

MINUTES

South Western Sydney Local Health District Board

Date: Monday 14 December 2020

Time: 3:30pm

Venue: Grand Armee Room, The William Inglis Hotel

1. Present and Apologies

Members	Pres.	Apol.	Members	Pres.	Apol.
Mr Sam Haddad (Chair)	✓		Dr Matthew Gray (Deputy Chair)	✓	
Dr David Abi-Hanna	✓		Prof Neil Merrett		✓
Mrs Nina Berry	✓		Ms Kerrie Murphy	✓	
Mr Max Bosotti	✓		Mr Gary Reidy	✓	
Ms Christine Carriage (from 4.10pm)	✓		Mr John Roach	✓	
Prof Hugh Dickson	✓		A/Prof Shameran Slewa-Younan	✓	
Mr John Gordon		✓			
Other Attendees	Pres.	Apol.	Other Attendees	Pres.	Apol.
Ms Amanda Larkin, Chief Executive	✓		Ms Nel Buttenshaw, Director Corporate Governance	✓	
Dr Anthony Frankel, Chair, Medical Staff Executive Council	✓		Prof Barney Glover AO, Vice-Chancellor, Western Sydney University	✓	
Prof Annemarie Hennessy, Dean of Medicine, Western Sydney University	✓		Prof Les Bokey AM, Clinical Dean & Professor of Surgery, Western Sydney University	✓	

<p>2. Welcome</p>	<ul style="list-style-type: none"> • The Chair: <ul style="list-style-type: none"> • Welcomed Board members and executive staff to the meeting • Highlighted the presentation by Western Sydney University & following discussion as the focussed agenda item • Advised that the presentation/discussion: Key Strategic Focus Area - Finance & Budget, has been deferred and will be discussed at the Finance & Assets Committee December meeting. • Mr Reidy agreed to undertake the meeting evaluation. 	
<p>3. Acknowledgment of Country</p>	<ul style="list-style-type: none"> • The Chair opened the meeting by acknowledging the traditional owners of the land and paid respect to elders past and present. 	

<p>4. Confirmation of the previous minutes and action list</p>	<ul style="list-style-type: none"> • <u>MOTION</u>: A motion was moved by Prof Dickson and seconded by Mr Gordon that the Minutes of the Board meeting held on 23 November 2020 be accepted as a true and accurate record. • The Action List was reviewed as circulated with the Agenda. 	
<p>5. Declaration of Interests</p>	<ul style="list-style-type: none"> • The Chair invited declarations of interest <ul style="list-style-type: none"> • Nil declarations of interest were made 	
<p>6. Patient Story</p>	<ul style="list-style-type: none"> • Ms Larkin presented the story of Mr TL, a 49 year old male with a history of alcohol and drug use, mental illness, domestic violence. He had also been involved in a motor vehicle accident resulting in head and pelvic injuries. • Mr TL has been admitted to the Fairfield Inpatient Withdrawal Management Unit several times over recent years. • His previous admissions to the Unit resulted in complaints (including to the Health Care Complaints Commission) – with issues raised related to treatment received during admission and upon discharging (against medical advice) from the Unit cited he had no means to travel home, conditions of the bathroom facilities, pest issues and physical distancing related to COVID. • In June 2020 Mr TL was again admitted to the Unit and on completion of his treatment submitted a compliment to the Nurse Manager which highlighted: swift and non-judgmental treatment, the respectful and sincere communication, professional and available staff, and the opportunity to undertake a peer support role. • Mr TL’s story highlights the importance of staff responding to concerns raised to improve the patient experience. • <u>Action</u>: Confirm if the nurse manager had changed between admissions. 	<p style="text-align: right;">Chief Executive</p>
<p><i>Professors Glover, Hennessy & Bokey joined the meeting at 3.55pm.</i></p>		
<p>7. Presentation – Western Sydney University</p>	<ul style="list-style-type: none"> • The Chair welcomed Prof Glover, Prof Hennessy and Prof Bokey to the meeting to present on: <ul style="list-style-type: none"> • WSU Strategic Plan 2021-2026 • Macarthur Medical Research Centre • Introductions were made. • Prof Glover highlighted: <ul style="list-style-type: none"> • The WSU Chancellor and Vice-Chancellor meet regularly with the LHD Board Chair and Chief Executive. 	

	<ul style="list-style-type: none"> • WSU is a large multi-campus (11, including Nepean, Campbelltown, Blacktown, Liverpool and Penrith) university with 2,500 FTE staff and over 50,000 students (increased enrolments over the past year, despite COVID) • Western Sydney is the nation’s third largest economy and fastest growing region. What happens in the region in the next twenty years will have a transformational impact. Health is the overarching and central priority – as a dictator of success in all aspects of life. As such, the partnership between SWSLHD and WSU (and IIAMR) is a priority. Successful outcomes of the partnership include: <ul style="list-style-type: none"> ▪ Medical School at Campbelltown ▪ Largest nursing & midwifery program ▪ Allied health placements ▪ Partnership with SPHERE – (independent) Barlow Report highlights success • Significant government investments relating to the Aerotropolis and Health & Academic Precincts create an important and unique opportunity for transformation. The Decadal Commitment to Health by the University includes commercial and industry-partnered investment, including: <ul style="list-style-type: none"> ▪ The Liverpool Innovation Precinct, with the geography integrating the CBD, health services and tertiary education. ▪ A new campus at Bankstown will be complete in 2023 ▪ A research building is planned at Campbelltown, complementing the medical school and clinical building. • High quality, accessible education is good for students and the communities of western Sydney. • Prof Hennessy advised that the School of Medicine, now in its tenth year, has graduated over 800 students with between 50%-70% choosing to stay and work in the region. Health workforce planning is an important dialogue to pursue. • Prof Bokey remarked on the cooperative rather than competitive relationship between WSU and the UNSW. The population size of greater western Sydney (a third of the State) provides an opportunity for clinical trials and research. • The Board Chair opened discussion and comments: <ul style="list-style-type: none"> • Strategic workforce planning is an important topic to address • Obesity is addressed through the funded Diabetes Academic Unit led by Prof Simmons • Priority areas link with population health needs of the region • The calibre (standard and maturity) of WSU medical students is excellent • Consider a formalised governance arrangement (i.e. principles) for the partnership, given the many and complex arrangements 	
--	---	--

	<ul style="list-style-type: none"> On behalf of the Board the Chair thanked Prof Glover, Prof Hennessy and Prof Bokey for the presentation. The LHD looks forward to extending the partnership 	
<i>Professors Glover, Hennessy & Bokey left the meeting at 5.00pm.</i>		
8. Key Strategic Focus Area – Finance & Budget	<ul style="list-style-type: none"> Refer Item (2) above. 	
9. Chief Executive’s Report		
9.1 Significant Issues	<ul style="list-style-type: none"> Ms Larkin spoke to the Chief Executive’s Report, circulated with the agenda and highlighted: <p>Upper House Inquiry</p> <ul style="list-style-type: none"> Portfolio Committee No.2 – Health published their report on the Inquiry into the provision of health services in south western Sydney on the NSW Parliament website on Monday 30 November 2020. Advice, including a link to the Report was circulated to the Board on the same day. NSW Health has advised that a Government Response will be made to the Report. The LHD will be provided an opportunity review the Government Response prior to submission to Cabinet (required by 30 May 2021). The Report makes 1 finding and 17 recommendations, which in summary requests Government to examine and address issues in its funding model to improve equity (south west Sydney is under-funded) and provide greater transparency in the model. The Report cited the demographic profile of south west Sydney, suggesting more attention should be given to certain gaps including: maternity and paediatric care to cope with the demands of a higher than average birth rate and the large numbers of young families living in the region; a gap in mental health care, chronic disease prevention and management needs to be improved; and ongoing work should be taken to improve the availability of palliative and aged care in the region. The Board considered each recommendation specifically noting the NESB and refugee populations in south west Sydney and the work undertaken with the primary health care sector (via the Primary Health Network) including the Health Needs Assessment. Engagement with clinicians is required in relation to the final response. Action: Provide a copy of the impact brief to the SWSLHD Board. 	Chief Executive

		<p>COVID-19 Update</p> <ul style="list-style-type: none"> • There have been no new community transmitted cases recorded. • Testing and screening at LHD facilities and services continues. A number of pop-up flu assessment clinics have been established / planned across the LHD in response to contact tracing results. • The number of visitors will be increased to 2 and visiting hours extended effective 15 December 2020. • NSW Health in collaboration with water authorities continues to undertake sewage testing. • Despite NSW Health moving from amber alert to green alert (on 19 November) the message to keep testing, maintain physical distance, regular hand washing and cough etiquette must continue to be applied in all settings. • The Commonwealth Government will lead the vaccination program, likely to commence in March/April 2021. Training of immunisation nurses has increased in preparation. • Action: Clarify arrangements relating to surgical masks (required for patients and staff working in the EDs and for patients with acute respiratory illnesses, yet at entry screening all staff and visitors are provided masks and are wearing them). 	Chief Executive
9.2	Media & Marketing Report	<ul style="list-style-type: none"> • The Board NOTED the Media & Marketing Report, as circulated with the Agenda. 	
9.3	WHS Report	<ul style="list-style-type: none"> • The next Work Health & Safety Report is due – February 2021. 	
9.4	Strategy, Risk, Performance Integrated Report	<ul style="list-style-type: none"> • The next Integrated Report – Strategy, Risk & Performance (SLA) Report is due – April 2021. 	
10. Chairman's Report			
10.1	Council of Board Chairs	<ul style="list-style-type: none"> • The Board Chair reported matters of highlight / discussion, arising from the NSW Health Council of Board Chairs meeting held on 7.12.20, as follows: 	

	<ul style="list-style-type: none"> • Presentation by the Health Secretary – previously circulated to the Board. State priorities outlined will be discussed at the Board Strategy Session in February 2021. • Presentation by the Secretary, NSW Treasury • Collaborative Commissioning – Deputy Secretary, Patient Experience & System Purchasing • Board Chair Updates <ul style="list-style-type: none"> ○ Hunter New England LHD – Sustainability Plan ○ Procurement and Stock Management processes during COVID – HealthShare NSW • Discussion Items <ul style="list-style-type: none"> ○ Schedule for meetings of Board Committee Chairs ○ Board training and development 	
10.2 Board Strategy Session – 5 February 2021	<ul style="list-style-type: none"> • The Board Chair reported on his meeting with the Nous Group. • Action: Circulate the template for Committee Deep Dive sessions to Committee Chairs – for completion and return. 	Secretariat
11. Business Arising		
11.1 Revised Incident Management Policy	<ul style="list-style-type: none"> • See the Chief Executive’s Report – significant issues. 	
12. New Business		
12.1 Greater Western Sydney Health Partnership	<ul style="list-style-type: none"> • The SWSLHD Board <u>CONSIDERED</u> the background and progress of the Greater Western Sydney (GWS) - Health Partnership, as circulated with the Agenda. The Board Chair highlighted: <ul style="list-style-type: none"> • The GWS – Health Partnership focus is to collaborate, promote and advocate to achieve better health outcomes for the region’s communities. • Good progress on the agreed six action areas (common priority areas) of the Nepean Blue Mountains, South Western Sydney and Western Sydney Local Health Districts. 	

<p>12.2 Heads of Agreement – Sydney Children’s Health Network & SWSLHD</p>	<ul style="list-style-type: none"> • The SWSLHD Board <u>CONSIDERED</u> the update on the Heads of Agreement between the SWSLHD and the Sydney Children Health Network (SCHN), as circulated with the Agenda. • The Board Chair highlighted: <ul style="list-style-type: none"> • The Heads of Agreement aims to formalise an arrangement between both organisations by way of a MoU to build on ongoing discussions to ensure equity and access to specialist services for the paediatric population of south western Sydney. • The MoU remains draft and it is anticipated to sign off in early 2021. 	
<p>13. Committees of the Board</p> <p>13.1 Audit & Risk Management</p>	<ul style="list-style-type: none"> • The minutes of the Audit & Risk Management meeting held 20 November 2020 were circulated with the Agenda. • Mr Gordon highlighted: <p>Item 7.7.2 – ICAC Matters</p> <ul style="list-style-type: none"> • Four matters reported to the ICAC • Internal Audit also reports to the ICAC any conduct of public official that involves the misuse of information or material that was acquired in the course of official functions, such as unauthorised access to patient records. Eleven such matters were reported to the ICAC. • The ICAC referred one matter to the SWSLHD for investigation. <p>Item 8.3 - Security Improvement Audit Report</p> <ul style="list-style-type: none"> • The Committee considered the findings of the District-wide Security Audit conducted between March and September 2020. NSW Health has mandated that under PD2018_023 <i>Security Improvement Audits</i>, the results and recommendations of the audit are provided to the Chief Executive and the Board as the Agency’s officers and primary duty holders under the <i>Work Health and Safety Act 2011</i> and <i>Work Health and Safety Regulation 2017</i>. • Key findings and recommendations included: <ul style="list-style-type: none"> • Results overall were good. Only one service fell below the Ministry KPI of 50%. 	

	<ul style="list-style-type: none"> • A lack of training for security staff across the District was noted. • The establishment of a Senior Security Officer position is needed to maintain senior security leadership 24/7 in each facility. • The need for infrastructure investment (CCTV, duress alarms, swipe card access control) was identified. • Further work needs to be undertaken to standardize the security related audit policies across the District 	
<p>Health Care Quality & Safety</p>	<ul style="list-style-type: none"> • The minutes of the Health Care Quality & Safety meeting held 2 December 2020 were circulated with the Agenda. • Dr Gray highlighted: <ul style="list-style-type: none"> Item 9.1 – Mapping patient experience and economic disadvantage in NSW – Council of Social Services report • The Committee noted the <i>mapping patient experience and economic disadvantage</i> prepared by the NSW Council of Social Services, which found: that in NSW people who are unemployed have the poorest patient access and worst experience of health services (GPs, dental and medical specialists). One in five people delay seeing a dentist due to cost and state the wait to see a medical specialist is too long. As a result patients will attend emergency departments for medical services. Delays in accessing care will result in more acute, complex and chronic patients attending hospitals and services. • In response, Dr Gray advised the Committee considers the Report to be additional information, which is also shared with the Planning Unit. Item 9.2 – SWSLHD Maternity Services Resilience Assessment update • The Committee noted the SWSLHD Maternity Services Resilience Assessment progress tracker which provides progress on the resilience recommendations. The dates in the tracker have been added as a guide by the Maternity Services Governance Steering Committee. • The District is making considerable progress and a large amount of work has been completed since the resilience review. Dr Henry Murray from the Hunter New England Local Health District (HNELHD) has been supporting the LHD 1 day per week. He has visited the facilities and provided recommendations following his assessment and observations which have been mapped into the Fairfield Hospital Maternity Resilience Action Plan. 	

13.3 Finance & Assets	<ul style="list-style-type: none"> The Finance & Assets Committee meeting is scheduled for 18 December 2020. 	
13.4 Research & Teaching	<ul style="list-style-type: none"> The minutes of the Research & Teaching Committee held on 3 December 2020 were circulated with the Agenda. Dr Abi-Hanna highlighted: <ul style="list-style-type: none"> Item 7.3.1 – Research Report <ul style="list-style-type: none"> Clinical Trial Management System The CTMS is required to increase the governance and operational oversight as the LHD clinical trial activities grow. The aim of CTMS is to create real-time operational oversight, stronger financial management and more efficient revenue recovery, enhanced billing compliance, efficient regulatory processes and increased staff efficiencies. A fee for service formula is being developed for the system. The Office of Health and Medical Research is considering a state-wide approach. The partnerships with CSIRO and Technicon University represent the enhanced reputation of the LHD. Item 8.1 - Integrated Reporting The Committee endorsed the proposal to: <ul style="list-style-type: none"> Receive the Overview Report on a six-monthly basis (rather than bi-monthly), given the strategic nature of the information and the availability of data. Escalation of critical information may occur through emerging issues reports or as a new business item Receive reports on a six-monthly basis within standing reports, relating to: <ul style="list-style-type: none"> Research Strategy to 2023 Includes information from facility/service based Research Committees. Teaching and Education Plan (when refreshed) Receive reports on a six-monthly basis within other reports, relating to: <ul style="list-style-type: none"> Academic Council – SWSLHD & WSU Academic Council – SWSLHD & UNSW Receive presentations from industry partners – aligning with the strategic directions of a Leader in Teaching and Research and promoting collaborative partners. 	

		<ul style="list-style-type: none"> Dr Abi-Hanna thanked John Gordon and Max Bosotti for their commitment and contributions to the Committee and extended a welcome to Kerrie Murphy and Shameran Slewa-Younan. 	
13.5	Aboriginal Health	<ul style="list-style-type: none"> The minutes of the Aboriginal Health Committee meeting held on 10 December 2020 are not yet available. 	
14. Other Committees			
14.1	Consumer & Community Council	<ul style="list-style-type: none"> The minutes of the Consumer & Community Council (CCC) held on 4 December 2020 were circulated with the Agenda. Prof Dickson highlighted: <ul style="list-style-type: none"> Item 3.1 – Multicultural Signage, Fairfield Hospital <ul style="list-style-type: none"> The Assyrian language will be included in the 2nd phase of the project. The Fairfield CCP Network will continue to be one of the partners engaged in this work. Item 4 – Presentation: Public Health Liaison <ul style="list-style-type: none"> CCC had an informative presentation from Dr Stephen Conaty. The group enjoyed hearing about how the LHD have managed the challenging situation that continues. The members valued the opportunity to ask various questions. Item 3.3 – Youth Health Advisory Group <ul style="list-style-type: none"> CCC appreciated a member of the new Youth Health Advisory Group participating in the meeting and giving an update about how the group had formed with help from CCP, and what the group is seeking to achieve. The group are well supported in P&CH Youth Health Team. Item 7.2 – CCC Executive Item <ul style="list-style-type: none"> CCC Chair and Deputy tabled a special motion of thanks and recognition. 	
14.2	Medical Staff Executive Council	<ul style="list-style-type: none"> The minutes of the Medical Staff Executive Council meeting held on 10 December 2020 were not yet available. Dr Frankel highlighted the key items of discussion: <ul style="list-style-type: none"> The introduction of the hybrid office accommodation model for medical staff Surging volume and acuity in emergency/ inpatient/ outpatient units 	

		<ul style="list-style-type: none"> Upper House Inquiry Report 	
15. Items for Information			
15.1 Correspondence	<ul style="list-style-type: none"> The SWSLHD Board <u>NOTED</u> the correspondence received from the Hon Brad Hazzard MP, Minister for Health and Medical Research, in response to communication from the Board, as circulated with the Agenda. The SWSLHD Board <u>NOTED</u> the correspondence received from Mr RS and response provided by the General Manager, Camden and Campbelltown Hospitals, as circulated with the Agenda. Action: Refer the issue of discharge medication, raised within this complaint to the Health Care Safety & Quality Committee. The SWSLHD Board <u>NOTED</u> the correspondence received from Dr WH and actions undertaken in response, as circulated with the Agenda. 	Secretariat	
15.2 Items Due Calendar	<ul style="list-style-type: none"> The Board <u>NOTED</u> the 2021 Items Due Calendar, circulated with the Agenda and published on Diligent. 		
15.3 Meeting & Events Summary	<ul style="list-style-type: none"> The SWSLHD Board <u>NOTED</u> the 2021 Meeting & Events Summary – circulated with the Agenda and published on Diligent. Action: Update the June meeting date of the Research & Teaching Committee on the Summary (from the 10th to the 3rd). 	Secretariat	
16. Business Without Notice	<ul style="list-style-type: none"> The Chair invited other business without notice. There was no business without notice raised. 		
17. Meeting Evaluation	<ul style="list-style-type: none"> The Chair invited the meeting evaluation. Mr Reidy highlighted the following summary observations: <ul style="list-style-type: none"> Good to meet physically Good patient story Presentation from WSU elevated the scope of issues discussed Participation was very good, relaxed questioning and mutual respect shown Timing was achieved, due to key strategic area of finance & budget being deferred 		

<p>18. Mr Gordon Farewell</p>	<ul style="list-style-type: none"> Following Mr Gordon’s farewell remarks, the Board Chair provided a vote of thanks and commended Mr Gordon’s commitment and dedication to the Board. 	
<p>19. Close / Next Meeting</p>	<ul style="list-style-type: none"> The meeting closed at 6.54m. <p>Board Strategy Session Friday 5 February 2021 12noon – 5.30pm The Warwick Inn</p> <p>Board Meeting Monday 22 February 2021 3.30pm – 6.30pm Board Room, District Office / Microsoft Teams</p>	