



Ambulance Service Advisory Board Minutes

9.00am, 13 December 2023

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

Present: Greg Mullins, Advisory Board Chair
Dr Dominic Morgan, Advisory Board Member and Chief Executive
Alfa D'Amato, Advisory Board Member
Arthur Diakos, Advisory Board Member
Dave Owens, Advisory Board Member
Graeme Loy, Advisory Board Member
Julie Babineau, Advisory Board Member
Lyn Baker, Advisory Board Member
Walter Kmet, Advisory Board Member

In Attendance: Peter Elliott, A/Executive Director Finance & Corporate Services
David Dutton, Executive Director Clinical Operations
Paula Sinclair, A/Executive Director, Clinical Systems
Clare Beech, Executive Director, Clinical Systems (temporarily assigned as lead-Executive in paramedic industrial matter)
Clare Lorenzen, A/Executive Director, People & Culture
Dr Gary Tall, A/Executive Director Aeromedical Operations
Nirav Bajoria, A/Director, Finance
Ryan Gilchrist, Director, Office of the Chief Executive
Barbara Mijacika, A/Executive Officer Boards and Committees
Natalie Brown, Executive Assistant, Chief Executive
Martin Nichols, Associate Director, Clinical Practice (*Item 2.1 only*)
Anna Knuckey, Associate Director, Talent and Capability (*Item 2.2 only*)

1. Opening and Attendance

1.1 Welcome and Acknowledgement of Country

A quorum was present and the meeting opened at 9.37am.

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 and also to any Aboriginal or Torres Strait Islander people present.

1.2 Apologies

Dr Patricia Saccasan Whelan, Advisory Board Member was noted as an apology.

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 8 November 2023 were approved as a true record of the meeting.

1.4.2 Actions Register

Updates to the Actions Register were noted, and items 94, 102, 103, 104, 107, 114 and 115 were closed. Items 116 and 117 were closed as they were included in the papers.

2 Presentations

2.1 Patient Experience Story

The Advisory Board noted a patient story on paramedic utilisation of referral pathways, and the paramedic role in healthcare system navigation. This case highlighted the use of current processes and strong referral pathways. It was also noted that this is in line with the NSW Ambulance strategic direction.

2.2 PMES Update

The Advisory Board noted the presentation and analysis undertaken. The Advisory Board noted the importance of the Action Plans being closely targeted to the local groups they are intended to respond to, including through focus groups and deep consideration of sector concerns. While the Advisory Board noted the current industrial and work environment within which responses were provided, in some categories NSW Ambulance is significantly behind the rest of Health, and has been for some time. The Advisory Board counselled that care be taken not to discount or attribute all poorly performing areas solely to the current adversarial industrial environment.

Action: Provide Action Plans to Advisory Board half yearly to track progression / provide feedback on workshops and deep dive.

2.3 Consumer Engagement and Aboriginal Health Plan

The Advisory Board noted the presentation and the work undertaken to date on the framework, including consultation with the Ministry. The Advisory Board discussed dedicated funding and resourcing would be required to achieve accreditation with the National Safety and Quality Health Service Standards Committee.

Action: Chair to send letter to Aunty Lou acknowledging her commitment and time.

2.4 Frequent User Management (FUM) Program

The Advisory Board noted the update on the FUM and the plan over 2024 to take this from a NSW Ambulance-led initiative to a more system engaged program to maximise the cost savings, as well as enhance person-centred care.

Action: Costing of this program to be undertaken by Finance & Corporate Services.

2.5 State Operations Centre (SOC) Relocation Risks, Mitigation Strategies and Resolution Plan

The Advisory Board noted with concern the report on the SOC relocation risks.

It further noted a five month delay in awarding a critical path contract for SoftSwitch by eHealth, a unilateral redesign during the tender period by eHealth and resultant cost increase of approximately \$1m unbudgeted.

It was resolved that the Board Chair be instructed to raise Advisory Board concerns about risks surrounding the operations of eHealth with the Health Secretary, particularly the possible delay of occupancy of Level 6 of the SOC to 2025 and delayed establishment of a Disaster Recovery Site.

Action: Chief Executive to invite eHealth to present at a future Advisory Board meeting. Chair to note these issues at upcoming meeting with the Secretary.

3 Matters for Decision

3.1 Advisory Board Self-Evaluation

The Advisory Board noted self-evaluation, particularly concerns about whether stakeholders have been properly identified and engaged, and determined that this would be discussed at a meeting to be determined in 2024. The Chair also noted the requirement to be acting on the requirements of the Secretary, noting he has a meeting with the Secretary next Tuesday, 19 December 2023, and will seek Secretary guidance on this.

3.2 Advisory Board Terms of Reference (ToR)

The Advisory Board noted and approved the ToR.

3.3 2024 Forward Agenda

The Advisory Board noted and approved the 2024 Forward Agenda. The Advisory Board also suggested receiving the financial statements for noting following publication.

4 Matters for Discussion

4.1 Advisory Board Terms of Appointment Review

The Advisory Board noted the Terms of Appointment Review, and that there are several members whose terms are due to end in 2025. Staggered terms will be considered in order to avoid sudden loss of knowledge and expertise in the future.

4.2 Chief Executive Report

The Advisory Board noted the Chief Executive's Report. The Advisory Board was also updated on the status of the Performance Audit currently in progress on NSW Ambulance, including that the SWIFT program timing. The Advisory Board noted Mr Brian Jackson's retirement and commended the outstanding work he has done with the organisation's finances.

Action: Advisory Board Chair to write to Mr Jackson thanking him for his outstanding contribution to Ambulance.

4.3 Finance Update

The Advisory Board noted the Finance Update as at the end of October 2023. The Advisory Board noted the challenges in managing the program with funding in arrears, and also the changing financial environment. The Advisory Board also raised concern with the large quantum of the hindsight workers compensation figures and the impact this will have on balancing the budget. It was noted that NSW Ambulance is checking the actuarial calculations and why the unforeseen major increase in liabilities.

Action: A copy of the final Financial Statements to be provided to the Advisory Board following publication.

4.4 Strategic and Emerging Risks

The Advisory Board discussed Strategic and Emerging Risks.

5 Matters for Noting

5.1 Efficiency Improvement Program

The Advisory Board noted the Efficiency Improvement Program Update.

5.2 Activity and Performance Update

The Advisory Board noted the Activity and Performance Report.

5.3 SWIFT Update

The Advisory Board noted the SWIFT Update.

5.4 Conflict of Interests Declarations

The Advisory Board Chair requested that all members provide an updated statement by the end of December 2023.

5.5 Committee Minutes

The Advisory Board noted the Committee Minutes.

6 General Business

It was noted that the next Advisory Board meeting aligns with the Central Sydney Ambulance Station opening, and that the meeting may be held at that location.

The Advisory Board sought an update on securing an Internal Audit provider to deliver services for the remainder of the financial year.

Next meeting and close

The next meeting will be held at the new NSW Ambulance State Operations Centre, Homebush 9am, 21 February 2024, unless moved to enable attendance at the Central Sydney Ambulance Station opening.

The meeting closed at 12.12 p.m.

Approved as a true and accurate record of the meeting:

A handwritten signature in purple ink, appearing to read 'G. Mullins', is written over the typed name and title.

Greg Mullins AO, AFSM
Advisory Board Chair

Date: 21/2/24.