

## Minutes for NSW Health Pathology Board

15/12/2021 | 10:00 AM - 01:30 PM -1 Reserve Road, St Leonards, Watt Street, Newcastle and Teams

### Attendees

Peter Loxton Chair, Maree Gleeson, Michael Legg, Darren Turner, Cathryn Cox, Nicholas Hawkins  
In Attendance Lyn Baker, Jonathan Iredell, Elizabeth Salisbury, Tracey McCosker, Tammy Boone, Martin Canova, Michael Whiley, Jess Lee and James Patterson.

Apologies Jason Ardler, Nigel Lyons and Carmen Rechbauer.

### 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** the three 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: Nicholas Hawkins**

**SECONDED: Maree Gleeson**

The Action Log was noted that the items were either In Progress or Ongoing.

#### Chief Executive Update

The Chief Executive's report was taken as read. The Chair noted:

- The NSWHP Awards night was a terrific event, and to pass on the Board's best wishes and congratulations to:

- the winners and short-listed nominees.
  - Nicole Tripney and her staff for the planning and coordination of the event on the fourth attempt.
- Michael Legg passed on his congratulations regarding the Inaugural Research Forum.

## **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 advised a high concentration of the State's COVID positive cases within the Newcastle area.
- Turnaround times for the Sydney area should stay constant but may be a lag in turnaround times in areas outside of Sydney.
- John Hunter Hospital has put in 2 extra rapid PCR machines, one dedicated to staff.
- A Smart Health Card is getting close to finalisation. The potential roll-out discussions will occur in early 2022.
- NSW Health has requested NSWHP capture the data on case numbers for Omicron, and positive cases from the private pathology sector are being forwarded to NSWHP.
- Human Resources (HR) has been impacted regarding the staff that have been terminated as per the NSW Health requirement for vaccination. Unfortunately, they have been subjected to rude behaviour and abuse. Each case was investigated thoroughly by HR. No senior management staff were in the termination numbers.
- Cathryn Cox provided an update on increasing presentation numbers at the Sydney Children's Hospitals Network.
- The Board **NOTED** the updates provided.

## **Environmental Sustainability**

Paul Dunn presented on the Environmental Sustainability implementations undertaken by NSWHP as part of its commitment to align with the Strategic Plan (7.2 Smarter, sustainable services). Paul highlighted NSWHP's future, including working towards Zero Emissions by 2028 in FASS and Watt Street office. The Board **NOTED** NSWHP:

- Is working towards converting the fleet to Hybrid cars and future planning and costings towards electric vehicles.
- Has voluntary site champions at each laboratory. Ensuring initiatives for recycling are cost-effective.
- Is working with manufacturers to reduce the quantity of non-essential packaging coming into the laboratories.

***ACTION: Board Members to be added to the Environmental Newsletter Distribution List.***

## Health Prototyping Centre

Martin Canova provided an overview of the new Prototyping Centre based at Macquarie Park in collaboration with eHealth, Health Infrastructure, HealthShare. The Board **NOTED** NSWHP.

- Anticipates that eHealth's lease will be signed at the end of this year, with a probable move-in date of March 2022.
- Is formulating plans on the future use of the space and occupancy, which should be firm by March 2022.
- Is looking at occupying the site for 3-5 plus years

***ACTION: Ensure that the Centre fit-out complies with requirements for handling of biospecimens (including containment), if applicable, and report back to the Board with an update on the progress within the Health Prototype Centre, including activities or projects being undertaken.***

## Audit and Risk Management Committee Report and Risk Management Discussion

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

Lyn Baker, ARMC Chair, provided an overview of the Audit and Risk report. The Board **NOTED**:

- The audits completed during 2020/21 had the following themes identified:
- Outdated policies/procedures/guidelines
- Training and education requirements
- Governance – inadequate monitoring of the process and/or non-compliance with requirements
- Some requests for updates on outstanding audit recommendations have received nil responses. This has been raised at SLT.
- People Management Engagement Survey (2021) had a low uptake. Acknowledged that this was not heavily promoted due to increased workloads of staff during the pandemic.
- Procurement audit report due in early 2022.

Tammy Boone led the discussion on the Enterprise Risk Update. The Board **NOTED**:

- The organisation is relatively young (less than ten years) and is moving progressively towards a higher level of risk maturity. Significant progress has been made towards increasing risk maturity in a relatively short space of time.
- A key component in instilling mature governance, risk and compliance culture is getting the right level and tone of messaging, focusing on the value add of compliance rather than just ticking a box.
- The key enterprise risks associated with the following 4 Strategic Focus Areas presented at the October Board meeting:
- Redesign services, reduce waste and unnecessary variation
- Advancing digital and technology solutions

- Supporting our customers
- Supporting our people to deliver the best service
- The importance of ensuring that delivery on outcomes of IT programs is being tested continuously throughout program delivery and that risks associated with physical security (e.g. malicious actors entering NSWHP facilities) are appropriately managed.

***ACTION: Presentations to the Board on the work undertaken by the Anatomical Pathology Clinical Stream on Digital Pathology Business Case.***

***ACTION: Risk Accountability Matrix to be reviewed in 2022 and any updates provided to the Board.***

## **Standing Items**

### **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.

Noting:

- Project governance position and the maturity that is happening within that framework.
- Watching Fusion as it is early days in regard to project delivery and management but comforted by the Fusion Working Group
- Home collection work that is being undertaken within Innovation. Looking at PoCT and funding for Telehealth could disrupt some future delivery models in some areas.
- Research Governance under Amanda Koegelenberg is going well and improving NSWHP's recognition.
- Working on a long-term financial plan with capital projects, including efficiency dividends and what the future looks like post-COVID.
- Anticipate \$60M being returned to the LHD's in discounts in 2021/22.
- Excessive annual leave management is a big focus for the well-being of NSWHP staff.
- Underperforming in Aboriginal and Torres Strait Islander peoples in the workforce.

### **Clinical Council**

Michael Whiley, Chair of the Clinical Council, provided an overview of the last Clinical Council held in November 2021.

Noting:

- The research theme for the meeting and presentations by Jennifer Byrne on Biobanking and Cliff Meldrum on Genomics.

- Increased by two positions to five trainees in Genetic Pathology for 2022. Workforce is an issue, particularly the number of Genetic Pathologists. Clinical scientists in Genetics are in training who will assist in the supervision of Genetics Laboratories once they qualify for the Faculty of RCPA.
- Looking at how we can support other disciplines and upskilling such as neoplastic and cancer-related genetic testing is fundamental to the accurate and useful information to anatomical pathologists for the treatment and management of patients.

## **Medical Staff Council**

Jon Iredell is the outgoing Chair of the Medical Staff Council, and the Chair thanked Jon for his contribution in leading the Council and contribution to the Board. Jon thanked the Board and Tracey McCosker for their support.

Elizabeth Salisbury was welcomed to the Board as incoming Chair of the Medical Staff Council.

Jon provided an overview of the Medical Staff Council. Noting:

- Main issues: change management and communications; and clinical governance.
- Approximately 180 members (from approximately 400 pathologists within NSWHP) and predominantly public sector only.
- No membership fees.
- Twice yearly meetings. Initially at inception in 2018, face to face and online in 2020/21.
- Executive meetings every two months, and office bearers (Elizabeth Salisbury, David Sullivan, John Ng and Lesley Survela) meet every two weeks.
- Future considerations – membership fees and return to face to face meetings.

Elizabeth provided her insight into the Medical Staff Council. Noting:

- The Medical Staff Council is another forum and resource to be drawn upon.
- It can be a collaborative body with respect to clinical governance, risk management and communication. All issues that are of keen interest to the members.

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

The Medical and Dental Appointments Advisory Committee (MDAAC) was taken as read. Maree Gleeson provided an overview (for Nigel Lyons)

Noting:

- Functioning extremely well, and the Committee does not have any concerns.
- The NSWHP MDAAC had been operating for two years at the last MDAAC meeting.
- Michael Whiley acknowledged the accessibility of the Medical Staff Council for recruitment.

## **Quality and Clinical Safety Committee**

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

Noting:

- Improving on complaints handling. Nicholas Hawkins provided an overview.
- Supervision numbers are improving.
- Community Engagement Group has met for the first time coming out of Strategic Communications.
- The Quality Management Information System (QMIS) Project is progressing very well.
- Mobile results App – PATHWORKS was presented at the last meeting by Tyler Haig with much attention to detail with regard to the security of this product.
- Patient safety incidents or near misses where ICT was a contributing factor - there is a concern and need to identify how incidents involving ICT are managed and reported upon pre-QMIS implementation.

***ACTION: Invite the Emerging Leaders Alumni interested in joining the Quality and Clinical Safety Committee.***

## **Culture, Safety and Wellbeing**

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

Jess Lee, A/Director, People and Culture, provided an overview of the Health, Safety and Wellbeing portfolio, including Workers Compensation.

Noting:

- There is a general downwards trend in the number of workers compensation claims over the last number of years. However, there is a significant increase in the medical expenses, weekly benefits, and costs of the claims coming through. The number of psychological claims is trending up bringing with them a significant degree of complexity and costs.
- Ministry of Health paused WHS audits in 20/21 because of COVID, but they will re-commence in 2022 with a published schedule, and the first audit will be in February 2022.
- A preliminary report of a Health Security Audit on the FASS Lidcombe site has indicated a positive outcome. Final report expected shortly.
- No reportable incidents for the quarter and no Safe Worksite visits.
- Health and Training are on track for an 85% completion rate, and work is being undertaken to increase completion rates for the portfolio directors, operations directors and health and safety coordinators.
- Vaccinations are currently at 98%. The number of staff with the non-mandatory third booster is trending up.
- FASS Science Centre Audit – planned to be audited as a pilot by the Ministry of Health in October, delayed to 2022 due to COVID.

The Chair passed on the concern for the People and Culture team at this tense time and thanked them for their efforts.

## **Fusion**

James Patterson, Chief Information Officer and the Chief Executive, provided a status update on ICT and the Fusion Project.

James Patterson reported on critical vulnerability occurring in ICT. Noting:

- Attack of "Log4J" was discovered on 9/12/21. This attack affects a very low-level code in everything (i.e. hundreds of millions of devices in the world that are vulnerable to this attack). The writer of the code issued a patch to fix it, but at the same time, there was a release of a proof of concept attack based on that vulnerability.
- NSWHP ICT and eHealth have been working on areas of vulnerability at high risk since Friday night, and this activity is almost complete. eHealth has put in a draconian blocking system to fix the problem. Any issues can be reviewed by ICT and turned back on.
- No evidence NSWHP data has been exfiltrated.
- In the last 12 hours, NSWHP has experienced an attack on the Bastion server in the cloud environment. This was detected and shut down before access to NSWHP Atlassian infrastructure.
- All cloud services are now patched. eHealth is conducting internal scanning.
- Project work is on hold at present to resolve these security issues.

Tracey McCosker updated the Fusion project as per the slide in the Board papers. Noting:

- Statewide LIMS is progressing very well with SDPR
- QMIS is progressing but will require added resources regarding implementation.
- Lab network and eReporting is red due to the interruption of COVID where resources have been diverted.

***ACTION: Secretariat to add Fusion Program Governance, NSWHP Discovery, FASS Discovery, SCHN/CHWP Discovery slides to the Board Minutes.***

## **2022 Board Meeting Dates and Locations**

- It was noted that the date for June could be a problem.
- The Chair asked that if anyone had a problem to contact the Secretariat
- The board meeting will be in Newcastle in April, a Regional laboratory in October, and a plan to visit a Metro laboratory that has been busy with COVID.

## **Items without Notice**

- Nick Hawkins raised the Westmead Development and discussions with the Ministry of Health.  
Response:
- Westmead development has been de-prioritised a number of times, and there is a plan going forward. There has been space put forward for a new laboratory at Westmead without any money at present. Support is also coming from WLSHD Board.

## **For Information**

### **NSW Health Pathology Scorecard**

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

### **MoH Statement of Service Performance Report**

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

### **Transformation Program**

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.

Endorsed by Peter Loxton, Board Chair, NSW Health Pathology





15/12/2021 Item 7.	Report to the Board with an update on the progress within the Health Prototype Centre.	Martin Canova	ONGOING FEB 2022
15/12/2021 Item 8.	Present to the Board the work undertaken by the Anatomical Pathology Working Group on Digital Pathology.	Martin Canova	ONGOING
27/10/2021 Item 6.	Presentation to the Board at a future meeting on the progress of projects within the Amalgamated Steering Committees.	Martin Canova	ONGOING
27/10/2021 Item 6.	Pandemic to endemic developments and updates to be provided to the Board quarterly.	Tracey McCosker	ONGOING APR 2022
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	ONGOING FEB 2022
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. Updated ** 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
11/12/2019 Item 8.	NSW Health Statewide Biobank updates 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.	Tracey McCosker	ONGOING APR 2022

Items closed since the last meeting			
15/12/2021 Item 15.	Add "Fusion Program Governance; NSWHP Discovery, FASS Discovery, SCHN/CHWP Discovery" slide to Board Minutes.	Secretariat	COMPLETED
15/12/2021 Item 13.	Send out an invitation to the Emerging Leaders Alumni for interest in joining the Quality and Clinical Safety Committee.	Tracey McCosker	COMPLETED
15/12/2021 Item 6.	Add Board members to the Environmental Newsletter distribution list	Paul Dunn	COMPLETED
27/10/2021 Item 8.	Scorecard Highlights Summary to accompany the supporting Finance and Performance Brief as an Appendix.	Darren Turner	COMPLETED
27/10/2021 Item 6.	Risk discussion to be held at the December Board meeting.	Tammy Boone	COMPLETED