

## NSLHD Board

### MEETING DETAILS

**Date:** Tuesday 13 December 2022 commencing 4:00pm

**Venue:** Garrigarrang, Level 14, Kolling Building or via MS Teams

**Present:**

Mr Trevor Danos AM	Board Chair
Professor Emerita Mary Chiarella AM	Deputy Board Chair
Mr Andrew Goodsall	Board Member (via MS Teams)
Mr Anthony Hollis	Board Member
Mr Brad Goodwin	Board Member
Mr Chris Greatrex	Board Member
Dr Donna Lynch	Board Member (via MS Teams)
Ms Karen Filocamo	Board Member (via MS Teams)
Ms Kimberley Reynolds	Board Member (via MS Teams)
Dr Michelle Mulligan OAM	Board Member (via MS Teams)
Ms Nadia Levin	Board Member (via MS Teams)
Dr Stephanie Teoh	Board Member

**In attendance:**

Mr Lee Gregory	A/Chief Executive, NSLHD (A/CE)
Dr Cesar Uy	Chair MSEC, NSLHD (via MS Teams)
Mr James Stormon	A/Executive Director Operations, NSLHD
Ms Jacquie Ferguson	Director Finance and Corporate Services, NSLHD
Ms Tegan Mitchley	A/Board Secretariat
Ms Kim Field	Director Primary and Community Health, NSLHD (item 3.1)
Mr Gilbert Lorquet	Chief Executive Officer, NORTH Foundation (item 3.2) (via MS Teams)
Ms Paula Williscroft	Director People and Culture, NSLHD (item 3.3)

### AGENDA ITEMS

The Board Chair welcomed the Board members and attendees to the meeting and opened the meeting with an acknowledgement of country.

#### 1. Attendance / Apologies / Conflict of Interest

Attendance was **noted**; there were no apologies.

The Board Chair asked those present to declare any additional or new conflicts of interest. None was declared.

#### 2. Confirmation of Minutes

## 2.1. Minutes of meeting held 15 November 2022

Minutes of the meeting held 15 November 2022 were confirmed as a true and accurate record of the meeting.

## 3. Presentations

### 3.1. Primary and Community Health Directorate Update

The Director Primary and Community Health (PACH) NSLHD provided an overview of PACH's services, teams and achievements in 2022, and PACH's key goals and challenges for 2023. The Board congratulated the Director PACH on a successful accreditation in August 2022.

### 3.2. NORTH Foundation Update

The Chief Executive Officer, NORTH Foundation provided a presentation to the Board on the organisation's achievements in 2022 and key goals and strategic initiatives for 2023 including:

- Retain, diversity & significantly grow revenue
- Position the Foundation as a charity of choice
- Deliver exceptional experience for individual supporters
- Build valued partnerships with Corporates, PAFs and Trusts

The Board congratulated the NORTH Foundation on its efforts and achievements in 2022 including the improved positioning of NORTH Foundation with NSLHD staff and clinicians.

### 3.3. People and Culture Quarterly Update

This item was **noted** and taken as read.

The Director People and Culture NSLHD provided a quarterly update to the Board. Key topics covered included staff wellbeing and staff including staffing levels, proposed staff recruitment and staff fatigue, grievance procedures and utilisation of the EAP, augmenting and supplementing EAP. Appointment of a Wellbeing Manager, the 2022 People Matter Employee Survey (PMES) results and initiatives such as Speaking Up for Safety and NSLHD's commitment to creating a safe culture.

Key results, insights and themes from the PMES include the following:

- Response rate is up by 10% from 2021 to 2022 which is very pleasing
- NSLHD rates highly across all measures against other LHDs/SNs
- Executive team, ethical behaviours, values and staff are rated highly but COVID-19 is causing wear and tear among staff and undermining career satisfaction, engagement and confidence in the workings of the health system

The focus in 2023 will be to ensure staff are engaged and well supported and senior managers are empowered to address concerns as and when they arise

The People and Culture Directorate has recently launched a document for NSLHD staff titled "Domestic and Family Violence in the workplace" which includes information for managers in supporting staff experiencing these issues at home. The Board commended the Director People and Culture NSLHD for this excellent initiative and the quality of the publication.

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The “NSLHD Working Parent’s Toolkit” was noted by the Board as another excellent publication, on this occasion prepared by the Emergency Department at RNSH for publication in early 2023. It is designed to support RNSH Emergency Department nursing and medical staff who are transitioning through the return-to-work phase after maternity leave.

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## 4. Patient Story

### 4.1. RNSH Patient Story

This item was **noted** and taken as read.

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## 5. Ongoing Business/Action Items

### 5.1. Action List – November 2022

The action list was reviewed and updated accordingly.

### 5.2. Legal Matters

This item was **noted** and taken as read.

### 5.3. Risk Report

This item was **noted** and taken as read.

### 5.4. Review of Board Charter

The updated Board Charter was **approved** by the Board.

### 5.5. Organisation Chart

This item was **noted** and taken as read. A copy is attached to these minutes.

### 5.6. JMO Wellbeing Update

This item was **noted** and taken as read.

**Action:** The A/CE, Board Chair and Director Media and Communications to meet in January 2023 to discuss communication strategy regarding recent changes to the governance arrangement for JMO Wellbeing at NSLHD (see also item 7.2).

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## 6. Ryde Redevelopment Update

The A/CE provided a verbal update with the following highlights:

- NSLHD was due to launch the schematic design in December but this has been postponed due to COVID-19 absences
- Concerns about the location of the carpark have been addressed
- Early works are due to start in January 2023

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## 7. Matters for Decision/Approval

### 7.1. Board Audit and Risk Committee Terms of Reference

The updated Board Audit and Risk Committee Terms of Reference were **approved** by the Board.

Mr Andrew Goodsall and Mr Brad Goodwin were appointed permanent observers of the Board to the Board Audit and Risk Committee.

## 7.2. Junior Medical Officer Wellbeing Committee Terms of Reference

The updated Junior Medical Officer Wellbeing Committee Terms of Reference were **approved** by the Board. The Board **confirmed** the continuing Board membership of the Board Chair, Dr Donna Lynch and Brad Goodwin.

## 7.3. NSLHD Honour Roll Terms of Reference

The NSLHD Honour Roll Terms of Reference were **approved** by the Board.

## 7.4. NSLHD Honour Roll Nomination Committee Terms of Reference

The NSLHD Honour Roll Nomination Committee Terms of Reference were **approved** by the Board.

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## 8. Strategic Discussion

### 8.1. MoH Quarterly Board Report April – June 2022

This item was **noted** and taken as read.

**Action:** Referral note on MoH KPIs to come to the NSLHD Board following a meeting with A/CE, Board Chair, Deputy Board Chair and Director Clinical Governance and Patient Experience NSLHD in early 2023.

### 8.2. Communique – Council of Board Chairs

This item was **noted** and taken as read.

### 8.3. RNSH Master Plan

The Chair and A/CE outlined the intention to refresh the RNSH Master Plan, following the development of the NSLHD Strategic Plan 2022 – 2027 and the St Leonards Health Campus Health, Research and Education Precinct Plan. The RNSH Master Plan will also be guided by the new Clinical Services Plan 2023 – 2028 which is in early consultation.

**Action:** Health Infrastructure to attend a Board meeting in early 2023 to provide guidance on the process for developing the RNSH Master Plan including arrangements for broad consultation.

### 8.4. NSLHD Honour Roll Nominations Committee membership

The Board **resolved** to appoint Professor Emerita Mary Chiarella AM (as chair), Nadia Levin, Dr Michelle Mulligan and Brad Goodwin as members of the NSLHD Honour Roll Nominations Committee.

**Action:** An article regarding the implementation of NSLHD Honour Roll to be in next NSLHD Newsletter

### 8.5. Research Innovation and Technology Committee membership

The Board **resolved** to appoint Nadia Levin (Chair), Dr Stephanie Teoh, Dr Donna Lynch and Kimberley Reynolds as members of the new Board Committee. The Board noted the role of the Committee (in conjunction with the A/CE and the newly appointed NSLHD Chief Digital Health Officer) in assisting in developing the agenda for the March 2023 Board Strategy Day.

**Action:** Terms of Reference for the Committee to come to the February 2023 Board meeting for endorsement.

## 9. Standing Business

### 9.1. Board Chair Report

The Board Chair provided a verbal update with the following highlights:

- A/CE and Board Chair met with the General Manager RNS Private and senior executives from AMP and Dexus about the St Leonards precinct.
- The Board Strategy Day will be held in March 2023.
- NSLHD is continuing work on Advancing Women in Medical Leadership. A conference is being planned to be held in May/June 2023.
- Discussions are underway with the University of Sydney around creating a centre of functional wellbeing on campus at RNSH. A discussion group will be formed in 2023.
- A/CE and Board Chair met with the leadership team of the Royal Australian and New Zealand College of Obstetricians and Gynaecologists.
- On Friday 16 December the Adolescent and Young Adult Hospice at Manly will hold its official opening
- NSLHD held its Annual Public Meeting on 2 December 2022 and was a success. The Chair acknowledged the NSLHD ICT team in arranging new AV equipment in time for this event.

### 9.2. Chief Executive Report December 2022

This item was **noted** and taken as read.

The Chief Executive provided a verbal update with the following highlights:

- Staff furlough has decreased
- COVID-19 numbers across NSLHD have not yet decreased as expected
- Overseas recruitment for nursing staff is currently underway
- Dr David Jollow has recently been appointed as Clinical Director for Maternal, Neonatal and Women's Health
- Dr Pip Middleton has been appointed the Clinical Director for Surgery and Anaesthesia
- A new General Manager has been appointed to the Virtual Care service
- There are ongoing discussions with the SNHN as a result of the Joint SNHN and NSLHD Board meeting in October 2022
- NSW Health has issued a Media Release for the Single Digital Patient Record

**Action:** Board to receive a presentation/referral note from the A/CE and Chief Digital Health Officer in early 2023 on the new Single Digital Patient Record (SDPR) and the significance of this for NSLHD.

### 9.3. Finance Risk and Performance Report

This item was **noted** and taken as read.

The Director of Finance and Corporate Services NSLHD acknowledged Danielle Fera, Revenue Manager RNSH for winning a nationally recognised award at the Healthcare Financial Management Association conference.

## 9.4. Committee Updates

### Board Audit and Risk Committee (BARC)

No further update provided.

### Finance, Risk and Performance Committee (FRAP)

No further update provided.

### Consumer Committee (CC)

The Committee had its last meeting for 2022 and held its annual review. The feedback from Committee members very positive.

### Health Care Quality Committee (HCQC)

NSLHD were nominated for 4 quality and safety awards at a State level.

### JMO Board Wellbeing

No further update provided.

### Clinical and Quality Council

No further update provided.

### Medical Staff Executive Council (MSEC)

The Terms of Reference will be reviewed and brought to Board for approval in early 2023.

### NSLHD Research Advisory Committee

No further update provided.

### Planetary Health Committee

No further update provided.

### NSLHD Digital Health Steering Committee

No further update provided.

## 9.5. NSW LHD Selected Performance Indicators – October 2022

This item was **noted** and taken as read.

## 9.6. Communications Calendar

This item was **noted** and taken as read.

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## 10. NSLHD Committee Minutes and Reports (taken as read)

### 10.1. Board Audit and Risk Committee (BARC)

Not available.

### 10.2. Finance Risk and Performance Committee (FRAP)

Not available.

### 10.3. Consumer Committee

Not available.

#### 10.3.1. Consumer Committee STRA2P Report

Not available.

## 10.4. Health Care Quality Committee (HCQC)

This item was **noted** and taken as read.

### 10.4.1. HCQC STRA2P

This item was **noted** and taken as read.

### 10.4.2. HCQC Safety and Quality Report

Not available.

## 10.5. JMO Wellbeing Board Committee

Not available.

## 10.6. Clinical and Quality Council

Not available.

## 10.7. Medical Staff Executive Council (MSEC)

This item was **noted** and taken as read.

## 10.8. NSLHD Research Advisory Committee

This item was **noted** and taken as read.

## 10.9. Planetary Health Committee

Not available.

## 10.10. NSLHD Digital Health Steering Committee

This item was **noted** and taken as read.

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## 11. Additional Reading Material

### 11.1. Future of Cyber

This item was **noted** and taken as read.

### 11.2. Domestic and Family Violence in the Workplace

This item was **noted** and taken as read.

#### 11.2.1. Supporting Staff Experiencing Domestic and Family Violence Policy NSLHD

This item was **noted** and taken as read.

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## 12. Other Business

### 12.1. Sustainability

The Board Chair advised that Dr Kate Charlesworth would be moving full time to the Ministry in February 2023. The Board acknowledged Dr Charlesworth for her outstanding work and leadership in Planetary Health at NSLHD.

The A/CE informed the Board that sustainability is a key area in the NSLHD Strategic Plan 2022 – 2027, and that there will be a focus on recruitment for the Planetary Health team in 2023.

**Action:** Board to receive a presentation/referral note from the A/CE in February 2023 on long term strategy for progressing Planetary Health at NSLHD and what is required to achieve the Net Zero target by 2035 and related governance and staffing arrangements and how it is proposed to report progress to the Board and the NSLHD community.

## 12.2. Staff Fatigue

The Board discussed strategies for 2023 in relation to staff fatigue. The Board Chair noted that this issue is not unique to NSLHD, and that it is a national issue.

The Director People and Culture NSLHD noted that the most prominent issue regarding staff fatigue is shortages of staff. NSLHD have new strategies for recruitment underway and continuing in early 2023.

## 12.3. Anthony Hollis

The Chair noted that Anthony Hollis' term as a Board Member will end on 31 December 2022. The Board thanked Anthony for his service and commitment on the NSLHD Board for over nine years and wished him well in the future.

## 12.4. Chair Medical Staff Executive Council (MSEC)

The Chair MSEC, Cesar Uy has reached the end of his term as MSEC Chair. The Board Chair acknowledged Dr Uy for his contributions to MSEC and the NSLHD Board.

Dr John Brereton will take over as the Chair MSEC in 2023.

## 12.5. New Board members

The NSLHD Board will welcome two new members, Mr Adam Johnston and Hon Patricia Forsythe AM commencing 1 January 2023.

## 12.6. Other matters

The Board briefly discussed recent media coverage on health insurance arrangements between Northern Beaches Hospital and HCF and in relation to JMO arrangements at Hornsby Ku-ring-gai Hospital.

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## 1. Date, Time & Venue for Next Meeting

Tuesday 21 February 2023 commencing at 4:00pm, Garrigarrang, Level 14 Kolling Building or via MS Teams

**Meeting Closed:** 7:21pm

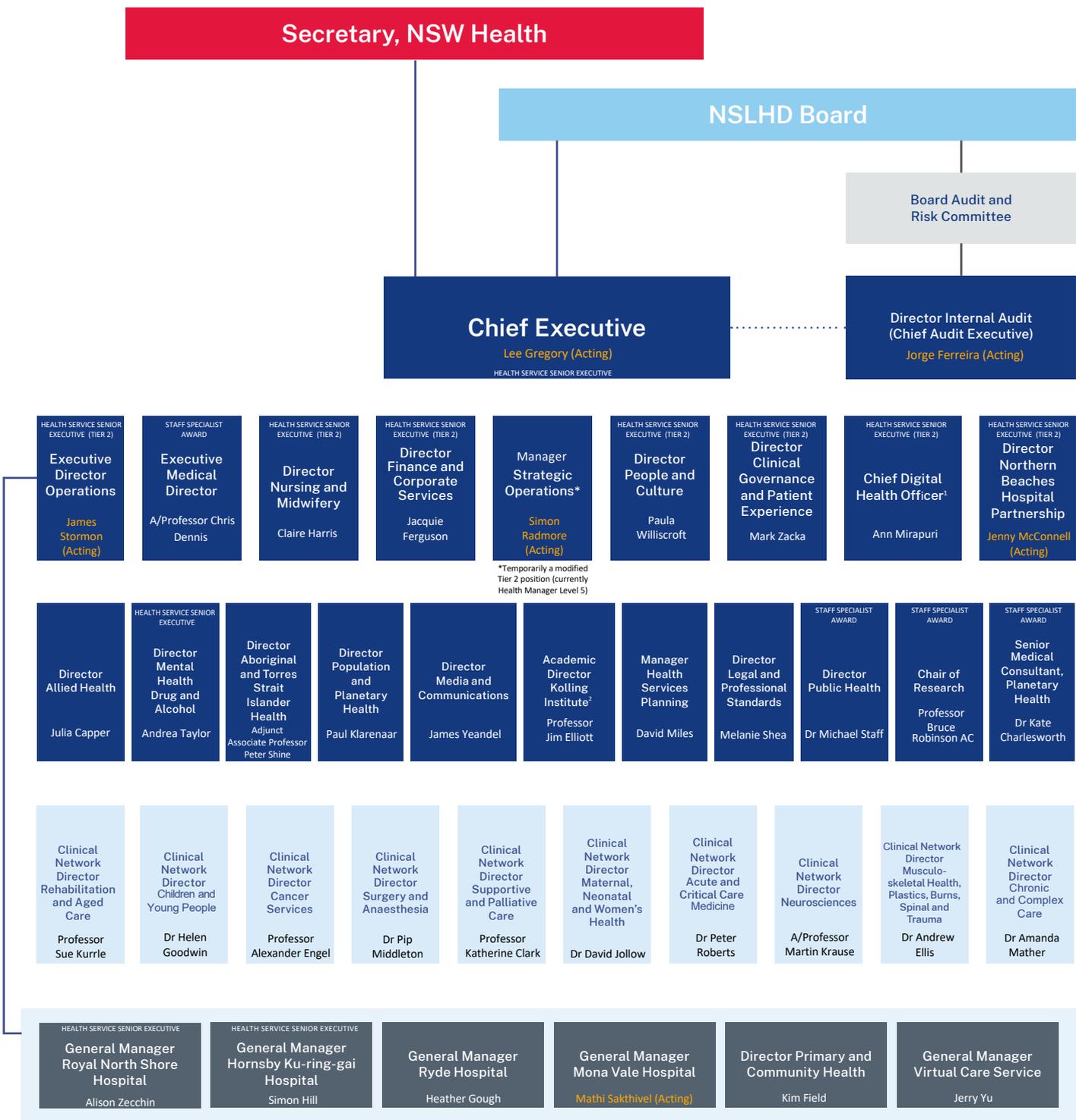
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**CERTIFIED A CORRECT RECORD**

**Trevor Danos AM, Chair**

21 February 2023

# NSLHD Organisation Chart (As at December 2022)



1 Jointly appointed across Northern Sydney Local Health District and Central Coast Local Health District  
 2 Jointly appointed between the University of Sydney and Northern Sydney Local Health District