

## JHFMHN BOARD MINUTES

Thursday 10 February 2022 (Meeting 1 of 6)

Location: McNevin Room, Prince Henry Centre or Via MS Teams

<b>1 ACKNOWLEDGEMENT OF COUNTRY</b>		
The Chair welcomed attendees to the meeting, acknowledged the traditional owners of the land on which we meet and paid respect to elders past, present and emerging.		
<b>2 ATTENDANCE AND APOLOGIES</b>		
<b>BOARD ATTENDEES</b>		
<b>Prof D King</b>	<b>Chair</b>	Present
Mr K Barker	Board Member, Deputy Chair	Present
Dr P Abbott	Board Member	Present
Mr S Loveday	Board Member	Present
Mr P Dwyer	Board Member	Present
Ms M Eason	Board Member	Present
Dr R Shields	Board Member	Present
Mr I Gillespie	Board Member	Present
A/Prof C Quadrio	Board Member	Present
Dr K McFarlane	Board Member	Teams
Ms A Churchill	Board Member	Present
Mr Paul Knight	Board Member	Present
A/Prof J Phillips	Board Member	Teams
<b>INVITED ATTENDEES</b>		
Mr L Grant	Representing Corrective Services NSW	Present
Dr D Slape	Visiting Dermatologist	Present
Mr B Spence	Acting Superintendent Youth Justice NSW	Teams
<b>IN ATTENDANCE</b>		
Ms Wendy Hoey	A/Chief Executive	Present
Mr I Yu	A/Executive Director Corporate Services	Present
Mr S Connolly	A/Executive Director Clinical Operations	Present
Dr S Hampton	Executive Medical Director	Present
Ms Jo Holden	Executive Director Performance and Planning	Present
Ms Rose Lougheed	A/Director Corporate and Clinical Governance	Present
Dr G Nicholls	Clinical Director Primary Care	Teams
Dr A Farrar	Secretary Mental Health Clinical Council	Present
Ms C Dsouza	Secretariat	Present
Mr I Crawford	Secretariat	Teams
Ms H Kenyon	Health Management Intern	Present
<b>APOLOGIES</b>		
Mr G Forrest	Chief Executive JHFMHN	
Dr R Reznik	Board Member	
Dr K Corcoran	Board Member	
Mr P O'Reilly	Board Member	
The Chair welcomed new Board Member Paul Knight to the JHFMHN board.		

### 3 PRESENTATION – Reducing adult re-offending following release from prison

Mr Luke Grant, Deputy Commissioner Strategy and Policy Corrective Services NSW (CSNSW) gave a presentation that detailed CSNSW and community priorities related to reducing re-offending. Highlights of the presentation include:

- Meaningful and accurate targets for recidivism
- New models and theory for change
- Current work with new methods and evaluation
- Workplace culture

Discussion followed highlighting the meaningful work between CSNSW and Clinical Operations, and the links between the work highlighted in this presentation and the priorities of the Community Re-integration Committee.

**ACTION:** Presentation slides to be distributed to Board Members

### 4 PATIENT STORY

Dr Dana Slape, Visiting Dermatologist, presented an overview of dermatology services in the Network and priorities for growth and expansion of this model for Primary Care services. Dr Slape highlighted a patient who reported outcomes from care provided by the dermatology service were positively life changing.

### 5 DECLARATIONS OF INTEREST

There were no declaration of interests declared at this meeting.

### 6 CONFIRMATION OF PREVIOUS MINUTES AND ACTION ITEMS

The minutes of the meeting held on 9 December 2021 were confirmed as a true and accurate record of the meeting.

#### 6.1 Actions Arising from 9 December 2021 Board Meeting

##### 6.1.1 NSW Aboriginal Mental Health and Wellbeing

Strategic framework – uploaded in Diligent – **Action Closed**

6.1.2 Aboriginal Justice and Health Committee report – meeting scheduled for 16 February 2022 – Development of reconciliation action plan, stakeholder engagement, advocacy and emerging issues – **Action Closed**

6.1.3 2022 Health Care in Secure Settings Conference – Keep on Action Tracker

**ACTION:** Chair to decide on rescheduling Board Meeting date for June 2022 as it coincides with Conference

**ACTION:** Share events and Comms Plan with Board for their information

6.1.4 Mental Health Medical Staff Council – A/CE and EMD attended MHMSC. Dialogue will continue on ad hoc basis – **Action Closed**

**6.1.5** Review of Clinical Council Terms of Reference – Significant clinical issues will be reviewed by Clinical Council before escalation. EMD endorsed by Board as Chair, Clinical Council – **Action Closed**

**6.1.6** Creation of Diligent Boards Secure Folder – Single source of truth – **Action Closed**

**6.1.7** Aged Care and Community Reintegration Committee Report – next meeting in late February 2022. Report highlights importance of advocacy and Board influence in developing and strengthening community and stakeholder relationships. Clinical Operations is preparing a policy statement on Partnership determinants – **Action Closed**

**ACTION:** Present policy statement to Board when internally endorsed

## **7 ITEMS FOR INFORMATION**

### **7.1 Board Updates**

#### **7.1.1 Board Chair report (Verbal update)**

- Once the new Board Committee members have joined, Chair will be seeking volunteers for both Chair and membership of Board sub-Committees.
- Risk and risk appetite were discussed in the context of the Audit and Risk Committee Charter, the Treasury Model Charter, and developing Network processes for risk management

**ACTION:** Refer to ARC for discussion and future meeting

#### **7.1.2 Chief Executive report**

Written report was taken as read. A/Chief Executive highlighted the following points:

- Development of Strategic Plan
- Clinical Council – culture and empowerment of clinicians to lead
- Culture – partnerships with CSNSW
- First Nations over-representation
  - Positive partnerships with Aboriginal stakeholders
  - Funding from Attorney General's Office
- Successfully implemented strategies for reducing waitlists
- Outcome measures (KPI) for private partners
  - Meaningful measures for Network and Service Level Agreements with Partners

#### **7.1.3 Corrective services NSW (Verbal update – given immediately after agenda item 3)**

- Prison Population declining, improving capacity of budget for better services and team development
- Low severity outcomes from COVID predictions. One death from COVID
- Recognised the impact of mandatory isolation COVID processes on prisoner mental health. CSNSW ready to hasten a return to normality when safe to do so
- Recognised the opportunities to partner with Justice Health to continually improve services

– Luke Grant left the meeting

#### **7.1.4 Youth Justice NSW (Verbal update)**

Benjamin Spence, Acting Superintendent Youth Justice (YJ) NSW provided an update

- Vaccination program has vast majority of young people double-dosed
- COVID-19 programs have well implemented and robust processes
- Sincere thanks to JH staff who provided first responder care to a Reiby YJ Officer who deteriorated while at work, and sadly passed away later in hospital

#### **Board Sub-committee reports**

Chairs of the committees provided a brief verbal update reporting by exception only

#### **7.2.1 Finance and Performance Committee**

Report was taken as read with discussion in relation to;

- COVID reimbursements
- Freshwater Unit
- FH patients not paying hospital costs

### **7.2**

#### **7.2.2 Health Care Quality Committee**

Last HCQC as Chair for Stuart Loveday

A/CE Clinical Excellence Commission will attend next HCQC (22 February) as an observer

Regular meetings of HCQC Chairs support safety and quality across LHD/SHN

#### **7.2.3 Research Advisory Committee**

Need to Invest in, coordinate and elevate our research presence across the Network so that evidence informs everything we do.

Continue to build the partnership with the Aboriginal Health & Medical Research Council of NSW (AH&MRC) to support the ethics approval process for Aboriginal research.

Concerns were raised regarding lack of identified Network senior Aboriginal Research Lead positions to support internal research capacity. Discussions about importance of building trust & the Networks reputation through a commitment to continuously improving Aboriginal research governance

- Network Community consultation process is established
- Delays in approvals through administration processes
- Investment in community and capacity for improving processes
- Efficacy and integrity through an Aboriginal lens
- Possibility of joint positions between Network and partner agencies in Aboriginal research to support sustainability

**ACTION:** P.Abbott to discuss with EDP&P out of session as well as Research Advisory Committee and return with proposal for future Board Meetings.

#### **7.2.4 Audit and Risk Committee**

No update

**7.2.5 Medical and Dental Appointments Advisory Committee**

Report noted

**7.2.6 Clinical Council**

Terms of Reference update

**7.2.7 Medical Staff Council**

No update

**7.2.8 Mental Health Medical Staff Council**

Dr Farrar provided an update to the Board

- MH Medical Staffing – council welcomes the review by Dr Murray Wright
- Access to MH services – service growth and related issues
- ECT/TMS suite at the Forensic Hospital. The Council feel that this would complement existing services as well as aligning with goals of Freshwater Unit

A/CE is working with FH Team to develop feasibility proposal. Proposals will come through Clinical Councils for prioritisation for development of Network services.

**Network Performance Reports**

Reports were provided for information

**7.3.1 Key performance indicators report**

EDPP provided an update

Remediation plans in place for KPI's not meeting targets

7.3

**7.3.2 Strategic Plan Implementation Report Quarter 2**

EDPP provided an update

**8 STANDING ITEMS FOR DISCUSSION**

**8.1 Board Administration and Governance for 2022**

**8.1.1 Role and function of Performance & Planning Directorate including Board Secretariat arrangements 2022**

- EDPP presented a Performance and Planning organisational flowchart to orientate Board Members to role and function of team, due to recent staff changes.
- Rose Loughheed, A/DCCG and Chrisa D'Souza, Executive Support Officer, will be covering Board Secretariat roles
- Review of Clinical and Corporate Governance processes and systems
- Corporate Services and Performance and Planning Directorates are coordinating to improve IT service and support for Board Meetings

### 8.1.2 Board governance & review of sub-committees

- Formation of Planning Sub-Committee  
**Decision:** Agreed
- Health Care Quality Committee
- Finance, Performance and Workforce
  - Concern was raised by Chair of Finance and Performance Committee re: proposal for inclusion of 'Workforce' in the Committee title. Although aligned in many fiscal areas, workforce matters should include areas such as culture, discipline and HR matters that the Finance and Performance Committee will not be able to successfully manage due to an already full agenda. Workforce should be a separate Committee
  - Board Chair proposed 'Finance and Workforce Performance' as a title, as the two are inseparable and workforce resourcing is critical. Chair advised that the Committee will move forward as proposed
- Closed session Finance and Performance Committee
- Research Advisory Committee
- Audit and Risk Committee
  - Charter needs to be clear about who can appoint new Chair, and whether a Board Member must/should be a member of the Audit and Risk Committee

#### **ACTION:**

Establish a Planning Committee

Amend title of Finance and Performance Committee to Finance Performance and Workforce Committee.

Maintain existing Committees FP&W, RAC, ARC, and MDAC. Appoint Chairs from Board and Tier 2 Executive Sponsors

Regarding integration of the Aboriginal Justice and Health Committee and Aged Care Community Reintegration Committees, there was discussion about losing the strategic focus of the Board. All committees need to be aligned with strategic direction and need. Most of these committees are mandatory according to the by-laws.

**Decision:** The Aboriginal Justice and Health Committee and Aged Care Community Reintegration Committees will continue as independent committees and be considered for integration with existing subcommittees in the future.

## 8.2 Towards Success People and Culture Strategy Report 2021

A third of the Network workforce has left over the last three years. Few exit interviews are completed. Chair highlighted key areas in the 2021 People Matters Employment Survey (PMES) report. Discussion followed:

- This is not a new issue
- Need to apply resources to improve culture initiatives
- Effectively manage and eliminate bullying through comprehensive policy
- Establish an open, empowered, respectful culture free of blame
- Needs to be a major focus of the Network

A/CE acknowledged that this is a problem. Generally people in the Network do expect to get blamed. Good culture is the responsibility and accountability of the Executive and Board.

**8.3 NSW Auditor General’s Report: Performance Audit, Access to health services in custody**

In line with CSNSW model, proposal to remove the CE from the Finance and Workforce Performance Committee closed session and replace with the Director, Commissioning Unit. This addresses a potential conflict of interest identified by the NSW Audit Office with respect to John Maroney Correctional Centre

**Decision:** Supported. Proposal to be briefed to the MoH for endorsement before responding to the AO.

**8.4 Inspector of Custodial Services reviews**

A/CE spoke to this. Monthly meetings established with Inspector. Collaboration with CSNSW improves development of recommendations

**8.5 Funding proposals for 2022-2023**

Not discussed

**8.6 Strategic Plan 2023-2032**

EDPP spoke to this. House Of Kitch (strategic communications agency) has been engaged to write a stakeholder communication and engagement plan. Development of a strategic plan Roadmap and Network visual identity is underway to unify and engage stakeholders. Joint planning with CSNSW & YJNSW is also proposed. Consultations to start in April with a June 2022 delivery date.

**9 FOR DECISION**

No items brought forward

**10 BUSINESS WITHOUT NOTICE**

- 10.1** Chair formally and personally celebrated departing Board members for their collective knowledge, tenacity, expertise and experience. Farewell to:
- Ken Barker
  - Alison Churchill
  - Michelle Eason
  - Ian Gillespie
  - Stuart Loveday

**10.2** April Board Meeting date coincides with day before Easter Friday, therefore brought forward to the 7 April 2022

**11 2022 BOARD MEETING DATES / VENUE**

10 February      Meeting 1 of 6      Prince Henry Centre

7 April	Meeting 2 of 6	JHOP Lecture Theatre
9 June	Meeting 3 of 6	Reiby Youth Justice Centre
11 August	Meeting 4 of 6	Skype
20 October	Meeting 5 of 6	JHAC Conference Room
8 December	Meeting 6 of 6	JHAC Conference Room followed by APM