

# MINUTES

## South Western Sydney Local Health District Board

Date: Monday 25 July 2022

Time: 3:30pm

Venue: MS Teams

### 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	✓	
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 Paul Crowe, General Manager, Fairfield Hospital	✓	
Mr Dimi Palamidas, Director Finance & Corporate Services	✓		Mr Darius Neven, 2 <sup>nd</sup> Year Student, Graduate Health Management Program	✓	

<p><b>2. Welcome</b></p>	<ul style="list-style-type: none"> <li>The Chair welcomed Board members and attendees, including guests, Dimi Palamidas, Paul Crowe and Darius Neven 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>Finance &amp; Budget: 2022/23 Service Level Agreement</i> presentation and discussion</li> <li>Update: Value for Money Projects</li> <li>Stakeholder Engagement Working Group Report</li> <li>Issues and Response Strategies - Fairfield Hospital presentation and discussion</li> </ul> </li> <li>Mr Bosotti agreed to undertake the meeting evaluation.</li> </ul>	
<p><b>3. Acknowledgment of Country</b></p>	<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>	

<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 Ms Murphy and seconded by Prof Dickson that the minutes of the Board meeting held on 27 June 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 Crowe presented the story of a 69 year old non-English speaking male patient (former refugee) whose family had reached out to the Fairfield Consumer &amp; Community Network seeking a transfer of their father from an external facility to Fairfield Hospital.</li> <li>• The family were upset by their father’s deterioration (mental and physical) post his COVID diagnosis and subsequent stroke. Following admission to Fairfield Hospital his progress improved dramatically and included weekly rounds with the Network Manager.</li> <li>• The story highlighted the partnership between the Hospital and the Network and the valuable role and contribution to care local Networks can make.</li> <li>• A/Prof Slewa-Younan and Prof Dickson highlighted the differences between Arabic and Assyrian languages.</li> </ul>	
<p><b>7. Fairfield Hospital Issues &amp; Response Strategies</b></p>	<ul style="list-style-type: none"> <li>• Mr Crowe presented on issues and response strategies – Fairfield Hospital, as circulated with the Agenda, highlighting: <ul style="list-style-type: none"> <li>• Vision <ul style="list-style-type: none"> <li>• Fairfield Health Neighbourhood – Clinical Services Planning <ul style="list-style-type: none"> <li>• Planning is cognisant of the Fairfield CALD community.</li> </ul> </li> </ul> </li> <li>• Critical Infrastructure <ul style="list-style-type: none"> <li>• Electricity Project <ul style="list-style-type: none"> <li>• The Finance &amp; Assets Committee regularly consider this Project.</li> <li>• All current redevelopments consider electrical infrastructure.</li> <li>• <u>Action</u>: Clarify the contractual arrangements relating to mobile coverage – supplier or building owner</li> </ul> </li> <li>• eMR+ Project</li> </ul> </li> </ul> </li> </ul>	<p>Chief Executive</p>

	<ul style="list-style-type: none"> <li>• Built Environment <ul style="list-style-type: none"> <li>• Renal Satellite Unit</li> <li>• Hand Clinic opportunity</li> </ul> </li> <li>• Transforming your Experience</li> <li>• Patient Safety</li> <li>• The Chair thanked Mr Crowe for his informative presentation.</li> </ul>	
<p><b>8. Business Arising 2021 FAC Deep Dive – Value for Money</b></p>	<ul style="list-style-type: none"> <li>• Mr Palamidis provided an update, as requested on the 2021 priority areas from the Finance &amp; Assets Committee - ‘Value for money 3<sup>rd</sup> party partnerships and/or consolidated District-wide services’, as circulated with the Agenda, specifically: <ul style="list-style-type: none"> <li>• PES (Patient Entertainment System)</li> <li>• Renal Satellite &amp; Home Based Therapies</li> <li>• HGEN (Health Grade Enterprise Network)</li> <li>• MES (Managed Equipment Services)</li> </ul> </li> <li>• <b>Action:</b> Provide a further update on the projects, as appropriate, in six months</li> </ul>	<p>Director Finance &amp; Corporate</p>
<p><b>9. Key Strategic Focus Area – Finance &amp; Budget</b></p>	<ul style="list-style-type: none"> <li>• Mr Palamidis presented an overview of the draft 2022/23 Service Agreement, highlighting: <ul style="list-style-type: none"> <li>○ The Agreement was updated, to that circulated with the Agenda.</li> <li>○ The Agreement sets the performance &amp; accountability requirements for health services aligned with the NSW Health Future Health Strategy; monitored quarterly in line with the NSW Health Performance Framework.</li> <li>○ This is a budget of ‘transition’ out of a ‘COVID pandemic’ state back to ‘Business as Usual – living with COVID’ state and also an opportunity to ‘transform’ the system.</li> <li>○ Expense budget growth for SWSLHD: <ul style="list-style-type: none"> <li>○ Activity growth directed towards the commissioned Campbelltown Hospital and Mental Health services redevelopment.</li> <li>○ Salary and Wages award increase of 3% (inclusive of the increase in superannuation).</li> </ul> </li> <li>○ The NSW State Efficient Price</li> <li>○ Own source revenue budget: <ul style="list-style-type: none"> <li>○ Based on price increases for private patient beds, workers compensation and ineligible patients</li> <li>○ No performance increase as SWSLHD was able to maintain its level of private patient conversion</li> </ul> </li> <li>○ Introduction of ‘notional’ one-off and recurrent outcome payments aimed at:</li> </ul> </li> </ul>	

	<ul style="list-style-type: none"> <li>○ Reducing elective surgery waitlists back to '000', deferred dental care and Breast Screen lists.</li> <li>○ Investment in workforce resilience through additional FTE.</li> <li>○ Ongoing COVID-19 funding through the continuation of the National Partnership Agreement with the NSW State and Commonwealth Government until 31-Dec-22.</li> <li>○ A detailed review of changes to the Agreement KPIs and Strategic Framework was circulated with the Agenda.</li> <li>● <b>Actions:</b> <ul style="list-style-type: none"> <li>● Circulate to Board members out of session the updated Agreement and summary of changes together with the draft cover letter for review / comment</li> <li>● Subject to concurrence, the Board Chair &amp; Chief Executive to sign the Agreement for submission to the NSW Ministry of Health before 29.7.22</li> <li>● Publish the Agreement on the SWSLHD website before 31.7.22 with budget information</li> </ul> </li> <li>● On behalf of the Board the Chair thanked Mr Palamidas for an informative presentation and discussion.</li> </ul>	<p>Secretariat</p> <p>Secretariat</p> <p>Director Finance &amp; Corporate</p>
<i>Mr Palamidas left the meeting at 5.23pm</i>		
<p><b>10. Chief Executive's Report</b></p> <p>10.1 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>○ Increase in case numbers (inpatients and community) including an increase in general (not COVID) paediatric admissions</li> <li>○ The impact of (rising) furloughed staff on service delivery</li> <li>○ Forward strategy <ul style="list-style-type: none"> <li>● EoC continues in a reduced arrangement</li> <li>● Negotiating with residential aged care facilities to purchase transitional beds to support creating capacity</li> </ul> </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 <ul style="list-style-type: none"> <li>● Bowral Hospital completed a final assessment on 1 July 2022 and were awarded full accreditation.</li> <li>● Bankstown Hospital will be reviewed for their final assessment on 8 August 2022.</li> </ul> </li> </ul> </li> <li>○ Access and meeting demand</li> </ul> </li> </ul>	

		<ul style="list-style-type: none"> <li>• Challenges continue particularly relating to transfer of care and surgery. <ul style="list-style-type: none"> <li>○ Finance</li> <li>○ Activity</li> </ul> </li> <li>• <b>Other matters:</b> <ul style="list-style-type: none"> <li>○ The NSW Ministry of Health have advised that the SWSLHD performance level, under the Performance Framework remains unchanged at Level Zero. This reflects the efforts and commitment of staff.</li> <li>○ Staff Movements, specifically the retirement of the Manager, Internal Audit and resignation of the Director, ICT.</li> </ul> </li> </ul>	
10.2	Media & Marketing Report	<ul style="list-style-type: none"> <li>• The Media &amp; Marketing Report, was circulated with the Agenda.</li> </ul>	
10.3	Work Health & Safety Report	<ul style="list-style-type: none"> <li>• The next Report is due in August.</li> </ul>	
10.4	Strategy, Risk, Performance Integrated Report	<ul style="list-style-type: none"> <li>• The next Report is due in October.</li> </ul>	
<b>11. Chairman's Report</b>			
11.1	Stakeholder Engagement Working Group	<ul style="list-style-type: none"> <li>• The Board <u>ENDORSED</u> the Working Group's recommendations as circulated with the Agenda noting the risk to implementation remains the continued waves of COVID.</li> <li>• The Chair acknowledged the efforts of the Group's members, the Chief Executive and Director, Strategy &amp; Partnerships and noted implementation of the strategies will require Board member commitment.</li> <li>• <b>Action:</b> Convey the Board's endorsement to the Director, Strategy &amp; Partnerships to develop the implementation plan.</li> </ul>	Secretariat
11.2	Board Effectiveness & Climate Evaluation	<ul style="list-style-type: none"> <li>• The Board <u>CONSIDERED</u> the draft implementation plan, as circulated with the Agenda.</li> <li>• <b>Actions:</b> <ul style="list-style-type: none"> <li>• Committee Chairs to meet to discuss future arrangements</li> <li>• Draft and circulate the prose for inclusion in the Report</li> <li>• Submit the final draft Report to the August Board meeting.</li> </ul> </li> </ul>	Secretariat Chair Secretariat

<p>11.3 Meetings - Feedback</p>	<ul style="list-style-type: none"> <li>The Chair reported summary outcomes of his attendance, together with the Chief Executive, at meetings held 25.7.22 with: <ul style="list-style-type: none"> <li>Secretary – recognised the District’s performance, particularly though the COVID response, discussed elective surgery targets. Safety and quality remain the priority.</li> <li>Health Infrastructure – Bowral &amp; District Hospital.</li> </ul> </li> </ul>	
<p>12. New Business</p>	<ul style="list-style-type: none"> <li>Nil items</li> </ul>	
<p>13. Committees of the Board</p> <p>13.1 Health Care Quality &amp; Safety</p>	<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 6 July 2022, as circulated with the Agenda: <ul style="list-style-type: none"> <li><b>Item 7.1 – Midyear Review: Transforming your Experience</b> The Board <u>ENDORSED</u> the Committee’s recommendation to receive a presentation highlighting the strategies implemented to achieve trended improvements in key indicators of TYE. <b>Action:</b> Invite the Director, TYE to present at a Board meeting.</li> <li><b>Item 8.1.3 – Safe, Quality Care</b> The Committee noted the current significant activity, advent of COVID and challenges in meeting patient flow targets.</li> <li><b>Item 9.6 – Annual Accreditation Attestation Statement</b> <b>Action:</b> Convey the Board’s endorsement of the Accreditation Attestation Statement, as recommended by the Committee to the Director, Clinical Governance.</li> </ul> </li> </ul>	<p>Secretariat</p> <p>Secretariat</p>
<p>13.2 Aboriginal Health</p>	<ul style="list-style-type: none"> <li>The minutes of the Aboriginal Health Committee meeting held on 23 June 2022, were circulated with the Agenda.</li> <li>A/Prof Slewa-Younan noted that Ms Houston highlighted items at the June Board meeting.</li> </ul>	
<p>13.3 Audit &amp; Risk Management</p>	<ul style="list-style-type: none"> <li>The highlights and minutes of the Audit &amp; Risk Management Committee meeting held on 18 July 2022 are not yet available.</li> </ul>	

<p>13.4 Finance &amp; Assets</p>	<ul style="list-style-type: none"> <li>• Mr Roach spoke to the highlights the Finance &amp; Assets Committee meeting held on 17 June 2022 as circulated with the Agenda: <ul style="list-style-type: none"> <li>• <b>Item 5.1 – Deep Dive – Data Analytics</b> The Committee was briefed on the outcomes of a targeted externally facilitated workshop to ascertain the context and critical needs of the District and understand the latest and relevant data / digital technologies available.</li> <li>• <b>Item 6.1.1 – Finance Report</b> YTD and projected FYTD financial position &amp; purchased activity.</li> <li>• <b>Item 6.1.3 – People &amp; Culture Report</b> The workforce recruitment hub continues to work effectively resulting in a 25% reduction in time taken for ‘end to end’ recruitment compared to May 2021.</li> <li>• <b>Items 8.1 &amp; 8.2 – Capital Investment Proposals &amp; SAMP/AMP</b> Discussed and approved at the June 2022 Board meeting.</li> </ul> </li> </ul>	
<p>13.5 Research &amp; Teaching</p>	<ul style="list-style-type: none"> <li>• The next meeting of the Research &amp; Teaching Committee meeting will be held on 4 August 2022.</li> </ul>	
<p><b>14. Other Committees</b></p> <p>14.1 Consumer &amp; Community Council</p>	<ul style="list-style-type: none"> <li>• Prof Dickson spoke to the highlights of the Consumer &amp; Community Council (CCC) meeting held on 1 July 2022, as circulated with the Agenda: <ul style="list-style-type: none"> <li>• <b>Item 3 – Board Chair</b> The CCC expressed appreciation for the Board Chair’s attendance and the discussion.</li> <li>• <b>Item 8.1 – CCP Framework</b> A Working Group will reconvene to realign the Business Plan to ensure appropriate reporting to the Board.</li> <li>• <b>Minutes</b> <b>Action:</b> Provide feedback regarding the Minutes, specifically: <ul style="list-style-type: none"> <li>• Include a draft watermark</li> <li>• Board members should be noted as ‘attendees’, not ‘members’</li> <li>• Some minutes and actions require clarification / amendment</li> </ul> </li> </ul> </li> </ul>	<p>Secretariat</p>
<p>14.2 Medical Staff Executive Council</p>	<ul style="list-style-type: none"> <li>• The next meeting of the Medical Staff Executive Council (MSEC) will be held on 11 August 2022.</li> <li>• Dr Ung expressed appreciation for the Board’s acknowledgements of the efforts of front-line staff.</li> </ul>	

<p><b>15. Items for Information</b></p> <p>15.1 Correspondence</p> <hr/> <p>15.2 Work Program</p> <hr/> <p>15.3 Meeting &amp; Events Summary</p>	<ul style="list-style-type: none"> <li>• Correspondence were circulated with the Agenda.</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• The 2022 Work Program – circulated with the Agenda and available from Diligent.</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• The 2022 Meeting &amp; Events Summary – circulated with the Agenda and available from Diligent.</li> </ul>	
<p><b>16. Business Without Notice</b></p>	<ul style="list-style-type: none"> <li>• The Chair invited other business without notice.</li> <li>• Nil items.</li> </ul>	
<p><b>17. Evaluation</b></p>	<ul style="list-style-type: none"> <li>• Mr Bosotti evaluated the meeting, highlighting: <ul style="list-style-type: none"> <li>• A good agenda, supported by informative papers which led to active participation and discussion; specifically the matters presented by Mr Palamidas</li> <li>• Complemented the decision to ‘hold’ discussion on the committee structure; needs to be more closely aligned to strategic plan</li> <li>• Overall a good meeting that was well timed</li> </ul> </li> </ul>	
<p><b>18. Close / Next Meeting</b></p>	<ul style="list-style-type: none"> <li>• The meeting closed at 6.30pm.</li> <li>• The next meeting will be held on 22 August 2022 at the District Office.</li> </ul> <p>2.30 – 3.30pm    In-camera Session  3.30 – 6.30pm    Board Meeting</p>	