

# MINUTES

## South Western Sydney Local Health District Board

Date: Monday 27 June 2022

Time: 3:30pm

Venue: Education Centre, Campbelltown Hospital

The Board meeting was preceded by a Site Visit / Tour of Campbelltown Hospital and an in-camera session to discuss the recent Board evaluation.

### 1. Present and Apologies

| <b>Members</b>  | <b>Pres.</b> | <b>Apol.</b> | <b>Members</b>   | <b>Pres.</b> | <b>Apol.</b> |
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| Mr Sam Haddad (Chair)   | ✓            |              | Ms Annette Houston   | ✓            |              |
| Dr David Abi-Hanna  | ✓            |              | Dr Richard Matthews  | ✓            |              |
| Mr Max Bosotti  |              | ✓            | Ms Kerrie Murphy   | ✓            |              |
| 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   | ✓            |              | Mr Grant Isedale, General Manager, Campbelltown & Camden Hospitals | ✓            |              |
| Mr Damian Harrington, Director Capital Works & Infrastructure | ✓            |              |  |              |              |

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| <b>2. Welcome</b>                   | <ul style="list-style-type: none"> <li>The Chair welcomed Board members and attendees, including guests, Grant Isedale and Damian Harrington to the meeting.</li> <li>The Chair highlighted Agenda items of importance as the:               <ul style="list-style-type: none"> <li>Integrated Report – strategy, performance (Service Level Agreement KPIs) &amp; risk (deferred item)</li> <li>Teaching &amp; Education Strategy</li> <li>Strategic Focus Area - <i>Infrastructure</i> presentation and discussion</li> </ul> </li> <li>Mr Roach 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>   |  |

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| <p><b>4. Confirmation of the previous minutes and action list</b></p> | <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 23 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> <li>• The Chair requested members to also review the action list, noting items are brought forward, as appropriate.</li> </ul>  |  |
| <p><b>5. Declarations of Interest</b></p>                             | <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>  |  |
| <p><b>6. Patient Story</b></p>  | <ul style="list-style-type: none"> <li>• Mr Isedale presented the story of a male NDIS patient socially admitted via the emergency department, to the paediatric ward at Campbelltown Hospital.</li> <li>• The story highlighted extensive advocacy by the Hospital (social work) and in collaboration with the Department of Communities &amp; Justice (DCJ) to the NDIS service provider which resulted in increased funds and an appropriate safe discharge and ongoing arrangements.</li> <li>• <u>Action:</u> Reinstate the staff story concept periodically.</li> </ul>  | <p>Secretariat</p>   |
| <p><b>7. Business Arising Integrated Report</b></p>                   | <ul style="list-style-type: none"> <li>• Ms Larkin provided the background of the Integrated Report, as circulated with the Agenda and highlighted: <ul style="list-style-type: none"> <li>• Detailed reports are considered by Board committees, as appropriate.</li> <li>• The COVID response over the past two years has impacted the LHD's ability to progress / achieve some KPIs and strategies.</li> <li>• Strategies and measures being taken to address the increase in demand and KPIs not meeting target.</li> </ul> </li> <li>• Ms Larkin provided an overview of the: <ul style="list-style-type: none"> <li>• Status of all SLA KPIs <ul style="list-style-type: none"> <li>• <u>Action:</u> The Chair and Chief Executive to discuss with the Secretary the key impediments and response to meet elective surgical targets, at their scheduled meeting and advise outcome to the Board.</li> </ul> </li> <li>• Status of all Strategic Plan strategies</li> <li>• Strategic and Enterprise Risk Registers <ul style="list-style-type: none"> <li>• <u>Action:</u> Explain nil changes to the strategic risk register despite decreased performance</li> </ul> </li> </ul> </li> </ul> | <p>Chair &amp; Chief Executive</p> <p>Manager, Risk &amp; Policy</p> |

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|   | <ul style="list-style-type: none"> <li>The Chair confirmed the Board’s commitment to the continuation of the integrated reports.</li> </ul>   |   |
| <p><b>8. Key Strategic Focus Area - Infrastructure</b></p> <p><b>SAMP / AMP / CIP</b></p> | <ul style="list-style-type: none"> <li>Mr Harrington presented <i>Infrastructure</i>, as circulated with the Agenda.</li> <li>Mr Harrington highlighted: <ul style="list-style-type: none"> <li>Redevelopments <ul style="list-style-type: none"> <li>Overview and overlay</li> <li>Common themes / issues</li> </ul> </li> <li>Performance <ul style="list-style-type: none"> <li>Engineering</li> <li>Fire</li> <li>Bio-medical</li> </ul> </li> <li>Capital Works projects</li> <li>Planning <ul style="list-style-type: none"> <li>Clinical</li> <li>Workforce</li> </ul> </li> </ul> </li> <li>The SWSLHD Board <u>ENDORSED</u>, as recommended and approved by the Finance and Assets Committee, SWSLHD’s 2022 submission to the NSW Ministry of Health of the: <ul style="list-style-type: none"> <li>Strategic Asset Management Plan (SAMP), and the resulting Capital Investment Proposals (CIPs) for 2022: <ul style="list-style-type: none"> <li>Care in the community: integrated health hubs (growth areas)</li> <li>Campbelltown Health Neighbourhood.</li> <li>Liverpool Health and Academic Precinct.</li> <li>Fairfield Health Neighbourhood.</li> <li>Care in the community: integrated health hubs (growth areas)</li> </ul> </li> <li>Asset Management Plan (AMP)</li> <li>SAMP/AMP Supporting Spreadsheet</li> <li>Maturity Assessment (INSW)</li> </ul> </li> <li><b>Action:</b> Submit the documents to the NSW Ministry of Health.</li> <li>On behalf of the Board, the Chair thanked Mr Harrington for an informative presentation.</li> </ul> | Director,<br>Capital Works<br>&<br>Infrastructure |
| <p><b>9. Chief Executive’s Report</b></p> <p>9.1 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> </ul> </li> </ul> </li> </ul>  |   |

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|                              |   | <ul style="list-style-type: none"> <li>○ Case numbers (inpatients and community)</li> <li>○ Forward strategy</li> </ul> <ul style="list-style-type: none"> <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</li> <li>○ Finance</li> <li>○ Activity</li> </ul> </li> <li>● <b>Other matters:</b> <ul style="list-style-type: none"> <li>○ SWS Advisory Panel May meeting</li> <li>○ Campbelltown Hospital Redevelopment Update</li> <li>○ NSW Audit Office - COVID Vaccine Rollout</li> <li>○ Staff pay increase and bonus payment</li> <li>○ Update on refugee arrival trends to NSW</li> <li>○ Inquiry into Health outcomes and access to health and hospital services in rural, regional and remote NSW</li> </ul> </li> </ul> |             |
| 9.2                          | Media & Marketing Report                      | <ul style="list-style-type: none"> <li>● The Media &amp; Marketing Report, was circulated with the Agenda.</li> </ul>   |             |
| 9.3                          | Work Health & Safety Report                   | <ul style="list-style-type: none"> <li>● The next Report is due in August.</li> </ul>   |             |
| 9.4                          | Strategy, Risk, Performance Integrated Report | <ul style="list-style-type: none"> <li>● Refer (7) above.</li> </ul>  |             |
| <b>10. Chairman's Report</b> |   |   |             |
| 10.1                         | Board Committee Membership                    | <ul style="list-style-type: none"> <li>● The Chair spoke to the Committee membership schedule, circulated with the Agenda and highlighted Ms Murphy, as previously agreed, will no longer attend the Aboriginal Health Committee.</li> <li>● <b>Action:</b> Update the Schedule, convey the change to the Executive Sponsor and publish to Diligent.</li> </ul>   | Secretariat |
| 10.2                         | Stakeholder Engagement Working Group          | <ul style="list-style-type: none"> <li>● The Chair reported that the Working Group has concluded and will put forward recommendations to the July (rather than August) Board meeting.</li> <li>● The Board <b>ENDORSED</b> the Working Group's (in advance) recommendation to host a staff forum prior to their next meeting at Fairfield Hospital.</li> <li>● <b>Action:</b> Make arrangements for the staff forum at Fairfield Hospital.</li> </ul>   | Secretariat |

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| 10.3 Board Membership                   | <ul style="list-style-type: none"> <li>The Chair undertook to speak with members, whose terms expire on 31.12.22 during July.</li> <li><b>Action:</b> Coordinate meetings.</li> </ul>  | Secretariat |
| <b>11. New Business</b>                 |  |             |
| 11.1 Respecting the Difference Training | <ul style="list-style-type: none"> <li>The Board <b>ENDORSED</b> the proposal to undertake Respecting the Difference training prior to the October Board meeting.</li> <li><b>Action:</b> Confirm and convey arrangements</li> </ul>   | Secretariat |
| <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 1 June 2022, as circulated with the Agenda: <ul style="list-style-type: none"> <li>The Committee received an update on the strategies planned to enhance staff experience and wellbeing.</li> <li><b>Action:</b> The next Board Communique to formally acknowledge the efforts and dedication of staff.</li> <li>The Committee noted the significant activity in the hospitals and challenges meeting elective surgery targets.</li> <li>Board members were encouraged to review the Aboriginal Health Dashboard, available from the Committee's Resource library on Diligent.</li> </ul> </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 23 June 2022, were not yet available, however Ms Houston noted that the following items will be highlighted: <ul style="list-style-type: none"> <li>Aboriginal Health Cultural Supervision Policy</li> <li>Aboriginal Child &amp; Family Service Restructure and Model of Care</li> <li>Workforce and retention issues</li> <li>Emergency Department, Campbelltown Hospital – Quality Improvement Project: Aboriginal Patients not completing treatment</li> </ul> </li> </ul>  |             |
| 12.3 Audit & Risk Management            | <ul style="list-style-type: none"> <li>Ms Murphy spoke to the highlights of the Audit &amp; Risk Management Committee meeting held on 17 May 2022, as circulated with the Agenda: <ul style="list-style-type: none"> <li>Matters reported to the ICAC including reports of misuse of information</li> </ul> </li> </ul>  |             |

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|                          | <ul style="list-style-type: none"> <li>The Committee Charter will be reviewed upon release of the revised Model Charter.</li> <li>The Board agreed to raise, as appropriate, the benefit of adopting a State-wide system to record risks.</li> <li>The Board considered the format of the Bow Tie analysis and also suggested the use of position titles, rather than names. <ul style="list-style-type: none"> <li><b>Action:</b> Provide the Board's feedback to the Manager, Policy &amp; Risk</li> </ul> </li> </ul>  | Secretariat |
| Committee Membership     | <ul style="list-style-type: none"> <li>The Board <u>APPROVED</u> to offer: <ul style="list-style-type: none"> <li>a position as independent member for the period 9 August 2022 to 8 August 2026 to Mr Arthur Daikos</li> <li>an extension of Ms Jann Gardner's appointment as Chair for a further 2 years until 30 June 2024</li> </ul> </li> <li><b>Action:</b> Convey the Board's decision to the Manager, Internal Audit for action.</li> </ul>   | Secretariat |
| 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 20 May 2022 as circulated with the Agenda: <ul style="list-style-type: none"> <li>The Board considered the Annual Self-Assessment conducted by the Committee and <u>ENDORSED</u> the proposed amendments to the Reporting Matrix. <ul style="list-style-type: none"> <li><b>Action:</b> Convey the Board's approval to the Committee Executive Sponsor (Director, Finance and Corporate Services) for action.</li> </ul> </li> <li>YTD and projected FYTD financial position &amp; purchased activity.</li> <li>The Board <u>APPROVED</u> the proposed revisions to the Delegations Manual. <ul style="list-style-type: none"> <li><b>Action:</b> Convey the Board decision to the Director, Corporate Governance for publication and notice.</li> </ul> </li> </ul> </li> </ul> | Secretariat |
| 12.5 Research & Teaching | <ul style="list-style-type: none"> <li>Dr Abi-Hanna spoke to the highlights the Research &amp; Teaching Committee meeting held on 2 June 2022 as circulated with the Agenda: <ul style="list-style-type: none"> <li>Prof Bokey provided the partner presentation: Ingham Institute of Applied Medical Research. <ul style="list-style-type: none"> <li><b>Action:</b> Arrange a joint Board function between the IIAMR and SWSLHD</li> </ul> </li> </ul> </li> </ul>  | Secretariat |

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|  | <ul style="list-style-type: none"> <li>The Board <u>APPROVED</u> the SWSLHD Education and Training Review Report and requested consideration to reduce (to one) the duplicate Future Workforce Support Unit's, as presented in the proposed governance structure (p8).</li> <li><b>Action:</b> Convey the Board decision and appreciation to the Director, People and Culture.</li> </ul>   | Secretariat                    |
| <b>13. Other Committees</b><br><br>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 3 June 2022, as circulated with the Agenda: <ul style="list-style-type: none"> <li>The Mental Health Consumer, Carer and Community Committee and the Macarthur Network toured the new Campbelltown Hospital and were very impressed. The groups also expressed concern regarding training for external security guards.</li> <li><b>Action:</b> Request corporate services to review and provide advice to the Council regarding training for external security guards.</li> </ul> </li> <li><b>Action:</b> Provide ethnicity by SWSLHD LGA to the next Board Strategic Plan Consultation Session.</li> </ul> | Secretariat<br><br>Secretariat |
| 13.2 Medical Staff Executive Council                                 | <ul style="list-style-type: none"> <li>Dr Ung spoke to the minutes of the Medical Staff Executive Council (MSEC) held on 9 June 2022 and highlighted: <ul style="list-style-type: none"> <li>thanks to the Board Deputy Chair for his attendance at the meeting; noting the Board Chair will be invited to a future meeting</li> <li>the MSEC remain committed to the partnership with the Board</li> <li>the desire to work with Executive staff regarding the Outpatients Project</li> <li>a suggestion to include recruitment and retention on the Greater Western Sydney Health Forum agenda</li> </ul> </li> </ul>   |                                |
| <b>14. Items for Information</b><br><br>14.1 Correspondence          | <ul style="list-style-type: none"> <li>Correspondence were circulated with the Agenda: <ul style="list-style-type: none"> <li><b>Action:</b> Circulate the original correspondence received from LE</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>   |                                |

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| <b>15. Business Without Notice</b> | <ul style="list-style-type: none"> <li>• The Chair invited other business without notice.</li> <li>• Nil items.</li> </ul>   |  |
| <b>16. Evaluation</b>              | <ul style="list-style-type: none"> <li>• Mr Roach evaluated the meeting, highlighting: <ul style="list-style-type: none"> <li>• Overall a good meeting with active participation</li> <li>• Appropriate agenda items – prompting good discussion (i.e. committees and surgery)</li> <li>• Good Strategic Focus Area presentation - infrastructure</li> </ul> </li> </ul> |  |
| <b>17. Close / Next Meeting</b>    | <ul style="list-style-type: none"> <li>• The meeting closed at 6.30pm.</li> <li>• The next meeting will be held on 25 July 2022 at Fairfield Hospital.</li> </ul> <p>2.30 – 3.30pm    Site Visit<br/> 3.30 – 6.30pm    Board Meeting</p>   |  |