

MINUTES

South Western Sydney Local Health District Board

Date: Monday 13 December 2021

Time: 2:30pm

Venue: Board Room, District Office

1. Present and Apologies

Members	Pres.	Apol.	Members	Pres.	Apol.
Mr Sam Haddad (Chair)	✓		Prof Neil Merrett	✓	
Dr David Abi-Hanna	✓		Ms Kerrie Murphy	✓	
Mr Max Bosotti		✓	Mr John Roach	✓	
Prof Hugh Dickson	✓		A/Prof Shameran Slewa-Younan	✓	
A/Prof Matthew Gray (Deputy Chair)	✓				
Other Attendees	Pres.	Apol.	Other Attendees	Pres.	Apol.
Ms Amanda Larkin, Chief Executive	✓		Ms Nel Buttenshaw, Director Corporate Governance	✓	
Mr Dimi Palamidis, Director Finance & Corporate (Item 7.2)	✓		Ms Rebecca Leon, Director People & Culture (Item 7.1)	✓	
Ms Karen Beetson, Deputy Director, Aboriginal Health (Item 6)	✓				

2. 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. 	
3. Welcome	<ul style="list-style-type: none"> The Chair welcomed Board members and attendees to the meeting, highlighting agenda items of importance as the committee deep dive presentations. A/Prof Slewa-Younan agreed to undertake the meeting evaluation. 	
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 Dickson that the minutes of the Board meeting held on 22 November 2021 be accepted as a true and accurate record subject to a correction: <ul style="list-style-type: none"> Item 2 – Present & Apologies: Ms Carriage was not present at the meeting. The Action Lists (Board meetings and Board Strategy Session [5-Feb-21]) were circulated with the Agenda. 	

<p>5. Declarations of Interest</p>	<ul style="list-style-type: none"> • The Chair invited declarations of interest. <ul style="list-style-type: none"> • Prof Merrett reported completion of his term as a Board member, ANZICS • Action: Update the Declarations of Interest Register 	<p>Secretariat</p>
<p>6. Patient Story</p>	<ul style="list-style-type: none"> • Ms Beetson presented the story of care coordination for an Aboriginal family (7 people) during the COVID-19 pandemic, which highlighted: <ul style="list-style-type: none"> • Early engagement of the Aboriginal Health Unit was essential in being able to draw upon existing relationships established through the Aboriginal health governance structure. • Enabling Aboriginal people to have governance and decision making in their treatment and health care is key to establishing trust and engagement. • Consistency and transparency became a central theme and was needed to maintain and manage the complexities of past negative experiences with the family and their interactions with staff. • Juggling the demands on staff in a busy COVID ward with meeting the cultural considerations of a family who is palliative would benefit from written protocols. • As a result of this care coordination experience it has been agreed to: <ul style="list-style-type: none"> • Develop an Aboriginal Palliative Care COVID-19 document to assist hospital staff create an environment of cultural safety and cultural responsive work practices. • Further Develop the Aboriginal Health Unit’s response to addressing the cultural, psycho social and health needs of our Aboriginal community during the COVID-19 pandemic. • Include a patient journey into Respecting the Difference Mark 2 training. • The Board thanked Ms Beetson for “taking the time” and recognised how well the Aboriginal Health Unit is integrated with other services. 	
<p><i>Ms Beetson left the meeting and Ms Leon joined the meeting at 3.50pm</i></p>		

<p>7. Committees of the Board</p> <p><i>Highlights & Minutes</i></p>	<p>7.1 – Research & Teaching Committee</p> <ul style="list-style-type: none"> • Dr Abi-Hanna spoke to the highlights of the Research & Teaching Committee meeting held 2 December 2021, which together with the minutes were circulated with the Agenda. • The Board commended the Committee for the partner presentations initiative, noting the important link to the broader stakeholder engagement agenda. 	
<p><i>Deep Dive</i></p>	<ul style="list-style-type: none"> • Dr Abi-Hanna and Ms Leon presented <i>Outcomes of Teaching & Training</i>, as circulated with the Agenda, highlighting: <ul style="list-style-type: none"> • The University of Technology was commissioned to conduct a comprehensive review and develop an Education and Training Strategy 2022-2027, and propose a centralised governance structure. • The final review includes, as presented: <ul style="list-style-type: none"> • Background • Purpose • Current status • Methodology • Findings • Proposed strategy at a glance • Proposed structure • The final report is due in February 2022 (structure and strategy) and will be considered at the April 2022 Committee meeting. Following endorsement, the Strategy will be subject to implementation with continuous evaluation and monitoring. • Action: Submit the final Teaching & Education Report and Strategy to the April 2022 Board meeting. • In response to questions and discussion: <ul style="list-style-type: none"> • The structure and role of the SWSLHD Centre for Education & Workforce Development will be considered • The role of HETI (LHD funding contribution) will be recognised (i.e. JMO requirements) • Proposed structure (silo) of units, i.e. medical, nursing, allied health, non-clinical doesn't reflect a multi-disciplinary approach • Reference Group membership is draft • Consider Colleges within external providers • On behalf of the Board, the Chair thanked Dr Abi-Hanna and Ms Leon for an informative and strategic presentation. 	<p>Dr Abi-Hanna & Ms Leon</p>
<p><i>Ms Leon left the meeting and Mr Palamidis joined the meeting at 4.30pm</i></p>		

<p><i>Highlights & Minutes</i></p>	<p>7.2 – Finance & Assets Committee</p> <ul style="list-style-type: none"> Mr Roach spoke to the highlights of the Finance & Assets Committee meeting held 19 November 2021, which together with the minutes were circulated with the Agenda. Item 6.1.5 - Unvaccinated staff <ul style="list-style-type: none"> The Committee received an update of the numbers and categories of unvaccinated staff. Item 8.1 - Birralee Child Care Centre <ul style="list-style-type: none"> The Board <u>APPROVED</u> the recommendation to formally close the Centre in early 2022. Action: Convey the Board’s decision to the Director, People & Culture 	<p>Secretariat</p>
<p><i>Deep Dive</i></p>	<ul style="list-style-type: none"> Mr Palamidas presented <i>Value for money: 3rd party partnerships and/or consolidated District-wide services</i>, as circulated with the Agenda, highlighting: <ul style="list-style-type: none"> In addition to the broad program of procurement projects that are occurring, an overview of the a number of large scale value added projects that are being undertaken or considered was presented, including: <ul style="list-style-type: none"> PES (Patient Entertainment System) Renal Satellite & Home Based Therapies HGEN (Health Grade Enterprise Network) MES (Managed Equipment Services) In response to questions and discussion: <ul style="list-style-type: none"> Contract management will be a key success factor Delivery may be challenging and/or timely Action: Provide a further progress update to the Board in 6 months On behalf of the Board, the Chair thanked Mr Roach and Mr Palamidas for an informative presentation. 	<p>Mr Roach & Mr Palamidas</p>
<p><i>Mr Palamidas left the meeting at 5.08pm</i></p>		
	<p>7.3 – Discussion / Observation and Future Implications</p> <ul style="list-style-type: none"> The Board considered both the presentations strategic and innovative. It is Important to recognise that both initiatives arose from the February 2021 Strategy Session and represent 12 months of work, during the COVID pandemic / response. 	

<p>8. Key Strategic Focus Area</p>	<ul style="list-style-type: none"> • Nil 	
<p>9. Chief Executive's Report</p> <p>9.1 Significant Issues</p>	<ul style="list-style-type: none"> • Ms Larkin spoke to the Chief Executive's Significant Issues Report, circulated with the Agenda, and highlighted: <ul style="list-style-type: none"> • COVID update including: <ul style="list-style-type: none"> ○ case numbers (state-wide and SWS by LGA), inpatient and community care cases ○ testing clinics ○ vaccination update ○ Chief Health Officer visit to the Public Health Unit • South west Sydney Advisory Panel meeting, held 23 November 2021 which received a brief update on current infrastructure developments and a presentation on the COVID response from Prof Merrett. <p>Action: Submit a paper to the February Board meeting regarding the future of the Panel, in the context of the broader stakeholder engagement context.</p> • The Transforming your Experience Steering Committee has approved the <i>Implementation</i> time-frame to December 2022. <p>Action: Submit a Strategy update to the March 2022 Board meeting.</p> <p>The Committee conducted a reflective review in November, the outcomes of which were circulated with the Agenda.</p> • Winners of the 2021 Quality Awards were circulated with the Agenda. • The Selected KPIs by LHD/Speciality Network for October 2021 were circulated with the Agenda; together with analysis commentary. • The quarterly performance review meeting between the SWSLHD and NSW Ministry of Health was held on 30 November 2021. The LHD received excellent feedback regarding our COVID response. The LHD remains in performance level zero. 	<p>Chief Executive / Chair</p> <p>Chief Executive</p>

9.2	Media & Marketing Report	<ul style="list-style-type: none"> The Media & Marketing Report was circulated with the Agenda. 	
9.3	Work Health & Safety Report	<ul style="list-style-type: none"> The next Work Health & Safety Report (subject to revision) is due in March 2022. 	
9.4	Strategy, Risk, Performance Integrated Report	<ul style="list-style-type: none"> The next Integrated Report – Strategy, Risk & Performance (SLA) Report is due in April 2022. 	
10. Chairman’s Report			
10.1	Board Strategy Session	<ul style="list-style-type: none"> The Board reflected positively on the Strategy Session, held on Friday 10 December 2021, highlighting: <ul style="list-style-type: none"> Good engagement and discussion Opportunity to consider health of the community should be considered for the future Reduced Board size 2022 agenda didn’t really cover Aboriginal Health and Research & Teaching Committees The Chair indicated that the draft report will inform a proposed future direction, to be considered at the February 2022 Board meeting. 	<i>Board Chair</i>
10.2	Council of Board Chairs Forum	<ul style="list-style-type: none"> The Board Chair reported highlights of the Council of Board Chairs Forum held on 29 November 2021: <ul style="list-style-type: none"> Future Health Strategy, presented by the Secretary (Dr Lyons presented a summary at the Board Strategy Session) Board appointments are progressing The presentation ‘successes and innovation at SWSLHD’, which included TYE, integrated reporting and strategic / transformative areas was well received The LHD / Specialty Network Annual Board Conference is being planned for 2022 	

<p>11. Business Arising</p> <p>11.1 Board Evaluation</p>	<ul style="list-style-type: none"> The Board <u>APPROVED</u> the scope and arrangements proposed by A/Prof Gray for an independent evaluation, as circulated with the Agenda. A/Prof Gray advised he is meeting with a potential consultant, used by other NSW Health entities in the week commencing 20 December 2021. Action: Provide a further update at the February 2022 Board meeting. 	<p>Deputy Chair</p>
<p>12. New Business</p> <p>12.1 MDAAC Nomination</p>	<ul style="list-style-type: none"> The Board <u>APPROVED</u> the recommendation from the Chief Executive to appoint Ms Brenda Gillard, Director Clinical Governance to the Medical and Dental Appointments Advisory Committee (MDAAC). Action: Convey the Board decision to District Medical Services for action. 	<p>Secretariat</p>
<p>13. Committees of the Board</p> <p>13.1 Health Care Quality & Safety</p>	<ul style="list-style-type: none"> Prof Merrett spoke to the highlights of the Health Care Quality & Safety Committee meeting held 1 December 2021, which together with the minutes were circulated with the Agenda. The Board <u>ENDORSED</u> the 2020-21 Safety & Quality Account for submission to the NSW Ministry of Health, as circulated with the Agenda. Action: Convey the Boards decision to District Clinical Governance for action. 	<p>Secretariat</p>
<p>13.2 Aboriginal Health</p>	<ul style="list-style-type: none"> A/Prof Slewa-Youan spoke to the highlights of Aboriginal Health Committee meeting held 9 December 2021, which together with the minutes were circulated with the Agenda. Action: Liaise with Ms Carriage regarding continuing to Chair the Committee (temporarily), pending new Board member appointments. 	<p>Secretariat</p>
<p>13.3 Audit & Risk Management</p>	<ul style="list-style-type: none"> Ms Murphy spoke to the highlights of the Audit and Risk Management Committee meeting held 16 November 2021, which together with the minutes were circulated with the Agenda. Following a discussion regarding succession planning for the Committee, it was suggested that the SWSLHD Board should also consider succession planning for Board representatives on the 	

		Committee – given member terms and time-frames associated with the NSW Treasury Prequalification Scheme.	
14. Other Committees			
14.1	Consumer & Community Council	<ul style="list-style-type: none"> Prof Dickson spoke to the highlights of the Consumer & Community Council (CCC) meeting held 3 December 2021, which together with the minutes were circulated with the Agenda. Action: Convey the Board’s congratulations to the winner of the 2021 Harry Collins Award and the Judges Commendation Award. 	Secretariat
14.2	Medical Staff Executive Council	<ul style="list-style-type: none"> Dr Frankel spoke to the draft minutes of the Medical Staff Executive Council (MSEC) meeting held on 9 December 2021, which were circulated with the Agenda. Dr Frankel reported his intention to write a formal letter regarding MSEC and Board meetings in 2022. Dr Frankel expressed his appreciation for the work of the Board and the Chief Executive. The MSEC will elect a new Chair in February 2022. 	
15. Items for Information			
15.1	Correspondence	<ul style="list-style-type: none"> Correspondence were circulated with the Agenda: <ul style="list-style-type: none"> Ms MW Action: Issue a letter to Bankstown-Lidcombe Hospital, given their involvement 	Secretariat
15.2	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. 	
15.3	Meeting & Events Summary	<ul style="list-style-type: none"> The 2022 Meeting & Events Summary is not yet available. 	
16. Business Without Notice		<ul style="list-style-type: none"> The Chair invited other business without notice. The Board congratulated the Chief Executive in relation to the correspondence circulated out of session from NSW Ambulance. 	
17. Evaluation		<ul style="list-style-type: none"> A/Prof Slewa-Younan evaluated the meeting, highlighting: <ul style="list-style-type: none"> 3rd face-to-face meeting held this year, useful to build trust and effectiveness Very focused on committees of the Board, demonstrating synergy between committees, focus / progress on priority areas Excellent patient story; reflective of SWS communities 	

18. Close / Next Meeting	<ul style="list-style-type: none">• The Chair thanked Board members, the Chief Executive and the MSEC Chair for their commitment and support during a challenging year.• The meeting closed at 6.25pm.• The next meeting will be held on Monday 28 February 2022.	
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