

# MINUTES



## South Western Sydney Local Health District Board

Date: Monday 28 April 2014

Time: 3:30pm

Venue: SWSLHD Board Room, Eastern Campus, Liverpool Hospital

### 1. Present and Apologies

<b>Members</b>	<b>Pres.</b>	<b>Apol.</b>	<b>Members</b>	<b>Pres.</b>	<b>Apol.</b>
Prof Phillip Harris (Chair)	✓		John Gordon	✓	
Carolyn Burlew ( <i>via tele-conference</i> )	✓		Mark (Jack) Johnson		✓
Christine Carriage	✓		Prof Neil Merrett	✓	
Prof Brad Frankum	✓		Dr Matthew Gray	✓	
Frank Conroy	✓		Nina Berry	✓	
Dr David Abi-Hanna	✓				
<b>Other Attendees</b>					
Amanda Larkin, Chief Executive, SWSLHD	✓		Mark Zacka, Director Clinical Governance, SWSLHD	✓	
Graeme Loy, Director Operations, SWSLHD	✓		Dr Nicholas Collins, Medical Staff Executive Council Representative		✓
Greg King, Director Finance, SWSLHD	✓		Kung Lim, Director Nursing and Midwifery Services, SWSLHD	✓	
Nel Buttenshaw, A/Manager Executive & Board Secretariat, SWSLHD (minutes)	✓		Sam Sangster, Chief Executive, Health Infrastructure ( <i>until 4.05pm</i> )	✓	

<b>Agenda Item</b>	<b>Discussion/Decision/Recommendation</b>	<b>Responsible</b>
<b>2. Presentation – Health Infrastructure</b>	<ul style="list-style-type: none"> <li>The Chairman welcomed Sam Sangster, Chief Executive of Health Infrastructure (HI) to the meeting.</li> <li>Mr Sangster highlighted the following points:                             <ul style="list-style-type: none"> <li>A copy of a State map noting current projects and related budgets was tabled, which provided the scope and number of projects HI is currently involved with.</li> <li>HI is part of the Health Administration Corporation and comprises 45 staff and approximately 35 contract staff (project directors).</li> <li>The role and function of HI includes the maintenance and management of health facility guidelines and the delivery of the Ministry’s capital projects.</li> <li>Working with other central agencies has been a focus.</li> </ul> </li> </ul>	

	<ul style="list-style-type: none"> <li>Recent announcements have made available \$9M for planning of 14 projects on a State-wide basis.</li> <li>Top 5 projects arising from Asset Strategic Plans for all LHDs total \$8B. The top 5 projects arising from the SWSLHD Asset Strategic Plan have all been funded for planning. The process supporting review of Asset Strategic Plans is currently being reviewed.</li> <li>Cost of capital drives behaviours and capital is not 'free'. Models such as public private partnerships are being progressed. The Northern Beaches project was highlighted. A return on investment approach is being embedded within the health sector.</li> <li>The Ministry of Health's Capital Sub-Committee has been re-established and received their first presentation recently regarding Bowral Hospital, which has been approved for progression.</li> </ul>	
<i>Ms C Carriage and Dr D Abi-Hanna joined the meeting at 3.46pm.</i>		
	<ul style="list-style-type: none"> <li>The Board expressed concern with the length of time to progress the Bowral &amp; District Hospital project.</li> <li>The Board thanked Mr Sangster for his presentation and time to attend the Board meeting.</li> </ul>	
<i>Mr Sangster left at 4.06pm</i>		
<b>3. Declaration of Interests</b>	<ul style="list-style-type: none"> <li>The Chairman invited declarations of interest.</li> <li>The Board <u>NOTED</u> Prof Merrett's advice that he had recently been elected to the Executive of the Upper GI Section, Royal Australasian College of Surgeons.</li> <li>No further declarations were made.</li> </ul>	
<b>4. Confirmation of the previous minutes and action list</b>	<ul style="list-style-type: none"> <li><u>MOTION</u>: A motion was moved by Mr Gordon and seconded by Mrs Berry that the Minutes of the Board meeting held on 24 March 2014 be accepted as a true and accurate record, subject to the following amendments:   <u>Minute Item 3 – Presentation – SWSLHD Workforce Strategic Plan 2014-2021 – Building Capacity</u>  - "The Board <u>ENDORSED</u> the Plan, ..."  - "...excluding VMOSs.   <u>Minute Item 5.1 – NSW Health Model By-Laws Review</u>  - "... (comprising Prof Harris, Mr Gordon, Dr Abi-Hanna, Ms Burlew and Ms Larkin).."   <li>The Motion was <u>CARRIED</u>.</li> </li></ul>	
<b>5. Patient Story</b>		
	<ul style="list-style-type: none"> <li>Mr Zacka presented the story of a 56 year old man's recovery from a stroke, which had recently been reported in the media.</li> </ul>	

	<ul style="list-style-type: none"> <li>• The patient had made public complimentary statements about many staff involved in his care and treatment at both Bankstown and Liverpool Hospital's.</li> <li>• The patient attended a special morning tea at Bankstown Hospital on 28 April 2014 to be reunited for the first time with the people that assisted his recovery.</li> <li>• The story highlighted a very successful multi-disciplinary approach to a patient's care and treatment.</li> <li>• The Board <u>NOTED</u> the patient story.</li> </ul>	
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**6. Business Arising**

<p>6.1 Legal Obligations of the LHD Board regarding Affiliated Health Organisations [25/11/14: Item 9.1]</p>	<ul style="list-style-type: none"> <li>• Ms Larkin advised that a response to the Board's query, initially raised in November 2013, regarding their statutory obligations relating to affiliated health organisations (AHOs), had been received from the Legal Branch of the Ministry of Health, and was circulated with the Agenda, by way of a referral note.</li> <li>• In summary the advice stated: <ul style="list-style-type: none"> <li>• S129 of the Act - the determination of funding</li> <li>• S130(1) of the Act - Service Agreement between the LHD and the AHO</li> <li>• S130(5) - A requirement for the LHD to review and evaluate the results of the AHOs performance annually and report those results to the Secretary</li> <li>• Clause 29 of the Health Service Regulation 2013 – provides for an additional board function of liaising with the governing bodies of AHOs (and Medicare Local primary health care organisations) in relation to both local and Statewide initiatives for the provision of health services.</li> </ul> </li> <li>• Ms Larkin further advised that Service Agreements that include KPIs, which are evolving have been developed and agreed with each AHO.</li> <li>• The Board considered that the advice provided did not address the intent of the original query, rather it observed the relationship between the LHD and the AHO, rather than the Board. Specific areas or responsibility raised included, governance (corporate and clinical) and workers compensation.</li> <li>• <b>Action:</b> Establish, through further inquiries to the Ministry of Health the Board's statutory obligations relating to AHOs.</li> </ul>	<p>Ms Larkin</p>
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7. Standing Items		
<p><b>7.1 Chief Executive's Report</b></p>	<ul style="list-style-type: none"> <li>• The Chief Executive's Report was circulated with the Agenda.</li> <li>• Ms Larkin advised that the Report had been updated to include a strategic item for discussion, in recognition of comments made via the Board's evaluation exercise.</li> <li>• Ms Larkin highlighted the following items from within the Report: <ul style="list-style-type: none"> <li><u>Planning update</u> As mentioned within Mr Sangster's earlier presentation.</li> <li><u>Bowral &amp; District Hospital update</u> As mentioned within Mr Sangster's earlier presentation.</li> <li><u>2014/15 Service Agreement Negotiations</u> Mr King reported that the target for increasing private patient revenue would be supported by a number of strategies, including a strategy developed by the Ministry of Health, to be piloted at Fairfield Hospital.</li> <li><b>Action:</b> Mr King to advise Dr Abi-Hanna regarding gap payment for private endoscopy day surgery patients.</li> <li><u>Inter-District Agreements – Status of terminations</u> The Ministry of Health have advised that no further budget will be available to the District as a result of the mental health IDA termination. The SWSLHD management team will need to be established from within existing resources. Funding for additional NWAUs has been received to address this shortfall.</li> <li>Former transition office arrangements were clarified regarding population health.</li> <li><u>Low Volume Cancer Surgery</u> Formal advice from the Ministry of Health has been received confirming the District's collaboration with Illawarra &amp; Shoalhaven LHD regarding low volume cancer surgery.</li> <li><u>ICT Strategy update</u> The project is underway.</li> <li><u>Community Cabinet meeting</u> Mrs Berry reported that a question regarding mental health was raised at the Community Cabinet meeting.</li> <li><u>Research</u> Prof Frankum clarified that Dr Tara Roberts is an employee of the University of Western Sydney.</li> </ul> </li> </ul>	<p>Mr King</p>

	<ul style="list-style-type: none"> <li>• <u>Strategic Discussion Item</u></li> </ul> <p><i>Update regarding the Lease and Service Level Agreement between the Ingham Institute of Applied Medical Research (IIAMR) and the District</i></p> <p>Negotiations between the parties are progressing. A number of key areas are being considered, as follows:</p> <ul style="list-style-type: none"> <li>• Ground Lease Currently being negotiated. Any costs relating to land sub-division will be borne by the IIAMR.</li> <li>• Lease &amp; Outgoings Current negotiations include the LHD requirement for arrangements to be reviewed after 5 years.</li> <li>• Research Bunker Negotiations include the IIAMRs requirement for an exclusive license for the MRI.</li> <li>• Clinical Skills Centre The governance and management of the Clinical Skills Centre requires further consideration.</li> <li>• Control Over the Ingham Entity Relates to the structure and purpose of the entity and the ability to change the Constitution.</li> </ul> <p>Ms Larkin confirmed that the next steps include a review of the ground lease proposal and sub-division aspects by the Ministry of Health and a further meeting has been scheduled for 12 May 2014 to progress the principles.</p> <p>The Board <u>AGREED</u> for negotiations to progress, led by the Chief Executive. The final contract is to be reviewed by the Extraordinary Finance Committee prior to submission to the Board.</p> <ul style="list-style-type: none"> <li>• The Board <u>NOTED</u> the Chief Executive’s Report for March 2014 and confirmed its acceptance of the new format.</li> </ul>	
<p><b>7.2 Performance</b></p>		
<p>7.2.1 KPI and Comparative Report</p>	<ul style="list-style-type: none"> <li>• The KPI and Comparative Report was circulated with the Agenda.</li> </ul>	
<p><i>Safety &amp; Quality</i></p>	<ul style="list-style-type: none"> <li>• Mr Zacka highlighted the following items from within the Report: <ul style="list-style-type: none"> <li>• Liverpool – EQUIP National Periodic Review Results</li> <li>• Increase in infections <del>at</del> Liverpool Hospital.</li> </ul> </li> <li>• Mr Loy clarified that the District complies with building standards in relation to an incident (1625025-20).</li> <li>• The Board <u>NOTED</u> the Safety &amp; Quality Report.</li> </ul>	

<p><i>Service Access &amp; Patient Flow</i></p>	<ul style="list-style-type: none"> <li>• Mr Loy highlighted the following items from within the Report: <ul style="list-style-type: none"> <li>• The percentage of patients admitted to a mental health inpatient bed within 8 hours of arrival in ED has also improved YTD with 63.8% in 2013/14, compared to 48.74% in 2012/13.</li> <li>• The slight reduction in overall performance for particular facilities reflects the respective accreditation periods.</li> <li>• A slight increase in the waiting list turnover ratio for elective surgical patients.</li> </ul> </li> <li>• Mr Loy clarified the Patient Journey Board Strategy at Fairfield Hospital in relation to the Whole of Hospital Program.</li> <li>• The Board <u>NOTED</u> the Service Access &amp; Patient Flow Report.</li> </ul>	
<p><i>People &amp; Culture</i></p>	<ul style="list-style-type: none"> <li>• The following items were highlighted from within the Report: <ul style="list-style-type: none"> <li>• Excessive leave balances have increased, as expected.</li> <li>• 1.42% of the LHDs total workforce is Aboriginal, which is likely to be the highest in the State. This percentage will continue to increase as a result of current recruitment activities.</li> </ul> </li> <li>• <b>Action:</b> Clarify 4.7% - workplace injuries.</li> <li>• The Board <u>NOTED</u> the People &amp; Culture Report.</li> </ul>	<p>Mr Loy</p>
<p><i>Finance &amp; Activity</i></p>	<ul style="list-style-type: none"> <li>• Mr King highlighted the following items from within the Report: <ul style="list-style-type: none"> <li>• The District is still projecting a favourable year end budget position.</li> <li>• All facilities remain over budget and all services remain favourable.</li> </ul> </li> <li>• The Board <u>NOTED</u> the Finance &amp; Activity Report.</li> </ul>	
<p>7.2.2 Service Reports</p>	<ul style="list-style-type: none"> <li>• Reports for the following services were circulated with the Agenda: <ul style="list-style-type: none"> <li>• Mental Health</li> <li>• Community Health</li> <li>• Drug Health</li> <li>• Population Health</li> <li>• Oral Health</li> </ul> </li> </ul>	

	<ul style="list-style-type: none"> <li>• Ms Larkin highlighted the following items from the Mental Health Service Report: <ul style="list-style-type: none"> <li>• March 2014 was the busiest month on record for presentations to the emergency departments across the District.</li> <li>• Filming is progressing well on the Northern Pictures mental health documentary. Ms Larkin confirm the editorial rights of the District relating to the Program.</li> <li>• Offers of appointment have been made to all vacant staff specialist positions in the Liverpool-Fairfield and Macarthur-Wingecarribee adult services. It is anticipated that all these positions will be occupied by mid-2014.</li> <li>• The termination of the Inter-District Agreement with Sydney LHD for the mental health service is expected to occur on 1 July 2014.</li> </ul> </li> <li>• The Board <u>NOTED</u> the Service Reports.</li> <li>• Reports for the following Affiliated Health Organisations were circulated with the Agenda: <ul style="list-style-type: none"> <li>• Benevolent Society (SCARBA)</li> <li>• Hammond Health Care (Braeside Hospital)</li> <li>• Karitane</li> <li>• Service Treatment &amp; Rehabilitation of Torture &amp; Trauma Survivors (STARTTS)</li> </ul> </li> <li>• Ms Larkin advised that reports for AHOs will be provided on a quarterly basis, as previously agreed and noted previous discussion within Agenda Item (7.1) that KPIs relating to AHOs are evolving and were agreed within the Service Agreement negotiations.</li> </ul>	
<p><b>7.3 Chairman’s Report</b></p>	<ul style="list-style-type: none"> <li>• The Chairman reported the following items: <ul style="list-style-type: none"> <li>• <u>Final Report – SWSLHD Board Evaluation</u> A copy of the Final Report of the SWSLHD Board Evaluation, prepared by the Nous Group was circulated with the Agenda.</li> </ul> <p>The Board <u>ACCEPTED</u> the 20 recommendations contained within the Report.</p> <p>Implementation of the recommendations will occur via the Chair and Chief Executive.</p> <p>A typographical error was noted in recommendation 19.</p> </li> <li>• <u>Revised Board Agenda Format</u> In response to recommendations (specifically 3 and 4) within the Final Report of the SWSLHD Board Evaluation, a draft revised meeting agenda was circulated with the Agenda for consideration.</li> </ul>	<p>Chair &amp; Chief Executive</p>

	<p>The Board <u>CONFIRMED</u> that the current agenda format, particularly with the update to the Chief Executive’s Report, which now includes a strategic item for discussion, is satisfactory.</p> <ul style="list-style-type: none"> <li>• <u>Minister’s Attendance at the July Board Meeting</u> The Minister for Health has confirmed her availability to attend a Board meeting in July 2014.</li> </ul> <p>The Board <u>AGREED</u> to re-schedule the July meeting from Monday 28 July to Wednesday 30 July 2014 to enable the Minister’s attendance.</p> <p>The venue remains unchanged and the July meeting will be convened at Campbelltown Hospital.</p> <ul style="list-style-type: none"> <li>• <u>Board Appointment Process</u> Receipt of correspondence from the Minister advising the Board re-appointment process, a copy of which will be distributed to the Board.</li> </ul> <p><b>Action:</b> Provide the Board with a copy of the Minister’s correspondence to the Chair regarding the Board Reappointment Process.</p> <p>A public Expression of Interest (EOI) will be advertised inviting applications for Board membership – due by 6 June.</p> <p>Those Board members whose term expires 31 December 2014 are not required to submit a new EOI, but are required to complete a ‘Nomination for Reappointment’ form – due by 30 May 2014.</p> <p>After careful consideration, the Board <u>CONFIRMED</u> their support for all members whose terms are expiring on 31 December 2014 to reapply.</p>	Ms Buttenshaw
<b>7. Committees of the Board</b>		
<p>7.1 Health Care Quality and Safety 7.1.1 Minutes – 2 April 2014</p>	<ul style="list-style-type: none"> <li>• The Minutes of the Health Care Quality and Safety Committee meeting held on 2 April 2014 were circulated with the Agenda and <u>NOTED</u> by the Board.</li> <li>• Prof Merrett highlighted the following item: <ul style="list-style-type: none"> <li>• (5.1) - Bureau of Health Information Reports – Hospital Quarterly - SWSLHD is operating within clinically appropriate times.</li> <li>• (5.1.2) – Fire Safety Certification &amp; Training - Mr Loy confirmed that in relation to 4-yearly compliance audits the risk is low and a detailed report is due to be submitted to the May meeting of the Committee.</li> </ul> </li> </ul>	



		<ul style="list-style-type: none"> <li>(5.2) – Coronial Inquests and New SAC 1 Incidents - Mr Zacka reported that the compliance aspect of the eMR relating to allergies has recently commenced and evaluation would be useful.</li> </ul>	
7.2 Finance Committee			
7.2.1	Minutes – 21 March 2014	<ul style="list-style-type: none"> <li>The Minutes of the Finance Committee meeting held on 21 March 2014 were circulated with the Agenda and <u>NOTED</u> by the Board.</li> <li>Mr Gordon highlighted the following item: <ul style="list-style-type: none"> <li>(4.2) – An Investment Policy will be submitted to the Board in due course for endorsement.</li> </ul> </li> <li>(5.2) – Capital Funded Projects – Mr Loy reported that the physical environment of the Neonatal Intensive Care Unit at Liverpool Hospital had been cited as a contributing factor in a number of incidents, and as a result the Unit had been placed on the capital projects listing. Reporting regarding this project will continue to occur to the Finance Committee.</li> </ul>	
7.2.2	Proposed Amendments to the SWSLHD Delegations Manual	<ul style="list-style-type: none"> <li>The SWSLHD Board <u>APPROVED</u> the proposed amendments to the SWSLHD Delegations Manual, as recommended by the Finance Committee, and circulated with the Agenda.</li> <li>The amendments included: <ul style="list-style-type: none"> <li>The Director Medical Services being able to approve temporary medical appointments.</li> <li>Including the Finance and/or Corporate Service Managers having delegation for up to \$5K for Requisitioning Non-Catalogued and Non-stock Catalogued Items and Services, including Consignment Stock.</li> </ul> </li> </ul>	
7.3	Audit and Risk Management Committee	<ul style="list-style-type: none"> <li>The Board <u>NOTED</u> that two notifications were made by the Chief Executive to the Independent Commission against Corruption (ICAC) during the period 11 March to 11 April 2014.</li> </ul>	
7.3.1	Matters Referred to the ICAC	<ul style="list-style-type: none"> <li>ICAC have since replied stating that neither matter will be investigated.</li> </ul>	
7.4	Research and Teaching Committee	<ul style="list-style-type: none"> <li>The Minutes of the Research &amp; Teaching Committee meeting held on 3 April 2014 were circulated with the Agenda and <u>NOTED</u> by the Board.</li> <li>Prof Frankum highlighted the following item: <ul style="list-style-type: none"> <li>(7.1) – State Pathology Plan – It has been reported that the electron microscope may be moved from Liverpool Hospital in accordance with the State Pathology Plan. The Chief Executive is investigating this matter.</li> </ul> </li> <li>Dr Abi-Hanna highlighted the following item:</li> </ul>	
7.4.1	Minutes – 3 April 2014		

	<ul style="list-style-type: none"> <li>(6.1) – Feedback from the Board on the functioning of the Research &amp; Teaching Committee – a report to a future Board meeting is being planned. The Committee reflected that matters discussed reflect strategic direction rather than measurable KPIs or operational detail.</li> </ul>	
<p>7.5 Consumer &amp; Community Council (CCC)</p> <p>7.5.1 CCC Minutes – 4 April 2014</p>	<ul style="list-style-type: none"> <li>The Minutes of the Consumer &amp; Community Council meeting held on 4 April 2014 were circulated with the Agenda and <u>NOTED</u> by the Board.</li> <li>Mrs Berry reported: <ul style="list-style-type: none"> <li>Two Consumer &amp; Community Council members attended the recent Community Cabinet Meeting at Liverpool.</li> <li>An issue relating to the Macarthur Community Network, further detail of which will be conveyed to the Chief Executive directly, via email.</li> </ul> </li> </ul>	
<b>8. New Business</b>		
8.1 Audit & Risk Management Committee Membership	<ul style="list-style-type: none"> <li>The Board <u>APPROVED</u> for an offer of re-appointment to the three current independent members of the Audit &amp; Risk Management Committee, in accordance with Treasury Policy Paper TPP09-05 Internal Audit &amp; Risk Management Policy for the NSW Public Sector.</li> <li>Mr Conroy reported his dissent concerning the current governance of the Audit &amp; Risk Management Committee.</li> <li>Ms Larkin reported that the current Chair has indicated his intention to retire after 2 years.</li> </ul>	
<b>9. Items for Information</b>		
<p>9.1 Public Relations</p> <p>9.1.1 Newsletter</p>	<ul style="list-style-type: none"> <li>A referral note regarding public relations matters for March 2014 was circulated with the Agenda and <u>NOTED</u> by the Board.</li> <li>The April 2014 newsletter was circulated with the Agenda and <u>NOTED</u> by the Board.</li> <li>Ms Carriage reminded management not to use photos of Aboriginal persons who have passed away.</li> </ul>	
<b>10. Other Business without Notice</b>		
	<ul style="list-style-type: none"> <li>The Chair invited other business without notice.</li> <li>No items were raised.</li> </ul>	
<b>11. Meeting Evaluation</b>	<ul style="list-style-type: none"> <li>The Chair invited Board members to evaluate the meeting.</li> <li>The following comments were made: <ul style="list-style-type: none"> <li>The Board evaluation, facilitated by the Nous Group will contribute positively to how the Board operates.</li> <li>Request to conclude meetings on time.</li> </ul> </li> </ul>	

<b>12. Next Meeting</b>	Monday 26 May 2014  2:30pm-3:30pm – Presentation by Population Health 3:30pm-6:30pm – Board Meeting <i>Room to be advised, Liverpool Hospital, Eastern Campus</i>	
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Meeting closed at 6:47pm.