

MINUTES



South Western Sydney Local Health District Board

Date: Monday 26 May 2014

Time: 3:41pm

Venue: SWSLHD Board Room, Eastern Campus, Liverpool Hospital

1. Present and Apologies

Members	Pres.	Apol.	Members	Pres.	Apol.
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	✓				
Other Attendees					
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)	✓				

Agenda Item	Discussion/Decision/Recommendation	Responsible
2. Declaration of Interests	<ul style="list-style-type: none"> The Chairman invited declarations of interest. The Board <u>NOTED</u> Prof Frankum's advice that he had recently been elected as the Vice-President of the AMA (NSW Branch). No further declarations were made. 	
3. Confirmation of the previous minutes and action list	<ul style="list-style-type: none"> <u>MOTION</u>: A motion was moved by Mr Gordon and seconded by Prof Frankum that the Minutes of the Board meeting held on 28 April 2014 be accepted as a true and accurate record. The Motion was <u>CARRIED</u>. 	
4. Patient Story	<ul style="list-style-type: none"> Mr Zacka presented the story of the birth of a baby at 27 weeks gestation at Liverpool Hospital (transferred from Bankstown Hospital). 	

	<ul style="list-style-type: none"> The case had been the subject of a number of email exchanges between treating doctors, which highlighted the: <ul style="list-style-type: none"> excellent care coordination between clinical staff, NSW Ambulance officers and the NETS Team; and teamwork/collaboration/patient focused care that is provided on a daily basis; The care coordination resulted in an extremely well managed situation by all involved and an excellent outcome for the baby and mother. The Board <u>NOTED</u> the patient story. 	
6. Business Arising		
<p>6.1 Chief Executive's Report [28/4/14: Item 7.1]</p>	<ul style="list-style-type: none"> Dr Abi-Hanna reported receipt of written advice regarding gap payments for private endoscopy day surgery patients, however required further information. Action: Mr King and Dr Abi-Hanna to meet regarding gap payments for private endoscopy day surgery patients. 	Mr King
<p>6.2 Research & Teaching Committee [28/4/14: Item 7.4.1]</p>	<ul style="list-style-type: none"> Ms Larkin advised that NSW Pathology have formally advised that there is no intention to move the electron microscope from Liverpool Hospital. Correspondence on this matter will be forwarded to the Research & Teaching Committee meeting. 	
7. Standing Items		
<p>7.1 Chief Executive's Report</p>	<ul style="list-style-type: none"> The Chief Executive's Report was circulated with the Agenda. Ms Larkin highlighted the following items from within the Report: <p><u>Asset Strategic Plan (ASP)</u> The ASP is an important planning document, translating service needs into physical requirements to support their delivery.</p> <p>The ASP is submitted to the Ministry of Health (MoH), at the end of each financial year. The MoH have confirmed requirements for 30 June 2014, as follows:</p> <ul style="list-style-type: none"> Updated data schedules A review of the Maintenance Plan Advice regarding any changes to the 2013 top 5 priority capital projects submitted, or their order. 	

	<p>The top 5 priority capital projects, which remain unchanged from the 2013 ASP submission, are recommended by the Capital Works Committee and the SWSLHD Finance Committee, are:</p> <ul style="list-style-type: none"> ○ Priority 1 – Campbelltown Hospital Inpatient Mental Health Redevelopment ○ Priority 2 – Liverpool Hospital Stage 2.2 (and Stage 2.3) ○ Priority 3 - Campbelltown Hospital Stages 2 & 3 (acute redevelopment) ○ Priority 4 – Bowral & District Hospital Redevelopment ○ Priority 5 – Bankstown-Lidcombe Hospital Expansion <p>Ms Larkin provided background as follows:</p> <ul style="list-style-type: none"> ○ Inputs into the development of the ASP ○ Key drivers for prioritisation of projects ○ Outcomes in determining the capital priorities ○ Rationale for each project <p>Ms Larkin confirmed that additional NWAUs are usually negotiated when additional beds are funded.</p> <p>The Board <u>ENDORSED</u> the top 5 priority capital projects for submission to the MoH by July 2014.</p> <ul style="list-style-type: none"> • <u>Strategic Discussion Item</u> <p><i>Specialist Outpatient Services Project - Ophthalmology</i> SWSLHD is collaborating with the MoH and Agency for Clinical Innovation (ACI) in the Specialist Outpatients Project – Ophthalmology.</p> <p>The Project aims to reduce the current waiting list and ensure the future service model sustains the reduced waiting time for patients.</p> <p>A governance structure, inclusive of clinicians, has been established to oversight and manage the Project.</p> <p>Whilst the Project’s current focus is Liverpool Hospital, the revised service model is intended to roll-out to other Ophthalmology Clinics within the District.</p> <p>Ongoing reports regarding the Project will be provided to the Health Care Quality & Safety Committee for review.</p> <p>Prof Frankum highlighted the importance of including the management of non-surgical ophthalmology cases within the revised service model.</p> <ul style="list-style-type: none"> • Ms Larkin highlighted the following items from within the Report: 	
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	<p><u>Community Health Review</u> Further and more detailed information relating to the implementation of the Community Health Review will be provided as the Strategic Item for discussion in the Chief Executive’s May Report to the Board.</p> <p><u>Review of Medicare Locals</u> The Horvath Report, released on 13 May 2014, included 10 recommendations which were accepted by the Federal Government when handing down the Federal Budget.</p> <p>Dr Gray advised that:</p> <ul style="list-style-type: none"> - the total number of Primary Health Organisations (PHOs) will be reduced, in comparison to Medicare Locals, with the final number yet to be announced. - The PHOs won’t be involved in direct service delivery unless there is demonstrable market failure, absence of services or significant economies of scale. - PHOs will be aligned with LHD boundaries. - There will be a contestable process for their establishment. Arrangements relating to the process are yet to be announced. <p>Ms Larkin reported that a key LHD strategic direction relates to integrated action between the LHD and the Medicare Local.</p> <p>The Board supported liaison between the Chief Executives of the LHD and Medicare Local in relation to a potential joint expression of interest (Eoi) for a PHO.</p> <p>Action: Liaise with the Chief Executive, SWS Medicare Local regarding a potential joint Eoi for a PHO.</p> <p><u>Low Volume Cancer Surgery</u> Informal advice has been received confirming the District’s collaboration with Illawarra & Shoalhaven LHD regarding low volume cancer surgery.</p> <ul style="list-style-type: none"> • The Board <u>NOTED</u> the Chief Executive’s Report for April 2014. 	Ms Larkin
7.2 Performance		
7.2.1 KPI and Comparative Report	<ul style="list-style-type: none"> • The KPI and Comparative Report was circulated with the Agenda. 	

<p><i>Safety & Quality</i></p>	<ul style="list-style-type: none"> • Mr Zacka highlighted the following items from within the Report: <ul style="list-style-type: none"> • NSW Patient Survey (Jan to Jun 2013) – facility level data has now been received from the Bureau of Health Information (BHI). Generally, SWSLHD performed lower than State average across a range of questions. <p>Analysis of the data suggests that the demographic profile of SWSLHD’s respondent cohort is a factor that has contributed to the lower than NSW average performance across a number of Survey questions. In addition, the size of Liverpool skews the District’s result.</p> <p>The results of the survey will now to be made available to all facilities for review and discussion locally. Facilities will be encouraged to identify the top five areas of concern and develop actions to address performance issues, especially with regard to the use of interpreter services.</p> <p>A greater commitment and focus will be given to strengthening existing programs such as the Communication with Purpose Program (COMPURS) and the In Safe Hands Program (which includes Structured Interdisciplinary Bedside Rounding – SIBR).</p> <p>The Board expressed its concern about the results of the most recent NSW patient survey</p> <p>More detailed information will be provided to the Health Care Quality & Safety Committee and progress in addressing this issue will be tracked and monitored within this Committee.</p> • Campbelltown Hospital has just received verbal advice that all recommendations arising from the EQiP National Periodic Review have been met. <p>Action: The Chairman to sign correspondence conveying the Board’s congratulations to the management and staff of Campbelltown/Camden Hospitals.</p> <ul style="list-style-type: none"> • The Board NOTED the Safety & Quality Report. 	<p>Mr Zacka</p>
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<p><i>Service Access & Patient Flow</i></p>	<ul style="list-style-type: none"> • Mr Loy highlighted the following items from within the Report: <ul style="list-style-type: none"> • The ‘Nine Principles of Timely Patient Care’ as a component of the Whole of Hospital Program. The Principles are considered stretch goals and do not occur in sequential order. • The Principles were recently launched at Liverpool Hospital, with launches being organised for all other facilities. • The Board <u>NOTED</u> the Service Access & Patient Flow Report. 	
<p><i>People & Culture</i></p>	<ul style="list-style-type: none"> • Mr Loy highlighted the following items from within the Report: <ul style="list-style-type: none"> • The whole of Government ‘People Matter’ Survey is currently in progress. The Survey commenced on 5 May and closes on 30 May 2014. As at 15 May 2014 the SWSLHD had a response rate of 7%. • The workplace injuries rate year to date at 4.70% is calculated by the number of claims over total FTE. • The Board <u>NOTED</u> the People & Culture Report. 	
<p><i>Finance & Activity</i></p>	<ul style="list-style-type: none"> • Mr King highlighted the following items from within the Report: <ul style="list-style-type: none"> • Favourability is forecasted to be \$5.0M by year end. This favourability is needed to fund \$5.0M in capital expenditure. • The increase in the annual leave provision continues to be unexplained for LHDs. The matter has been escalated to the MoH and HealthShare NSW for resolution. • Meetings with services and facilities regarding the 2014/15 budget have commenced. • The Board <u>NOTED</u> the Finance & Activity Report. 	
<p>7.2.2 Service Reports</p>	<ul style="list-style-type: none"> • Reports for the following services were circulated with the Agenda: <ul style="list-style-type: none"> • Mental Health • Community Health • Drug Health • Population Health • Oral Health 	

	<ul style="list-style-type: none"> • Ms Larkin highlighted the following items from the Community Health Service Report: <ul style="list-style-type: none"> • The number of Universal Home Visits offered or attended within 2 weeks (at 57.30%) or 4 weeks (at 73.20%) was below the targets of 65% and 85% respectively. This performance has been attributed to the transition of Child and Family intake from the Ingleburn Community Health Centre to the Triple 1 Hub. • The Statewide Eyesight Screening Program (STEPS) target of 80% of children receiving a screen was not achieved (61%). This was attributed to a change in booking processes. • The South Western Sydney Child and Family Headline Indicators Report has been printed. The Report is a valuable resource and will be used to guide health services in their planning and service development. • The Board <u>NOTED</u> the Service Reports. 	
<p>7.3 Risk Management</p>	<ul style="list-style-type: none"> • Mr Loy reported that the SWSLHD Risk Register has been revised, following PwC's engagement, in line with the SWSLHD Corporate Plan. • The revised Register includes 54 risks, of which none have been rated as 'extreme', but 12 have been rated as 'high'. • The revised Register has been submitted for presentation to the Audit & Risk Management Committee meeting of 27 May 2014, following which a recommendation for endorsement by the SWSLHD Board is expected. 	
<p>7.4 Chairman's Report</p>	<ul style="list-style-type: none"> • The Chairman reported the following items: <p><u>Date of the December Board Meeting</u> The Board <u>AGREED</u> to move the December Board meeting date from Monday 15 December to Thursday 11 December 2014.</p> <p>The December Board meeting will follow the Annual Public Meeting and be followed by the Board's Christmas Dinner.</p> <p>Action: Issue a revised 2014 Board Meeting Schedule.</p> 	<p>Ms Buttenshaw</p>

	<p><u>Discussion regarding Board Composition</u> Recommendation 9 – Board Evaluation Final Report</p> <p>The Board <u>AGREED</u> to undertake an analysis of its skills mix to ascertain gaps which will provide guidance in the appointment of new Board members.</p> <p>Action: Circulate the draft Skills Mix Audit tool to Board members for completion. Results will be collated and listed as a discussion item at the June Board meeting.</p> <p><u>Executive Attendance at Board Meetings</u> Recommendation 6 – Board Evaluation Final Report</p> <p>The Board <u>AGREED</u> with the proposal for Executive staff (except the Chief Executive & Director of Operations) to only attend Board meetings when they are held on the Liverpool Hospital Campus (i.e. District Office and Liverpool Hospital) and to attend only through to the end of the KPI Report.</p> <p>For off-site Board meetings, the Patient Story will be provided by the Chief Executive, the KPI Report will be addressed by the Chief Executive and the Director of Operations and Committee reports will be presented by the Chairpersons.</p>	Ms Buttenshaw
7. Committees of the Board		
<p>7.1 Health Care Quality and Safety Committee 7.1.1 Minutes – 7 May 2014</p>	<ul style="list-style-type: none"> • The Minutes of the Health Care Quality and Safety Committee meeting held on 7 May 2014 were circulated with the Agenda and <u>NOTED</u> by the Board. • Prof Merrett highlighted the following item: <ul style="list-style-type: none"> (4.1) – Fire safety training (5.2) - Coronial inquests and New SAC 1 incidents (5.6) – Patient Satisfaction Survey Data <p>The draft Minutes state that Prof Merrett chaired the meeting, however Dr Gray chaired the meeting.</p>	
<p>7.2 Finance Committee 7.2.1 Minutes – 17 April 2014</p>	<ul style="list-style-type: none"> • The Minutes of the Finance Committee meeting held on 17 April 2014 were circulated with the Agenda and <u>NOTED</u> by the Board. • Mr Gordon highlighted the following item: <ul style="list-style-type: none"> (6.1) – A Business Case regarding Child Care Centres is currently being developed and will be presented to the Board in due course. 	

<p>7.2.2 Draft Investment Policy</p>	<ul style="list-style-type: none"> • A draft Investment Policy, recommended by the Finance Committee was circulated with the Agenda. • Mr Gordon reported that the Policy had been developed in response to an Internal Audit recommendation. • The draft Policy provides a framework for the investment of available SWSLHD funds. Investment funds will be managed via either SWSLHD, Treasury Corporation or an appropriate banking institution on behalf of the SWSLHD • The Policy is recommended for Board endorsement by the SWSLHD Finance Committee. • The Board <u>APPROVED</u> the Investment Policy. 	
<p>7.3 Audit and Risk Management Committee</p> <p>7.3.1 Minutes</p>	<ul style="list-style-type: none"> • The Board noted that the next Audit & Risk Management Committee meeting is scheduled for 27 May 2014. 	
<p>7.3.1 Matters Referred to the ICAC</p>	<ul style="list-style-type: none"> • The Board <u>NOTED</u> that one notification was made by the Chief Executive to the Independent Commission against Corruption (ICAC) during the period 11 April to 9 May 2014. • ICAC have since replied stating that the matter will not be investigated. 	
<p>7.4 Research and Teaching Committee</p>	<ul style="list-style-type: none"> • The Board noted that the next Research & Teaching Committee meeting is scheduled for 5 June 2014. 	
<p>7.5 Consumer & Community Council (CCC)</p> <p>7.5.1 CCC Minutes – 2 May 2014</p>	<ul style="list-style-type: none"> • The Minutes of the Consumer & Community Council meeting held on 2 May 2014 were circulated with the Agenda and <u>NOTED</u> by the Board. • Mrs Berry highlighted the following item: (5) – Board member attendance at CCC meetings. 	
<p>8. New Business</p>		
<p>8.1 Budget Summary</p>	<ul style="list-style-type: none"> • The Board <u>NOTED</u> the <i>Budget 2014/15 – Health, 13 May 2014</i>, Commonwealth of Australia, as circulated with the Agenda. • Ms Larkin confirmed that some incentive arrangements such as those related to NEAT and NEST targets were immediately withdrawn. The District has already undertaken a mapping exercise regarding proposed changes to the National Disability Insurance Scheme. 	

9. Items for Information		
9.1 Public Relations	<ul style="list-style-type: none"> A referral note regarding public relations matters for April 2014 was circulated with the Agenda and <u>NOTED</u> by the Board. 	
9.1.1 Newsletter	<ul style="list-style-type: none"> The May 2014 newsletter was circulated with the Agenda and <u>NOTED</u> by the Board. 	
10. Other Business without Notice		
	<ul style="list-style-type: none"> The Chair invited other business without notice. No items were raised. The Chair reminded the Board of the Board Conference to be held on Friday 20 June 2014. 	
11. Meeting Evaluation	<ul style="list-style-type: none"> The Chair invited Board members to evaluate the meeting. The following comments were made: <ul style="list-style-type: none"> The presentation regarding Population Health prior to the meeting was very informative. Appreciative of the time-keeping in relation to the Board meeting. 	
12. Next Meeting	Monday 23 June 2014 3:30pm-6:30pm – Board Meeting SWSLHD Board Room, District Office, Liverpool Hospital, Eastern Campus	

Meeting closed at 6.10pm.