



## Ambulance Service Advisory Board

### Minutes

9.00am, 20 March 2024

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  
Dr Patricia Saccasan Whelan, Advisory Board Member  
Walter Kmet, Advisory Board Member

In Attendance: Clare Beech, Executive Director, Clinical Capability, Safety and Quality  
Clare Lorenzen, A/Executive Director, People & Culture  
David Dutton, Executive Director Clinical Operations  
Nirav Bajoria, A/Director, Finance  
Peter Elliott, A/Executive Director Finance & Corporate Services  
Ryan Gilchrist, Director, Office of the Chief Executive  
Alan Gould, A/Associate Director, Executive Strategy and Priorities, Office of the Chief Executive  
Barbara Mijacika, A/Executive Officer Boards and Committees

#### 1. Opening and Attendance

##### 1.1 Welcome and Acknowledgement of Country

A quorum was present and the meeting opened at 9.03am.

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

No apologies were noted.

##### 1.3 Conflicts of Interest

Lyn Baker, Advisory Board Member, disclosed a recent appointment to the State Insurance Regulatory Authority (SIRA) Audit & Risk Committee, and advised that she will actively monitor and notify if any conflict of interest arise in the future.

No other conflicts of interest were declared or identified.

##### 1.4.1 Minutes of Previous Meeting

The minutes of the Ambulance Service Advisory Board meeting of 21 February 2024 were approved as a true record of the meeting.

##### 1.4.2 Actions Register

Updates to the Actions Register were noted, and items 129 and 130 were closed. Item 124 was closed as they were included in the papers.

*Action: Conduct a review of previous minutes to identify themes to guide a future presentation to the Advisory Board by the Chief Executive of eHealth on ICT related matters and future direction.*

## **2 Presentations**

### **2.1 Patient Experience Story**

The Advisory Board noted a joint mental health initiative between NSW Ambulance and Western Sydney Local Health District. The initiative highlighted the ability to deliver positive patient outcomes through system integration with multi-disciplinary teams covering the entire patient journey. Importantly, the initiative was able to divert some patients away from hospitals to more appropriate healthcare options. The Advisory Board noted that this initiative represents an opportunity for larger scale rollout in collaboration with Local Health Districts and Ministry of Health, not only leading to superior outcomes for patients, but also reduced pressure on emergency departments and cost savings to the broader health system.

*Action: Reschedule the Mental Health Acute Assessment Team presentation to a future Advisory Board meeting subject to presenters' availability.*

### **2.2 Culture Plan Update**

The Advisory Board noted the Culture Plan Update, which captured developments in Diversity & Inclusion, support for First Nations people and cultural initiatives, and the promotion of female workforce participation, particularly in leadership roles. The Advisory Board were updated on the cultural implications related to the relocation to the SOC and development of local PMES Action Plans. The Chair noted the People Matter Employment Survey (PMES) results and suggested management look at possible focus groups for specific areas where there are issues raised to determine workforce views on how leadership culture could evolve to the benefit of all.

*Action: Publish and provide the Consumer Engagement Framework to the Advisory Board.*

*Action: Deep dive presentation into the NSW Ambulance Leadership Program.*

*Action: The Associate Director, Aboriginal Health to present to the Advisory Board on cultural guidance and First Nations people health.*

*Action: Publish and provide the Patient Charter to the Advisory Board.*

### **2.3 RAIR 2 Update**

The Advisory Board noted the RAIR 2 Update, highlighting improvements in the infrastructure and capital management program aimed at enhancing the usability, sustainability, and asset management of ambulance facilities. It was also noted that future investment will be supported through a recent review of service planning and regional priorities.

## **3 Matters for Discussion**

### **3.1 Chief Executive Report**

The Advisory Board noted the difficult financial situation that the NSW Government is operating within which is impacting all public sector agencies, including Health which has been given ambitious savings requirements by Treasury against a background of increasing public demand for services, including Ambulance. Specific factors impacting the NSW Ambulance financial position were noted, including the requirement to reprofile the SWIFT program and identify revenue opportunities to accommodate professional pay and recognition for paramedics, and funding of future staffing targets. The Advisory Board continued to express concern over the supplementary budgetary process that makes in very difficult to forecast the NSW Ambulance financial position.

The Advisory Board noted the significant and unexpected workers compensation hindsight adjustment, and that analysis indicates the premium increase was attributable to a proportional increase in deployable hours during COVID-19.

The Advisory Board noted the current difficult industrial relations environment and expressed concern that industrial action can directly impact the most vulnerable in the community, noting that patient care has already been impacted by some of the industrial bans. In noting that industrial action may result in further adverse patient outcomes, it commended the Executive Leadership Team on remaining committed to advocating for patients and protecting their interests, including by referring industrial issues to the Industrial Relations Commission when issues become intractable.

### **3.2 Finance Update**

The Advisory Board noted the Finance Update as at the end of January 2024, including continuous improvement in forecasting the financial position for NSW Ambulance, which demonstrates the benefits of current close collaboration with the Ministry of Health Finance Branch.

### **3.3 Risk Management and Business Continuity Management Update**

An update on Risk Management and Business Continuity Management was provided to the Advisory Board. It was noted risk registers are undergoing quarterly updates and will be provided to the Advisory Board at the 17 April meeting.

## **4 Matters for Noting**

### **4.1 Efficiency Improvement Program**

The Advisory Board noted the Efficiency Improvement Program Update.

### **4.2 Activity and Performance Update**

The Advisory Board noted the Activity and Performance Report.

### **4.3 SWIFT Update**

The Advisory Board noted the SWIFT Update.

### **4.4 Medication Management Strategy**

The Advisory Board noted the Medication Management Strategy. An update was provided on oversight of the implementation.

### **4.5 Committee Minutes**

The Advisory Board noted the Committee Minutes.

## **6 General Business**

The Advisory Board discussed the need to include clinical governance and performance as a standing agenda item in future meetings, and to ask the Chair of the Clinical Governance Committee to attend Advisory Board meetings twice yearly.

### **Next meeting and close**

The next meeting will be held at the new NSW Ambulance State Operations Centre, Homebush at 9am, 17 April 2024. The Chair advised that he will be overseas and unable to attend that meeting.

The meeting closed at 11:30am.

Approved as a true and accurate record of the meeting:



Julie Babineau  
A/Advisory Board Chair

Date: 17/4/24