

# MINUTES

## South Western Sydney Local Health District Board

Date: Monday 18 April 2016

Time: 3:30pm – 6.30pm

Venue: Board Room, District Office, 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)	✓		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	✓				
<b>Other Attendees</b>					
Ms Amanda Larkin, Chief Executive	✓		Dr Karuna Keat, Medical Staff Executive Council Representative	✓	
Mr Graeme Loy, Director Operations	✓		Mr Ross Sinclair, Director Finance	✓	
Ms Jacqui Cross, Director Nursing & Midwifery	✓		Mr Mark Zacka, Director Clinical Governance	✓	
Ms Nel Buttenshaw, A/Manager Executive & Board Secretariat (minutes)	✓		Ms Glenda Dingwall, Director Workforce & Development		
Ms Adrianna Scotti, Project Officer, ICT Transition	✓		Ms Wendy Loomes, ICT Transition Manager	✓	

<b>Agenda Item</b>	<b>Discussion/Decision/Recommendation</b>	<b>Responsible</b>
<b>In-Camera Session</b>	<ul style="list-style-type: none"> <li>The Board held an in-camera session to discuss Board specific succession planning.</li> </ul>	
<i>Ms Larkin, Dr Keat &amp; Ms Buttenshaw joined the meeting at 3:55pm</i>		
	<ul style="list-style-type: none"> <li>Ms Larkin reported that Mr Loy had tendered his resignation as SWSLHD Director of Operations, effective 20 May 2016 to take up the Executive Director, Systems Management position, NSW Ministry of Health.</li> <li>Mr Leahy will act in the SWSLHD Director of Operations position, effective Monday 23 May 2016 pending the related recruitment process.</li> </ul>	
<i>Mr Loy, Mr Sinclair, Ms Cross, Ms Loomes &amp; Ms Scotti joined the meeting at 4:02pm</i>		
	<ul style="list-style-type: none"> <li>Board members extended their congratulations to Mr Loy.</li> </ul>	

<p><b>2. Declaration of Interests</b></p>	<ul style="list-style-type: none"> <li>• The Chair invited declarations of interest.</li> <li>• Prof Merrett noted a low risk conflict of interest relating to low volume cancer surgery, discussed at the March 2016 meeting.</li> <li>• In relation to the ICT Transition presentation, the Chairman reminded members of his employment with the Sydney Local Health District.</li> </ul>	
<p><b>3. Presentation: ICT Transitions</b></p>	<ul style="list-style-type: none"> <li>• The Chairman welcomed Ms Loomes to provide an update to the Board regarding the ICT Transition.</li> <li>• Ms Larkin re-introduced Ms Loomes to the Board, noting her initial appointment as SWSLHD Program Manager had been extended to include the transitional management responsibility.</li> <li>• Ms Loomes highlighted: <ul style="list-style-type: none"> <li>• The existing Information Management and Technology Department.</li> <li>• The rationale for the split of services between SWSLHD and Sydney Local Health District.</li> <li>• Principles for transition</li> <li>• Key considerations</li> <li>• Governance and progress</li> <li>• Key risks</li> </ul> </li> <li>• Ms Loomes advised that the transition is expected to occur over the next 12-18 months, with some aspects of the time-frame being determined by external factors such as leasing contracts and state-wide (whole of government) data warehouse considerations.</li> <li>• Ms Larkin advised that the intent of the transition and the transition plan is in accordance with previous reports and documents prepared by the Checkley Group.</li> <li>• On behalf of the Board the Chair thanked Ms Loomes for an informative presentation.</li> </ul>	
<p><i>Ms Loomes and Ms Scotti left and Ms Dingwall joined the meeting at 4.26pm.</i></p>		
<p><b>4. Confirmation of the previous minutes and action list</b></p>	<ul style="list-style-type: none"> <li>• <u>MOTION</u>: A motion was moved by Ms Burlew and seconded by Mr Gordon that the Minutes of the Board meeting held on 21 March 2106 be accepted as a true and accurate record.</li> <li>• The Motion was carried.</li> </ul>	
<p><b>5. Patient Story</b></p>	<ul style="list-style-type: none"> <li>• Mr Zacka presented the story of “Jenny”, a 50 year old female patient who had been on dialysis (three x per week) for more than 10 years.</li> </ul>	

	<p>Jenny developed diabetes during the course of her extensive dialysis and she progressed to blindness, bilateral amputations, and gastroparesis (stomach paralysis). She was being cared for at home by her mother.</p> <p>Jenny was referred to the Renal Support Care Service for (RSCS) symptom management. Pain and nausea were particularly an issue for her. She remained living at home being cared for by her mother and was able to avoid many admissions by managing symptoms at home.</p> <p>Many quality of life discussions occurred with Jenny and her family over the past year of treatment. She had an Advanced Care Plan in place. With the Palliative Care Psychologist, Jenny was able to set a number of small goals she wanted to achieve, one was to reach and celebrate her 50th Birthday. She also planned to cease her dialysis.</p> <p>Jenny deteriorated 2 months leading up to ceasing dialysis. Her symptoms became very severe and she was referred to Community Palliative Care and services for increased support. Her symptoms became so severe she was hospitalised.</p> <p>RSCS support continued while she was in hospital and a joint decision was made (patient, medical team and family) to cease dialysis.</p> <p>Jenny achieved her goal to reach her 50<sup>th</sup> Birthday.</p> <p>In the end it was her choice to remain in the renal ward with palliative care support and she passed away peacefully with her family. Jenny's mother received ongoing bereavement provided by the RSCS CNC and Social worker.</p> <ul style="list-style-type: none"> <li>• Jenny's story demonstrated how a specialist multi-disciplinary approach can improve service delivery and patient / carer experience.</li> <li>• The Chairman read, with permission, an email he had received earlier that day as a third party, from Ms LH regarding her father's care, reflecting a very positive experience with Liverpool Hospital staff. Ms LH has indicated she will correspond directly with the Hospital to acknowledge the staff involved.</li> <li>• The Board <u>NOTED</u> the patient stories.</li> </ul>	
<p><b>6. Business Arising</b></p>		
<p><b>6.1 Chief Executive's Report</b> [21.3.16; Item 7.1]</p>	<ul style="list-style-type: none"> <li>• The SWSLHD Board <u>NOTED</u> the Referral Note describing the District's promotion of the three winners of the NSW Health Education and Training Institute's (HET) Geoff Marel Awards.</li> </ul>	

	<ul style="list-style-type: none"> <li>Ms Larkin highlighted that a number of mediums were used to promote the winners, including social media.</li> <li>Ms Murphy encouraged Board members to 'follow' hospitals on Facebook.</li> </ul>	
<p><b>6.2 KPI Report – Service Access and Patient Flow</b> [21.3.16; Item 7.2.2]</p>	<ul style="list-style-type: none"> <li>The SWSLHD Board <u>NOTED</u> the Referral Note clarifying the Transfer of Care data reported to the March Board meeting.</li> <li>Mr Loy highlighted: <ul style="list-style-type: none"> <li>The data presented was for January 2016 and the narrative provided was for December 2016 data.</li> </ul> </li> </ul>	
<p><b>6.3 Service Reports – Mental Health</b> [21.3.16; Item 7.2.5]</p>	<ul style="list-style-type: none"> <li>The SWSLHD Board <u>NOTED</u> the Referral Note regarding strategies for recruitment to senior medical staff positions within the mental health service.</li> <li>Ms Larkin highlighted: <ul style="list-style-type: none"> <li>SWSLHD has historically had difficulty recruiting psychiatrists to work in the SWSLHD mental health service, resulting in a reliance on psychiatrists trained overseas.</li> <li>The Mental Health Service has been collaborating with District Workforce &amp; Development to identify a set of strategies to improve recruitment of senior medical staff, including: <ul style="list-style-type: none"> <li>A medical recruitment agency, Challis Recruitment, has been engaged to undertake targeted marketing and recruitment of psychiatrists. Challis is developing promotional material including video content arising from 'Changing Minds'.</li> <li>A Staff Specialist (Psychiatrist) advertisement on eRecruit is ongoing/open-ended. It is displayed on Seek; the Royal Australian &amp; New Zealand College of Psychiatrists website, BMJ, Careers site, LinkedIn and on the dedicated Challis Recruitment webpage.</li> <li>SWSLHD has invested in the LinkedIn recruiter tool as an integral piece of the district's ongoing recruitment strategy. The key advantage of LinkedIn as opposed to other electronic platforms is that it provides the ability to search an extensive database, target advertising and engage in proactive recruiting.</li> </ul> </li> </ul> </li> <li>Arrangements to fill the current 6.6FTE staff specialist vacancies for adult services were noted. The vacancies are currently being covered by locum VMOs.</li> </ul>	

	<ul style="list-style-type: none"> <li>Ms Larkin confirmed that staff are positive and committed.</li> </ul>	
<b>6.4 Chairman's Report – Academic Units &amp; Launch</b> [21.3.16; Item 7.4]	<ul style="list-style-type: none"> <li>The SWSLHD Board <u>NOTED</u> the Referral Note regarding the Academic Unit initiative, specifically providing a précis of radiation oncology &amp; mental health, as previously requested.</li> </ul>	
<b>7. Standing Items</b>		
<b>7.1 Chief Executive's Report</b>	<ul style="list-style-type: none"> <li>Ms Larkin highlighted:           <ul style="list-style-type: none"> <li><u>Transforming Your Experience</u> The Program continues to be a major focus across the District. A small steering committee is guided by two working groups with a focus on patient experience and leadership.  Consultation has commenced, via telephone interviews.  A branding package for the Program is being developed.</li> <li><u>Oran Park Family Health</u> A GP has been secured, commencing the first week in May 2016. Work continues with Cerner to develop integration of information technology services within the Centre.</li> <li><u>Community Health Asset Review</u> The current Review has identified a number of opportunities for service consolidation and reconfiguration. Further information will be provided to the Board in due course.</li> <li><u>Child Care Initiative</u> On 30 March it was announced that an open market testing process will be undertaken at Bankstown-Lidcombe and Liverpool Hospitals to select a new provider to continue to deliver child care services on-site. It was also announced that Fairfield hospital will cease operations effective 30 June 2016. Approximately 30FTE are affected and will be managed in accordance with policy.</li> <li><u>COAG</u> At the 42<sup>nd</sup> COAG meeting, Leaders agreed a Heads of Agreement for public hospital funding (from 1 July 2017 to 30 June 2020). As part of this Agreement, all jurisdictions agreed to take action to improve the quality of care in hospitals and reduce the number of avoidable admissions, by:</li> </ul> </li> </ul>	

	<ul style="list-style-type: none"> <li>Reducing demand for hospital services through better coordinated care for people with complex and chronic disease;</li> <li>Improving hospital pricing mechanisms to reflect the safety and quality of hospital services by reducing funding for unnecessary or unsafe care; and</li> <li>Reducing the number of avoidable hospital readmissions – too many patients are readmitted to hospitals as a result of complications arising from the management of their original condition.</li> </ul> <ul style="list-style-type: none"> <li>The SWSLHD Board <u>NOTED</u> the Chief Executive’s Report.</li> </ul>	
<b>7.2 Performance – KPI Report</b>	<ul style="list-style-type: none"> <li>The KPI Report was circulated with the Agenda.</li> </ul>	
7.2.1 – Safety & Quality	<ul style="list-style-type: none"> <li>Mr Zacka highlighted: <ul style="list-style-type: none"> <li>KPIs are within acceptable limits and consistent with previous reports.</li> <li>Two causation statements from completed RCA’ at Fairfield hospital (2835821-20 and 2040151-20).</li> </ul> </li> <li>Mr Zacka confirmed that audits are undertaken in relation to appropriate thromboembolism prophylaxis.</li> <li><b>Action:</b> In relation to Incident Number 2042152-20, Liverpool Hospital, clarify if the diagnostic paracentesis was undertaken in ICU or ED and if it was guided by the ultrasound.</li> <li>The Board <u>NOTED</u> the Safety &amp; Quality component of the KPI Report.</li> </ul>	Mr Zacka
7.2.2 – Service Access & Patient Flow	<ul style="list-style-type: none"> <li>Mr Loy highlighted: <ul style="list-style-type: none"> <li>Emergency Treatment Performance at Liverpool Hospital remains below the trajectory target but has improved significantly in the past week.</li> <li>The increase in the number of overdue elective surgery patients for Clinical Priority Category 2 from 4 overdue patients as at 31 January to 29 overdue patients as at 29 February is due to a processing issue which has now been rectified.</li> </ul> </li> <li>Mr Loy clarified that the District remains on Level 0. Movement to Level 1 would require the development of an improvement plan.</li> <li>The Board <u>NOTED</u> the Service Access &amp; Patient Flow component of the KPI Report.</li> </ul>	

<p>7.2.3 – People &amp; Culture</p>	<ul style="list-style-type: none"> <li>• Ms Dingwall highlighted: <ul style="list-style-type: none"> <li>• The focus on strategies to reduce excessive leave continues.</li> <li>• The trajectory is slow towards the target 2.6% target for Aboriginal workforce as a proportion of total workforce. The Workforce Directorate is working with Managers to sustain and increase Aboriginal workforce numbers.</li> </ul> </li> <li>• The Board <u>NOTED</u> the People &amp; Culture component of the KPI Report.</li> </ul>	
<p>7.2.4 – Finance &amp; Activity</p>	<ul style="list-style-type: none"> <li>• Ms Sinclair highlighted: <ul style="list-style-type: none"> <li>• Overall the net cost of service unfavourability was \$0.9M. Year to date actuals are forecast to meet budget.</li> <li>• Cordeaux Street was sold in March 2016.</li> <li>• A second meeting with the Ministry of Health was held in March regarding the 2016/17 targets. Private patient adjustors have been included. <ul style="list-style-type: none"> <li>• As a result discussions with facility general managers are being scheduled regarding 2016/17 target development.</li> </ul> </li> </ul> </li> <li>• The Board <u>NOTED</u> the Finance &amp; Activity component of the KPI Report.</li> </ul>	
<p>7.2.5 – Service Reports</p>	<ul style="list-style-type: none"> <li>• The Service Reports were circulated with the Agenda. <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>• Drug Health</li> <li>• Population Health</li> <li>• Primary &amp; Community Health</li> <li>• Oral Health</li> </ul> </li> </ul> </li> <li>• Ms Larkin highlighted: <ul style="list-style-type: none"> <li>• A wide range of promotional strategies to improve Breast Screen rates, which historically have been low in south western Sydney continue to be implemented.</li> </ul> </li> <li>• A reconciliation of the dashboard targets is planned to occur.</li> <li>• <b>Action:</b> Clarify language used ‘pregnant women who smoke and identify as having an Aboriginal baby, who are referred to Quit Line OR provided nicotine replacement therapy’</li> </ul>	<p>Mr Sinclair</p>

	<ul style="list-style-type: none"> <li>• The future continuation of NPA funding from July 2016 is essential to ensure a reduction in adult waiting times for oral health. The District has previously used this funding for vouchers, to purchase additional chairs and the employment of dentists.</li> <li>• The Board <u>NOTED</u> the Service Reports.</li> </ul>	
<p><i>Mr Loy, Mr Sinclair, Mr Zacka, Ms Cross &amp; Ms Dingwall left the meeting at 5:29pm</i></p>		
<p><b>7.3 Chairman's Report</b></p>	<ul style="list-style-type: none"> <li>• <u>Ministerial Correspondence</u>  The Board <u>NOTED</u> correspondence from the Minister following the March Council of Board Chairs meeting and agreed for the Chairman to respond</li> <li>• <u>Status Report: Academic Health Science Partnership (AHSP)</u>  The Chairman reported that planning is progressing at a rapid rate, highlighting: <ul style="list-style-type: none"> <li>○ The proposal to transition the existing Sydney Alliance for Healthcare, Research and Training (SAHRT) into the AHSP. SWSLHD was a signatory to the Memorandum of Understanding that bound SAHRT partners. SAHRT has an existing track record and profile and has been recognised by the NSW Ministry of Health for several years. The premise of SAHRT is very much aligned with the objectives of the AHSP and will provide a pre-existing governance framework.  Legal advice regarding the constitution is being sought and discussion with the NSW Ministry of Health has commenced.</li> <li>○ The current proposed AHSP structure includes a small board with a larger membership. The recruitment process for a director has commenced.</li> <li>○ It is intended for the AHSP to direct funding at building interdisciplinary teams across the partnership and facilitating thematic efforts that will tackle major health questions. AHSP funding will be available to members of an accredited academic stream. It is essential that SWSLHD based clinicians / researchers bid to lead an academic stream.</li> </ul> </li> <li>• The Board noted the principles for SWSLHD's involvement as being part of the leadership role, that funding benefits SWSLHD and represents value.</li> </ul>	



	<ul style="list-style-type: none"> <li>The Chairman invited members to offer direct further comment and undertook to provide a further update at the next Board meeting.</li> </ul>	
<b>8. Committees of the Board</b>		
<b>8.1 Health Care Quality &amp; Safety</b> 8.1.1- Minutes	<ul style="list-style-type: none"> <li>The Minutes of the Health Care Quality &amp; Safety Committee meeting held on 6 April 2016 were circulated with the Agenda and <u>NOTED</u> by the Board.</li> <li>Prof Merrett highlighted: <ul style="list-style-type: none"> <li>Item 5.1.6 – Accreditation of Liverpool Hospital</li> <li>Item 5.2.2 – BHI Report – Hospital Quarterly (October – December 2015).</li> </ul> </li> </ul>	
<b>8.2 Finance</b> 8.2.1- Minutes	<ul style="list-style-type: none"> <li>The Minutes of the Finance Committee meeting held on 18 March 2016 were circulated with the Agenda and <u>NOTED</u> by the Board.</li> <li>Ms Burlew highlighted: <ul style="list-style-type: none"> <li>Item 6.1.3 - Transfer of funds from T-Corp to Westpac in order to maximise return on investment</li> <li>Item 6.4 - ICT Transition (referred to the presentation earlier in the meeting)</li> <li>Item 6.6 - Proposed Amendments to the Delegations Manual (refer also to 8.2.2 below)</li> </ul> </li> </ul>	
8.2.2- Delegations Manual	<ul style="list-style-type: none"> <li>The Board <u>APPROVED</u> the proposed amendments to the SWSLHD Delegations Manual, V11 without amendment.</li> </ul>	
<b>8.3 Audit &amp; Risk Mgt</b> 8.3.1- Minutes	<ul style="list-style-type: none"> <li>The next meeting of the Audit &amp; Risk Management Committee meeting will be held on 24 May 2016.</li> </ul>	
8.3.2- ICAC Matters	<ul style="list-style-type: none"> <li>The Board <u>NOTED</u> the Referral Note, circulated with the Agenda, regarding ICAC matters during the period 3 March to 9 April 2016. <ul style="list-style-type: none"> <li>No matters were reported to the ICAC.</li> <li>No matters were referred by ICAC.</li> </ul> </li> </ul>	
<b>8.4 Research &amp; Teaching</b>	<ul style="list-style-type: none"> <li>The Minutes of the Research &amp; Teaching Committee meeting held on 7 April 2016 were not available.</li> </ul>	

<p><b>8.5 Aboriginal Health</b></p>		
<p>8.4.1- Minutes</p>	<ul style="list-style-type: none"> <li>• The Minutes of the Aboriginal Health Committee meeting held on 24 March 2016 were circulated with the Agenda and <u>NOTED</u> by the Board.</li> <li>• Ms Carriage highlighted: <ul style="list-style-type: none"> <li>• Item 5.3 – District Funded Cadetships</li> <li>• Item 6.1 - Aboriginal Health Plan</li> <li>• Item 7.1 - Service Development Priorities for 2016</li> </ul> </li> <li>• Dr Slewa-Younan noted that the District funded cadetships will include a target for psychologists.</li> <li>• The Board <u>AGREED</u> in principle with SWSLHD exploring further Aboriginal specific cadetships.</li> </ul>	
<p><b>9. Consumer &amp; Community Council</b></p>		
<p>9.1- Minutes</p>	<ul style="list-style-type: none"> <li>• The Minutes of the Consumer &amp; Community Council meeting held on 4 March 2016 were circulated with the Agenda and <u>NOTED</u> by the Board.</li> </ul>	
<p><b>10. New Business</b></p>		
	<ul style="list-style-type: none"> <li>• No new business items.</li> </ul>	
<p><b>11. Items for Information</b></p>		
<p><b>11.1 Public Relations Report</b></p>	<ul style="list-style-type: none"> <li>• A Referral Note regarding public relations matters for March 2016 was circulated with the Agenda and <u>NOTED</u> by the Board.</li> <li>• The April 2016 District newsletter was circulated with the Agenda and <u>NOTED</u> by the Board. The Chairman noted the memorial fund established in honour of Dr Collins.</li> </ul>	
<p><b>11.2 Board Schedules/ Dates</b></p>	<ul style="list-style-type: none"> <li>• The 2016 Board Calendar is available from the Govdex website.</li> <li>• The 2016 Board Items Due Calendar is available from the Govdex website.</li> </ul>	
<p><b>12. Other Business without Notice</b></p>		
	<ul style="list-style-type: none"> <li>• The Chair invited other business without notice.</li> <li>• Mrs Berry extended congratulation to Professor Merrett on his appointment to an international committee.</li> <li>• On behalf of the Board, the Chairman thanked Mr Frank Conroy for his contribution over the past 5 years as a Board member.</li> </ul>	
<p><b>13. Close /Next Meeting</b></p>	<p>The meeting closed at 6.29pm.</p> <p>The next meeting is scheduled for Monday 23 May 2016 at</p>	

	Liverpool Hospital.	
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