

MINUTES



South Western Sydney Local Health District Board

Date: Monday 24 November 2014
Time: 3:05pm
Venue: Auditorium, Bankstown-Lidcombe Hospital

1. Present and Apologies

Members	Pres.	Apol.	Members	Pres.	Apol.
Prof Phillip Harris (Chair)	✓		John Gordon	✓	
Carolyn Burlew	✓		Mark (Jack) Johnson		ABSENT
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	✓		(Vacant), Medical Staff Executive Council Representative		
Chris Leahy, A/g Director Operations	✓		Nel Buttenshaw, A/Manager Executive & Board Secretariat (minutes)	✓	
Barrie Martin, Chair, Audit & Risk Management Committee	✓		Graeme Loy, Director Operations		✓

Agenda Item	Discussion/Decision/Recommendation	Responsible
2. Presentation – Audit & Risk Management Committee	<ul style="list-style-type: none"> • The Chairman welcomed Mr Barrie Martin, Chair of the SWSLHD Audit & Risk Management Committee to the meeting to provide the Committee’s annual presentation to the Board. • Mr Martin reported that the Committee is functioning very well, which may in part be attributed to the composition of its membership which includes 3 experienced independent members and the cooperation of management. • Mr Martin highlighted Committee business, which focussed in 2013/14 on the portfolio areas of: <ul style="list-style-type: none"> • Risk management <ul style="list-style-type: none"> • Received and reviewed risk management reports • Reviewed the revised risk register • Work health & safety <ul style="list-style-type: none"> • Received and reviewed work health & safety reports 	

	<ul style="list-style-type: none"> • External accountability <ul style="list-style-type: none"> • Supported the work associated with the preparation and finalisation of the financial accounts including the 'early close' and recommendations to the Board • Reviewed the management letter and ensured corrective action was established in a suitable action plan • Monitored the implementation of external audit recommendations. • Review and endorsement of the 2013/14 Audit Plan, and the monitoring of progress throughout the year: <ul style="list-style-type: none"> • 10 completed audits, 1 audit carried forward from the 2012/2013 Plan, and 16 investigations. No serious internal control weaknesses were reported. • In closing, Mr Martin provided the following summary: <ul style="list-style-type: none"> • The Audit Office (AO) raised 13 recommendations in its <i>external audit</i> management letter for 2013, 9 (41%) less than in 2012. None were assessed as high risk. Management's effort in addressing past recommendations is commendable. • There were 87 <i>internal audit</i> recommendations made in 2013/2014 financial period, none of which were 'high risk'. As at 27 May 2014, 71 recommendations were implemented, 1 recommendation was in progress and 15 recommendations were not due. The Committee will continue to monitor progress. • The District has sound overarching governance arrangements that are compliant with Ministry of Health requirements. Its risk, control, compliance, and auditing arrangements continued to evolve and mature during 2013/2014 financial year. • The Chairman, on behalf of the Board, thanked Mr Martin for his presentation and work undertaken by the Audit & Risk Management Committee throughout the year. 	
<p><i>The Board broke at 3.30pm and Mr Martin left the meeting. The Board re-convened at 4.00pm.</i></p>		
<p>3. Declaration of Interests</p>	<ul style="list-style-type: none"> • The Chairman invited declarations of interest. <ul style="list-style-type: none"> • Prof Frankum advised that he has stepped down from the position of Deputy Dean, School of Medicine, University of Western Sydney. • Prof Harris reminded Board members that he is the A/g Chairman of the HealthShare Board. 	
<p><i>Ms Carriage joined the meeting at 3.55pm.</i></p>		

<p>4. Confirmation of the previous minutes and action list</p>	<ul style="list-style-type: none"> • MOTION: A motion was moved by Prof Frankum and seconded by Prof Merrett that the Minutes of the Board meeting held on 27 October 2014 be accepted as a true and accurate record. • The Motion was <u>CARRIED</u>. 	
<p>5. Patient Story</p>	<ul style="list-style-type: none"> • Ms Larkin presented a compliment received relating to the care and treatment provided to a patient through their journey following presentation with chest pain, to the Emergency Department, Liverpool Hospital. • The compliment reflected themes arising from the <i>Small Acts of Kindness</i> video and highlighted that communication and inter-personal skills of staff contributed to a positive patient experience. • The Board <u>NOTED</u> the patient story. 	
<p>6. Business Arising</p>		
<p>6.1 Convene a Board meeting at Oran Park [22/09/14; Item 6.3]</p>	<ul style="list-style-type: none"> • Convene a Board meeting at Oran Park – Refer Agenda Item 7.5.1. 	
<p>6.2 Convene a Board meeting at Tharawal [22/09/14; Item 6.3]</p>	<ul style="list-style-type: none"> • Convene a Board meeting at Tharawal – Refer Agenda Item 7.5.1. 	
<p>6.3 Revised Risk Register [25/08/14; Item 7.3]</p>	<ul style="list-style-type: none"> • Revised Risk Register - Refer Agenda Item 7.4. 	
<p>6.4 Activity Report [27/10/14; Item 8.2.1]</p>	<ul style="list-style-type: none"> • Activity Report- Update the Report to include a comparison to 2013/14 for NWAU and separation data - Refer Agenda Item 7.1. 	
<p>7. Standing Items</p>		
<p>7.1 Chief Executive's Report</p>		
<p>7.1.1 – Starring Item</p>	<ul style="list-style-type: none"> • Ms Larkin presented the SWSLHD Information Communications & Technology Strategy (ICT) for approval, highlighting: <ul style="list-style-type: none"> • The Board had discussed the draft ICT Strategy as a priority area topic at the October Board Planning Day. 	

	<ul style="list-style-type: none"> • The ICT Plan is designed to position SWSLHD as a leader in ICT to better support the delivery of health care, recognising that ICT is a fundamental enabler. • The Information Management & Technology Department (IM&TD) provides a combined service and is hosted by Sydney LHD. • Issues relating to the Strategy include: <ul style="list-style-type: none"> • Core ICT strategy & connectivity • Core LHD eMR development areas • Priority areas for enhancement • Governance arrangements to support the delivery of the ICT strategy, including the appointment of the SWSLHD Program Manager, the establishment of a SWSLHD specific ICT Committee and continuation of the combined, with Sydney LHD, ICT Committee. • A robust consultation strategy was implemented to develop the Strategy, including the IM&T Department. • The 12 recommendations within the Strategy (refer also 'issues' above). • The SWSLHD Board resolved to <u>SUPPORT IN PRINCIPLE</u> the SWSLHD ICT Strategy, noting the development of the following supporting documents: <ul style="list-style-type: none"> • A Program Audit (to incorporate resource implications, timing, prioritise recommendations, eHealth directions and decisions); and • Summary Implementation Plan (identifying the key steps [and time-lines] toward achieving the Vision). 	
<p>7.1.2 – October Report</p>	<ul style="list-style-type: none"> • The Chief Executive's Report was circulated with the Agenda. • The Chief Executive highlighted the following items: <ul style="list-style-type: none"> <u>16th Annual NSW Health Awards</u> <ul style="list-style-type: none"> • The SWSLHD won two categories at the 16th NSW Health Awards: <ul style="list-style-type: none"> • Preventative Health Award – <i>A healthy beginning to prevent childhood overweight and obesity in South West Sydney</i> • Collaborative Team Award – <i>RETRIEVE: safe return of post (PCI) patients</i> <u>Bankstown-Lidcombe Hospital Stage 1 – Redevelopment Planning</u> <ul style="list-style-type: none"> • The Strategic Business Case was issued for Gateway Review in October 2014 with interviews held on 28 and 29 October 2014. 	

	<ul style="list-style-type: none"> • The Gateway Review Report has been received by the LHD which articulates the assessment findings against a set 'traffic light' criteria. A total of 3 amber and 4 green were achieved and an action plan will be developed in consultation with Health Infrastructure to address the recommendations. • The updated Strategic Business Case acknowledging the recommendations will be finalised for resubmission to Treasury on 21 November 2014. <p><u>Campbelltown Hospital Stage 2 – Redevelopment Planning</u></p> <ul style="list-style-type: none"> • On 2 October 2014 Gateway interviews were held with key stakeholders from the LHD and interagency. • The Gateway Review Report has been received by the LHD which articulates the assessment findings against a set 'traffic light' criteria. A total of 3 amber, 2 green and 2 red were achieved and an action plan will be developed in consultation with Health Infrastructure to address the recommendations. • The updated Strategic Business Case acknowledging the recommendations will be finalised for resubmission to Treasury on 14 November 2014. <p><u>Badgery's Creek Airport</u></p> <ul style="list-style-type: none"> • The Australian Government has established a Western Sydney Unit (WSU) within the Department of Infrastructure and Regional Development (DIRD) to coordinate development of Sydney's second international airport at Badgery's Creek. • SWSLHD recently participated in a NSW Government agency stakeholder meeting with the WSU, convened by the NSW Department of Premier and Cabinet. It was recommended that the LHDs most affected (SWSLHD, WSLHD and NBMLHD) work together with the Ministry of Health to provide a coordinated response to planning proposals. This would include emergency and disaster response plans and modelling of the impact on demand for LHD facilities and services. • The SWSLHD Public Health Unit (PHU) has some approval and supervisory responsibilities for the exhumation of human remains under the Public Health Regulation 2012. <p><u>Get Healthy at Work</u></p> <ul style="list-style-type: none"> • Action: Advise the full wording of the second paragraph within the Report, which is incomplete. <p><u>Liverpool Hospital Car Park Tender</u></p> <ul style="list-style-type: none"> • Changes to car parking rates at Liverpool Hospital will occur from 1 January 2015. 	<p>Ms Larkin</p>
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	<p>Liverpool Hospital has entered into a consultative process with the Health Services Union, NSW Nursing and Midwifery Association and Australian Salaried Medical Officers' Federation NSW regarding the planned increases in car parking fees.</p> <p><u>2014 NSW Aboriginal Health Awards Finalists</u></p> <ul style="list-style-type: none"> • SWSLHD won each of the 3 categories in which we were finalist at the 2014 NSW Aboriginal Health Awards, announced by the Health Minister on 4 November 2014: <ul style="list-style-type: none"> • Building Trust through Partnerships • Building Evidence & Research • Performance Monitoring, Management & Accountability <p><u>SWSLHD Innovation Forum</u></p> <ul style="list-style-type: none"> • On 11 November 2014, the LHD held an Innovation Forum. Approximately 60 front line staff members from across the District participated in the one day workshop. A book of proceedings will be developed which will highlight the key themes from the day and include any recommendations which will be considered by the SWSLHD Innovation Group. Further information relating to the outcomes of the day will be provided to the Board. <p><u>Update: Commercial Documentation between the Ingham Institute and the District</u></p> <ul style="list-style-type: none"> • The next meeting to progress the commercial documentation has been scheduled for 9 December 2014. The complete suite of documents that has been developed with input from both parties. • The Board <u>NOTED</u> the Chief Executive's October Report. 	
<p>7.2 Performance</p>		
<p>7.2.1 KPI Report</p>	<ul style="list-style-type: none"> • The October 2014 KPI 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"> • At the Organisation-wide Survey on 20-24 October 2014, Bankstown-Lidcombe Hospital received six "not met" core actions – within National Standard 4: medication safety. • The "not met" ratings for core actions are to be addressed by the facility within a 90 day period. Bankstown-Lidcombe Hospital has developed an action plan to address the issues identified. • The Clinical Excellence Commission has been advised of the outcome and the Board will be kept up to date. 	

	<ul style="list-style-type: none"> The Board NOTED the Safety & Quality KPI Report. 	
<i>Service Access & Patient Flow</i>	<ul style="list-style-type: none"> Mr Leahy highlighted the following items from within the November Report: <ul style="list-style-type: none"> <u>Patients in the Emergency Department > 24 hours</u> <ul style="list-style-type: none"> For the month of October 2014/15 126 patients recorded a length of stay greater than 24 hours in comparison to 109 in the same period of 2013/14; performance still remains significantly above the target. <u>NEAT Performance</u> <ul style="list-style-type: none"> NEAT performance at 70.29% is comparable to the same period 2013/14 at 67.83%. Performance remains below the State target of 81%. <u>Transfer of Care</u> <ul style="list-style-type: none"> Transfer of Care (TOC) performance at 81.34% has declined in comparison to the same period 2013/14 (84.60%). Performance remains below the State target of 90%. <u>Whole of Hospital Program</u> <ul style="list-style-type: none"> The Whole of Hospital Program continues with specific focus on Liverpool, Campbelltown and Fairfield Hospitals. The Board NOTED the Service Access & Patient Flow Report. 	
<i>People & Culture</i>	<ul style="list-style-type: none"> Ms Larkin highlighted the following items from within the Report: <ul style="list-style-type: none"> <u>Excessive Leave</u> <ul style="list-style-type: none"> The October excessive leave result is 1 079 569.53 hours, a decrease of 1 512.25 from September. The data is reflective of the Ministry of Health's requirement for reporting leave greater than 30 days. The target is likely to be revised to greater than 20 days in 2015, in response to a direction from the Department of Premier & Cabinet. <u>Sick Leave</u> <ul style="list-style-type: none"> 252.77FTE were paid sick leave in October, compared to 299.88FTE in September. The decrease can be attributed to the conclusion of the winter period. <u>Your Say Survey</u> <ul style="list-style-type: none"> The Your Say Survey will be conducted again in 2015, commencing on 30 March 2015 and running for 4 weeks. The Board NOTED the People & Culture Report. 	
<i>Finance & Activity</i>	<ul style="list-style-type: none"> Mr King highlighted the following items from within the Report: <ul style="list-style-type: none"> <u>Budget</u> <ul style="list-style-type: none"> YTD the District is \$4.7M unfavourable, but is still forecasting an on-budget result for the year end. 	

	<p><u>ABF Capacity Assessment</u></p> <ul style="list-style-type: none"> The Ministry of Health undertook a site visit to SWSLHD on 18 November as part of the ABF component of the Capacity Assessment Project. SWSLHD has responded to the Survey and provided a folder of evidence to the KPMG consultants undertaking the assessment. <p><u>ABF Activity</u></p> <ul style="list-style-type: none"> Overall SWSLHD is on target YTD September; however there are significant underlying variances from target for sub-acute and non-acute admitted services. All facilities have developed plans to improve the capture of activity data. <ul style="list-style-type: none"> The Board NOTED the Finance & Activity Report. 	
7.2.2 Service Reports	<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 Ms Larkin highlighted the following items from within the Mental Health Service Report: <p><u>Mental Health</u></p> <ul style="list-style-type: none"> 28 day readmissions remain over target in September 2014 at 15.6%. The majority of patients with ED stays greater than 24 hours were at Campbelltown. A business case has been developed in relation to options for reconfiguring the acute mental health bed base on the Liverpool Campus to improve patient flow and flexibility of bed type. Pending approval the proposed configuration would increase the availability of high demand beds and the resulting sub-acute bed base (24) is in line with the bed projections from the Mental Health Clinical Care. Action: Ensure the FTE and budget is included within each Service Report. The Board NOTED the Service Reports. 	Ms Buttenshaw
7.3 Risk Management Report	<ul style="list-style-type: none"> A Referral Note regarding the revised Risk Register was circulated with the Agenda. Mr Leahy highlighted: <ul style="list-style-type: none"> Price waterhouseCoopers (PWC) were engaged to improve the risk maturity of the LHD, the scope of which involved: 	

	<ul style="list-style-type: none"> • Prof Merrett highlighted the following items: • Item (5.1) – Outcome of Accreditation Surveys: <ul style="list-style-type: none"> • Bowral & District Hospital recently undertook a three day organisational-wide survey and has been recommended for a four year accreditation status. Preliminary results indicate six ‘met with merit’ ratings. Issues identified relate to shelving and storage in the operating theatre area. • Bankstown-Lidcombe Hospital recently undertook an organisational-wide survey. The facility was well prepared for the Survey however preliminary results have indicated that six of the mandatory criteria were not met – all of which relate to medication safety. There was an increased expectation from Surveyors. As the report has not been received it is a possibility that the holiday period (December-January) will not be included in the 90 day time-frame to meet the standards, which will be difficult to meet. • Item (5.6) – Strategies to improve immunisation rate at one year of age – Immunisation coverage at one year of age in both Aboriginal and non-Aboriginal children is below the 90% target. The Committee is monitoring the strategies to improve the immunisation coverage. • Item (5.7) – Update on Ophthalmology Service – Since the commencement of the Ophthalmology Project the waiting list has reduced from 2.5 years to less than 12 months, as at June 2014. Bankstown-Lidcombe & Campbelltown Hospitals are using a different model of care, which will be implemented across all hospitals. • Item (6.1.4.2) – RCAs – The Committee will review a report at their December meeting about implementation of RCA recommendations, noting that at the 3rd quarter the rate was 37%. 	
<p>Finance Committee</p>		
<p>8.2.1 Minutes – 17 Oct 2014</p>	<ul style="list-style-type: none"> • The Minutes of the Finance Committee meeting held on 17 October 2014 were circulated with the Agenda and <u>NOTED</u> by the Board. • Mr Gordon highlighted the following items: <ul style="list-style-type: none"> • Item (3) – Received a presentation on the implementation of the new State-wide Asset Facilities Management On-line System, known also as Tririga. • Item (5.1) – Reviewed a draft procedure for approving the Annual Financial Statements, which will be presented to the Audit & Risk Management Committee by Ms Burlew. 	

<p>8.2.2 Proposed amendment to the SWSLHD Delegations Manual</p>	<ul style="list-style-type: none"> The Board NOTED there were no proposed amendments to the SWSLHD Delegations Manual Version 7, as circulated with the Agenda. 	
<p>8.3 Research & Teaching Committee</p>		
<p>8.3.1 Minutes - 6 Nov 14</p>	<ul style="list-style-type: none"> The Minutes of the Research & Teaching Committee meeting held on 6 November 2014 were circulated with the Agenda and NOTED by the Board. Prof Frankum highlighted the following items: <ul style="list-style-type: none"> Item (4.1) – Academic Units – The Committee supported in principle a proposal, in accordance with the SWSLHD Research Strategy, to develop multi-disciplinary academic units in SWSLHD. The units would be developed in three stages (recognition of existing units; enhancement of units; creation of new units) via an EoI process subject to criteria. A Business Case and implementation plan are being developed. Item (4.6) – Facility Teaching Reports: <ul style="list-style-type: none"> Physician Training – Dr Abi-Hanna noted the changes to the basic physician training program, including the provision of a dedicated support, has resulted in Liverpool Hospital receiving high preferences from UWS medical students. Dr May Wong (PGY2) (Bankstown-Lidcombe Hospital) was awarded the HETI JMO of the Year. Item (5.1) SWSLHD Education & Teaching Plan – A number of initiatives are underway in support of the Plan’s development, including consultation. The draft Plan is due early December 2014 and will be considered by the Reference Group. The Committee will receive a further update at the February 2015 meeting. 	
<p>8.4 Audit & Risk Management Committee</p>		
<p>8.4.1 Minutes</p>	<ul style="list-style-type: none"> The Board NOTED that the next meeting of the Audit & Risk Management Committee is scheduled for 25 November 2014. 	
<p>8.4.2 Matters referred to the ICAC</p>	<ul style="list-style-type: none"> The Board NOTED that there were no notifications made by the Chief Executive to the Independent Commission against Corruption (ICAC) during the period 14 October 2014 to 10 November 2014. 	

8.5 Consumer & Community Council		
8.5.1 Minutes	<ul style="list-style-type: none"> The Board <u>NOTED</u> that the November Consumer & Community Council meeting was replaced by Respecting the Difference training. 	
9. New Business		
	<ul style="list-style-type: none"> There were no items of new business. 	
10. Items for Information		
10.1 Public Relations	<ul style="list-style-type: none"> A Referral Note regarding public relations matters for October 2014 was circulated with the Agenda and <u>NOTED</u> by the Board. 	
10.1.1 District Newsletter	<ul style="list-style-type: none"> The November 2014 District newsletter was circulated with the Agenda and <u>NOTED</u> by the Board. 	
12. Other Business without Notice		
	<ul style="list-style-type: none"> The Chairman invited other business without notice. Nil items received. 	
13. 2014 Board Calendar	<ul style="list-style-type: none"> The 2014 Board Calendar was circulated with the Agenda, and <u>NOTED</u> by the Board. 	
14. Next Meeting	<p>Thursday 11 December 2014</p> <p>1.30pm-3.00pm – Annual Public Meeting – Campbelltown Arts Centre, 1 Art Gallery Rd, Campbelltown</p> <p>3.30pm-6.30pm – Board Meeting – Campbelltown Arts Centre, <i>As Above</i></p> <p>7.00pm onward – Christmas Dinner – Infusion Terrace, Rydges Hotel, 15 Old Campbelltown Rd, Campbelltown</p>	

Meeting closed at 6:29pm