

MINUTES

South Western Sydney Local Health District Board

Date: Monday 29 April 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 Sonia Marshall, Director Nursing & Midwifery and Performance	✓	
Ms Suzie Snook, A/g Director, Clinical Governance	✓		Ms Jessica Maunder, A/g Manager Executive & Board Secretariat	✓	
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 welcomed everyone to the meeting. Dr Abi-Hanna 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"> <u>MOTION</u>: A motion was moved by Mr Gordon and seconded by Mr Bosotti that the Minutes of the Board meeting held on 25 March 2019 be accepted as a true and accurate record, subject to the following change: 	

	<ul style="list-style-type: none"> Update the venue / location of the meeting to Campbelltown Hospital. The Motion was carried. 	
5. Patient Story	<ul style="list-style-type: none"> Ms Snook presented the story of Mr H, a 38 year old male mental health consumer and peer support worker, and his bipolar recovery journey, highlighting: <ul style="list-style-type: none"> Medication compliance is a key factor for the recovery of mental health consumers. The importance of having an ongoing relationship with your treating doctors / support staff. The Board expressed their gratitude to Ms Snook for sharing this story. 	
6. Business Arising		
6.1 Draft Statement of Cooperation – SWSLHD Board & Medical Staff Executive Council	<ul style="list-style-type: none"> The Board <u>ENDORSED</u> the proposed Statement of Cooperation between the Board and MSEC, describing their formal relationship, subject to the following changes: <ul style="list-style-type: none"> Update point 3 – A copy of MSEC meeting minutes are tabled at Board meetings for information. Add a point 6 – This Statement of Cooperation is subject to review, as part of the Board’s annual review. The Chair expressed his commitment to the MSEC and relevant Councils, and advised of his intent to attend meetings throughout the year. Action: Update the Statement of Cooperation and coordinate a time for the Board Chair and MSEC Chair to sign. 	Secretariat
6.2 Infrastructure Program (Election Commitments) – Bankstown-Lidcombe and Bowral & District Hospitals	<ul style="list-style-type: none"> The Board <u>CONSIDERED</u> the ongoing planning post the 2019 State election commitment of \$1.3 billion for the Bankstown-Lidcombe Hospital and \$55 million for the Bowral & District Hospitals redevelopments. Ms Larkin highlighted: <ul style="list-style-type: none"> The development of the Bankstown-Lidcombe Hospital Clinical Services Plan is well advanced and likely to be submitted for approval at the beginning of 2020. 	

	<ul style="list-style-type: none"> • Clarification was provided that the purchase of land is included in the \$1.3 billion redevelopment of Bankstown-Lidcombe Hospital. • For stage 1 of the Bowral & District Hospital redevelopment, an official sod turning ceremony with the new local MP was held on 15 April 2019. • The District is currently negotiating with Health Infrastructure to consider the inclusion of Pharmacy and CSSD as part of the Bowral & District Hospital stage 1 redevelopment. • Mr Gordon queried if the Bankstown-Lidcombe Hospital redevelopment is separate to the redevelopment of Canterbury Hospital. • Ms Larkin confirmed that both SWSLHD and Sydney Local Health District are currently working on Clinical Services Plans and will meet to discuss what service delivery. • The Board were assured that the \$1.3 billion election commitment is for Bankstown-Lidcombe Hospital only. 	
<p>6.3 Committee Matters</p>		
<ul style="list-style-type: none"> • Nominations Committee 	<ul style="list-style-type: none"> • The Board <u>APPROVED</u> the cessation of the Nominations Committee and for its intended functions to be undertaken and delivered by the Board. • The Chair confirmed that the objectives of the Committee will be discussed during in-camera sessions (of the Board on a periodic basis), as highlighted in the Draft Work Plan, as circulated with the Agenda. • Action: Confirm proposed updates to the Draft Work Plan with the Chair and circulate to Board Members for information. 	<p>Secretariat</p>
<ul style="list-style-type: none"> • Audit & Risk Management Committee 	<ul style="list-style-type: none"> • Ms Larkin provided the Board with a verbal update regarding the Audit & Risk Management Committee. • The current Chair of the Audit & Risk Management Committee will retire in June 2019. • A recommendation for the appointment of the new Chair will be submitted to the next Board meeting. 	

	<ul style="list-style-type: none"> Ms Murphy to proceed with the completion of pre-qualifications to join the Committee as an independent member. Action: Submit a recommendation for the new Chair, Audit & Risk Management Committee for approval, including a copy of the CV. 	Chief Executive
7. New Business		
7.1. Declarations of Interest Register	<ul style="list-style-type: none"> The Board <u>CONSIDERED</u> the 2018 Declarations of Interest Register (in full). The Board Secretariat maintains a Declarations of Interest Register, which includes: <ul style="list-style-type: none"> A Member's Pecuniary Interest Declaration Form (completed on an annual basis). Declarations made at each meeting, in arrears. Mr Gordon recommended that the Declarations of Interest Register should include everything that a Board Member is involved in / has declared, as it may relate to particular matters of discussion at meetings. Action: Load a copy of the full Register onto Diligent for the Board's information. 	Secretariat
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>Service Level Agreement (SLA) Negotiations: Update</u> SWSLHD has received its draft 2019/20 targets, and advised the MoH of the LHD Specific Issues for negotiation. Discussions at the second negotiation meeting were unsatisfactory and further work is required between the MoH and SWSLHD. <u>SafeWork Australia Update</u> The Enforceable Undertaking (EU) workshop (between the parties) will be held on 30 April 2019, to discuss the ideas submitted within the proposal. Action: Update to be included as part of the next Chief Executive's Report to the Board. 	Chief Executive

- State Election

A number of changes have been made to the machinery of Government post the election.

Certain Ministries have been 'clustered' together, and a new NSW Customer Service Commission has been established, with Mr Glenn King named as the Commissioner.

- Federal Election

With the lead up of the Federal Election, a review was undertaken of Liberal and Labor policies.

The Liberal Party is focussing on 'Strengthening Australia's World-Class Health System' and 'Youth Mental Health and Suicide Prevention'.

The Labor Party has a focus on cancer, a better hospitals fund and establishment of a policy-making body called the Australian Health Reform Commission.

Action: Send a copy of the Liberal and Labor party summaries to the Board for information.

Secretariat

- Audit Office: Governance of Local Health Districts

The Audit Office of NSW recently completed an audit of the Governance of Local Health Districts, to assess the efficiency and effectiveness of the governance arrangements for LHDs. The Audit answers two questions:

1. Are there clear roles, responsibilities and relationships between the Ministry of Health and LHDs and within LHDs?
2. Does the NSW Health Performance Framework establish and maintain accountability, oversight and strategic guidance for LHDs?

A key recommendation arising from the audit is for the Ministry of Health to work with Local Health Districts to identify and overcome the barriers that are limiting the appropriate engagement of clinicians in decision making in Local Health Districts.

Action: Include an update / summary in the next Chief Executive's Report to the Board.

Chief Executive

- Chief Executive Priorities / Future Board Meetings

Currently at a critical point for the organisation (i.e. changes to the Board, changes to the Executive Leadership Team, Capital Investments). The Chief Executive has been

		<p>focused on strategic advocacy, however needs to be more internally focussed over the next 6 – 12 months.</p> <p>Clarity provided that this does not alter the strategic planning of the District or the Chief Executive’s PDR arrangements with the Board.</p> <p>The Chair highlighted that it is timely to review the strategic role of the Board, including:</p> <ul style="list-style-type: none"> - Future meetings / agreeing future direction - Reviewing that the information provided at Board meetings is driving strategic / operational directions - Changing the way in which information is provided to the Board (including actions taken etc.) 	
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. • Ms Larkin highlighted that there are no LHD risks referred to the Board from Board Committees from March and April 2019 and there were no new Extreme / High LHD risks approved for entry on the LHD Risk Register at the 10 April 2019 SWSLHD Enterprise Risk Management Committee meeting. 	
8.1.3	Regulatory Environment	<ul style="list-style-type: none"> • The next Regulatory Environment Report is due in May 2019. 	
8.1.4	Work Health & Safety Report	<ul style="list-style-type: none"> • The next Work Health & Safety Report is due in May 2019. 	
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"> • Five new serious incidents since the last report, which will undergo an RCA • One sentinel event reported • Three RCAs completed 	
	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"> • Demand continued to increase in March 2019. In comparison to the same period last year an increase in ED presentations (7.9%), Ambulance arrivals (11.9%), Admissions from ED (4.1%). The trend of increasing activity continues. • In March 2019, Emergency Treatment Performance (ETP) was 59.9%, compared to 66.4% for the same month in 2018. • Transfer of Care performance for March 2019 was 82% - a decrease by approximately 10% in comparison to the same period last year. • Work continues on the key strategies to address the identified factors contributing to unmet targets. The District is undertaking a benchmarking exercise of ED staff, compared to other Local Health District. • As at 31 March 2019 the LHD achieved zero overdue elective surgery patients for one of three benchmarks; plans are in place to support surgery performance. 	
People & Culture	<ul style="list-style-type: none"> • The Board considered the People & Culture component of the KPI Report, as circulated with the Agenda. • Ms Leon highlighted: <ul style="list-style-type: none"> • Strategies in place to reduce the excessive leave liability and improve performance development review compliance rates. • On 23 March 2019, the LHD hosted a meeting for the Ministry of Health and Scheme Agent EML to present the 30 June 2018 Hindsight Adjustment Presentation & Performance Review. • The presentation highlighted the new physical injury claims has reduced, however the proportion of psychological claims has increased (more than doubled over the last three years). 	
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"> • Overall the LHD had a net cost of service un-favourability to budget in the month of March, with expenditure un-favourable (\$4.1 million) and revenue favourable \$2.1 million to budget, offset by an increase in the Doubtful Debts provision of (\$1.6 million). • High surge bed activity has continued for our hospitals, particularly at Liverpool Hospital. YTD the District has seen continued surge bed and demand pressures post winter. Issues with ICU bed types NWAU weight adjust with a 1,100 NWAU loss due to reclassification of bed types, has impacted target variance by 1300 NWAU (\$6.1 million). • The expected deduction in staffing numbers at the end of winter has not yet occurred, placing pressure on employee related expenses (ERE). ERE pressures are coming from NHPPD, Accord, Birthrate Plus (Maternity) strategies and continue to impact the FTE numbers and YTD expenditure budget performance. • The Chief Executive and Director Finance meet on a weekly basis to review the District's budget position. • Action: Director Finance to provide clarification on YTD 2018/19 figure for 'Improvement Measure (KFA105): Recurrent Trade Creditors > 45 days correct and ready for payment'. 	Director of Finance
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>Ms Marshall highlighted the Rapid Emergency Mental Health Service (REMHS), a partnership between SWSLHD and NSW Ambulance dedicated to providing access to timely mental health assessment and treatment options in the community.</p> <p>In the first five days, 11 of the 12 patients were kept in the community. As part of the new service, patients are being tracked to ensure they aren't presenting to Emergency Departments, after the occasion of care in the community.</p> • <u>Primary & Community Health</u> <p>No items were highlighted.</p> • <u>Drug Health Services</u> <p>No items were highlighted.</p> 	

		<ul style="list-style-type: none"> • <u>Population Health</u> <p>Dr Abi-Hanna queried what SWSLHD is doing to address the treatment of people living with hepatitis C. The NSW target is 32% and SWSLHD is currently treating 23%.</p> <p>Ms Larkin clarified that the District is treating all known people living the hepatitis C and working on strategies to increase the uptake of hepatitis C treatment for the remaining estimated number of people living with hepatitis C, including partnering with SWSPHN to provide GP training and support.</p> <ul style="list-style-type: none"> • <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 <u>CONSIDERED</u> the January to March 2019 Report of the SWSLHD Strategic Plan 2018 – 2021 and <u>APPROVED</u> the recommendations outlined in the report, subject to the following changes: <ul style="list-style-type: none"> • <u>ID: 1.15, Strategy: Expand the use of real time consumer experience monitoring systems to improve the way feedback is captured</u> <p>Consider having a timeframe for completion (earlier than December 2021) for all Facilities and Services (excluding Fairfield Hospital). And update the timeframe for completion for Fairfield Hospital to December 2021.</p> <ul style="list-style-type: none"> • <u>ID: 3.58, Strategy: Establish a District Hospital Foundation to facilitate access to grant and philanthropic funding</u> <p>Reconsider this strategy. The District may need to develop a communications strategy regarding the process for making donations to hospitals.</p> <ul style="list-style-type: none"> • Action: Convey the above changes to the Director Capital Works & Infrastructure and Director Strategy and Partnerships for consideration. 	Secretariat
Mr Gordon left the meeting at 5.00pm			

8.2 Correspondence			
8.2.1	Mr GS	<ul style="list-style-type: none"> The Board <u>CONSIDERED</u> the correspondence sent to Dr GS in response to his complaint from February 2019. 	
8.2.2	Mr CS	<ul style="list-style-type: none"> The Board <u>CONSIDERED</u> correspondence received from Ms CS and actions taken to address his ongoing concerns. 	
8.3 Chairman's Report			
8.3.1	Strategy Session – 1 April 2019	<ul style="list-style-type: none"> The Board <u>APPROVED</u> the draft report of the SWSLHD Board Strategy Session held on 1 April 2019 and requested management submit a draft action plan to the next Board meeting. Action: Submit a draft action plan addressing the 'Next Steps' section of the SWSLHD Board Strategy Session report. 	Secretariat
8.3.2	Future Board meeting agendas	<ul style="list-style-type: none"> The Chair reflected on his discussion during the Chief Executive's Report – Current Significant Matters, related to future Board meetings. 	
<i>Executive Leadership Team members left the meeting at 5.50pm</i>			
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 3 April 2019 were circulated with the Agenda and <u>CONSIDERED</u> by the Board. Prof Merrett highlighted: <ul style="list-style-type: none"> <u>Membership</u> Prof Merrett confirmed that Prof Hugh Dickson is a Member. <u>Item 6.1 – Bow Tie Analysis for Risk Assessment</u> Examples of 'Bow Tie Analysis' (BTA) for Risk ID 548 "Emergency Treatment Performance (ETP)" and Risk ID 557 "Inpatient pressure injury management" were considered. The Committee acknowledged that the BTA has enhanced the quality of risk documentation. 	

	<ul style="list-style-type: none"> • <u>Item 7.1.2 – Excess Annual Leave – Clinical Staff</u> There were 3,813 clinicians identified with an excessive leave balance. Clinicians identified are from allied health, medical and nursing treasury descriptions. Of this number, 234 clinicians including 107 JMOs have not taken annual leave in the previous 12 month period. • <u>Item 7.1.3 – Annual Falls Report</u> Clinical incidents collected from IIMS found a decrease in falls between 2017 and 2018. The overall peak falls time was between 10.00am and 2.00pm. Falls occurring whilst going to and from the toilet remains the highest cause. However, this has decreased from 2017 and 2018 by 10%. There were 6 SAC 1 and 54 SAC 2 incidents in 2017. Strategies in place to address falls-related incidents include safety huddles, increased education to staff, emphasis on proactive rounding, increased falls champion engagement and video education to support better recognition and management of delirium. • The Chair highlighted that the format and content of the Health Care Quality & Safety Committee referral note, as circulated with the agenda, is an appropriate and focused / value adding guide to reporting documentation for future reports by Committees. 	
Annual Self-Assessment	<ul style="list-style-type: none"> • The Board <u>APPROVED</u> the: <ul style="list-style-type: none"> - Summary Report arising from the Annual Committee Self-Assessment; and - Proposed amendments to the Committee’s Terms of Reference • Action: Convey to all Board Committee Secretariats that the following sentence should be incorporated in Terms of Reference, under Frequency: The Committee will convene monthly / bi-monthly / quarterly (XX times a year) with extra meetings as required. 	Secretariat
<i>Mr Bosotti left the meeting at 6.00pm</i>		
9.2 Finance & Assets Minutes	<ul style="list-style-type: none"> • The Minutes of the Finance & Assets Committee meeting held on 15 March 2019 were circulated with the Agenda and <u>CONSIDERED</u> by the Board. 	

	<ul style="list-style-type: none"> Dr Abi-Hanna highlighted that Agile Working Spaces / the ASMOF IRC case were discussed during the Committee and that the Director Capital Works & Infrastructure has committed to attend Medical Staff Council meetings to discuss this matter. 	
9.3 Aboriginal Health Minutes	<ul style="list-style-type: none"> The Minutes of the Aboriginal Health Committee meeting held on 18 April 2019 will be tabled at the May Board meeting. 	
9.4 Research & Teaching Minutes	<ul style="list-style-type: none"> The Minutes of the Research & Teaching Committee meeting held on 4 April 2019 were circulated with the Agenda and <u>CONSIDERED</u> by the Board. Dr Abi-Hanna highlighted that the Committee welcomed its new Board Members and detailed discussion was held regarding Academic Units, supported by a presentation by A/Prof Miriam Levy, and Nursing / Allied Health research. 	
9.5 Audit & Risk Management Minutes	<ul style="list-style-type: none"> The Minutes of the Audit & Risk Management Committee meeting held on 11 April 2019 (financial statements) will be tabled at the May 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 (two) the ICAC for the period 8 March to 12 April 2019, as circulated with the Agenda. 	
9.6 Nominations Minutes	<ul style="list-style-type: none"> The cessation of the Nominations Committee was approved by the Board, refer to Item 6.3. 	
10 Consumer & Community Council	<ul style="list-style-type: none"> The Minutes of the Consumer & Community Council meeting held on 5 April 2019 were circulated with the Agenda and <u>CONSIDERED</u> by the Board. Prof Dickson highlighted that the Board Chair and Chief Executive attended the meeting. The Council discussed the use of Patient Boards in SWSLHD facilities, it was reported by Consumers that Patient Boards are not being used. Action: Chief Executive to follow up the implementation of Patient Boards across the District. 	Chief Executive
11 MSEC Feedback	<ul style="list-style-type: none"> Dr Frankel reported highlights from the recent MSEC meeting: <ul style="list-style-type: none"> Conveyed thanks to the Board for their commitment to the relationship with MSEC, via the Statement of Cooperation. 	

	<ul style="list-style-type: none"> • Facility Medical Staff Councils are becoming more active with greater attendance. Looking at ways to include VMOs (i.e. online meetings / Skype). • Discussion regarding the increasing workload of JMOs / RMOs. • Office accommodation for Staff Specialists. • Ms Larkin committed to attend a Medical Staff Council meeting at each Facility. 		
12	Items for Information	<ul style="list-style-type: none"> • The Board <u>NOTED</u> the 2019 Board Meeting & Events Summary, as circulated with the Agenda. 	
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. Dr Abi-Hanna highlighted: <ul style="list-style-type: none"> • Overall, it was a good meeting. • The Chair's emphasis on group discussion encouraged everyone to contribute. • Chief Executive's opening comments during the Chief Executive's Report were reassuring. • Certain Board Members have a particular skill mix and it would be beneficial to have them 'coach' other Board Members. • Board Members need to be more diligent about speaking through the Chair. • Thanking the Director of Finance for his commitment. • Changing the way Committees report to the Board was beneficial. 	
14	Close / Next Meeting	<ul style="list-style-type: none"> • The meeting closed at 6.31pm. The next meeting will be held: <ul style="list-style-type: none"> • Monday 27 May 2019 • Liverpool Hospital • 2.30 – 3.30pm – Site Visit • 3.30 – 6.30pm – Board Meeting 	