

## Minutes for NSW Health Pathology Board

27/10/2021 | 10:00 AM - 01:30 PM

### Attendees

Peter Loxton (Chair), Maree Gleeson, Michael Legg, Darren Turner, Jason Ardler, Nigel Lyons, Cathryn Cox, Nicholas Hawkins, Carmen Rechbauer, Lyn Baker and Jonathan Iredell.

In Attendance: Tracey McCosker, Tammy Boone, Martin Canova and Deanna Paulin.

Apologies: No noted apologies.

### Agenda

#### Welcome, Acknowledgement of Country and Emergency Management

The Chair declared the meeting opened with acknowledgement of country and welcomed those present.

The Chair **NOTED** no apologies received.

A quorum of Board members were present, and the meeting proceeded with business.

The Secretariat recorded the minutes.

#### Declarations of Conflict of Interest

The Chair requested all attendees to declare or remove any conflicts of interest at the meeting.

No new conflicts of interest were declared.

#### Confirmation of previous minutes

Board members were invited to comment on the minutes.

The Board members **APPROVED** the draft Board meeting minutes of 25 August 2021 as an accurate record of the meeting.

**MOVED:** Carmen Rechbauer

**SECONDED:** Jason Ardler

The Action Log was reviewed and updated.

#### Chief Executive Update

The Chief Executive's report was taken as read.

The Chief Executive noted:

- NSWHP have five finalists in the 2021 NSW Premier's Awards

- NSWHP COVID-19 Results Portal
- NSWHP Pathology Staff Awards
- Progress on the joint initiative between eHealth and NSWHP around the Single Digital Patient Record Program (SDPR) and Fusion
- Funding received to progress the Genomics integrated and Automated ICT Workflow Project.

## COVID 19 Testing Update

- The Chief Executive provided the Board with an update on NSW Health Pathology's (NSWHP's) COVID-19 response.
- The Chief Executive provided an overview to the Board around the proposed changes to the NSW Health Pathology Incident Management Team (IMT). Noting the IMT to be disbanded and replaced with two (2) COVID-19 groups formed to deal with strategic and operational matters. 1. COVID-19 Strategic Advisory Group to provide strategic direction and planning for the ongoing COVID-19 response. 2. COVID-19 Operational Response Group to implement the COVID-19 strategic plans and manage the ongoing operational response.
- Nigel Lyons provided additional information around NSW Health's objectives around transitioning from a COVID-19 pandemic phase to an endemic phase as restrictions ease, vaccination rates increase and progression to a COVID normal.
- Cathryn Cox provided an update on discussions occurring at the Sydney Children's Health Network.
- Carmen Rechbauer provided an update on the operational activities occurring in HealthShare in response to the transition from pandemic to endemic.
- The Board **NOTED** the updates provided.

## Strategic Focus Areas 2021/2022

Martin Canova presented the NSWHP 2021/2022 Strategic Focus Areas that the SLT has considered and agreed to for this financial year.

- The Board **NOTED** the four (4) strategic focus areas to deliver NSWHP's 2021/2022 strategic objectives. Noting that each of the four areas align with the eight (8) strategic priorities in the Towards 2025 Strategic Plan and our current work programs, operational plan, transformation program, Fusion, and other core work programs.
- The Board **REQUESTED** that visibility and demonstration of information flow around the alignment of each strategic focus area and associated governance arrangements and relationships and monitoring and reporting frameworks.
- The Board **NOTED** that a broader dedicated risk discussion is to be held at the December Board meeting.

- It was proposed that a presentation be provided to the Board on the progress of projects within the Amalgamated Steering Committees at a future meeting.
- The Board **NOTED** reference made around the digital transformation, data security and cyber security to be part of every planning process.
- Annual Governance review around committees and arrangements to be scheduled for 2022.

***Action: Risk discussion to be held at the December Board meeting.***

***Action: Presentation to the Board at a future meeting on progress of projects within the Amalgamated Steering Committees.***

## **Pandemic to Endemic**

Martin Canova provided an overview of the recent Workshop held with the IMT and SLT to better understand the implications on COVID-19 transitioning from pandemic to endemic on NSWHP.

- The Board **NOTED** the proposed timeline phases around current and future activities to the endemic long in 2023. Noting that the timeframes may differ and shift accordingly.
- The Board **NOTED** the key planning initiatives, activities and opportunities to explore going forward around staff wellbeing, transition and return to Business as Usual (BAU), future service delivery models and future workforce requirements.
- The Board **NOTED** the next steps outlined around COVID-19 transition and to develop a strategic plan to implement agreed recommendations. Noting the disbanded IMT and agreed to new COVID-19 Response Structure and processes.
- It was proposed that an update be provided to the Board quarterly for information.
- A discussion was held around capturing learnings from NSWHP's experience and response to COVID-19 as an opportunity to reflect on lessons learnt, embed them into practices and processes and enact improvements to strengthen capability.

***Action: Pandemic to endemic developments and updates to be provided to the Board quarterly.***

## **Vaccination update and addressing resulting potential cultural issues**

The Board welcomed Deanna Paulin to provide an update on the vaccination status of NSWHP staff and address resulting potential cultural issues.

- The Board **NOTED** the information provided around the COVID-19 impact on the psychological wellbeing of populations globally, the aftershock around the mandatory vaccination Public Health Order (PHO) and the intersection between the PHO, COVID cases and the People Management Engagement Survey (PMES).
- The Board **NOTED** the proposed model of recovery around remediation, restoration and reconnection in addressing potential cultural issues and how we support our people and continue to build and rebuild psychological and physical wellbeing.

- Deanna Paulin provided an overview of the 2021 NSW Public Sector People Matter Engagement Survey (PMES), noting a response rate of 24% over a survey period 24 August to 17 September 2021 and noting that NSWHP's results have trends consistent with NSW Health more broadly, which may indicate the challenges of the past 18-24 months on operational and frontline staff.
- The Board **NOTED** the update provided and valuable insights and feedback from the survey.
- The Board **NOTED** the next steps around further analysis and interpretation of the results and survey communication. An update will be provided to the Board at the December Board meeting.

## Standing Items

### Audit and Risk Management Committee

The Audit and Risk Management Committee (ARMC) Report was taken as read.

Lyn Baker, ARMC Chair, provided an overview of the 26 August 2021 ARMC meeting.

Noting:

- An update on Internal Audit Progress Plan was provided to ARMC members.
- Project delivery and project governance processes around the Pathworks App as part of the Pathworks App Audit.
- Risk Maturity Progress Report progress on recommendations, including the inclusion of the Complaints Management Framework. Noting KPMG recently delivered workshops to the SLT regarding risk management.
- The recent discussions held at the Ministry of Health (MoH) Audit and Risk Committee Chair's Forum around Climate Change, Cyber Security and Attestation Statements.
- Biosecurity, Cyber Security and Climate Change are focus areas for the ARMC and will be discussed at the November ARMC meeting with feedback and further discussion to the Board at the December Board meeting.

### Finance and Performance Committee

- The Finance and Performance Committee Report was taken as read.
- Darren Turner, Chair of the Finance and Performance Committee, provided an overview of the financial performance of NSWHP for the period to 30 September 2021.

Noting:

- The September Net Cost of Service (NCOS) is favourable to the budget, and the YTD NCOS is favourable. The underlying COVID-19 result is favourable for the month (excluding BAU impact).
- BAU revenue was impacted as a result of COVID-19 and the shutdown of elective surgery.
- Intrahealth revenue was unfavourable. YTD against budget and down on last year.
- Infrastructure fee revenue was down on the budget for the month and the YTD.
- Increased staff leave provisions causing unfavourability to employee-related expenses.

- Trust accounts have lower private revenue due to activity decreases
- No funds have yet transferred to the Asset Reserve following the half-year results being confirmed.
- Budget targets around revenue escalation, efficiency targets and procurement targets.

***Action: Scorecard Highlights Summary to accompany the supporting Finance and Performance Brief as an Appendix.***

## **Medical Staff Council**

Jon Iredell provided a verbal report on the Medical Staff Council Annual General Meeting held on the 14 July 2021 and the Medical Staff Council Executive Committee Meeting held on the 20 October 2021.

Noting:

- James Patterson provided a Fusion presentation to the AGM.
- Martin Canova provided a Service Configuration presentation to the AGM
- The Chief Executive provided an update to MESC Committee members.
- Tracey Dwyer provided an update on the Rights of Private Practice White Paper and a constructive discussion was held with Committee members.

## **Medical and Dental Appointments Advisory Committee**

The Medical and Dental Appointments Advisory Committee (MDAAC) was taken as read.

Nigel Lyons provided an overview of the 20 October 2021 Committee meeting.

Noting:

- The development of a transition to Specialist Mentoring and Development Plan for Consultants.
- Work is underway with the Clinical Streams in consultation with the Royal College of Pathologists Australasia (RCPA) around defining the minimum fraction to maintain core, specific, and any extended Scopes of Clinical Practice in pathology specialities. Resolution is expected for presentation to the Dec 2021 MDAAC.
- Noting that the issue around the level of supervision across the different types of laboratories is being addressed appropriately as part of the appointment process.

## **Quality and Clinical Safety Committee**

The Quality and Clinical Safety Committee Report was taken as read.

Nicholas Hawkins provided an overview of the 29 September Committee meeting.

Noting:

- Quality Management Information System (QMIS) Project Update provided by Angela Keynes, Project Manager.
- Patient Portal and associated Results Release Policy update and demonstration provided by James Patterson, Chief Information Officer and Desmond Horsley, Chief Security Architect.

- AKUNA- the Statewide Specimen Tracking Project update provided by John Enright, Logistics Program Manager.
- The total number of clinical incidents notified remains stable.
- Re-established the Community Engagement Working Group to discuss, review and test a newly drafted Community Engagement Framework. Michael Legg proposed that Customer Satisfaction measurement should form part of this work.
- The need for an organisational wide Complaints Framework. This work will progress when the new Director of Clinical Governance is appointed.

***Action: An update to be provided to the Board at the December meeting around progress on the Community Engagement Framework.***

## **Culture, Safety and Wellbeing**

The Culture, Safety and Wellbeing Report was taken as read.

Deanna Paulin, Director, People and Culture, provided an overview of the Health, Safety and Wellbeing portfolio, including Workers Compensation.

Noting:

- Uptake in the utilisation of Employee Assisted Program (EAP).
- Stabilisation of workers compensation claims. However, noting psychological injuries continue to be an area of concern.

## **Fusion**

The Chief Executive provided a status update on the Fusion Project and an overview of the Fusion Executive Steering Committee meeting held on 25 October 2021.

Noting:

- Ongoing demands of our COVID-19 response has delayed progress to the Fusion Program around access to resources and participation.
- Staff from across our operations have filled subject matter expert roles within the Fusion program and will soon be onboarded to the program. Communities of Practice (COP) are now being established to work with SMEs.
- The tender evaluation for the SDPR, which includes Fusion, is progressing with a non-pricing component of the assessment to be completed before the end of the year, along with vendor demonstrations.
- Michael Legg provided a brief overview of presentations at the recent Stakeholder Consulting Committee meeting around service security and secondary stores. Raising a separate issue around the delay to the Fusion Program and the likely impact around the delivery of the three-year benefits.

## **Items without Notice**

### **For Information**

#### **Board Scorecard**

The Board Scorecard was provided for information and taken as read.

#### **Transformation Program**

Noted for information.

#### **NSW Health Pathology Operational Plan Summary**

Noted for information.

#### **Audit and Risk Management Committee Minutes**

Noted for information.

#### **Medical and Dental Appointments Advisory Committee**

Noted for information.

#### **Finance and Performance Committee Meeting Minutes**

Noted for information.

#### **Clinical Council Meeting Minutes**

Noted for information.

#### **Medical Staff Council Meeting Minutes**

Noted for information.

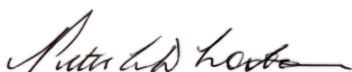
#### **Quality Clinical Safety Board Meeting Minutes**

Noted for information.

### **Meeting Close**

Meeting closed 1.34pm

Endorsed by Peter Loxton, Board Chair, NSW Health Pathology



27/10/2021 Item 6.	Risk discussion to be held at the December Board meeting.	Tammy Boone	ON AGENDA
27/10/2021 Item 6.	Presentation to the Board at a future meeting on progress of projects within the Amalgamated Steering Committees.	Martin Canova	ONGOING Feb 2022
27/10/2021 Item 6.	Pandemic to endemic developments and updates to be provided to the Board quarterly.	Tracey McCosker	ONGOING Feb 2022
27/10/2021 Item 8.	Scorecard Highlights Summary to accompany the supporting Finance and Performance Brief as an Appendix.	Darren Turner	ON AGENDA
27/10/2021 Item 11.	An update to be provided to the Board at the December meeting around progress on the Community Engagement Framework.	Nicole Tripney	ON AGENDA Dec 2021
23/06/2021 Item 8.	An update post end of the financial year 2021 to be provided to the Board around the process and management of transitioning COVID-19 to BAU. <b>Updated</b> ** Partly addressed in strategic discussions October and December meetings.	Darren Turner	ONGOING
28/04/2021	Access to the Risk Reporting Portal and risk reporting to be made available to Board members.	Tammy Boone	IN PROGRESS
24/02/2021 Item 12.	A copy of the White Paper to be presented to the Board at a future meeting.	Tracey Dwyer	ONGOING Dec 21
11/12/2019 Item 8.	NSW Health Statewide Biobank update to be provided at a future Board meeting. Consideration is to be given to hosting one of the 2022 Board meetings at the Biobank facility. <b>**Updated-</b> consideration of other NSWHP laboratory sites such as RPA and PoW.	Tracey McCosker	ONGOING
<b>Items closed since the last meeting</b>			
25/08/2021 Item 10.	Seek clarity around whether Board members classified as Key Management Personnel in the Financial Statements. <b>**Updated</b> -Noting that Board members have been removed from the definition of Key Management Personnel and removed from the final version of the financial statements.	Tammy Boone	COMPLETED



25/08/2021 Item 10.	Comments to be provided to Board members out of session around information governance and quality.	Michael Legg	COMPLETED
23/06/2021 Item 8.	The Chief Executive, NSWHP, to follow up with Chief Financial Officer, MoH regarding the finalised SDPR and Fusion	Tracey McCosker	COMPLETED
23/06/2021 Item 8.	A brief to be prepared for the August Board meeting responding to the Cyber Security information provided by Michael Legg.	James Patterson	COMPLETED
23/06/2021 Item 8.	Presentation from eHealth and Digital NSW to be provided to the Board at a future Board meeting. – Peter Croll and James Patterson	Tammy Boone	COMPLETED