South Western Sydney Local Health District Board

Date: Monday 25 March 2019
Time: 3:30pm
Venue: Campbelltown Hospital

1. Present and Apologies

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<tr>
<td>Mr Sam Haddad (Chair)</td>
<td>✓</td>
<td></td>
<td>Dr Matthew Gray</td>
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<td>Dr David Abi-Hanna</td>
<td>✓</td>
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<td>Prof Neil Merrett</td>
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<td>Mrs Nina Berry</td>
<td>✓</td>
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<td>Ms Kerrie Murphy</td>
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<td>Mr Max Bosotti</td>
<td>✓</td>
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<td>Mr Gary Reidy</td>
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<td>Ms Christine Carriage</td>
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<td>✓</td>
<td>Mr John Roach</td>
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<td>Prof Hugh Dickson</td>
<td>✓</td>
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<td>Dr Shameran Slewa-Younan</td>
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<td>Mr John Gordon</td>
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Other Attendees

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<tr>
<td>Ms Amanda Larkin, Chief Executive</td>
<td>✓</td>
<td>Dr Karuna Keat, Medical Staff Executive Council Representative</td>
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<tr>
<td>Ms Alison Derrett, General Manager, Campbelltown &amp; Camden Hospitals</td>
<td>✓</td>
<td>Ms Nel Buttenshaw, Manager Executive &amp; Board Secretariat</td>
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4. Confirmation of the previous minutes and action list
   - MOTION: A motion was moved by Mr Gordon and seconded by Dr Gray that the Minutes of the Board meeting held on 25 February 2019 be accepted as a true and accurate record.
   - The Motion was carried.

5. Patient Story
   - Ms Derrett presented the story of an elderly female patient, who subsequently passed away, highlighting:
     - The benefits of meeting personally with families
     - Changes in practice resulting from the incident, specifically:
       - Falls management
       - SAC 2 investigations/documentation
     - The RCA process and purpose was clarified.
     - A Falls Report is submitted to the Health Care Quality & Safety Committee on an annual basis.
     - In relation to the case presented, Ms Derrett’s commitment and passion was acknowledged.

6. Business Arising

   6.1 Safety & Quality Matters
   - The Board took as READ the Referral Note, circulated with the Agenda, responding to questions asked (at the February 2019 Board meeting) relating to the KPI Report – Safety & Quality and Health Care Quality & Safety Committee minutes.

   6.2 NSW Election
   - The Chair advised that the Strategy Session (1 April) will provide a further opportunity for the Board to discuss progressing the LHD-related Election commitments.
   - An invitation will be extended to the Minister of Health to attend a Board meeting.

7. New Business

   7.1.
   - Nil Items.

8. Standing Items

   8.1 Chief Executive’s Report

   8.1.1 Current Significant Matters
   - Ms Larkin spoke to the Significant Issues Section of the CE Report as circulated with the Agenda and highlighted:
• **NSW Election**

Commitments made relating to Bankstown-Lidcombe Hospital (1.3b – new site), Liverpool Hospital ($50m) and Bowral & District Hospital ($55m) will be the subject of further accelerated planning, in accordance with the Asset Strategic Plan & Clinical Services Plan.

**Action:** Submit further details to the April Board meeting for discussion.

• **SafeWork Australia Update**

SafeWork has determined SWSLHD to be eligible to continue with the Enforceable Undertaking (EU) process. A workshop (between the parties) will be scheduled to discuss the ideas submitted within the proposal.

• **Sentinel Event**

A sentinel event has been reported by Mental Health. The event will be considered by the Health Care Quality & Safety Committee.

• **Service Level Agreement Negotiations**

Negotiations with the Ministry of Health for the 2019/20 SLA targets have commenced. Included in the discussion agenda is the FY implementation of supported 2018/19 enhancements, proposed service developments, State-wide services, budget and capital impacts and other LHD issues.

• **Senior Staffing Matters**

Mr Paul Crowe commences on 8 April 2019 in the Fairfield Hospital General Manager position.

Recruitment for the Director, People & Culture position has commenced.

The recruitment process for the General Manager, Bowral & District Hospital position closes on 29 March.

8.1.2 Risk Mgt

• The Board CONSIDERED the Risk Management Report, as circulated with the Agenda.

• Ms Larkin highlighted two new ‘extreme’ or ‘high’ risks approved:

  • Risk ID 584 – Managing complexity and volume of redevelopment projects (high)
  • Risk ID 585 – Failure to meet patient related revenue targets (high)
- The draft Surgical Plan will take into consideration the infrastructure program announced for Bankstown-Lidcombe Hospital.

- Ms Larkin clarified that risks approved for the LHD-wide Risk Register are overseen by appropriate Board Committees.

- **Action:** Members to submit any queries relating to the Risk Report to the Secretariat.

  - Ms Murphy noted current actions relating to Risk IDs 28 and 33 relate only to the physical environment.
  
  - Prof Dickson noted that the risk titling convention was discussed at the recent Health Care Quality & Safety Committee.

- Ms Larkin highlighted correspondence received from the Deputy Secretary, People, Culture and Governance and assured the Board of the rigorous process for risk management implemented at the LHD.

- Mr Haddad advised that the Board Strategy Session (1 April 2019) includes the Discussion Topic - Strategic Risks.

  - **Action:** Provide a list of specialities excluded from the LHD ‘no-gap’ policy to the Medical Staff Executive Council.

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### 8.1.3 Regulatory Environment

- The Board **CONSIDERED** the Regulatory Environment Report, as circulated with the Agenda.

- Ms Larkin highlighted that work progresses to assess documents (policy, procedure, guideline) and to rescind local documents.

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### 8.1.4 Work Health & Safety Report

- The next Work Health & Safety Report is due in May 2019.

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### 8.1.5 KPI Report

- The Board considered the Safety & Quality component of the KPI Report, as circulated with the Agenda.

  - Ms Larkin highlighted:
    
    - Eight new serious incidents since the last report, which will undergo an RCA
    - One sentinel event reported
    - Four RCAs completed
**Access & Patient Flow**
- The Board considered the Access & Patient Flow component of the KPI Report, as circulated with the Agenda.
- Ms Larkin highlighted:
  - Demand continued to increase in February 2019. In comparison to the same period last year an increase in ED presentations (11.5%), Ambulance arrivals (14.8%), Admissions from ED (3.2%). The trend of increasing activity continues.
  - Transfer of Care performance for February 2019 was 82% - a decrease by approximately 10% in comparison to the same period last year.
  - Discussion: why ED activity is increasing, i.e. population growth, services offered, GP access, etc.
  - Work continues on the key strategies to address the identified factors contributing to unmet targets.
  - As at 28 February 2019 the LHD achieved zero overdue elective surgery patients for one of three benchmarks; plans are in place to support surgery performance.

**People & Culture**
- The Board considered the People & Culture component of the KPI Report, as circulated with the Agenda.
- Ms Larkin highlighted:
  - Strategies in place to reduce the excessive leave liability and improve performance development review compliance rates.
  - An increase in psychological claims under workers compensation (which is also being experienced State-wide). The LHD will receive a positive hindsight adjustment.

**Finance & Activity**
- The Board considered the Finance & Activity component of the KPI Report, as circulated with the Agenda.
- Ms Larkin invited Mr Gordon to report within the Finance & Assets Committee report.
| 8.1.6 Service Reports | • The following Service Reports were circulated with the Agenda:
| | • Mental Health
| | No items were highlighted.
| | • Primary & Community Health
| | No items were highlighted.
| | • Drug Health Services
| | No items were highlighted.
| | • Population Health
| | No items were highlighted.
| | • Oral Health
| | No items were highlighted.
| | • A number of data anomalies were identified within the Dashboard Reports for resolution, including:
| | • KF-010: Eyesight screens provided to 4yo (%)
| | • % Aboriginal clients accessing services |
| 8.1.7 Media & Marketing Report | • The Board considered the Media & Marketing Report, as circulated with the Agenda. |
| 8.1.8 Strategic Plan Report | • The next Strategic Plan Report (Jan-Mar 2019) is due April 2019. |
| 8.2 Correspondence | |
| 8.2.1 | • Nil items |
| 8.3 Chairman’s Report | |
| 8.3.1 Committee Membership | • The Chair reported that the Strategy Session will include an opportunity to further discuss this topic. Matters for resolution include the Nominations Committee and Audit & Risk Management Committee membership. |
- The Chair invited Committee Chairs to provide a direct submission regarding committee membership, relationship between the committee and the Board / other committees.

### 8.3.2 Board Strategy Session
- The Strategy Session will be held on Monday 1 April 2019, commencing at 12noon in the Education Centre, Liverpool Hospital.
- Ms Buttenshaw provided an overview of Discussion Topics and undertook to circulate background papers.

### 8.3.3 Events
- The Chair provided feedback on his attendance at recent events:
  - Western Sydney Leadership Dialogue Dinner – 27.02.19
  - Meeting with Prof Chris Levi regarding the SPHERE Council – 12.03.19
  - The Chief Executive reported that a further meeting was held on 14 March 2019 between the Board Chairs and Chief Executives of SWS LHD, Western Sydney LHD and Nepean Blue-Mountains LHD (Greater Western Sydney Health Alliance) to discuss a draft position paper and memorandum of understanding. The purpose of the Alliance is to progress areas for the partnership and to develop a vision for the future of the health care in Greater Western Sydney. The Alliance will supersede the current joint arrangement between SWSLHD and WSLHD.
  - **Action:** Provide advice regarding the joint Board meeting (SWSLHD & WSLHD) scheduled.

### 9 Committees of the Board
#### 9.1 Health Care Quality & Safety Minutes
- The Minutes of the Health Care Quality & Safety Committee meeting held on 6 March 2019 were circulated with the Agenda and **CONSIDERED** by the Board.
- Dr Gray highlighted:
  - **Item 7.1.1 – O&G Sentinel Events**
    - No systematic links identified.
  - **Item 7.5 – Motion – CQC**
    - The Board resolved to acknowledge the concerns raised by the CQC (as the peak clinical advisory body) advising:
That the sentiment raised forms the core of LHD negotiations in the SLA process and invite low value care submissions

- Item 7.1.5 – Attestation Statement

**Action:** The Board APPROVED the Chair and Chief Executive to sign the Accreditation Statement for submission to the Australian Council on Healthcare Standards.

**Dr Keat re-joined the meeting at 6.00pm**

| 9.2 Finance & Assets Minutes | • The Minutes of the Finance & Assets Committee meeting held on 15 February 2019 were circulated with the Agenda and CONSIDERED by the Board.  

- Mr Gordon noted that the Committee had held their March meeting since, and the Bankstown ED project had been highlighted to the Board.  

- At the March meeting the budget position was discussed; the LHD is forecasting an unfavourable position YTD (revised to $12m). Negotiation with the Ministry of Health has occurred in relation to the cash position.  

- Mr Bosotti has been welcomed to the Committee. |

| 9.3 Aboriginal Health Minutes | • The Minutes of the Aboriginal Health Committee meeting held on 28 February 2019 were circulated with the Agenda and CONSIDERED by the Board.  

- Dr Slewa-Younan highlighted:  
  - Item 6.1 – Aboriginal Health Plan – Mental Health  
    The Board did not support the establishment of an Aboriginal Mental Health Promotion Officer position, as a result of the current budget position.  
  - Item 6.1.1 – Update: Mental Health Data  
    The Board noted the Committee’s communique that the provision of mental health care to under 18 year olds is a priority area for dedicated workforce. |

<p>| 9.4 Research &amp; Teaching Minutes | • The next meeting of the Research &amp; Teaching Committee will be held on 4 April 2019. |</p>
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<th>9.5 Audit &amp; Risk Management Minutes</th>
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<tr>
<td>• The Minutes of the Audit &amp; Risk Management Committee meeting held on 18 February 2019 were circulated with the Agenda and <strong>CONSIDERED</strong> by the Board.</td>
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<td>• Membership of the Committee and the pre-qualification scheme will be discussed at the Strategy Session.</td>
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<th>ICAC Matters</th>
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<td>• The Board <strong>CONSIDERED</strong> the report of matters received (one) from or referred to (nil) the ICAC for the period 11 February to 8 March 2019, as circulated with the Agenda.</td>
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<th>9.6 Nominations Minutes</th>
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<td>• The next meeting of the Nominations Committee meeting is yet to be scheduled.</td>
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<th>10 Consumer &amp; Community Council</th>
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<td>• The Minutes of the Consumer &amp; Community Council meetings held on 1 March 2019 were circulated with the Agenda and <strong>CONSIDERED</strong> by the Board.</td>
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<th>11 MSEC Feedback</th>
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<td>• Dr Keat reported highlights from the recent MSEC meeting:</td>
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<td>• Conveyed thanks to the Board for their advocacy in relation to the Liverpool and Bankstown-Lidcombe Hospital redevelopment projects.</td>
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<td>• Concerns have been raised regarding the proposed activity-based working model.</td>
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<th>12 Items for Information</th>
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<tr>
<td>• The Board <strong>NOTED</strong> the 2019 Board Meeting &amp; Events Summary, as circulated with the Agenda.</td>
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<th>13 Other Business Without Notice</th>
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<td>• The Chair invited other business without notice.</td>
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<td>• Nil were received.</td>
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<td>• The Chair invited the meeting evaluation. Mrs Berry highlighted:</td>
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<td>• The meeting commenced well</td>
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<td>• A thought provoking patient story which generated interest and good discussion</td>
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<td>• Key matters included: hold government to post-election commitments promptly, positive initiative – Western Sydney Alliance and the CQC Motion</td>
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<td>• Overall – lively and cooperative interaction</td>
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<td>• The Chief Executive took on notice Mr Bosotti’s question – the last ‘Time in Motion’ study was undertaken in an ED.</td>
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Chairperson: Sam Haddad
25 March 2019
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<tr>
<th>14</th>
<th>Close / Next Meeting</th>
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<tr>
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<td>The meeting closed at 7.00 pm. The next meeting will be held:</td>
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<td>• Monday 29 April 2019</td>
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<td>• 3.30 pm – 6.30pm – Board Meeting</td>
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The meeting closed at 7.00 pm. The next meeting will be held:

- Monday 29 April 2019
- 3.30 pm – 6.30pm – Board Meeting
- District Office