

MINUTES



South Western Sydney Local Health District Board

Date: Monday 23 February 2015

Time: 3:30pm

Venue: Board Room, District Office, Eastern Campus, Liverpool Hospital

1. Present and Apologies

Members	Pres.	Apol.	Members	Pres.	Apol.
Prof Phillip Harris (Chair)	✓		Mr John Gordon	✓	
Ms Carolyn Burlew		✓	Mr Mark (Jack) Johnson	✓	
Ms Christine Carriage	✓		Prof Neil Merrett	✓	
Prof Brad Frankum		✓	Dr Matthew Gray	✓	
Mr Frank Conroy	✓		Mrs Nina Berry	✓	
Dr David Abi-Hanna	✓		Ms Kerrie Murphy		✓
Dr Shameran Slewa-Younan	✓				
Other Attendees					
Ms Amanda Larkin, Chief Executive	✓		(Vacant), Medical Staff Executive Council Representative		✓
Mr Graeme Loy, Director Operations		✓	Mr Greg King, Director of Finance	✓	
Mr Mark Zacka, Director Clinical Governance	✓		Ms Jacqui Cross, Director Nursing & Midwifery Services	✓	
Ms Nel Buttenshaw, A/Manager Executive & Board Secretariat (minutes)	✓		Mr Stephen Johnson, Manager Performance	✓	
Ms Amelia Dunn, 2 nd Year Student GHMP, CE's Unit	✓				

Agenda Item	Discussion/Decision/Recommendation	Responsible
2. In-Camera Session	<ul style="list-style-type: none"> The Board convened for an in-camera session. See Item (6) for outcome of in-camera session. 	
<i>Ms Larkin, Mr Zacka, Mr King, Ms Cross, Ms Buttenshaw, Mr Johnson and Ms Dunn joined the meeting at 3:56pm</i>		
	<ul style="list-style-type: none"> The Chairman welcomed to the meeting: <ul style="list-style-type: none"> Ms Jacqui Cross, Director Nursing & Midwifery Mr Stephen Johnson, Manager Performance Ms Amelia Dunn, 2nd Year Graduate Health Management Program Student 	

<p>3. Presentation: Activity Based Funding</p>	<ul style="list-style-type: none"> • The Board NOTED the Referral Note and (copy of the) presentation regarding Activity Based Funding (ABF), as circulated with the Agenda. • The Chairman introduced Mr Stephen Johnson, Manager Performance to present 'Activity Based Funding in SWSLHD – Key Issues'. • Mr Johnson highlighted: <ul style="list-style-type: none"> • Policy Goals • Scope <ul style="list-style-type: none"> • Expands on an annual basis • Framework • National Weighted Activity Unit • Price Transition <ul style="list-style-type: none"> • Analysis at procedural level can be undertaken • Variation analysis occurs using Length of Stay • Growth funding is determined using State average price • The time-frame for ending transition grants is unknown • Activity targets • Activity baselines • Growth <ul style="list-style-type: none"> • Calculations do not consider revenue • Service Quality Adjustors • Quality Improvement Adjustors • Clinical Appropriateness Adjustors • SWSLHD Specific Factors • The Board thanked Mr Johnson for his informative presentation. 	
<p><i>Mr Johnson left the meeting at 4:52pm</i></p>		
<p>4. Declaration of Interests</p>	<ul style="list-style-type: none"> • The Chairman invited declarations of interest. • Nil were received. 	
<p>5. Confirmation of the previous minutes and action list</p>	<ul style="list-style-type: none"> • MOTION: A motion was moved by Mr Gordon and seconded by Mr Conroy that the Minutes of the Board meeting held on 11 December 2014 be accepted as a true and accurate record. <ul style="list-style-type: none"> • The Motion was CARRIED. 	
<p>6. Feedback: In-Camera Session</p>	<ul style="list-style-type: none"> • In relation to Executive member attendance at Board meetings the Chairman conveyed the outcome of the in-camera session, being that the current arrangements should continue, those being: <ul style="list-style-type: none"> • 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.	
7. Patient Story	<ul style="list-style-type: none"> Mr Zacka presented the case of an 84 year old male patient ('Mr P') who presented to the Fairfield Falls Clinic, on referral from his GP with lower back pain after a fall. During his assessment it was discovered that this was Mr P's 2nd fall in 6 months. Five months earlier Mr P fell when trying to stop his late wife from falling and had since suffered ongoing back pain. Mr P lives alone but has a lot of support from his family Following a comprehensive medical examination at the Clinic Mr P was referred back to his GP and allied health for intervention and assessment to address his strength and balance, social isolation and his grief and loss issues. Mr P was referred to the Fairfield 'Able & Stable' Falls Prevention Program; a 9 week education and tailored exercise program, and a 3 month follow up. Upon completion of the Program Mr P's falls incidence was zero, he achieved 110% improvement with balance outcome, a 98% improvement with coordination and leg strength outcome and could independently mobilise without a walking aid and with a 100% increased physical activity level. Mr P was invited by the Clinical Excellence Commission to feature in their Falls Theme for their 10th anniversary video. In this film, Mr P was asked to recap on his experiences in the Falls Clinic and the Able and Stable Program. The interview will be released nationally. The physiotherapist and falls clinic doctor also participated in the video interview. During this interview Mr P expressed his gratitude and satisfaction with his experience. The Board <u>NOTED</u> the patient story. 	
8. Business Arising		
<i>Prof Merrett left the meeting at 5:11pm</i>		
8.1 Aboriginal Health – Close the Gap Committee [27/10/14; Item 10.1]	<ul style="list-style-type: none"> The Board <u>NOTED</u> the Referral Note regarding the progress toward establishing the Aboriginal Health Committee, as circulated with Agenda. Ms Larkin highlighted: <ul style="list-style-type: none"> The Aboriginal Health KPI Dashboard will continue to be submitted to the Health Care Quality & Safety Committee. The additional Board member vacancies will be discussed later on the Agenda - Board Committee membership review. Letters of invitation to join the Committee have been 	

	<p>issued.</p> <ul style="list-style-type: none"> The inaugural meeting is scheduled for 24 March 2015. 	
<p>8.2 Accreditation of Liverpool Hospital for Radiology Training [22/10/12; Item 8.4.3]</p>	<ul style="list-style-type: none"> The Board NOTED the Referral Note regarding radiology accreditation at Liverpool Hospital, as circulated with Agenda. Ms Larkin highlighted: <ul style="list-style-type: none"> Correspondence received from The Royal Australian and New Zealand College of Radiologists, dated 29 November 2013, advising that an upgrade of Liverpool Hospital's accreditation to Level A (full) had been approved with the appointment of additional staff specialists. 	
<p>8.3 'The Safest LHD in the System' [11/12/14; Item 7.4]</p>	<ul style="list-style-type: none"> A paper regarding the aspiration to be 'The Safest LHD in the System', proposing a model, branding and demonstrating connection with existing priorities and measures was circulated with the Agenda. Mr Zacka highlighted: <ul style="list-style-type: none"> The paper is intended as an initial conceptual draft to provide a starting point for consideration, discussion and debate. To achieve the aspiration it is proposed that SWSLHD should establish a quality and safety strategy with clear objectives and identify a range of measureable, evidence-based aims and actions to demonstrably improve the safety and quality of the care it delivers. The strategy should include a defined approach to improve the patient care experience. Vital to the success of this initial Quality and Safety Strategy (QaSS), and a fundamental point-of-difference to previous approaches, is that the strategy will be a whole-of-organisation approach utilising evidence-based measures aiming to demonstrably improve patient safety and clinical quality. The principle objectives of the QaSS will be to provide a means by which SWSLHD will: <ul style="list-style-type: none"> Become the safest District in NSW within five years through efforts and activities that improve the reliability of care and the management of key clinical risks (harms) Improve the patient experience so that the District achieves better than the NSW average – as measured by the Bureau of Health Information's (BHI) Patient Survey – within three years. The following priorities and aims are proposed: <ul style="list-style-type: none"> Strengthen patient centred care 	

	<ul style="list-style-type: none"> • Identify, measure and minimise key clinical harms • Improve the reliability of care through the introduction of evidence-based and best practice protocols • Build the clinical practice improvement capability of our workforce • Strengthen organisational culture and communication • It is proposed that: <ul style="list-style-type: none"> • The initial QaSS would be for a two year period, during which the Strategy would be carefully monitored. • The slogan, launched in conjunction with previous Patient Safety Seminars, 'We take patient safety seriously' be adopted as a cornerstone of the QaSS and be used broadly throughout the organisation to represent the aspiration of becoming the safest LHD. • The proposal draws on the experience and approaches of high performing healthcare organisations such as the Salford Trust in the NHS. Success of the proposal will not be achieved with a 'business as usual' approach. In a recent presentation, David Dalton (CEO, Salford Trust) indicated that their success had been due to a variety of factors but also that they had 'invested heavily' in their strategy over a period of time. • The Chairman thanked Mr Zacka for his work and invited comment on the paper. <ul style="list-style-type: none"> • Dr Gray requested that the paper incorporate the integrated care agenda. • The Board agreed that the paper should retain its focus on patients, rather than the broader environmental safety agenda, including staff. • The Board <u>ENDORSED</u> progression of the paper. • Action: Incorporate the integrated care agenda within the paper and progress the paper to the clinician engagement stage. 	Mr Zacka
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9. Standing Items		
9.1 Chief Executive's Report	<ul style="list-style-type: none"> • The Chief Executive's Report for December 2014/January 2015 was circulated with the Agenda. • Ms Larkin highlighted the following items: <ul style="list-style-type: none"> <u>Community Health Review: Update</u> <ul style="list-style-type: none"> • The Review has progressed to the external consultation phase to test the validity of recommendations to partner with external agencies to deliver some services. 	

- Internally, transitions are complete for community nutrition, youth health and sexual assault. Transitions are advanced for HIV and Related Programs Health Promotion, Women's Health and Multi-cultural Health to Population Health.

Oran Park Integrated Primary Care Centre: Update

- The lease for the property commenced on 1 February 2015. Related works are expected to be completed by 23 March 2015. The Project Control Group continues to meet monthly.
- Recruitment of the General Practice enterprise is progressing with support from Health Share.

Wollondilly Health Alliance: Update

- The Alliance received confirmation from the Ministry of Health regarding the success of an integration and innovation funding grant, up to the financial year ending 2016/17.

Dean of Medicine, UNSW

- Professor Peter Smith, Dean of Medicine, UNSW last year signalled his intention to step down as Dean in 2015. Professor Rodney Phillips, currently a Vice-Dean at Oxford, has been appointed to the role, and will commence in mid-2015.

SWSLHD Fundraising Strategy

- Global Philanthropic have been engaged to provide the District with advice on how to improve fundraising capabilities and the development of a Fundraising Strategy.
- Board members including Mr Conroy, Dr Abi-Hanna and the Chairman have been interviewed as part of this process.

Changing Minds

- Following the success of last year's three-part documentary series on mental health, the ABC are in discussion again with Production Company, Northern Pictures for a second series. Changing More Minds is yet to be officially commissioned and will focus more on community mental health services.

PSD 6 – Shared Access to Unified Information for all the Healthcare Team

- Following approval of the SWSLHD ICT Strategy, progress of the ICT Program is now reported.
- The permeation of wireless connectivity throughout the District will be completed in 2015/16.

	<p><u>Academic Units</u></p> <ul style="list-style-type: none"> The Expression of Interest for Stage One of the multi-disciplinary Academic Units is currently being drafted for circulation in April 2015. <p><u>Honours & Awards</u></p> <ul style="list-style-type: none"> Current and former staff from across the District were recognised with honours in Australia Day, including: Professor Ken Hillman; Professor Roy Beran; Karitane Chairman Michael Coffey; Dr Andrew Gatenby; and, Professor Michael Barton. Prof Jeremy Wilson was honoured by the Australasian Pancreatic Club. <p><u>IIAMR Service & Lease Agreements</u></p> <ul style="list-style-type: none"> A further meeting between the Ingham Institute of Applied Medical Research (IIAMR) and the SWSLHD has been scheduled for 3 March 2015 regarding the Service & Lease Agreements. The Board NOTED the Chief Executive's December 2014 /January 2015 Report. 	
<p>9.2 Performance – KPI Report</p>	<ul style="list-style-type: none"> The January 2015 KPI Report was circulated with the Agenda. 	
<p>9.2.1 – Safety & Quality</p>	<ul style="list-style-type: none"> Mr Zacka highlighted: <p><u>Bankstown-Lidcombe Hospital Accreditation</u></p> <ul style="list-style-type: none"> Since the Report was written, Bankstown-Lidcombe Hospital successfully completed the 90 Day Advanced Completion (AC90) Review in relation to Standard 4 - Medication Safety on 12 February 2015. The efforts of Carol Farmer, A/g General Manager and Ms A Kelly, Canterbury Hospital were acknowledged. Action: Draft correspondence to Ms Farmer & Ms Kelly to recognise their efforts and convey the Board's congratulations. <p><u>CLAB Infection</u></p> <ul style="list-style-type: none"> One incident of ICU Central Line Associated Blood Stream Infection (CLAB) was reported in December 2014 in Liverpool Hospital. This is the first CLAB reported in SWSLHD since August 2013. The incident was investigated to avoid recurrence. <p><u>SAC 1 Incidents and Completed RCAs</u></p> <ul style="list-style-type: none"> There were eighteen new serious incidents reported from 9 October 2014 to 16 January 2015, which will undergo an RCA. Seven of these incidents relate to suicide. A review regarding suicides has been initiated. 	<p>Mr Zacka</p>

	<ul style="list-style-type: none"> Ms Larkin highlighted: <ul style="list-style-type: none"> <u>CRAG</u> <ul style="list-style-type: none"> A recent presentation to the Clinical Review Action Group (CRAG) relating to Campbelltown Hospital at the invitation of Professor Hughes, Chief Executive of the Clinical Excellence Commission (CEC). The presentation provided advice in relation to SAC 1 incidents, recruitment activity, the redevelopment project and current support strategies. The Board <u>NOTED</u> the Safety & Quality component of the KPI Report. 	
9.2.2 – Service Access & Patient Flow	<ul style="list-style-type: none"> Ms Larkin highlighted: <ul style="list-style-type: none"> Liverpool Hospital’s NEAT performance for the month of January 2015 at 57.57% (compared to 66.64% January 2014) is a significant issue. Strategies are being implemented to improve performance. The Board <u>NOTED</u> the Service Access & Patient Flow component of the KPI Report. 	
9.2.3 – People & Culture	<ul style="list-style-type: none"> Ms Larkin highlighted: <ul style="list-style-type: none"> The Your Say Survey (a State-wide initiative) will commence on 30 March 2015 and conclude on 24 April 2015. Your Say Champions have been identified and a communication plan is under development. The Board <u>NOTED</u> the People & Culture component of the KPI Report. 	
9.2.4 – Finance & Activity	<ul style="list-style-type: none"> Mr King highlighted: <ul style="list-style-type: none"> For the month of January, both revenue and expense budgets were favourable. Creditors’ payment performance improved from the last month. There were no invoices that were paid in excess of the target of 45 days. The Board <u>NOTED</u> the Finance & Activity component of the KPI Report. 	
9.3 Performance – Service Reports	<ul style="list-style-type: none"> The January 2015 Service Report was circulated with the Agenda. Reports for the following services were circulated with the Agenda: <ul style="list-style-type: none"> Mental Health Drug Health Population Health Community Health Oral Health 	

	<ul style="list-style-type: none"> Ms Larkin highlighted the following items from within the Service Reports: <p><u>Drug Health</u></p> <ul style="list-style-type: none"> MERIT caseloads remain high and exceed current target range for the month of December 2014. Recruitment to vacant positions has been undertaken and three new staff members commenced with the MERIT Team in January 2015. This will assist in bringing the MERIT caseloads within target and allow for a more holistic approach into treatment and comprehensive care management. <p><u>Population Health</u></p> <ul style="list-style-type: none"> A number of targets are not being met and quite a degree of work is required. <p><u>Mental Health</u></p> <ul style="list-style-type: none"> The State's Mental Health Plan has a focus on community care. Currently the District is experiencing significant pressure in relation to mental health beds. Action: Provide a paper regarding the reconfiguration of mental health beds to the Board. <ul style="list-style-type: none"> The Board <u>NOTED</u> the Service Reports. 	Ms Larkin
<p>9.4 Performance – Statewide Report</p>	<ul style="list-style-type: none"> The Board <u>NOTED</u> the Selected Performance Indicators by LHD & Network (YTD November 2014) Report, circulated with the Agenda. 	
<p><i>Mr King, Ms Cross, Mr Zacka left at 6:25pm</i></p>		
<p>9.5 Risk Management Report</p>	<ul style="list-style-type: none"> The Board <u>NOTED</u> the Referral Note regarding the Risk Management Report and Register, as circulated with the Agenda. Ms Larkin highlighted: <ul style="list-style-type: none"> A total of 53 risks appear on the Register (no change from the previous Report in November, 2014). There are no 'extreme' risks reported. One risk relating to budget performance was down-graded from 'medium' to 'low'. Action: Provide the Risk Register Report in A3 size. 	Mr Loy

<p>9.6 Chairman's Report</p>	<ul style="list-style-type: none"> • <u>Council of Board Chairs Meeting</u> <i>Devolution: Paper</i> • A copy of the Devolution Paper, to which Board members contributed, submitted to the Council of Board Chairs meeting for SWSLHD was circulated with the Agenda and <u>NOTED</u> by the Board. • <u>Board Committee Membership</u> • A Referral Note regarding Board membership of Board Committees was circulated with the Agenda. • The Board <u>ENDORSED</u> the following Board membership on Committees for 2015: <ul style="list-style-type: none"> • Health Care Quality & Safety – Prof Merrett (Chair), Mr Johnson, Mrs Berry, Mr Conroy, Dr Gray, Ms Murphy • Research & Teaching – Prof Frankum (Chair), Dr Abi-Hanna, Ms Carriage • Finance – Mr Gordon (Chair), Mrs Berry, Ms Burlew, Dr Abi-Hanna • Aboriginal Health – Ms Carriage (Chair), Prof Frankum, Dr Slewa-Younan • Audit & Risk Management – Ms Burlew, Mr Gordon • Attending the Consumer and Community Council – Prof Harris (ad hoc), Mrs Berry, Mr Johnson, Ms Murphy 	
<p>10. Committees of the Board</p>		
<p>10.1 Health Care Quality & Safety</p>		
<p>10.1.1 - Minutes</p>	<ul style="list-style-type: none"> • The Minutes of the Health Care Quality and Safety Committee meeting held on 4 February 2015 were circulated with the Agenda and <u>NOTED</u> by the Board. • Dr Gray highlighted the following items: <ul style="list-style-type: none"> • Item (4.1) – ANZICS Report – Liverpool Hospital (ICU): The most recent (September 2014) ANZICS Report indicates improvement in the Standard Mortality Rate (SMR) with less variation in the Exponential Weighted Moving Average mortality rate. 	

	<p>Liverpool Hospital now lies within the 95% confidence interval for SMR on the funnel plot.</p> <ul style="list-style-type: none"> Item (6.3.1) – A referral note regarding the Bureau of Health Information (BHI) <i>Hospital Quarterly</i> publication was noted by the Committee. Significant efforts have been made by the LHD to improve the elective surgery performance; there were longer waiting times (compared to peers) in particular for ENT and Ophthalmology. Action: Provide a copy of the Referral Note regarding the BHI's <i>Hospital Quarterly</i> to the Board for information. 	Mr Zacka
10.2 Finance		
10.2.1- Minutes	<ul style="list-style-type: none"> The Minutes of the Finance Committee meeting held on 19 December 2014 were circulated with the Agenda and <u>NOTED</u> by the Board. 	
10.3 Research & Teaching		
10.3.1- Minutes	<ul style="list-style-type: none"> The Minutes of the Research & Teaching Committee meeting held on 5 February 2015 were circulated with the Agenda and <u>NOTED</u> by the Board. Dr Abi-Hanna highlighted: <ul style="list-style-type: none"> Item (3.1) – Academic Units The Research Strategy supports the establishment of Academic Units, which will occur as part of a three stage strategy. An Expression of Interest is due for release in April 2015 for Stage One. A Reference Group is being established. Item (5.1) – Allied Health Academic Chair The Committee endorsed the strategy of entering into a partnership with the University of Sydney for the recruitment of an Allied Health Academic Chair. 	
10.4 Audit & Risk Mgt		
10.4.1- Minutes	<ul style="list-style-type: none"> The Board <u>NOTED</u> that the next meeting of the Audit & Risk Management Committee is scheduled for 24 February 2015. 	
10.4.2 – Matters referred to the ICAC	<ul style="list-style-type: none"> The Board <u>NOTED</u> that there was one notification made by the Chief Executive to the Independent Commission against Corruption (ICAC) during the period 3 December 2014 to 6 February 2015. 	
10.5 Consumer & Community Council		
10.5.1- Minutes	<ul style="list-style-type: none"> The Minutes of the Consumer & Community Council meeting held on 5 December 2014, circulated with the Agenda were <u>NOTED</u> by the Board. 	

	<ul style="list-style-type: none"> Mrs Berry highlighted: <ul style="list-style-type: none"> Discharge planning remains a focus topic for the Council. The topic has previously been identified within the Council's Top 5 issues. 	
11. New Business		
11.1 NSW Ministry of Health: Capacity Assessment Project	<ul style="list-style-type: none"> A Referral Note regarding the Capacity Assessment Project was circulated with the Agenda. Ms Larkin reported that the Project is an initiative led by the NSW Ministry of Health, designed to assess the level of organisational maturity in the public health system in progressing the health reform requirements over the last three years. An on-line Survey commences on 16 February 2015 and will be issued via email to various stakeholders including the Board. A site visit will occur at Liverpool Hospital on Monday 27 April 2015. The assessment team will meet the Board members at 2:00pm, immediately prior to the Board meeting. A full itinerary will be provided. 	
11.2 National Aged Care Reforms and the National Disability Reforms	<ul style="list-style-type: none"> A Referral Note regarding the National Aged Care and Disability Reforms was circulated with the Agenda and NOTED by the Board. Action: Invite the Director, Aged Care & Rehabilitation to present the Reforms at a future Board meeting. 	Ms Buttenshaw
11.3 Proposed change to the 2015 Board Meeting Schedule	<ul style="list-style-type: none"> A Referral Note proposing amendments to the 2015 Board Meeting Schedule was circulated with the Agenda. The Board ENDORSED the following changes: <ul style="list-style-type: none"> Board Planning Day Scheduled for 10 April 2015 – changed to 24 April 2015 December Meetings Scheduled for 10 December 2015 – changed to: <ul style="list-style-type: none"> 17 December – Board Meeting and Dinner 4 December – Annual Public Meeting 	
12. Items for Information		
12.1 Public Relations	<ul style="list-style-type: none"> A Referral Note regarding public relations matters for January 2015 was circulated with the Agenda and NOTED by the Board. The January 2015 District newsletter was circulated with the Agenda and NOTED by the Board. Recent media items regarding <i>A Fair Go For the West</i> campaign were highlighted. 	

13. Other Business without Notice		
	<ul style="list-style-type: none"> • The Chairman invited other business without notice. • Dr Gray acknowledged the reference provided by the Board in relation to the South Western Sydney Medicare Local's tender for a Primary Health Network. 	
14. 2015 Board Calendar	<ul style="list-style-type: none"> • The 2015 Board Calendar is available from the Govdex website. • The 2015 Board Items Due Calendar was circulated with the Agenda, and <u>NOTED</u> by the Board. 	
15. Next Meeting	Monday 23 March 2015 2:30-3:30 Site/Facility Visit – Fairfield Hospital 3:30-6:30 Board Meeting – Fairfield Hospital	

Meeting closed at 7:15pm