



Ambulance Service Advisory Board Minutes

9.00am, 11 October 2023

NSW Ambulance State Operations Centre, 10 Dawn Fraser Avenue, Olympic Park

Present: Greg Mullins, Advisory Board Chair
Arthur Diakos, Advisory Board Member
Dave Owens, Advisory Board Member
Dr Dominic Morgan, Advisory Board Member and Chief Executive
Graeme Loy, Advisory Board Member
Julie Babineau, Advisory Board Member
Lyn Baker, Advisory Board Member
Dr Patricia Saccasan Whelan, Advisory Board Member

Apologies: Alfa D'Amato, Advisory Board Member
Walter Kmet, Advisory Board Member

In Attendance: Clare Lorenzen, Executive Director Strategic Implementation
Dr Sarah Coombes, Executive Director Aeromedical Operations
Peter Elliott, A/Executive Director People & Culture
Wayne McKenna, A/Executive Director Clinical Operations
Dr Jason Bendall, for Executive Director Clinical Systems
Ryan Gilchrist, Director, Office of the Chief Executive
Amanda Walsh, Associate Director, Executive Strategy and Priorities
Sarah Elsieiman, Senior Business Partner, Executive & Ministerial Services

1. Opening and Attendance

1.1 Welcome and Acknowledgement of Country

A quorum was present and the meeting opened at 9am.

The Chair acknowledged the Wangal people as traditional owners of the land upon which the meeting was being held, paying respect to elders past, present and emerging.

1.2 Apologies

Apologies from Alfa D'Amato and Walter Kmet were noted.

1.3 Conflicts of Interest

No conflicts of interest were declared or identified.

1.4.1 Minutes of Previous Meeting

The Minutes of the Ambulance Service Advisory Board meeting of 13 September 2023 were approved as a true record of the meeting.

1.4.2 Actions Register

Updates to the Actions Register were noted.

The Advisory Board was advised of a decision to centralise all IT functions across the system into eHealth. While the Advisory Board understands the need for efficiency, they hold serious concerns that eHealth lacks the capacity to deliver at present and requested these be listed on the Enterprise Risk Register. The Advisory Board expressed concern regarding eHealth's ability to deliver key projects in a timely manner alongside other day-to-day operational priorities, for example the NSW Ambulance relocation to the State Operations Centre (SOC). The Advisory Board will remain alert to the possible need to seek

advice from the Secretary about how the Ministry of Health intends to ensure that eHealth has the capability to deliver on the needs of the community and patients.

Action: NSW Ambulance Enterprise Risk Register to be updated to include risks relating to the centralisation of all IT functions into eHealth.

Action: Invitations to be sent to Directors to attend a meet and greet session at the start of the December meeting.

2 Presentations

2.1 Patient Experience Story

The Advisory Board noted a patient story which involved the Mental Health Pathway Program. It was noted that it is an excellent program limiting the patient's time sitting in an emergency department which can lead to high abscondment rates, benefitting both the patient and their families with equal benefit in both metropolitan and regional areas. The pilot is currently focused on the Hunter New England area but could be scaled for other areas.

2.2 Deep Dive: Mental Health Pathway Program

The Advisory Board noted the Mental Health Pathway Program Report and potential for further work to identify future initiatives where NSW Ambulance may be able to partner with NSW Police, Local Health Districts to improve patient experience of mental health services.

2.3 Deep Dive: Efficiency Improvement Program

The Advisory Board noted the Efficiency Improvement Program Update, in particular two types of procurement savings (local and whole of government (contract)) and the intention to grow in-house talent.

The Advisory Board also noted that advertising, legal and travel costs are being targeted and that a 'deep dive' into these four areas is underway to better understand cost drivers and potential savings. It was noted that training-related accommodation costs will be difficult to avoid while the organisation is growing the operational workforce. Reducing face-to-face training could lead to clinical isolation, especially in regional areas, which may result in poor clinical practice and culture.

The Advisory Board will continue to monitor the Program via ongoing monthly reports.

3 Matters for Discussion

3.1 Chief Executive Report

The Advisory Board noted the Chief Executive's Report, in particular the NSW Audit Office's performance audit of ambulance services in regional NSW, and concerns around continued shifting timelines for the relocation to the SOC.

The Advisory Board noted that National Parks and Wildlife has advised NSW Ambulance of its intention to have trained, private paramedics on helicopters over the bushfire season.

Action: An update on deliberations with contactors and eHealth relating to the SOC to be provided at the November 2023 Advisory Board meeting.

Action: The Chief Executive and Chair to discuss the use of private paramedics on helicopters.

3.2 Finance Update

The Advisory Board noted the Finance Update, and that an in depth briefing on implications of the 2023 NSW State Budget will be provided at the November 2023 Advisory Board meeting.

3.3 Strategic and Emerging Risks

The Advisory Board discussed the potential impact of several risks to the organisation including the State Budget, 2023/24 Service Agreement, Special Commission of Inquiry into Healthcare Funding, eHealth, Workers' Compensation and changes to Respect@Work legislation.

It was noted that the ELT will conduct a workshop around current and potential strategic risks.

The Advisory Board requested the format of both the Strategic and Enterprise Risk Registers be amended to make the registers readable and that key, high level risks to be highlighted and summarised in future Risk Reports.

Action: Chair to be provided a copy of the NSW Ambulance bushfire plan.

Action: NSW State Budget implications, industrial relations issues relating to paramedics' registration, and eHealth-related risks to be included on the Strategic Register.

4 Matters for Noting

4.1 Activity and Performance Update

The Advisory Board noted the Activity and Performance Update.

4.2 SWIFT Update

The Advisory Board noted the SWIFT Update, in particular the status of the Control Centre Reform Program and management's confidence that it will return to amber/green status within the coming months under the guidance of the new Director Control Centres.

A summary of the number of FTEs expected to be onboarded over the 2023/24 financial year will be included in the budget briefing at the November 2023 Advisory Board meeting.

A post-employment tertiary pathway will be negotiated with tertiary institutions over the next 12 months.

Concerns around the VCCC Program were discussed and recovery strategies will be reported to the Advisory Board from the next meeting. It was noted that a single digital patient record would help.

Action: VCCC recovery strategies to be included in the November 2023 SWIFT Update.

4.3 Self-Evaluation Survey

The Advisory Board agreed to conduct the annual Self-Evaluation Survey.

Action: A link to the Advisory Board Self-Evaluation Survey to be emailed to all Advisory Board Members.

4.4 Committee Minutes

The Advisory Board noted the Finance Committee Minutes.

The Audit and Risk Committee Member provided a verbal update on progress against the Internal Audit Plan, noting that 2022/23 work is largely completed. The internal audit process including the 2023/34 Audit Plan is on hold, awaiting advice from the NSW Health Chief Procurement Officer relating to the use of consultancies for internal audits.

Action: The Chief Executive to discuss potential internal audit synergies with the Western Sydney Local Health District Chief Executive.

5 General Business

Noted that Ms Lyn Baker attended the Council of Board Chairs meeting on behalf of the Chair. Slides will be circulated when available.

Action: Intranet access instructions will be provided to Advisory Board Members.

Next meeting and close

The next meeting will be held at the new NSW Ambulance State Operations Centre, Homebush 9am, 8 November 2023.

The meeting closed at 11.44am.

Approved as a true and accurate record of the meeting:



Greg Mullins
Advisory Board Chair

Date: 8/11/23