

# MINUTES

## South Western Sydney Local Health District Board

Date: Monday 23 May 2022

Time: 3:30pm

Venue: Tharawal, 21 Deans Road, Airds

The Board meeting was proceeded by a Site Visit of Tharawal Aboriginal Medical Service.

### 1. Present and Apologies

<b>Members</b>	<b>Pres.</b>	<b>Apol.</b>	<b>Members</b>	<b>Pres.</b>	<b>Apol.</b>
Mr Sam Haddad (Chair)	✓		Ms Annette Houston		✓
Dr David Abi-Hanna	✓		Dr Richard Matthews	✓	
Mr Max Bosotti		✓	Ms Kerrie Murphy	✓ T	
Prof Hugh Dickson	✓		Mr John Roach	✓	
A/Prof Matthew Gray (Deputy Chair)	✓		A/Prof Shameran Slewa-Younan	✓	
Ms Teresa Harm	✓				
<b>Other Attendees</b>	<b>Pres.</b>	<b>Apol.</b>	<b>Other Attendees</b>	<b>Pres.</b>	<b>Apol.</b>
Ms Amanda Larkin, Chief Executive	✓		Ms Nel Buttenshaw, Director Corporate Governance	✓	
Dr Setthy Ung, SWSLHD Medical Staff Executive Council Chair		✓	Ms Sonia Marshall, Director Nursing, Midwifery & Performance	✓	
Prof Neil Merrett	✓		Mr Nathan Jones, Director Aboriginal Health	✓	

<b>2. Welcome</b>	<ul style="list-style-type: none"> <li>The Chair welcomed Board members and attendees, including guests – Sonia Marshall and Nathan Jones to the meeting.</li> <li>The Chair highlighted Agenda items of importance as the:               <ul style="list-style-type: none"> <li>Strategic Focus Area - <i>Performance and Meeting Demand</i> presentation and discussion</li> <li>Integrated Report – strategy, performance &amp; risk (deferred item)</li> </ul> </li> <li>Prof Merrett agreed to undertake the meeting evaluation.</li> </ul>	
<b>3. Acknowledgment of Country</b>	<ul style="list-style-type: none"> <li>The Chair opened the meeting by acknowledging the traditional owners of the land and paid respect to elders past and present.</li> </ul>	
<b>4. Confirmation of the previous minutes and action list</b>	<ul style="list-style-type: none"> <li><u>MOTION</u>: A motion was moved by Dr Abi-Hanna and seconded by A/Prof Gray that the minutes of the Board meeting held on 2 May 2022 be accepted as a true and accurate record.               <ul style="list-style-type: none"> <li>The Motion was <u>CARRIED</u>.</li> </ul> </li> </ul>	

	<ul style="list-style-type: none"> <li>From the Action List the Chair advised that the Stakeholder Working Group has met twice and is on-track to provide a report and recommendations to the Board.</li> </ul>	
<b>5. Declarations of Interest</b>	<ul style="list-style-type: none"> <li>The Chair invited declarations of interest. <ul style="list-style-type: none"> <li>Nil were received.</li> </ul> </li> </ul>	
<b>6. Patient Story</b>	<ul style="list-style-type: none"> <li>Mr Jones presented the story of an Aboriginal baby admitted to Campbelltown Hospital. The involvement of an external agency resulted in an unexpected discharge outcome for the baby, family and health care workers.</li> <li>The story highlighted the importance of: <ul style="list-style-type: none"> <li>Early intervention of the Aboriginal Liaison Officer</li> <li>Being transparent about concerns and decisions</li> <li>Respectful communication across the multi-disciplinary team</li> <li>Respectful, appropriate and timely communication with the family</li> </ul> </li> </ul>	
<i>Mr Jones left the meeting at 3.50pm</i>		
<b>7. Key Strategic Focus Areas</b>	<ul style="list-style-type: none"> <li>Ms Marshall and Prof Merrett presented <i>Performance and Meeting Demand</i>, as circulated with the Agenda.</li> <li>Ms Marshall highlighted: <ul style="list-style-type: none"> <li>Overview / Context</li> <li>Scene setting – ED presentations, Ambulance presentations, births, surgery etc</li> <li>State comparison – ED presentations and Transfer of Care</li> <li>Strategic initiatives <ul style="list-style-type: none"> <li>Hospital avoidance programs</li> <li>Partnerships (i.e. Primary Health Network, Ambulance, private sector, etc)</li> <li>Models of care reform (redevelopments)</li> <li>Workforce reform (i.e. nurse practitioners, technical assistants, etc)</li> <li>Initiatives will be incorporated in the (new) Strategic Plan</li> </ul> </li> </ul> </li> <li>Prof Merrett highlighted related values based care initiatives being progressed through the Agency for Clinical Innovation (ACI), including: <ul style="list-style-type: none"> <li>Values in surgery</li> <li>Identifying ineffective treatments</li> <li>Identification of values based care</li> <li>Highlighted examples of hernias, laparoscopic cholecystectomy: variations between LHDs and hospitals (i.e. length of stay, equity of access)</li> <li>Potential areas for review</li> <li>Actions: a multi-system approach <ul style="list-style-type: none"> <li>Increased health literacy – public and media</li> <li>Remove pressures in GP referral by supporting education</li> </ul> </li> </ul> </li> </ul>	

	<ul style="list-style-type: none"> <li>○ Review financial incentives</li> <li>○ Ensuring equity of access to care</li> <li>○ Ensuring equity of health outcomes where feasible</li> <li>○ Revise training</li> <li>○ Revise models of care</li> </ul> <ul style="list-style-type: none"> <li>● The SWSLHD Board can provide support through: <ul style="list-style-type: none"> <li>● Advocacy <ul style="list-style-type: none"> <li>○ Attraction and retention of health care workers to south west Sydney, specifically medical staff</li> <li>○ Access to GPs and allied health services within the community</li> </ul> </li> <li>● Engagement <ul style="list-style-type: none"> <li>○ Clear, consistent engagement and communication with clinicians around our whole of hospital approach, rather than a focus on ED</li> </ul> </li> </ul> </li> <li>● On behalf of the Board, the Chair thanked Ms Marshall and Prof Merrett for an informative presentation and suggested consideration of specific strategies to enable Board support.</li> </ul>	
<p><i>A/Prof Slewa-Younan left the meeting at 5.00pm</i></p>		
<p><b>8. Chief Executive's Report</b></p> <p>8.1 Significant Issues</p>	<ul style="list-style-type: none"> <li>● The Chief Executive's Significant Issues Report, was circulated with the Agenda. Ms Larkin highlighted: <ul style="list-style-type: none"> <li>● <b>COVID update:</b> <ul style="list-style-type: none"> <li>○ The Emergency Operations Centre remains operational, although in a reduced capacity</li> <li>○ The impact of furloughed staff on service delivery</li> <li>○ Case numbers (inpatients and community)</li> <li>○ Forward strategy</li> </ul> </li> <li>● <b>Performance:</b> <ul style="list-style-type: none"> <li>○ League Table: Selected Tier 1 KPIs (excluding services)</li> <li>○ Safety &amp; Quality</li> <li>○ Access and meeting demand <ul style="list-style-type: none"> <li>● Confirmed that the KPI for Category 1 surgical patients will be met.</li> </ul> </li> <li>○ Finance</li> <li>○ Activity</li> </ul> </li> <li>● <b>Other matters:</b> <ul style="list-style-type: none"> <li>○ 23<sup>rd</sup> Annual NSW Health Awards</li> <li>○ Inquiry into improving crisis communication to culturally and linguistically diverse communities</li> <li>○ Inquiry into health outcomes and access to health and hospital services in rural, regional and remote NSW</li> </ul> </li> </ul> </li> </ul>	

8.2	Media & Marketing Report	<ul style="list-style-type: none"> <li>Ms Larkin spoke to the Media &amp; Marketing Report, as circulated with the Agenda, highlighting: <ul style="list-style-type: none"> <li>a refocus for the Team following the COVID-19 response</li> <li>opening of the Campbelltown Hospital, currently in the commissioning phase</li> </ul> </li> </ul>	
8.3	Work Health & Safety Report	<ul style="list-style-type: none"> <li>Ms Larkin spoke to the Work Health &amp; Safety (WHS) and Workers Compensation Reports, as circulated with the Agenda, noting the next Report will focus on WHS strategies to improve performance.</li> </ul>	
8.4	Strategy, Risk, Performance Integrated Report	<ul style="list-style-type: none"> <li>The Board agreed to again defer the Integrated Report – Strategy, Risk &amp; Performance (SLA) Report, as circulated with the Agenda to the June meeting, as the lead item.</li> <li><b>Action:</b> List the Integrated Report as the lead item on the June Board meeting agenda.</li> </ul>	Secretariat
<b>9. Chairman's Report</b>			
9.1	Board Evaluation	<ul style="list-style-type: none"> <li>A/Prof Gray provided an update relating to the Evaluation, highlighting that Board member interviews are in progress, following the survey.</li> <li>The Board <u>AGREED</u> for the feedback session to be scheduled prior to the (27) June Site Visit and Tour at Campbelltown Hospital.</li> <li><b>Action:</b> Convey to members the confirmed arrangements for the June Board meeting.</li> </ul>	Secretariat
<b>10. Business Arising</b>		<ul style="list-style-type: none"> <li>Nil items</li> </ul>	
<b>11. New Business</b>		<ul style="list-style-type: none"> <li>Nil items</li> </ul>	
<b>12. Committees of the Board</b>			
12.1	Health Care Quality & Safety	<ul style="list-style-type: none"> <li>A/Prof Gray spoke to the highlights of the Health Care Quality &amp; Safety Committee meeting held on 5 May 2022, as circulated with the Agenda: <ul style="list-style-type: none"> <li>Item 9.5 – Annual (2021) Falls Report</li> </ul> </li> <li>The Board <u>ENDORSED</u> the proposed amendments to the Terms of Reference, as recommended.</li> </ul>	

		<ul style="list-style-type: none"> <li>• <b>Action:</b> Convey the Board's decision to the Director, Clinical Governance for appropriate action (publish on the website, Diligent and HPRM).</li> </ul>	Secretariat
12.2	Aboriginal Health	<ul style="list-style-type: none"> <li>• The highlights and minutes of the Aboriginal Health Committee meeting held on 28 April 2022, were circulated with the Agenda.</li> </ul>	
12.3	Audit & Risk Management	<ul style="list-style-type: none"> <li>• Minutes of the Audit &amp; Risk Management Committee meeting held on 17 May 2022 were not available.</li> </ul>	
12.4	Finance & Assets	<ul style="list-style-type: none"> <li>• Mr Roach spoke to the highlights the Finance &amp; Assets Committee meeting held on 22 April 2022 as circulated with the Agenda: <ul style="list-style-type: none"> <li>• Item 6.1 – Current and projected financial position</li> <li>• Item 6.3 – ICT: Recruitment and retention</li> </ul> </li> </ul>	
12.5	Research & Teaching	<ul style="list-style-type: none"> <li>• The next meeting of the Research &amp; Teaching Committee will be held on 2 June 2022.</li> </ul>	
<b>13. Other Committees</b>			
13.1	Consumer & Community Council	<ul style="list-style-type: none"> <li>• Prof Dickson spoke to the highlights of the Consumer &amp; Community Council (CCC) meeting held on 6 May 2022, as circulated with the Agenda: <ul style="list-style-type: none"> <li>• Item 7.5 – Board Update <ul style="list-style-type: none"> <li>• <b>Action:</b> Request the Manager, Planning to provide an update regarding the plan for services around the build of the Western Sydney Airport.</li> </ul> </li> <li>• Item 5.1 – CCC Executives Update</li> <li>• Item 7.1 – Bankstown-Lidcombe Hospital Accreditation <ul style="list-style-type: none"> <li>• <b>Action:</b> Request the Director, Clinical Governance to provide a report to the Health Care Quality &amp; Safety Committee.</li> </ul> </li> <li>• <b>Action:</b> Request the newly appointed Manager, Consumer &amp; Community Participation Manager to meet with the Board's Stakeholder Engagement Working Group.</li> </ul> </li> </ul>	Secretariat
13.2	Medical Staff Executive Council	<ul style="list-style-type: none"> <li>• The next meeting of the Medical Staff Executive Council (MSEC) will be held on 9 June 2022.</li> </ul>	Secretariat
<b>14. Items for Information</b>			
14.1	Correspondence	<ul style="list-style-type: none"> <li>• Correspondence were circulated with the Agenda: <ul style="list-style-type: none"> <li>• Secretary, NSW Health</li> <li>• Board Communique # 2</li> </ul> </li> </ul>	Secretariat

14.2	Work Program	<ul style="list-style-type: none"> <li>The 2022 Work Program – circulated with the Agenda and available from Diligent.</li> </ul>	
14.3	Meeting & Events Summary	<ul style="list-style-type: none"> <li>The 2022 Meeting &amp; Events Summary – circulated with the Agenda and available from Diligent.</li> </ul>	
<b>15. Business Without Notice</b>		<ul style="list-style-type: none"> <li>The Chair invited other business without notice. <ul style="list-style-type: none"> <li>Nil items.</li> </ul> </li> </ul>	
<b>16. Evaluation</b>		<ul style="list-style-type: none"> <li>Prof Merrett evaluated the meeting, highlighting: <ul style="list-style-type: none"> <li>Overall a good meeting with active participation and broad discussion</li> <li>Excellent patient story, which prompted discussion</li> </ul> </li> </ul>	
<b>17. Close / Next Meeting</b>		<ul style="list-style-type: none"> <li>The meeting closed at 6.00pm.</li> <li>The next meeting will be held on 27 June 2022 at Campbelltown Hospital. <p>1.00 – 2.00pm      Feedback Session – Board Evaluation  2.00-2.30pm      <i>Break</i>  2.30 – 3.30pm      Site Tour  3.30 – 6.30pm      Board Meeting</p> </li> </ul>	
<b>Farewell &amp; Vote of thanks</b>		<ul style="list-style-type: none"> <li>The Board Chair and Chief Executive thanked Prof Merrett for his contribution as a Board member over the last ten years benefitting the LHD and south western Sydney communities.</li> <li>Prof Merrett responded, reflecting positively on his tenure.</li> </ul>	