

Minutes for NSW Health Pathology Board

22/02/2023 | 10:00 AM - 01:30 PM, 1 Reserve Road, St Leonards, and Microsoft Teams

Attendees

Nigel Lyons, Nicholas Hawkins, Jason Ardler, Carmen Rechbauer, David Currow, Gayle Murphy, Darren Turner, Michael Legg, and Cathryn Cox

Apologies:

In Attendance: Robert Lindeman, Tammy Boone, Martin Canova, Michael Whiley, Tracey McCosker for Item 4, Deanna Paulin for Item 7, Lyn Baker for Item 9, James Patterson, and Stephen Braye for Item 11.

Secretariat: Tanya Dunn

Welcome, Acknowledgment 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.

Michael Legg informed the Board that he is no longer offering his consulting services in providing advice to Medisure Ltd.

No other new conflicts of interest were declared.

Confirmation of previous Minutes and Review of Action Log

Board members were invited to comment on the minutes.

The Board members **APPROVED** the draft Board meeting minutes of 14 December 2022 as an accurate record of the meeting.

Moved: Gayle Murphy

Seconded: Nicholas Hawkins.

The Action Log was reviewed and noted. The pending actions were discussed, and a verbal update was provided.

Chief Executive Update

Tracey McCosker updated the Board on her recent appointment as Interim Chief Executive of the Hunter New England Local Health District. Noting her appreciation to Rob Lindeman for stepping in as Acting Chief Executive, NSW Health Pathology, Martin Canova for taking on the position of Acting Director, Clinical Operations, and Stephen Braye for the medical lead of the Fusion program.

The Chief Executive report was taken as read.

Tracey McCosker provided a verbal update to the Board:

Noting:

- Revised work on the NSW Health Pathology Strategic Plan.
- The opening of the NSW Health Pathology Port Macquarie Laboratory.
- Attendance at the NSW Health Good Health – Great Jobs Stepping Up Forum 2023 and a brief overview provided.
- Retirement of Paul Dunn, and the appointment of Nick Dunn as Director, Finance and Corporate Services.
- Dr Isabel Brouwer has returned to her substantive role of Senior Staff Specialist, and Dr Lorraine Du-Toit-Prinsloo is currently acting in the role of Chief Forensic Pathologist/Clinical Director Forensic Medicine.

The Board offered Rob Lindeman their full support in Tracey McCosker's absence and extended their best wishes to Tracey during her secondment opportunity.

Rob Lindeman outlined the interim internal arrangements within NSW Health Pathology.

The Board **NOTED** the updates provided.

Strategic Plan

Martin Canova, Director Strategy and Transformation presented the Board with an overview of the need to update the NSW Health Pathology Strategic Plan Towards 2025 to better match the needs of our organisation, our customers and our communities given the seismic shift in our operating environment since the launch of our current strategic plan in 2020.

The Board **NOTED** and **ENDORSED** the recommendation to modify the current NSW Health Pathology Towards 2025 Strategic Plan to focus down on key strategic priorities over the remaining two years of the plan. The Board does not support the creation of a new Strategic Plan at this stage. The modified Strategic Plan should reflect changes to our environment and the current strategic priorities, it was noted that the Key Performance Measures and Scorecard will need to be reviewed to ensure they are measuring the modified strategic plan's impact.

Discussions were held regarding the consultation process with staff and stakeholders, resources required and timelines, noting management's desire to have the modifications take effect from 1 July 2023. The Board **SUPPORTED** virtual consultation through a virtual gallery and requested

additional information on the required resources and associated costs to meet the 1 July 2023 timeline. The Board also noted the importance of clearly communicating the purpose and implementation of the modified Strategic Plan to staff and stakeholders, including that it is about focussing down on key priorities rather than throwing the existing plan out. The Board requested that there be a further discussion regarding the process for, scope of, and Board's role in providing advice, input, and direction to, the modification of the existing Strategic Plan at the combined Board and Strategic Leadership Team meeting on the 23 March, as well as at the April Board meeting.

Action: The process, scope, and Board's role in the modification of NSWHP Strategic Plan Towards 2025 will be discussed at both the combined Board and the Strategic Leadership Team meeting and the April Board meeting.

Service Configuration – 2035

Martin Canova, Director Strategy and Transformation presented to the Board an update on the Anatomical Pathology (AP) Service configuration work, which has progressed from concept phase to detail design for a new 2034 Anatomical Pathology processing operating model.

The Board **NOTED** the case for change, including increased demand for AP services, constrained or reduced laboratory footprints in the future, workforce challenges associated with recruiting and an ageing workforce, technical and diagnostic advancements, as well as the review conducted by the Shaping Future Team of the Department of Premier and Cabinet.

The Board **NOTED** the three potential statewide AP service configuration models that were developed by the Service Design Blueprint Team to determine the optimal AP processing operating model for the 19 processing sites across the state. Noting that the proposed model is intermediate between Models 2 and 3.

The Board acknowledged the update provided and noted the discussion and challenges raised. The inclusion of trainees in the consultation process was suggested.

The Board **ENDORSED** the approach, next steps, and timeline for phase 2 of the detailed design strategy, as well as the alignment with the Pathology 2035 Roadmap for January through December 2023. As part of the phase 2 detailed design, it was suggested to determine and quantify the proposed service change's benefits, opportunities, and unintended consequences.

The Board requested ongoing updated information on how the proposal addresses certain change drivers, how it will benefit the workforce and the services provided by NSWHP, and how it aligns with NSWHP's strategic direction. In addition, the importance of change management, consultation, and communication with the workforce regarding decision making, as well as ensuring that employees continue to work at an optimal level throughout the transition.

Action: Updates to be provided to the Board regarding how the proposal addresses the change drivers, the benefits to NSWHP, and its alignment with NSWHP's strategic direction.

Culture, Safety and Wellbeing

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

Deanna Paulin, Director People and Culture provided an update to the Board.

Noting:

- Work Health and Safety remains a significant strength for NSWHP.
- QBE Monthly Reporting Dashboard.
- People Matter Employee Survey (PMES) 2022 Action Plan.
- Aboriginal Workforce Scorecard.
- Aboriginal Workforce Development Unit (AWDU).
- NSWHP employee-initiated separations.
- Additional 49 FTE roles under the Covid and Recovery and Workforce Resilience Funding NPP.
- Award Reform including consultation with the Ministry of Health regarding determinations for bioinformaticians and data scientists.

The Board **NOTED** the updates provided.

Action: Incorporate the Aboriginal Workforce Scorecard and the PMES Action Plan into the Culture, Safety and Wellbeing standing agenda report.

Action: Provide the Board with twice-yearly updates on NSWHP employee-initiated separations.

Finance and Performance Committee

The Finance and Performance Committee report was taken as read.

The Scorecard highlights summary was provided and taken as read.

Darren Turner, Chair of the Finance and Performance Committee provided an overview of the Scorecard and financial performance of NSWHP.

Noting:

- Planned review of the current Scorecard in June 2023 around the incorporation of new KPI-related metrics into the Scorecard to better reflect the revised strategy.
- Noting the 22/23 Statement of Service Deliverables are currently in progress or delayed. Consideration should be given to better reflecting measures in future Statements of Service.
- Work is ongoing to improve FASS outstanding coronial report turnaround times, which is impacted by staffing levels during the holiday period, the implementation of the Forensic Medicine Information System (FMIS), and the implementation of new administrative processes.
- Work is ongoing and actions are in place around improving People and Culture KPIs, specifically around the time taken to recruit.
- Noting one incident with a Harm Score of 1 was reported in January 2023, relating to the communication of critical results. The incident is shared with the LHD and is currently under investigation.

Noting in relation to financial performance:

- The YTD BAU result unfavourable to budget offset by the COVID result.
- Unmet efficiency targets are driving expense unfavourability.
- FTE YTD average vacancy is driving employee-related expense favourability but is offset by the cost of the additional public holiday, high sick leave, and overtime levels.
- Decrease in excess annual leave.
- Pathology YTD revenue favourable while private revenue and additional revenue targets both contributing to overall revenue unfavourability.
- FASS unfavourable NCOS for YTD driven by revenue and efficiency targets not being met and some prior year expenses flowing to the current year.
- Full Year Forecast COVID result favourable to budget. Testing numbers significantly declining resulting in an expectation of a drop in further favourability remainder of the year.
- Full Year Forecast BAU unfavourable. Increase in the unfavourable result expectation on prior month with a lower forecast private revenue the driver. Unmet efficiency targets are behind the remaining unfavourability.

The Board **NOTED** the update provided.

Action: An invitation to Alfa D'Amato to attend the April 2023 meetings of the Finance and Performance Committee and the Board.

Audit and Risk Management Committee

The Audit and Risk Management Committee report was taken as read. Lyn Baker, Chair of the Audit and Risk Management Committee, provided an update on the recent Audit and Risk Management Committee meeting and ARMC's activities.

Noting:

- No new audits were completed. The audit program is on schedule. Future audits include the Fusion Program and the Statewide Billing Project. Prior to the audits, the Committee has had the opportunity to review the program and the project scopes.
- At the Committee meeting, business continuity was discussed in relation to outstanding audit recommendations. Some revised dates have been brought forward for the outstanding recommendations. At the next meeting of the Committee a presentation on Business Continuity will be presented.
- Report on risk management was presented to the Committee. Minor suggestions were made and implemented. The Strategic Risk Profile Heat Map was commended as a useful visual representation for reviewing the various risks and profiles throughout NSWHP.
- Cyber Security is an ongoing priority for the Committee.

- The Committee received a presentation on the Complaints Management Framework and will receive ongoing updates at future meetings.

Action: A copy of the Fusion Health Check scope to be shared with the Board and other subcommittees for information.

The Board **NOTED** the update provided.

Clinical Council

Michael Whiley advised that the Clinical Council meeting scheduled for February had been cancelled and provided an update on the Council's activities.

Noting:

- A presentation on the rollout of EPIC to be presented at the March 2023 meeting.
- A discussion on the revised Strategic Plan to be discussed at the March 2023 meeting.

The Board **NOTED** the update provided.

Medical Staff Executive Council

Report only by exception. No update provided.

Medical and Dental Appointments Advisory Committee

The Medical and Dental Appointments Advisory Committee report was taken as read.

Report only by exception. No update provided.

Quality and Clinical Safety Committee

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

Report only by exception.

Nicholas Hawkins, Chair of the Quality and Clinical Safety Committee, provided an update regarding the Fusion/ICT reporting to the Committee on Fusion, ICT regarding data governance and ICT related issues.

The Board **NOTED** the update provided.

ICT Update

James Patterson provided an overview of the ICT restructure plans, with work progressing and workshops scheduled for the upcoming weeks through to the end of March, including training for all ICT employees, including Fusion. Ministry of Health approval for some senior positions still pending.

The Board received an update regarding the Single Digital Patient Record (SDPR) program.

Noting:

- An update on the status of contract negotiations to finalise core terms, non-price schedules, and pricing, as well as the program governance and next steps.

- Fusion evaluation will be incorporated into the Gateway process.
- The implementation of the Statewide Laboratory Information System (SWLIMs) as a crucial component of the hospital implementation was identified as requiring a continued dedicated focus.

The Board **NOTED** the updates provided.

Items without notice

Rob Lindeman to draft a value proposition that communicates the purpose of NSW Health Pathology as well as the benefits that the service provides. In particular, the inclusion of the COVID debriefing work, academic teaching, and training; (undergraduate in all health areas) and the statewide basis that is provided to the health and justice systems, and the community.

Action: Rob Lindeman to draft a value proposition that communicates the purpose of NSW Health Pathology as well as the benefits that the service provides as discussed.

There being no other business to come before the meeting, the meeting closed at 1.23pm.

For Information

NSWHP Scorecard

The Scorecard was provided for information and taken as read.

Medical and Dental Appointments Advisory Committee Meeting Minutes

Noted for information.

Quality and Clinical Safety Committee Meeting Minutes

Noted for information.

Finance and Performance Committee Meeting Minutes

Noted for information.

Audit and Risk Management Committee Meeting Minutes

Noted for Information.

Clinical Council Committee Meeting

Noted for information.

Transformation Program Status Report

Noted for information.

Endorsed by Nigel Lyons, Interim Board Chair, NSW Health Pathology



Action Log NSW Health Pathology Board

22/02/23 Item 9.	A copy of the Fusion Health Check scope to be shared with the Board and other Board subcommittees for information.	Tammy Boone	ONGOING
22/02/23 Item 12.	Rob Lindeman to draft a value proposition that communicates the purpose of NSW Health Pathology as well as the benefits that the service provides as discussed.	Robert Lindeman	IN PROGRESS
22/02/23 Item 8.	An invitation to Alfa D'Amato to attend the April 2023 meetings of the Finance and Performance Committee. * Updated to attend the June 2023 meeting.	Darren Turner Nigel Lyons	ONGOING JUN 2023
22/02/23 Item 6.	Updates on the AP Service Configuration to be provided to the Board regarding how the proposal addresses the change drivers, the benefits to NSWHP, and its alignment with NSWHP's strategic direction.	Martin Canova	ONGOING JUN 2023
22/02/23 Item 5.	The strategic plan will be discussed at both the combined Board and the Strategic Leadership Team meeting and the April Board meeting.	Martin Canova	ONGOING On the agenda
22/02/23 Item 11.	Further discussion regarding regular Fusion reporting to the Finance and Performance Subcommittee and the Quality and Clinical Safety Subcommittee to enhance the oversight to the Board. Initial meeting has been held with a follow-up meeting scheduled for March 2023, to focus on refining the scope of reporting to each subcommittee.	Rob Lindeman Tanya Dunn	ONGOING On the agenda
14/12/2022 Item 6.	At a future meeting, an update on the NSWHP Risk Appetite Statement to be provided.	Tammy Boone Lyn Baker	ONGOING On the agenda
26/10/2022 Item 9.	The Tissue Release Policy will be made accessible to the Board once it is officially published. Work is in progress with an update to be provided June 2023.	Shaun Roman	ONGOING JUN 2023
22/06/2022 Item 7.	An update on the NSW Health Pathology Climate Change Adaptation Strategy will be provided to the Board at the December meeting. Deferred to the April 2023 Board meeting.	Michael Symonds	ONGOING On the agenda
24/02/2021	A copy of the White Paper to be presented to the Board at a future meeting.	Tracey Dwyer	ONGOING
Items closed since the last meeting			
22/02/23 Item 7.	Incorporate the Aboriginal Workforce Scorecard and the PMES Action Plan into the Culture, Safety and Wellbeing standing agenda item. Provide the Board with an update on NSWHP employee-initiated separations twice	Deanna Paulin	COMPLETED