

MINUTES

South Western Sydney Local Health District Board

Date: Monday 25 February 2019

Time: 3:30pm

Venue: Board Room, District Office

1. Present and Apologies

<i>Members</i>	<i>Pres.</i>	<i>Apol.</i>	<i>Members</i>	<i>Pres.</i>	<i>Apol.</i>
Mr Sam Haddad (Chair)	✓		Dr Matthew Gray	✓	
Dr David Abi-Hanna	✓		Prof Neil Merrett	✓	
Mrs Nina Berry	✓		Ms Kerrie Murphy	✓	
Mr Max Bosotti	✓		Mr Gary Reidy	✓	
Ms Christine Carriage	✓		Mr John Roach		✓
Prof Hugh Dickson	✓		Dr Shameran Slewa-Younan	✓	
Mr John Gordon	✓				
<i>Other Attendees</i>					
Ms Amanda Larkin, Chief Executive	✓		Dr Anthony Frankel, Medical Staff Executive Council Representative	✓	
Mr Ross Sinclair, Director of Finance	✓		Ms Nel Buttenshaw, Manager Executive & Board Secretariat	✓	
Ms Suzie Snook, A/g Director, Clinical Governance	✓		Ms Sonia Marshall, Director Nursing & Midwifery and Performance	✓	
Ms Rebecca Leon, A/g Director Workforce & Development	✓				

<i>Agenda Item</i>	<i>Discussion/Decision/Recommendation</i>	<i>Responsible</i>
Welcome	<ul style="list-style-type: none"> The Chair invited introductions. Mr Reidy agreed to undertake the meeting evaluation. 	
2. Acknowledgment of Country	<ul style="list-style-type: none"> The Chair commenced the meeting by acknowledging the traditional owners of the land and paid respect to elders past and present. 	
3. Declaration of Interests	<ul style="list-style-type: none"> The Chair invited declarations of interest. <ul style="list-style-type: none"> Nil were received. 	
4. Confirmation of the previous minutes and action list	<ul style="list-style-type: none"> MOTION: A motion was moved by Dr Abi-Hanna and seconded by Prof Merrett that the Minutes of the Board meeting held on 17 December 2018 be accepted as a true and accurate record. The Motion was carried. 	

<p>5. Patient Story</p>	<ul style="list-style-type: none"> Ms Snook presented positive feedback in relation to the care and treatment received by a 40yo male patient in Surgical Ward B, Campbelltown Hospital following bariatric surgery (undertaken at Concord Hospital). Obesity rates in the south west are recognised through the LHD (and PHNs) strategic priorities. An outpatient clinic (for bariatric patients) is established at Camden Hospital; consideration of a related surgical model needs to occur during the prioritisation process. The Chief Executive undertook to follow up related (to the story) media opportunities. 	<p><i>Chief Executive</i></p>
<p>6. Business Arising</p>		
<p>6.1 Annual Governance Check [Climate Survey]</p>	<ul style="list-style-type: none"> <u>Board Committee Membership – Review</u> <p>The Board <u>ENDORSED</u> the proposed Board committee membership (including chair arrangements) for 2019 described in the Referral Note, circulated with the Agenda, noting additional requirements:</p> <ul style="list-style-type: none"> An additional member is required for the Research & Teaching Committee Prof Dickson to attend the Consumer & Community Council (rather than the Audit & Risk Management Committee) An additional Board member is required for the Audit & Risk Management Committee <ul style="list-style-type: none"> The Chair undertook to share his views on the Nominations Committee at the next Board meeting. <ul style="list-style-type: none"> Actions: <ul style="list-style-type: none"> Convey the decision to Committee executive sponsors and secretariats and publish the list on Diligent. Circulate the prequalification criteria for the Audit & Risk Management Committee. 	<p>Chairman</p> <p>Secretariat</p>
	<p><i>Ms Carriage joined the meeting at 3.55pm</i></p>	
	<ul style="list-style-type: none"> <u>Board Charter Review</u> <ul style="list-style-type: none"> The Board <u>APPROVED</u> the draft Board Charter, updated to reflect: <ul style="list-style-type: none"> Legislative changes (January, 2017) Specific issues, raised through the 2018 Climate Survey, regarding clinicians acting as representatives 	

	<ul style="list-style-type: none"> • Subject to the following amendments: <ul style="list-style-type: none"> • Clarify (by way of source) – (ii) to ensure the district manages its budget to ensure <i>performance targets</i> are met • Delete the first dot point under ‘Duty to act honestly and properly for the benefit of the organisation’ – the suggested addition in this section – at the last dot point – supersedes and is worded better • Actions: Publish the Charter on Diligent and the Intranet. 	Secretariat
	<ul style="list-style-type: none"> • <u>Code of Conduct</u> <ul style="list-style-type: none"> • The Board <u>NOTED</u> that all members have signed the Code of Conduct. 	
	<ul style="list-style-type: none"> • <u>AICD Company Director Courses</u> <ul style="list-style-type: none"> • The Board <u>CONSIDERED</u> the information provided regarding Board member training (<i>Foundations of Directorship</i>, Australian Institute of Company Directors). • Action: Contact the Secretariat regarding registration. • The NSW MoH have advised that the NOUS Group will be conducting LHD Board Induction training – information will be circulated when available. 	Board Members & Secretariat
<p>6.2 Directions Paper – State-wide Services</p>	<ul style="list-style-type: none"> • (Arising from Board Strategy Session – 30.08.18) • The Board <u>DISCUSSED</u> the paper, <i>The Future of SWSLHD State-wide Services</i>, as circulated with the Agenda. • Ms Larkin reported that in 2019 SWSLHD will develop a comprehensive renal transplantation development plan (including model of care). The development of such services takes significant time, engagement and consultation. • The proposed approach for the development of State-wide services for SWSLHD set out in the paper will guide future discussions and decision making. • Prof Dickson reflected that Liverpool Hospital was identified as the next site for renal transplantation by the former Greater Metropolitan Taskforce. 	

	<ul style="list-style-type: none"> • Action: Within Stage 2 – “...returning patient flow should read ‘from’ rather than ‘to’ RPAH and Westmead...” 	Manager, Planning
6.3 Update - SPHERE	<ul style="list-style-type: none"> • (Arising from Board meeting – 17.12.18; Item 9.3) • The Board <u>DISCUSSED</u> the update regarding the SPHERE partnership, as circulated with the Agenda. • Mr Sinclair clarified the annual contribution made by SWSLHD. • Ms Larkin highlighted that six (of the 12) Clinical Academic Groups are led by SWSLHD. 	
7. New Business		
7.1. South West Sydney Health Needs Assessment	<ul style="list-style-type: none"> • Ms Larkin spoke to <i>South West Sydney: Our health in 2018 – an in-depth study of the health of the population now and into the future</i> and the companion summary report - <i>South West Sydney: Our Health in 2018 – in brief</i>, as circulated with the Agenda, highlighting: • SWSLHD and South Western Sydney Primary Health Network (SWSPHN) have developed an in-depth health needs analysis of the population – outlining the health needs of the population now and into the future. • The analysis will inform current and future (LHD and collaborative) planning in south west Sydney. • The Board commended and <u>APPROVED</u> the documents, subject to minor amendments/clarifications, including: <ul style="list-style-type: none"> • Consultation with community stakeholders • References to Bankstown / Canterbury-Bankstown to be explained, noting the LGA boundary changes • Minor typographical and grammatical errors. • Action: Convey the Board’s decision to the Planning Unit. • Ms Larkin undertook to appraise the Board of the launch arrangements – which will occur in collaboration with the SWSPHN. 	Secretariat <i>Chief Executive</i>
7.2. SWSLHD Care in the Community Clinical Services Plan	<ul style="list-style-type: none"> • The Board <u>APPROVED</u> the final draft of the <i>SWSLHD Care in the Community Clinical Services Plan</i> for submission to the MoH for comment and review. 	

		<ul style="list-style-type: none"> Ms Larkin highlighted the 'health neighbourhood' concept within the Plan (Liverpool/Fairfield, Bankstown and Macarthur [including Wingecarribee]), reflecting the changing role of hospitals. 	
8. Standing Items			
8.1 Chief Executive's Report			
8.1.1	Current Significant Matters	<ul style="list-style-type: none"> Ms Larkin spoke to the Significant Issues Section of the CE Report as circulated with the Agenda and highlighted: <ul style="list-style-type: none"> <u>Surgical Registrar - experience</u> <p>Following concerns raised by a surgical registrar regarding her experience at Bankstown-Lidcombe Hospital an overview of the immediate actions undertaken and strategies initiated to improve the well-being of junior doctors was provided.</p> 	
8.1.2	Risk Mgt	<ul style="list-style-type: none"> The Board <u>CONSIDERED</u> the Risk Management Report, as circulated with the Agenda. 	
8.1.3	Regulatory Environment	<ul style="list-style-type: none"> The next Regulatory Environment Report is due in March 2019. 	
8.1.4	Work Health & Safety Report	<ul style="list-style-type: none"> The Board <u>CONSIDERED</u> the Work Health & Safety Report, as circulated with the Agenda. Action: Include the average cost per claim in future reports. 	A/g Director, Workforce & Development
8.1.5	KPI Report		
	Safety & Quality	<ul style="list-style-type: none"> The Board considered the Safety & Quality component of the KPI Report, as circulated with the Agenda. Ms Snook highlighted: <ul style="list-style-type: none"> <u>SAC 1 Incidents</u> <p><i>Presented to the Health Care Quality & Safety Committee December meeting:</i></p> <ul style="list-style-type: none"> Five new serious incidents since the last report which will undergo an RCA. Six RCAs completed since the last report, four of which found a root cause/s or contributing factor/s. 	

	<ul style="list-style-type: none"> • A District-wide review of neonatal resuscitation is being conducted. <p><i>Presented to the Health Care Quality & Safety Committee February 2019 meeting</i></p> <ul style="list-style-type: none"> • Eight new serious incidents since the last report which will undergo an RCA (one of which received from Braeside Hospital). • <u>Causation Statements from completed RCA Reports</u> <p><i>Clarification provided relating to the following incidents:</i></p> <ul style="list-style-type: none"> • 2763648-20 – Liverpool Hospital – <i>notifications</i> • 2693272-20 – Liverpool Hospital – <i>recommendation didn't seem to address incident</i> <ul style="list-style-type: none"> • <u>Action</u>: Advise if legal action is being pursued • 2694408-20 – Mental Health – wording within descriptor <ul style="list-style-type: none"> • <u>Sentinel Events</u> <p>One sentinel event reported.</p>	A/g Director, Clinical Governance
Access & Patient Flow	<ul style="list-style-type: none"> • The Board considered the Access & Patient Flow component of the KPI Report, as circulated with the Agenda. • Ms Marshall highlighted: <ul style="list-style-type: none"> • January 2019 was a challenging month in terms of demand and resultant performance. In comparison to January 2018 and increase in ED presentations (9.34%), Ambulance arrivals (18.2%), Admissions from ED (6.7%). The trend of increasing activity continues. Work continues on the key strategies to address the identified actors contributing to unmet targets. 	
People & Culture	<ul style="list-style-type: none"> • The Board considered the People & Culture component of the KPI Report, as circulated with the Agenda. 	
Finance & Activity	<ul style="list-style-type: none"> • The Board considered the Finance & Activity component of the KPI Report, as circulated with the Agenda. • Mr Sinclair highlighted: 	

		<ul style="list-style-type: none"> • <u>Budget</u> <p>YTD January 2019 the LHD is \$6.5M unfavourable to budget due to surge bed activity and related staffing and a decline in private patient numbers.</p> <p>Liaison with the NSW MoH relating to budget forecast and the cash position has been undertaken.</p> <ul style="list-style-type: none"> • <u>Activity</u> <p>Results indicate that the LHD is 101.2% of YTD target – December 2018 (the most current available data).</p> <p>The LHD is 35 admissions below the YTD target for admissions from the surgical waitlist. Strategies to improve performance at Fairfield Hospital were highlighted.</p>	
8.1.6	Service Reports	<ul style="list-style-type: none"> • The following Service Reports were circulated with the Agenda: <ul style="list-style-type: none"> • <u>Mental Health</u> <p>No items were highlighted.</p> • <u>Primary & Community Health</u> <p>No items were highlighted.</p> • <u>Drug Health Services</u> <p>No items were highlighted.</p> • <u>Population Health</u> <p>No items were highlighted.</p> • <u>Oral Health</u> <p>No items were highlighted.</p> 	
8.1.7	Media & Marketing Report	<ul style="list-style-type: none"> • The Board considered the Media & Marketing Report, as circulated with the Agenda. 	
8.1.8	Strategic Plan Report	<ul style="list-style-type: none"> • The Board considered the Strategic Plan Report (Oct-Dec 2018), as circulated with the Agenda. • Action: Highlight within future Referral Notes those strategies deemed 'at risk'. 	Manager, Planning
<p><i>Ms Marshall, Ms Leon, Ms Snook and Mr Sinclair left the meeting at 6.15pm</i></p>			

8.2 Correspondence			
8.2.1	Mr RL	<ul style="list-style-type: none"> The Board <u>CONSIDERED</u> correspondence (seven emails) received from Mr RL, as circulated with the Agenda. Mr RL has been informed that a TMF notification has been lodged. 	
8.2.2	Mr CS	<ul style="list-style-type: none"> The Board <u>CONSIDERED</u> correspondence received (three emails) received from Mr CS, as circulated with the Agenda. 	
8.2.3	Mr BB	<ul style="list-style-type: none"> The Board <u>CONSIDERED</u> correspondence received (by email) from Mr BB and the Chairman's response (21 December 2018). 	
8.2.4	Dr GS	<ul style="list-style-type: none"> The Board <u>CONSIDERED</u> correspondence (email) from Dr GS. 	
8.3 Chairman's Report			
8.3.1	Appointment of Deputy Chair	<ul style="list-style-type: none"> Dr Matthew Gray was elected Deputy Board Chair. Action: Prepare Instrument of Appointment for signature. 	Secretariat
8.3.2	Board Strategy Session 1	<ul style="list-style-type: none"> The Chair proposed to agree the Discussion Topics off-line for the Strategy Session. The Strategy Session will be held on Monday 1 April 2019, commencing at 12noon in the Education Centre, Liverpool Hospital. 	
8.3.3	Council of Board Chairs Forum	<ul style="list-style-type: none"> The Chair provided feedback on the NSW Health Council of Board Chairs Forum held on 25 February 2019 highlighting: <ul style="list-style-type: none"> Secretary's Address Minister's Address 	
9 Committees of the Board			
9.1	Health Care Quality & Safety Minutes	<ul style="list-style-type: none"> The Minutes of the Health Care Quality & Safety Committee meeting held on 6 February 2019 were circulated with the Agenda and <u>CONSIDERED</u> by the Board. Prof Merrett highlighted: <ul style="list-style-type: none"> <u>Item 7.1.1 – Pathology Related Incidents</u> <p>The Board endorsed the Committee's recommendation to:</p> 	

	<p>Action: Draft a letter for the Chief Executive’s signature to NSW Health Pathology seeking assurance that actions have been taken to mitigate the risk of recurrence of such incidents (missing specimen).</p> <ul style="list-style-type: none"> • <u>Item 7.1.5 – Clinical Documentation Audit Results</u> <p>Audit results will be provided to all facilities for discussion at local Clinical Council meetings for development of strategies to improve identified areas for improvement.</p> <p>Clarification - The compliance rate for consent forms includes ‘incomplete’ forms.</p>	A/g Director, Clinical Governance
<p>9.2 Finance & Assets</p> <p>Minutes</p>	<ul style="list-style-type: none"> • The Minutes of the Finance & Assets Committee meeting held on 21 December 2018 were circulated with the Agenda and <u>CONSIDERED</u> by the Board. • Mr Gordon advise the Minutes arise from the December 2018 meeting; the Committee last met on 15 February 2019. • Redevelopment activities at Bankstown-Lidcombe Hospital relate to the ED. 	
<p>9.3 Aboriginal Health</p> <p>Minutes</p>	<ul style="list-style-type: none"> • The Minutes of the Aboriginal Health Committee meeting held on 13 December 2018 were circulated with the Agenda and <u>CONSIDERED</u> by the Board. • Ms Carriage highlighted: <ul style="list-style-type: none"> • <u>Item 6.1.1 – Aboriginal Chronic Care Program</u> <p>The Program has been operating from Miller over the past 16 years.</p> • <u>Item 6.4 – Aboriginal Workforce Update</u> <p>A number of strategies being implemented to support and increase our Aboriginal workforce including the use of social media, targeting positions and exploring options to develop a TYE strategy to addressing racism within the LHD.</p>	
<p>9.4 Research & Teaching</p> <p>Minutes</p>	<ul style="list-style-type: none"> • The Minutes of the Research & Teaching Committee meeting held on 7 February 2019 were circulated with the Agenda and <u>CONSIDERED</u> by the Board. • Dr Abi-Hanna highlighted: <ul style="list-style-type: none"> • <u>Item 7.1 – Research Directorate Report</u> <p>The increase in clinical trial activity and progress toward establishing the Clinical Trials Centre.</p> 	

		The annual Research & innovation Showcase is planned for 6-7 June 2019 at the Inglis Hotel. The Committee discussed ways to attract senior clinicians. Board members are encouraged to attend.	
9.5 Audit & Risk Management	Minutes	<ul style="list-style-type: none"> Minutes of the Audit & Risk Management Committee meeting held on 19 February 2019 will be submitted to the March Board meeting. 	
	ICAC Matters	<ul style="list-style-type: none"> The Board <u>CONSIDERED</u> the report of matters received (nil) from or referred to (four) the ICAC for the period 30 November 2018 to 11 February 2019, as circulated with the Agenda. 	
9.6 Nominations	Minutes	<ul style="list-style-type: none"> The next meeting of the Nominations Committee meeting is yet to be scheduled. 	
10 Consumer & Community Council		<ul style="list-style-type: none"> The Minutes of the Consumer & Community Council meetings held on 7 December 2018 and 1 February 2019 were circulated with the Agenda and <u>CONSIDERED</u> by the Board. 	
11 MSEC Feedback		<ul style="list-style-type: none"> Dr Frankel reported highlights from the recent MSEC meeting: <ul style="list-style-type: none"> The Liverpool Hospital MSC representative provided feedback from the meeting with Minister relating to the WESTIR Report. Arising from the Board Climate Survey – a document is being produced describing the relationship between the Board and the MSEC. The Board Chair will meet with the MSEC periodically. The increase in activity levels – potential impact on the wellbeing of all staff. 	
12 Items for Information		<ul style="list-style-type: none"> <u>2019 Board Meeting & Events Summary</u> The Board <u>APPROVED</u>: <ul style="list-style-type: none"> The proposal to defer the September Board meeting from Monday 23 to Monday 30 September (as a result of the LHD & Speciality Network Board Conference). The proposal to conduct the Annual Public Meeting on 22 November 2019. 	

	<ul style="list-style-type: none"> Board members were encouraged to advise attendance at events for inclusion on the Summary. <u>Actions:</u> <ul style="list-style-type: none"> Update the Summary and publish on Diligent. Convey the Board's approval of the proposed APM date. 	Secretariat
13 Other Business Without Notice	<ul style="list-style-type: none"> The Chair invited other business without notice. <ul style="list-style-type: none"> Nil were received. The Chair invited the meeting evaluation. Mr Reidy highlighted: <ul style="list-style-type: none"> The Patient Story provided a good introduction to the meeting and opportunity for contribution Valuable and objective from clinician representatives Body language indicated a high level of comfort Overall a productive meeting 	
14 Close / Next Meeting	<ul style="list-style-type: none"> The meeting closed at 7.05 pm. The next meeting will be held: <ul style="list-style-type: none"> Monday 25 March 2019 Rosemeadow Community Health Centre 2.30pm-3.30pm – Site Visit 3.30 pm – 6.30pm – Board Meeting 	