



Ambulance Service Advisory Board Minutes

9.00am, 14 June 2023

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

Present: Greg Mullins, Advisory Board Chair
Alfa D'Amato, Advisory Board Member
Arthur Diakos, Advisory Board Member
Dave Owens, Advisory Board Member
Lyn Baker, Advisory Board Member
Dr Patricia Saccasan Whelan, Advisory Board Member
Walter Kmet, Advisory Board Member

Apologies: Julie Babineau, Advisory Board Member
Graeme Loy, Advisory Board Member
Dr Dominic Morgan, Advisory Board Member and Chief Executive

In Attendance: Brian Jackson, Executive Director Finance & Corporate Services
Clare Lorenzen, Executive Director Strategic Implementation
David Dutton, Executive Director Clinical Operations
Clare Beech, Executive Director Clinical Systems
Dr Sarah Coombes, Executive Director Aeromedical Operations
Ryan Gilchrist, Director, Office of the Chief Executive
Amanda Walsh, A/Senior Manager Executive Strategy and Priorities
Barbara Mijacika, A/Executive Officer Boards and Committees
Sonya Gallery, Director Corporate Governance and Legal Services
(Items 2.7 and 2.8 only)

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 Graeme Loy, Dr Dominic Morgan and Julie Babineau, who is on approved leave, 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 10 May 2023 were approved as a true record of the meeting.

1.4.2 Actions Register

Updates to the Actions Register were noted.

2 Presentations

2.1 Patient Experience Story

The Advisory Board was provided a briefing on 'Fee's Story' regarding a patient with post-natal depression, including lessons learned from this incident and highlighting the importance of listening to the patient's family and advocates.

It was noted that, as a result of a Serious Adverse Event Review, a comprehensive assessment of all guidance materials for mental health protocols was undertaken. This assessment was informed valuably by the patient's family and intends to strengthen NSW Ambulance's approach to mental health assessments at a local and system level.

Fee's story, with the family's support, will contribute to informing Suicide Risk Prevention education collateral in the induction program delivered to all NSW Ambulance frontline staff to continue to improve recognition of the vulnerabilities of this patient cohort.

The Advisory Board commended this work and look forward to seeing the lessons learned from Fee's Story continuing to be told to paramedics joining the organisation.

2.2 Frontline Leadership and Rapid Response Model

The Advisory Board noted the update on the proposed Frontline Leadership and Rapid Response Model, and supported a phased rollout of the program which will further enable frontline leaders to focus on driving a culture of clinical excellence and staff welfare.

2.3 Frequent User Program Update

The Advisory Board noted an update on the Frequent User Management Program and the positive impact the program is having on patient outcomes while freeing up resources across the health system.

The Advisory Board noted the value of the program and suggested a presentation to the NSW Health Senior Executive Forum (SEF) to demonstrate the costs avoided by local health districts (LHDs).

Action: *The Office of the Chief Executive to investigate opportunities to provide a presentation to SEF on the NSW Ambulance Frequent User Management Program and costs avoided by LHDs.*

An annual update will be scheduled on the Advisory Board forward agenda.

2.4 Strategic Plan Update

The Advisory Board noted an update on progress against the *NSW Ambulance Vision and Strategic Plan 2021-2026* and mid-point review scheduled for the 2023/24 financial year.

The Advisory Board thanked all teams for their work and noted the achievements to date across each of the Strategic Plan Objectives.

2.5 Workplace Gender Equality Agency (WGEA) Independent Gender Review and Outcomes Update

The Advisory Board noted a progress update on the WGEA Action Plan. The organisation is close to leading practice, with the balance of men and women employees approaching 50:50 ratio.

2.6 Anti Bullying Action Plan Update

Walter Kmet joined the meeting at this point.

The Advisory Board noted the Anti Bullying Action Plan Update and appointment of a Grievance Contact Officer.

2.7 Business Continuity Plans Update

A presentation was provided on a new business continuity system which will work in tandem with the existing NSW Ambulance incident management system.

The Advisory Board requested that third party and shared services arrangements be examined as part of an analysis of the organisation's critical functions and that Memorandums of Understanding with external providers (including shared services) includes a responsibility to provide NSW Ambulance with up-to-date business continuity plans.

Action: *The Director Corporate Governance and Legal Services to ensure an assessment of third party and shared service providers' business continuity plans is built into the NSW Ambulance business continuity system.*

3	Matters for Decision
3.1	Enterprise Risk Management: Strategic Risk Register and Risk Appetite Statement

The Advisory Board noted work to finalise the Risk Appetite Statement and endorsed the document. Further detail will be included to demonstrate a link between clinical governance and the Corporate Code of Conduct.

Updates to the Strategic Risk Register were noted for inclusion in a formal enterprise-wide risk register. It was recommended that the Executive Leadership Team consider whether a new risk may need to be included around procurement, for example the hiring of consultants.

The Advisory Board thanked the team for their work.

Action: *The Executive Leadership Team to consider whether the Strategic Risk Register should include a procurement risk, for example the hiring of consultants.*

4	Matters for Discussion
4.1	Chief Executive Report

Alfa D'Amato joined the meeting at this point.

The Advisory Board noted the Chief Executive's Report, including complex industrial relations issues and the upgrading of the Director Industrial Relations position.

It was noted that NSW Ambulance continues to monitor Transfer of Care (TOC) times, including the length of delays.

4.2	Finance Update
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The Advisory Board noted the Finance Update and likely result of an on-budget or a small surplus at the end of the financial year. Risk associated with the State's emerging fiscal position and election funding commitments were noted.

The Advisory Board also noted an upgrade of NSW Ambulance's system performance to Level 0, reflecting efforts of the Executive and Finance Team.

4.3	Strategic and Emerging Risks
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The Advisory Board noted the timing of the State Budget, and previously discussed Risk Register.

5	Matters for Noting
5.1	Efficiency Improvement Program

The Advisory Board noted the Efficiency Improvement Program Update.

Action: *A 'deep dive' update on the proposed efficiency improvements will be listed on the September 2023 Advisory Board agenda.*

5.2	Activity and Performance Update
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The Advisory Board noted the Activity and Performance Update.

5.3	SWIFT Update
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The Advisory Board noted the SWIFT Update.

5.4	Committee Minutes
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The Advisory Board noted the Committee Minutes.

6 General Business

The Advisory Board acknowledged and congratulated Dr Sarah Coombes as a recipient of an ASM Award on the King's Birthday weekend.

The Advisory Board reflected on the Hunter Valley bus crash incident and the sad loss of lives including a Junior Medical Officer from the local district. Over 100 staff were involved in the response and support will be provided to those staff in the weeks ahead.

Lessons learned through the debriefing process already underway will be provided to the Advisory Board.

The Advisory Board acknowledged the positive feedback on the way the Executive and wider organisation is perceived by the public, demonstrating a heightened level of trust in the organisation.

***Action:** Improvements to the Boardroom microphones or video conferencing system will be investigated to improve communication with online attendees.*

Next meeting and close

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

The meeting closed at 11.23am.

Approved as a true and accurate record of the meeting:



Greg Mullins AO, AFSM
Advisory Board Chair