

MINUTES

South Western Sydney Local Health District Board

Date: Monday 23 August 2021

Time: 3:00pm

Venue: Board Room, District Office | Skype (S)

1. Present and Apologies

Members	Pres.	Apol.	Members	Pres.	Apol.
Mr Sam Haddad (Chair) (S)	✓		Prof Neil Merrett (S)	✓	
Dr David Abi-Hanna (S)	✓		Ms Kerrie Murphy (S)	✓	
Mr Max Bosotti (S)	✓		Mr John Roach (S)	✓	
Prof Hugh Dickson (S)	✓		A/Prof Shameran Slewa-Younan (S)	✓	
A/Prof Matthew Gray (Deputy Chair) (S)	✓				
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 (S)	✓		Ms Jann Gardner, Chair, Audit & Risk Committee (Item 8) (S)	✓	

2. In-camera	<ul style="list-style-type: none"> • The Board held an in-camera session to discuss: <ul style="list-style-type: none"> • Board – Succession Planning • Board – Functioning (arising from the Strategy Session held Feb-21) • Chief Executive – Succession Planning 	
<p><i>Ms Buttenshaw, Dr Frankel & Ms Gardner joined the meeting at 3.30pm.</i></p>		
3. Welcome	<ul style="list-style-type: none"> • The Chair: <ul style="list-style-type: none"> • Welcomed Board members, attendees and Ms Gardner to the meeting and noted agenda items of import: <ul style="list-style-type: none"> • Annual Report from the Audit & Risk Management Committee; • Committee Reports, particularly Health Care Quality & Safety • COVID-19 Update 	
4. Acknowledgment of Country	<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>5. 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 that the Minutes of the Board meeting held on 26 July 2021 be accepted as a true and accurate record. • The Action Lists (Board meetings and Board Strategy Session [5-Feb-21]) were circulated with the Agenda. 	
<p>6. Declaration of Interests</p>	<ul style="list-style-type: none"> • The Chair invited declarations of interest. <ul style="list-style-type: none"> • Nil were received. 	
<p>7. Patient Story</p>	<ul style="list-style-type: none"> • Suspended due to COVID-19. 	
<p>8. Committees of the Board – Deep Dive</p>	<ul style="list-style-type: none"> • Ms Gardner, Chair, Audit & Risk Management Committee (ARMC), presented: <u>Annual Report</u> <ul style="list-style-type: none"> • Circulated with the Agenda, highlighting: <ul style="list-style-type: none"> • Current Committee composition and skill mix • Under its Charter, the ARMC is required to report to the Board on its operations and activities covering the following specified areas: <ol style="list-style-type: none"> 1. Assessment of Risk, Control & Compliance Framework 2. Summary of work done by the ARMC 3. Progress of SWSLHD in addressing findings of internal and external reports • Assessment of the performance of Internal Audit • Conclusion • <i>New activities in 2020/21</i> <ul style="list-style-type: none"> • The NSW MoH introduced a new system-wide approach to reporting risk. LHDs need only report risks where there is a potential for the risk to be system-wide, or where the LHD might need significant support or information from the NSW MoH to manage the risk. Strategic and operational risks are now managed locally with oversight from the ARMC, but can be escalated to the NSW MoH if thought necessary. The ARMC has welcomed this approach as it allows enhanced information sharing between the NSW MoH and LHDs, particularly sharing of best practice responses, and provides an opportunity for a coordinated system-wide response to significant and emerging risks. • The ARMC has undertaken site visits; to, Bowral & District Hospital, Fairfield Hospital. 	

	<ul style="list-style-type: none"> • Changed focus of Internal Audit <ul style="list-style-type: none"> • Following the resignation of an IT specialist auditor from the team a decision was made to out-source such audits to ensure the scope can be covered • A six-months (rather than 12 months) Audit Plan was developed in response to the changed external environment, which included an audit of processes associated with COVID: screening stations and work from home. • <i>External Party Assessment</i> <ul style="list-style-type: none"> • Every 5 years, in accordance with International Standards for the Practice of Professional Auditing, the Internal Audit function is assessed by an external party. That assessment was conducted by the Internal Audit Unit of Illawarra & Shoalhaven LHD, with the Report being reviewed by the Committee in August 2020. The Report noted conformance with Standards and that the SWSLHD Unit was meeting the expectations of the ARMC and Management. Some minor areas for improvement were identified. • <i>2020/21 Focus Areas</i> <ul style="list-style-type: none"> • Cyber risk • Unauthorised access to data and information • COVID updates • Staff well-being • <i>Continuing Items</i> <ul style="list-style-type: none"> • Payroll processing • Annual Leave liability • <i>Future items</i> <ul style="list-style-type: none"> • Mental health (potential emerging issue for the community - COVID) • The NSW MoH recently released the Risk Maturity Audit Tool; which the ARMC will work through in 2021. 	
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Ms Larkin joined the meeting at 4.02pm

	<ul style="list-style-type: none"> • Discussion Points: <ul style="list-style-type: none"> • The audit associated with COVID processes, specifically screening stations, included both pop-up clinics and those in hospitals. • Ms Larkin explained the process for determining unauthorised access to data/ information, noting the majority of cases related to COVID. • ICAC referrals are mostly low level and have appropriate mitigation strategies in place. <p><u>Highlights & Minutes</u></p> <ul style="list-style-type: none"> • The ARMC met on 15 July 2021; the highlights and minutes were circulated with the Agenda. <p><u>2020/21 Corporate Governance Attestation Statement</u></p> <ul style="list-style-type: none"> • The SWSLHD Board <u>APPROVED</u> the Chair & Chief Executive to sign the 2020/21 Corporate Governance Attestation Statement for submission to the NSW MoH, subject to: <ul style="list-style-type: none"> • Pg 24 – Worksheet - Service Level Agreement: to include approval of both the Interim and Final Agreements • Pg 27 – Letters to Management – to include the respective committee, i.e. Finance & Assets (finance) / Health Care Quality & Safety (performance) • <u>Action:</u> Convey the Board’s decision to the Internal Audit Unit. <p><u>2020/21 Internal Audit & Risk Management Attestation Statement</u></p> <ul style="list-style-type: none"> • The SWSLHD Board <u>NOTED</u> the 2020/21 Internal Audit & Risk Management Attestation Statement <ul style="list-style-type: none"> • Ms Gardner indicated the ARMC would welcome any referrals from the Board. • On behalf of the Board, the Chair thanked Ms Gardener and commended the ARMC on their work. 	Secretariat
<i>Ms Gardner left the meeting at 4.15pm</i>		
<p>9. Key Strategic Focus Area</p>	<ul style="list-style-type: none"> • The next Key Strategic Focus Area presentation – Stakeholder Engagement - is scheduled for September 2021. 	

10. Chief Executive's Report

10.1 Significant Issues

- Ms Larkin spoke to the Chief Executive's Report, circulated with the agenda and highlighted the COVID-19 Update:
 - Public Health Orders
 - Curfews, permits, lock down
 - Governance
 - NSW MoH and SWS
 - Case numbers (state-wide, by LHD and SWS)
 - Inpatients / community care
 - Response strategies, including:
 - Management of care – inpatient, community, Wollongong Hospital support
 - Testing
 - Vaccinations – centres, pop-up clinics, outreach, targeted strategies (age / LGAs)
 - Discussion points
 - The evolving model for coordination of care
 - Managing reduced 'business as usual', highlighting network arrangements (Liverpool & Campbelltown are designated COVID hospitals)
 - Average length of stay for inpatients is dependent on clinical condition
 - A debrief conducted post the first apartment building lockdown established processes used for the second, which went well
 - Model of care for community mental health
 - All available staff have been redeployed
 - Staff Well being
 - Clinical Governance Unit is maintaining a surveillance oversight – safety & quality remains paramount
 - Issues
 - Cases in the community
 - Model of care reviewed
 - Increased staffing resources
 - Vaccination Clinics
 - Staffing resources
 - Revised structure under development
 - Accommodation
 - Western NSW, specifically the ATSI population
 - Messaging
 - Alignment between the Commonwealth, State and SWS

		<ul style="list-style-type: none"> ○ Translated in multiple languages ○ A series of culturally appropriate videos have been filmed and loaded, encouraging vaccinations <ul style="list-style-type: none"> • The Board recognised the leadership of the Chief Executive and her team during this unprecedented time. 	
10.2	Media & Marketing Report	<ul style="list-style-type: none"> • The Media & Marketing Report, was circulated with the Agenda. 	
10.3	WHS Report	<ul style="list-style-type: none"> • The next Work Health & Safety Report is due November 2021. 	
10.4	Strategy, Risk, Performance Integrated Report	<ul style="list-style-type: none"> • The next Integrated Report – Strategy, Risk & Performance (SLA) Report is due October 2021. 	
11. Chairman’s Report		<ul style="list-style-type: none"> • Nil items 	
12. Business Arising		<ul style="list-style-type: none"> • Nil items 	
13. New Business			
13.1	MDAAC Nominations	<ul style="list-style-type: none"> • The SWSLHD Board considered the request from the Chief Executive to appoint Dr Seema Bagia, Director Medical Services, Bowral & District Hospital, to the Medical & Dental Appointments Advisory Committee (MDAAC), and resolved to <u>ENDORSE</u> the request. • Action: Convey the Board’s decision to Medical Services for appropriate action. 	Secretariat
14. Committees of the Board			
14.1	Finance & Assets	<ul style="list-style-type: none"> • The Finance & Assets Committee met on 16 July 2021; circulated with the Agenda: <ul style="list-style-type: none"> • Minutes & Meeting Highlights <ul style="list-style-type: none"> • Dashboard Report to MoH • BAU General Fund Report • The Board <u>ENDORSED</u> the proposed amendments to the Committee Terms of Reference, circulated with the Agenda, subject to amendment – frequency of ICT & People & Culture Reports, as agreed at the Committee meeting held on 20.8.21. 	

	<ul style="list-style-type: none"> • Action: Draft a letter for the Board Chairs signature recognising the improved performance. • <u>Revised Terms of Reference</u> • The Board <u>ENDORSED</u> the proposed amendments to the Committee Terms of Reference, circulated with the Agenda. • Action: Convey the Board’s decision to the Director, Clinical Governance for appropriate action (publish on the web, Diligent and HPRM). 	Secretariat	
14.4	Aboriginal Health	<ul style="list-style-type: none"> • The next meeting of the Aboriginal Health Committee will be held on 26 August 2021. 	Secretariat
15. Other Committees			
15.1	Consumer & Community Council	<ul style="list-style-type: none"> • The minutes of the Consumer & Community Council (CCC) held on 6 August 2021 were circulated with the Agenda. 	
15.2	Medical Staff Executive Council	<ul style="list-style-type: none"> • The Medical Staff Executive Council met on 12 August 2021; the minutes were not available. Dr Frankel reported meeting highlights: <ul style="list-style-type: none"> • Medicare compliance with delivery of outpatient services • 2020/21 budget performance • Staff COVID vaccinations • JMO recruitment – an important focus 	
16. Items for Information			
16.1	Correspondence	<ul style="list-style-type: none"> • The correspondence exchange with Ms CL regarding access to mental health services, were circulated with the Agenda. 	
16.2	Items Due Calendar / Work Plan	<ul style="list-style-type: none"> • The Items Due Calendar was circulated with the Agenda and is published on Diligent. 	
16.3	Meeting & Events Summary	<ul style="list-style-type: none"> • The Meeting & Events Summary was circulated with the Agenda and is published on Diligent. 	
17. Business Without Notice			
		<ul style="list-style-type: none"> • The Chair invited other business without notice. • Prof Dickson indicated whilst he is reassured by the COVID responses, in relation to potential mandatory vaccinations – clinic capacity and staff who ‘refuse’ may need further preparedness. 	

18. Close / Next Meeting	<ul style="list-style-type: none">• The meeting closed at 5.21pm. <p>The next meeting will be held on Monday 27 September 2021</p>	
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