

MIDCENTRAL DISTRICT HEALTH BOARD

Minutes of the MidCentral District Health Board meeting held on 18 August 2020 from 9.00am

PART 1

MEMBERS

Brendan Duffy, Board Chair	Materoa Mar
Heather Browning (via Zoom until 11.15am)	Karen Naylor
Vaughan Dennison	Oriana Paewai (via Zoom)
Lew Findlay	John Waldon
Norman Gray (via Zoom)	Jenny Warren
Muriel Hancock	

IN ATTENDANCE

Kathryn Cook, Chief Executive
Kelvin Billingham, Chief Medical Officer
Celina Eves, Executive Director Nursing and Midwifery
Rory Matthews, Interim Director of the Office of the Chief Executive
Gabrielle Scott, Executive Director, Allied Health
Tracee Te Huia, General Manager Māori Health
Margaret Bell, Board Secretary

IN ATTENDANCE (part meeting)

Simon Allan, Clinical Council Chair
Keyur Anjaria, General Manager People and Culture
Doug Barnes, Programme Director, Enterprise Project Management Office
Judith Catherwood, General Manager Quality and Innovation
Jonathon Howe, Corporate Communications Manager
Gail Munro, Consumer Council Chair
Carrie Naylor-Williams, Integrated Operations Centre Lead
Stephen Paewai, Consumer Council Deputy Chair
Darryl Ratana, Deputy Chief Financial Officer
Rachael Timutimu, CCDM/TrendCare Coordinator
Neil Wanden, General Manager, Finance and Corporate Services

Media – 1
Public – 0

The Board Chair welcomed Kelvin Billingham, Chief Medical Officer to his first Board meeting.

The Chief Executive introduced Rory Matthews, who had been seconded to the role of Interim Director of the Office of the Chief Executive for a three-month period.

1. KARAKIA

The meeting opened with the organisational karakia.

2. ADMINISTRATIVE MATTERS

2.1 Apology

Heather Browning advised she would need to leave the meeting early.

2.2 Late items

There were no late items.

2.3 Register of Interests Update

There were no amendments to the Register of Interests.

2.4 Minutes of the 7 July 2020 meeting

It was resolved that:

the Part One minutes of the 7 July 2020 Board meeting be approved as a true and correct record. (Moved Karen Naylor; seconded Lew Findlay)

2.5 Minutes of the 28 July 2020 meeting

It was resolved that:

the Part One minutes of the 28 July 2020 Board meeting be approved as a true and correct record. (Moved Lew Findlay; seconded Muriel Hancock)

2.6 Matters arising from previous Minutes

There were no matters arising.

3. PERFORMANCE REPORTING

3.1 Chief Executive's Report for August 2020

The Chief Executive presented this report, which was taken as read. Ministerial approval of the SPIRE project had not yet been received, but preparatory work was progressing.

Regarding the update on industrial matters, Karen Naylor noted her previously declared interest as a NZ Nurses Organisation (NZNO) member and workplace delegate. It was agreed this did not constitute a conflict in this discussion.

The Board Chair acknowledged the efforts by management and staff in achieving a financial year-end result that was \$204k under budget. He also noted the significantly increased participation rate in the staff survey.

It was resolved that the Board:

note the update of key local, regional and national matters. (Moved Vaughan Dennison; seconded Materoa Mar)

3.2 Finance Update – June 2020

The Chief Executive presented this report, which was taken as read. She noted that after excluding the impacts of COVID-19 and the Holidays Act Remediation Project, the financial result was within the target set for the 2019/20 year. The Sustainability Plan included specific pieces of work to improve outcomes for patients, as well as improve financial performance. Areas that were over budget last year were being closely monitored. The strong performance by Enable New Zealand had been incorporated into the budget for the 2020/21 financial year.

The decline in cashflow reserves was inevitable due to the capital projects that were underway, but there were sufficient reserves to meet the going concern assumption in 2020/21. A separate accounting process was in place to capture costs related to COVID-19, including testing carried out last weekend for NZ Defence Force staff who had been working in managed isolation facilities. All COVID-19 costs were reported to the Ministry of Health on a weekly basis.

The General Manager, Finance and Corporate Services and the Deputy Chief Financial Officer joined the meeting.

Some savings had been achieved in nursing, which was staffed to CCDM requirements. The Executive Director Nursing and Midwifery identified that trend data on 'specialising' was part of reporting on the Sustainability Plan.

The General Manager People and Culture and the General Manager Quality and Innovation joined the meeting.

The Chief Executive noted that while staff were encouraged to take annual leave, it could be difficult during the winter months when the hospital was busy.

It was resolved that the Board:

note that the June 2020 financial report was endorsed for Board consideration by FRAC at their July 2020 meeting

note that the result for the month of June 2020 is a deficit of \$3.771m, which is \$2.047m adverse to budget

note that the result for June 2020 includes a net impact of \$1.468m of COVID-19 related impacts

note that the year-end result is a deficit of \$17.680m and is \$5.580m adverse to budget and includes \$5.785m of related COVID-19 event impacts

observe that total available cash and equivalents of \$26.984m as at 30 June 2020 is sufficient to support liquidity requirements

approve the June financial report. (Moved Oriana Paewai; seconded Vaughan Dennison)

3.3 Finance Update – May 2020

It was resolved that the Board:

note that the May 2020 financial report was endorsed for Board consideration by FRAC at their July meeting

note that the result for May 2020 is a deficit of \$0.242m, which is \$0.543m favourable to budget for the month

note that the result for May 2020 includes a net impact of \$0.236m of COVID-19 related impacts

note that the year to date result is a deficit of \$13.909m and is \$3.534m adverse to budget with \$4.317m of related COVID-19 event impacts

note that the year-end financial forecast for an underlying operating deficit of \$12.1m will be impacted by any unfunded COVID-19 costs, with a downside risk estimated deficit of \$16.916m

observe that total available cash and equivalents of \$29.892m as at 31 May 2020 is sufficient to support liquidity requirements

approve the May financial report. (Moved Oriana Paewai; seconded Vaughan Dennison)

The General Manager, Finance and Corporate Services and the Deputy Chief Financial Officer left the meeting.

3.4 Update by Manawhenua Hauora to MDHB on its 29 June hui

The Chair of Manawhenua Hauora, Oriana Paewai, presented this report, which was taken as read. She noted the emphasis on environmental issues and the development of iwi health and wellbeing plans. These were important for the DHB and iwi were excited by this new approach. All Board members and staff would benefit from training on the difference between the Treaty of Waitangi and Te Tiriti o Waitangi, with a focus on the Articles rather than the Principles of the document. This training would be the second of two sessions for Board members.

The General Manager Māori Health agreed to provide a report to a future Board meeting with further details on the content and timing of Te Tiriti o Waitangi training for Board members.

The Programme Director, Enterprise Project Management Office (EPMO) joined the meeting.

It was resolved that the Board:

note the contents of this update from June's Manawhenua Hauora hui

approve the recommendation by Manawhenua Hauora, that all Board members are trained in Te Tiriti o Waitangi training provided by MidCentral DHB. (Moved Jenny Warren; seconded Muriel Hancock)

3.5 Quarterly Health, Safety and Wellbeing Report

The General Manager People and Culture presented this report, which was taken as read. He outlined the pastoral care and other resources that were in place to support staff during the COVID-19 recovery period.

The reduction in the number of workplace claims over the last two quarters could be related to having a reduced number of hospital patients during that time.

The General Manager People and Culture offered to follow up on providing Health and Safety training from Tregaskis Brown for Board members.

The revised Nutrition and Physical Activity Policy would be presented to the September Board meeting.

It was resolved that the Board:

approve the quarterly Health, Safety and Wellbeing report. (Moved John Waldon; seconded Heather Browning)

The Integrated Operations Centre Lead and the CCDM/TrendCare Coordinator joined the meeting.

Tribute to two Resident Medical Officers (RMOs)

The Chief Medical Officer acknowledged the passing of two RMOs, Dr James Huang and Dr Vinay Angadi Rudresh, who died in a motor vehicle accident last week. Both doctors worked in the Emergency Department and had worked in other DHBs in New Zealand. Support had been provided to their families. Colleagues had been offered pastoral support and counselling, and were able to put messages in a Memory Book. A memorial service would be held in the hospital chapel on Wednesday 19 August.

Those present stood for a karakia, led by John Waldon, as a mark of respect for the two doctors.

3.6 Performance Improvement Plan (PIP)

The General Manager Quality and Innovation and the Programme Director, EPMO presented this report, which was taken as read.

A Board member noted that following the recent resurgence of COVID-19 and reinstatement of Alert Level 2, there could be an increase in DNAs (Did Not Attend) for outpatient clinics, including those delivered by virtual means. Management indicated that staff continued to receive training on how to interact with patients in a virtual setting. Barriers for access to technology were always considered when making a decision on whether to offer a face-to-face or virtual consultation.

The Chief Executive noted that telehealth was a key priority for next year's plan and that the Board would be kept informed of plans and progress.

The Board Chair asked that the Board receive information on the increased surgical interventions that were underway. The General Manager Quality and Innovation noted that an update would be provided in the next Health and Disability Advisory Committee (HDAC) meeting papers.

The Chief Executive outlined her expectation that each cluster function would report performance through to HDAC.

The Chair and Deputy Chair of the Consumer Council joined the meeting.

It was resolved that the Board:

note that the Performance Improvement Plan was endorsed by FRAC at their July 2020 meeting

note progress made to date in the delivery of the Performance Improvement Plan 2019/20

note the performance of the Savings Plan (Initiatives in Progress)

*approve the report and the mitigation plans in place to improve performance.
(Moved Vaughan Dennison; seconded Karen Naylor)*

3.7 Sustainability Plan 2020-2023

The General Manager Quality and Innovation and the Programme Director, EPMO presented this report, which was taken as read. Each project was being built into the planning framework to enable monitoring and reporting. The Organisational Leadership Team (OLT) had agreed that every project registered with the EPMO must outline how it would improve MidCentral DHB's two key priorities of equity for Māori and digital enablement. This information would be reported to OLT each month.

It was resolved that the Board:

note that the Sustainability Plan was endorsed by FRAC at their July 2020 meeting

approve the Sustainability Plan 2020-23. (Moved Norman Gray; seconded Muriel Hancock)

The Programme Director, EPMO left the meeting.

4. DISCUSSION/DECISION PAPERS

4.1 Staff Engagement and Safety Culture Survey Report

The General Manager People and Culture presented this report, which was taken as read. The overall response rate had improved by 11 percent from a similar survey conducted in 2018. Any variation above 3 percent was considered significant. The survey findings were aligned to the People Plan, and actions identified would continue to be reported to the Board.

A Board member asked that further analysis be carried out by age group on incidents of bullying (for example, people aged over 60 years). The General Manager People and Culture agreed to report this to the Board. He noted that some responses regarding bullying may be incidents of inappropriate behaviour, which required education and training for staff.

It was resolved that the Board:

endorse the release of the results of the survey to all staff

note the MDHB Staff Engagement and Safety Culture Survey 2020 report

note the next actions and next steps that the District Health Board is intending to take to progress team-based action planning, to further enhance the engagement and culture across the District Health Board. (Moved Heather Browning; seconded John Waldon)

4.2 Clinical Council Report

The Clinical Council Chair presented this report, which was taken as read. The Council was focused on Māori Health initiatives. A self-review had identified the need to use the clinical governance structure to improve interaction with clinicians, and the need to improve the website to enable a two-way exchange with clinicians. Telehealth had

lessened some stress in facilities pressure, although some departments worked better in a face-to-face environment with patients.

It was resolved that the Board:

endorse the work of the Clinical Council and the Chairman's report. (Moved Muriel Hancock; seconded John Waldon)

4.3 Consumer Council Report

The Consumer Council Deputy Chair introduced the new Consumer Council Chair. They jointly presented this report, which was taken as read.

The Consumer Council Deputy Chair acknowledged the support received from Board members and senior management. The DHB's response COVID-19 had increased the use of technology for consultations. It was important to ensure that groups who were unable to access technology were not disadvantaged, including the elderly, Pasifika, Māori and refugee communities. While Māori had a responsibility to access health services, those working in the health sector also needed to change their attitudes. He suggested that when planning their day, people should ask "What am I going to do for Māori health today?" and at the end of the day, ask "What have I done to assist Māori health?".

The Consumer Council Chair acknowledged the work done by the late John Hannifin in establishing the Consumer Council, as well as the support from the Deputy Chair and the senior management team.

The Clinical Council Chair left the meeting.

The General Manager Quality and Innovation provided an update on the project for improving communication with consumers and between clinicians in the primary and secondary sector. The MidCentral DHB's Consumer Engagement and Payment Policy outlined remuneration for consumers who assisted the committees.

The Deputy Chief Financial Officer joined the meeting.

It was resolved that the Board:

endorse the work of the Consumer Council and the Chairman's report. (Moved Jenny Warren; seconded Lew Findlay)

The Board Chair acknowledged the work of Stephen Paewai and thanked him for his commitment to the Consumer Council.

The Consumer Council Chair, Deputy Chair and the General Manager Quality and Innovation left the meeting.

4.4 Care Capacity Demand Management Programme (CCDM)

The Executive Director Nursing and Midwifery, CCDM/TrendCare Coordinator and the Integrated Operations Centre Lead presented this report, which was taken as read. The Executive Director Nursing and Midwifery acknowledged the work of the CCDM team and noted that the programme's targets were expected to be achieved by 2020/21.

The CCDM/TrendCare Coordinator advised that most of the work due for implementation in July 2018 had been completed. Dates related to the impact of

COVID-19 had been transitioned into the new annual plan. Data on matching capacity to demand was reviewed every day. Details of the monthly variance in each clinical area on a shift-by-shift basis would be reported to the Board.

Heather Browning left the meeting.

The Board Chair thanked the presenters and their team for their efforts.

It was resolved that the Board:

endorse the progress with Care Capacity Demand Management (CCDM) and the Safer Staffing Accord. (Moved Vaughan Dennison; seconded John Waldon)

The CCDM/TrendCare Coordinator and the Integrated Operations Centre Lead left the meeting.

4.5 Car Parking

The General Manager, Finance and Corporate Services presented this report, which was taken as read.

The Board Chair noted there would be no debate on this issue until the next report was presented to the Board in December 2020.

It was resolved that the Board:

note the proposed plan to review car parking arrangements, including readdressing all carpark feedback and suggestions prior to the expiry of the Wilson Parking contract in February 2021. (Moved Materoa Mar; seconded Muriel Hancock)

The Corporate Communications Manager and the Media representative left the meeting.

4.6 NZ Health Partnerships Statement of Performance Expectations 2020/21

The General Manager, Finance and Corporate Services presented this report, which was taken as read.

Board members noted that the NZ Health Partnerships (NZHP) document did not provide details of achieving equity of outcomes for Māori and Pacific peoples; and that the Board of Directors did not reflect diversity. Management agreed to provide this feedback to NZHP.

It was resolved that the Board:

approve the NZ Health Partnerships Statement of Performance Expectations 2020/21. (Moved Norman Gray; seconded Oriana Paewai)

The General Manager, Finance and Corporate Services left the meeting.

4.7 Board and Committee Meeting Calendar for 2021

The Chief Executive presented this report, which was taken as read.

It was resolved that the Board:

approve the 2021 Board and Committee Meeting Calendar. (Moved Muriel Hancock; seconded Maderoa Mar)

5. INFORMATION PAPERS

5.1 Minutes of the 21 July 2020 HDAC meeting

It was resolved that the Board:

note the unconfirmed Part One minutes of the 21 July 2020 Health and Disability Advisory Committee (HDAC) meeting. (Moved John Waldon; seconded Vaughan Dennison)

5.2 Minutes of the 28 July FRAC meeting

It was resolved that the Board:

note the unconfirmed Part One minutes of the 28 July 2020 Finance, Risk and Audit Committee (FRAC) meeting. (Moved Vaughan Dennison; seconded John Waldon)

5.3 Enterprise Risk Management Workshop – Pre-reading

It was resolved that the Board:

note the Enterprise Risk Management Workshop pre-reading material. (Moved Brendan Duffy; seconded Maderoa Mar)

6. LATE ITEMS

There were no late items.

7. DATE OF NEXT MEETING

Tuesday, 29 September 2020 – Boardroom, MidCentral District Health Board, Gate 2 Heretaunga Street, Palmerston North

8. EXCLUSION OF PUBLIC

It was resolved:

that the public be excluded from this meeting in accordance with the Official Information Act 1992, section 9 for the following items for the reasons stated:

Item	Reason	Ref
"In committee" minutes of the previous Board meetings	For reasons set out in the order paper of 7 July 2020 and 28 July 2020	
Insurance Update 2020/21 Financial Year	Contract negotiations	9(2)(j)
Holidays Act Compliance Project Vendor Partner	Contract negotiations	9(2)(j)

Minutes of Remuneration Committee meeting	To protect personal privacy	9(2)(a)
CEO's Performance and Remuneration Reviews	To protect personal privacy	9(2)(a)
CEO's Performance Measures 2020/21	To protect personal privacy	9(2)(a)
Remuneration Strategy for Staff on IEAs	Contract negotiations	9(2)(j)
Board only time	No decision sought	
"In committee" minutes of the previous HDAC meeting	For reasons set out in the order paper of 21 July 2020	
Serious Adverse Events (SAC 1) from February 2020 to May 2020	To protect patient privacy	9(2)(a)
Health and Disability Commission (HDC) Complaints from May 2019 to May 2020	To protect patient privacy	9(2)(a)
"In committee" minutes of the previous FRAC meeting	For reasons set out in the order paper of 28 July 2020	
2020/21 Annual Plan and Budget	Subject to contract negotiations	9(2)(j)
Integrated Pharmacy, Palmerston North Hospital	Subject to contract negotiations	9(2)(j)

(Moved Brendan Duffy; seconded Jenny Warren)

Part One of the meeting closed at 11.25am

Confirmed this 29th day of September 2020

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Chairperson