRIPTION	ACTION	CARRIAGE	ATT
Attendance and Declarations			
<u>Welcome:</u> Warren Grimshaw AM, Chair.			
Present: Warren Grimshaw AM Chair (WG), Neville Parsons Deputy Chair (NParsons), Rev. Dr John Barrett OAM (JBarrett), Dr Jennifer Beange (JBeange), Dr Stephen Begbie (SB), David Kennedy (DK), Neil Porter (NPorter), Janine Reed (JR), Dr Joanna Sutherland (JS), Neil Wendt (NW),			
Apologies: Prof Gail Whiteford (GW)			
In Attendance: Chief Executive Stewart Dowrick (SD), Vanessa Edwards (VE), Lynn Lelean (LL), Julie Usher Minutes			
Declaration of Pecuniary Interest, Conflict of Interest and Related Transactions: NIL additional declared			
Item 1: Presentations			
Presentations/Discussions			
1.1	<p>Discussion: Nurse Unit Manager Karen Shirley – update on Dorrigo Health Campus</p> <ul style="list-style-type: none"> - Over the past 12 months, work has been undertaken with ACI Living Well in Multipurpose Service (MPS) collaborative model – work is now in final stages of assessment to improve the aged care model within NSW Health MPS facilities. Dorrigo showcased a poster of the Eden Model of Care at the ACI Rural Health and Research Congress where it was voted People’s Choice. - The HealthShare Hostess Model of Food Service at Point of Delivery is now considered gold standard by NSW Health –Dorrigo was a pilot site and now being rolled out to other MPS’s throughout the state. - People Matter Survey – 2018 indicated high level engagement from clinical front line staff. - Challenges – staffing levels and the GP VMO medical model remain issues. - Nursing staff – a number of senior nurses have retired in the past few months and new nurses have been welcomed. - Aged Care progress – excitement about aged care progress. A proposal has been put forward to extend the number of beds including in dementia. The excellent work in aged care has been acknowledged at national level as Lynn Forsyth has been requested to present abstract “Highview Model: A Journey beyond Living Well in a NSW Multipurpose Service” at the 15th National Rural Health Conference in Hobart March 2019. - Dr Theresa Beswick acknowledged the work by Nurse Unit Manager Karen Shirley, Nurse Manager Lynn Forsyth, the leadership team and staff at Dorrigo and the challenges they face with enthusiasm and the excellent care Dorrigo provides. 		
1.2	<p>Presentation: Dr Theresa Beswick – General Manager Coffs Harbour Health Campus, Coordinator Coffs Clinical Network</p> <p>TB provided an overview of the second cohort - NSW Health Senior Executive Development Program including:</p> <ul style="list-style-type: none"> - The program is self-directed with a strong focus on peer learning. Structure includes; research and readings on high reliability and high performance organisations, 360 and 720 assessments, coaching, peer learning, group work, action learning, workshops, two x placements, strategic challenges, presentation day. Exposure to unfamiliar contexts. Networking within program group and self-reflection exercises. Goal to work in a ‘stretch zone’ but not a ‘panic zone’. - Placement 1 – Department P&C (CH & Syd), Placement 2 - Government Relations MOH (Syd). - SD thanked DPC for accommodating the placement request. 		
Resolution: The Governing Board received and noted the information provided in Item 1.			

ITEM / DESCRIPTION		ACTION	CARRIAGE	ATT
Item 2: Minutes of Governing Board				
2.1	<ul style="list-style-type: none"> Minutes of Meeting 12 September 2018 Confidential File Notes 			
Resolution: The Minutes of the Governing Board meeting of 12 September 2018 were confirmed as an accurate record and will be made publicly available on the MNCLHD website.				
Item 3: Business Arising				
Action Table and follow up				
3.1	Action Table			
3.2	<p>Con-Joint Appointments <i>Action: WG requested a brief on all con-joint appointments and their resource commitments. This would be useful as a strategic issue to understand what is going to be achieved from the appointments, what the outcomes are and how these will influence the district.</i></p> <p>SD advised this information will be provided at the November meeting.</p>			
3.3	<p>Corporate Overheads <i>Action: SD to provide information on how our corporate overheads compare to other districts noting the amounts set aside to fund IT licenses, contracts and services.</i></p> <p>SD advised that 5% is spent on growth monies and that we do not have access to other LHD's spend in this regard.</p>			
3.4	<p>CHHC MSC – Workforce planning and recruitment <i>Action: Structured meetings and formal contact to be organised with regard to workforce planning and recruitment so that CHHC MSC have input in this area including when clinician vacancies are identified and recruited to.</i></p> <p>SD advised that the first meeting occurred at CHHC and was very well attended.</p>			
3.5	<p>2017 District Accreditation <i>Action: SD to provide confirmation/advice that we have closed off all items from accreditation.</i></p>			
3.6	<p>CHHC Additional \$38M <i>Action:</i></p> <ul style="list-style-type: none"> WG requested a report on the \$38M additional funding for the CHHC expansion SD to write to the MoH to seek agreement that any unspent contingencies can be made available to refurbish the Mental Health Unit at Coffs Harbour. <p>SD provided an overview of the additional \$38M</p>			
3.7	<p>PMBH Radiology Tender <i>Action:</i></p> <ul style="list-style-type: none"> WG requested a list of all actions taken with regard to the tender including the probity officer actions. CE Office to write to PMBH clinicians regarding the PMBH Medical Imaging Tender. <p>SD advised that staff meetings have been held (incl MSC) and a newsletter distributed regarding the new Medical Imaging provider. We have been asked to share our probity experiences with other LHD's.</p>			
3.8	<p>NSW Health Senior Executive Development Program <i>Action: The Board requested a Brief on the outcomes of this program from recent graduate Dr Theresa Beswick CCN Coordinator.</i></p> <p>Refer item 1.2</p>			

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3.9	Management of Clinical Credentialing Action: <ul style="list-style-type: none"> The Board requested this matter be noted in the risk register. The Board requested further advice and assurance that appropriate actions are in place that meet our own guidelines going forward, and an outline of our practices with state policy. JBarrett to table this matter at the next MDAAC meeting. 		
3.10	Leading Better Value Care Premise Action: SS to provide a progress report on the implementation and progressive measures on each service listed in the report.		
3.11	Health Care Quality Board Sub-Committee Action: The Board agreed to refer the matter of membership of the Health Care Quality Board Sub-Committee, to the CHHC and PMBH Medical Staff Councils, seeking assistance to provide the best possible membership to this committee, further noting that members need to be able to attend on a consistent basis.		
3.12	Patient Story – Mental Health Action: <ul style="list-style-type: none"> The Board requested a strategic direction document to review resource considerations. The Board requested a brief on access to psychiatrists <p>Refer Item 5.1.2</p>		
3.13	Maternity Services Review Action: <ul style="list-style-type: none"> KR to find out how many women are birthing at 32 weeks so we can identify how many are being transferred to John Hunter. SD to provide advice on what resources are needed to get to Level 5 Maternity and Level 4 Neonatal as soon as possible, but to ensure we are operating safely in the interim. SD to provide a formal report, following advice from the Health Care Quality Board Sub-Committee, on the actions being taken in regard to the status of transferring babies. SD to request Professor Michael Nicholl come to the district to talk to the clinical groups. <p>A brief will be provided at the November meeting.</p>		
<p>Resolution: The Governing Board noted the update on Action items. Items finalised with no further actions will be removed from the Action Table.</p>			
<p>Item 4: Chief Executive's Report</p>			
4.1	Chief Executive's Report and Attachments were noted; <ul style="list-style-type: none"> MNCLHD Performance Update July and August 2018 Brief: VMO Claims Management Dispute Resolution Barker Review Implementation Plan, Terms of Reference: MNCLHD Resolution Reference Group, MNCLHD Dispute Resolution Process Flowchart Discussion Paper: Building workforce planning capability in the NSW Health system Brief: Bellingen Medical Staffing model options Brief: Update on inquiry into Dr Emil Shawky Gayed. MNCLHD Quarterly Performance Meeting 27 August 2018. MNCLHD Signed Service Agreement 2018-2019. Brief: MNCLHD FY17_18 Independent Audits Report MNCLHD Aboriginal Health Dashboard and Toolkit February 2018 Brief: Summary of MNCLHD achievements for inclusion in NSW Rural Health Progress Report Brief: Kempsey Mental Health 		

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	<p>Stewart Dowrick provided an update to the Board on the following key issues:</p> <ul style="list-style-type: none"> • Bowraville – Positive feedback continues to be received with approximately 800 patients now registered with the clinic. • Coffs Harbour Health Campus Expansion – Early works tenders have closed for civil and in-ground service works with a preferred contractor identified. Works will commence soon. • Peak Activity – Currently slightly ahead of last year • People Matter Employee Survey – SET will review the survey results in November. The Board requested a benchmark report including year on year comparisons where engagement scores have not changed. • Director Financial Operations and Asset Management (FOAM) – John Slaven has commenced as the new Director FOAM. • Christmas Service Plans – the District is organising annual service plans for sites and services / medical hot spots. • Emergency medicine workforce – the Coffs Clinical Network and Hastings Macleay Clinical Network will receive increased FACEM cover from the year 2019/20. • Cardiology service CCN – recruitment will commence shortly on a fourth cardiologist for CHHC, this position will support the expansion of Cardiology services at CHHC. • Tresillian services – the Macksville Tresillian Residential Service and Mobile Tresillian 2U Early Years Parenting Service will be officially opened on 15 October 2018. • ENT patients – Action: SD to provide a brief on location of ENT patients who have surgery in MNCLHD. • Maternity services review – An implementation plan will be developed and a project person assigned to assist with this work. • Kempsey Youth Mental Health – the District is working hard with the community on this issue including work with the PHN to co-invest and co-fund programs in this area. A ten point plan has been developed with community representatives with a focus on the Kempsey, Hastings and Macksville areas. WG requested this matter be put on the Agenda for the January planning day. 		
4.2	<p>Chief Executive's Key Performance Indicators - Stewart Dowrick provided an update on the following key issues;</p> <ul style="list-style-type: none"> • SD noted the three Q4 Performance trending below target and at high risk KPI's: <ul style="list-style-type: none"> ○ Stays in ED over 24 hrs – Risk in ERMS. SD noted this is a flow issue into the hospital. ○ Mental Health Community Follow Up. ○ Female and Aboriginals in Leadership Roles. SD noted this is related to senior clinical roles. • WG noted that the Board has not received an RCA report for the last three meetings. 		
<p>Resolution: The Governing Board received and noted the information provided in Item 4.</p>			
<p>Item 5: Strategic Matters (as per the MNCLHD Strategic Directions 2017-2021) - for discussion and/or endorsement</p>			
<p>5.1 People, Patients and the Community</p>			
<p>We deliver patient-centred care informed by patients, their families and the community</p>			
5.1.1	<p>Board Sub-Committee: Community Engagement</p> <ul style="list-style-type: none"> • Confirmed Minutes – 30 July 2018 • Chair's Summary – 24 September 2018 • Community Reference Group – Coffs Clinical Network • BRIEF: Liveability Workshop & attachments 		
5.1.2	<p>Mental Health</p> <ul style="list-style-type: none"> • BRIEF: Strategic Plan 2018 • The Board noted the priority areas. The Board requested that working with the PHN, other partners and NGO's be included in the priority areas. 		

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	<p>Resolution: The Board noted the information in the Brief and endorsed the development of Mental Health and Drug and Alcohol Strategic Plan 2019-2024</p> <ul style="list-style-type: none"> BRIEF: Access to Psychiatrists <p>Resolution: The Board noted the information in the Brief and commended the progress made on psychiatrist workforce.</p>		
<p>Resolution/s confirmed by the Board relating to Item 5.1:</p> <p>1. The Governing Board received and noted the information provided in Item 5.1.</p>			
<p>5.2 Leadership, Workforce and Culture</p> <p>We support the development of our workforce through learning and development, with a culture that supports everyone to be their best</p>			
<p>5.2.1</p>	<p>Board Sub-Committee: Workforce, Health & Safety</p> <p>The next meeting is being held on 15 October 2018. Chair of the Workforce, Health and Safety Sub-Committee provided the following update;</p> <ul style="list-style-type: none"> A consultant has been engaged to review the Clinical Services Plan. A draft will come to the Board in December. The Associate Director Workforce has made considerable progress with HR matters. Performance reviews are tracking in the right direction. SD will be asking staff to 'tell us what's happening' on his CE rounds scheduled for December to be better understand any bullying issues in the District. 		
<p>5.2.2</p>	<p>Board Sub-Committee: MDAAC</p> <ul style="list-style-type: none"> Confirmed Minutes – 9 August 2018 Chair's Summary – 13 September 2018 MDAAC CACDS 		
<p>Resolution/s confirmed by the Board relating to Item 5.2:</p> <p>1. The Governing Board received and noted the information provided in Item 5.2</p>			
<p>5.3 Integrating Care</p> <p>We have strong partnerships with healthcare providers across the Mid North Coast to ensure we can deliver truly integrated healthcare</p>			
<p>5.3.1</p>	<p>Board Sub-Committee: Integrating Care</p> <ul style="list-style-type: none"> Next Meeting 22 November 		
<p>5.3.2</p>	<p>Better Value Care (Standing Item)</p> <ul style="list-style-type: none"> SD will bring a paper to the November meeting on Better Value Care. 		
<p>Resolution/s confirmed by the Board relating to Item 5.3:</p> <p>1. The Governing Board receive and note the information provided in Item 5.3</p>			
<p>5.4 Safety and Quality</p> <p>The safety of our staff, patients and the community is at the core of everything we do. We use data, research and evidence to inform the delivery of quality care.</p>			
<p>5.4.1</p>	<p>Board Sub-Committee: Health Care Quality</p> <ul style="list-style-type: none"> Confirmed Minutes – 27 August 2018 Chair Summary – 24 September 2018 <p>Action: SD to write to the MSC Chair's requesting they nominate a clinical representative to the Health Care Quality and Health Service Development and Innovation committees noting that attendance is to be remunerated.</p>		

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Resolution/s confirmed by the Board relating to Item 5.4:			
1. The Governing Board received and noted the information provided in Item 5.4.			
5.5 Innovation and Research We evaluate our outcomes against best practice. We collaborate with academic partners to ensure research is part of our culture			
5.5.1	Board Sub-Committee: Health Service Development & Innovation Chair of the Health Service Development & Innovation Sub Committee provided the following update from the meeting held Friday 5 th October. <ul style="list-style-type: none"> • Vince Carroll presented on the Punching for Parkinson’s project and the likelihood that this project will be transferrable to the HMCN. • Siggie Haveland presented on the undergraduate AIN model evaluation. This project involved second and third year registered nurse students working under supervision as UGAINS. • Sara Shaughnessy presented the mental health journey highlighting progress made and work still to be done. • Presentation on the exchange of Bellingen emergency nursing staff to Coffs Harbour ED to ensure maintenance and currency of skills to increase confidence and reduce transfers, particularly for weekends and evenings. 		
Resolution/s confirmed by the Board relating to Item 5.5:			
1. The Governing Board received and noted the information provided in Item 5.5			
5.6 Value and Accountability We drive value by delivering the best patient outcomes within a level of expenditure that is sustainable			
5.6.1	Board Sub-Committee: Finance and Performance <ul style="list-style-type: none"> • Confirmed Minutes – 28 August 2018 • Chair Summary – 25 September 2018 • Terms of Reference Chair of the Finance and Performance Sub-Committee meeting noted that the two Network GM’s will present to the sub-committee on how they are going to meet budget. These findings will be presented at the November Board meeting. A report on same date cancellations will also be provided. Resolution: The Terms of Reference were noted.		
5.6.2	Report: Finance and Performance Report Year to Date 31 August 2018		
5.6.3	Board Sub-Committee: Audit and Risk <ul style="list-style-type: none"> • Confirmed Minutes – 27 June 2018 		
5.6.4	BRIEF: MNCLHD Asset Strategic Plan (Draft) Resolution: The Board requested the CE identify a substantive list of priorities from across the District and this list to be discussed in detail at the January planning day.		
5.6.5	BRIEF: MNCLHD Top 10 Risks for NSW Health <ul style="list-style-type: none"> • MNCLHD Summary Top 10 Risks ERMS – July to September 2018 • MNCLHD Quarterly Top 10 Risk Report – July to September 2018 <ul style="list-style-type: none"> • NParsons advised that NSW Health at their recent Board Member Conference held a workshop on risk. NSW Health noted that each district has similar major risks and unique smaller risks. NSW Health are working on 		

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	<p>a proforma process so that each district addresses risk in the same way. The issue of recruitment taking longer than three months and medical staff flying in and out was also raised at the conference. NSW Health are proposing to take on responsibility for credentialing to speed up the recruitment process.</p> <p>Action:</p> <ul style="list-style-type: none"> The Board requested a time frame be listed against each risk to identify when it is going to be achieved and/or with clear expected progress updates. The Board requested a progress report on the completion of the risks from the previous quarter and how these are being mitigated. <p>Resolution: The Board endorsed the Top 10 Risks report for NSW Health. The Board requested Steve Williams, Enterprise Risk and Compliance Program Manager attend the November Board meeting.</p> <ul style="list-style-type: none"> MNCLHD Board Roles and Responsibilities <p>Resolution: The Board noted the MNCLHD Board Roles and Responsibilities.</p>		
<p>Resolution/s confirmed by the Board relating to Item 5.6:</p> <ol style="list-style-type: none"> The Governing Board received and noted the information provided in Item 5.6. 			
<p>5.7 Closing the Gap We will continue to work towards closing the gap of health disparities between Aboriginal and non-Aboriginal people</p>			
<p>5.7.1</p>	<p>Board Sub-Committee: Close the Gap</p> <ul style="list-style-type: none"> Next meeting 23 October 2018 <p>Chair of the Close the Gap Board Sub Committee David Kennedy advised that the CTG Committee is starting to focus on ensuring KPI's are being met. DK noted there needs to be further strategic thinking on CTG noting the remit is so wide.</p>		
<p>Resolution/s confirmed by the Board relating to Item 5.7:</p> <ol style="list-style-type: none"> The Governing Board received and noted the information provided in Item 5.7. 			
<p>Item 6: Other Operational Items for Discussion</p>			
<p>6.1</p>	<p>Maternity Services Review A brief will be provided at the November meeting.</p>		
<p>Item 7: Directorate Updates</p>			
<p>Directorate Updates</p>			
<p>7.1</p>	<p>Mental Health & Integrated Care</p>		
<p>7.2</p>	<p>Public Health</p>		
<p>7.3</p>	<p>Aboriginal Health & Primary Partnerships</p>		
<p>7.4</p>	<p>Nursing, Midwifery & Workforce</p>		
<p>7.5</p>	<p>Clinical Governance & Information Services</p>		
<p>7.6</p>	<p>Financial Operations and Asset Management</p>		
<p>7.7</p>	<p>Communications and Strategic Relations Action: VE to provide a report on number of complaints received at November meeting.</p>		
<p>7.8</p>	<p>Coffs Clinical Network Report</p>		
<p>7.9</p>	<p>Hastings Macleay Clinical Network Report</p>		
<p>Resolution: The Governing Board received and noted the information provided in Item 7.</p>			
<p>Item 8: For Information of the Board (Discussion by exception)</p>			

ITEM / DESCRIPTION		ACTION	CARRIAGE	ATT
Correspondence, General Business & Questions on Notice				
8.1	Confidentiality (Standing item) <ul style="list-style-type: none"> Sinclair Report Update Barker Report Update <p>A confidential file note was recorded for this item.</p>			
8.2	<ul style="list-style-type: none"> CE 2017/2018 Annual Performance Assessment CE 2018/2019 Draft Performance Agreement 			
8.3	Thomson Geer Report “APRA Prudential Inquiry into CBA: Learnings for Local Health District Boards” <p>The Board noted the report identifies areas the Board should be focusing on including:</p> <ul style="list-style-type: none"> The need for the Board to visit hospitals, see the cleanliness, talk to patients and others and to take a more active role. The need for the Board to close the loop on information provided to ensure it has been closed off. SD to review the separation of Audit and Risk into single functions. It was further suggested that the Board Agenda be reviewed to ensure appropriate governance and supported continuance of patient stories. <p>Resolution: Governance/Risk to be included on the November Agenda. The Patient Story to be presented at every second meeting.</p>			
Resolution: The Governing Board received and noted the information provided in Item 8.				
Item 9: 2018 - Upcoming visits and events (for information)				
	Date	Event Details		
	15 Oct	Tresillian announcement - Macksville		
	1 Nov	MNCLHD and NCPHN Combined Board Meeting		
	5 Nov	2018 NSW Health Innovation Awards - Sydney		
	9 Nov	Senior Managers Forum – South West Rocks		
	14 Nov	MNCLHD Governing Board Meeting – Port Macquarie		
	19 Nov	Tresillian announcement – Coffs Harbour		
	23 Nov	Your Health Link National Photographic Competition Opening Night – Sails Resort Port Macquarie		
	27 Nov	White Ribbon Day Breakfast – Port Macquarie White Ribbon Day Afternoon Tea – Port Macquarie Base Hospital		
	28 Nov	White Ribbon Day Morning Tea – Coffs Harbour Health Campus		
	10 Dec	NSW Health Council of Board Chair’s Forum - Sydney		
	12 Dec	MNCLHD Annual Public Meeting – Coffs Harbour MNCLHD Governing Board Meeting – Coffs Harbour MNCLHD Governing Board and Senior Executive Team Dinner – Coffs Harbour		
There being no further business the meeting closed at 5.10pm				