

MINUTES

South Western Sydney Local Health District Board

Date: Monday 24 April 2023

Time: 3.32pm

Venue: Conference Rooms 1 & 2, Education Centre

1. Present and Apologies

Members	Pres.	Apol.	Members	Pres.	Apol.
Mr Sam Haddad (Chair)	✓		Ms Kerrie Murphy	✓	
A/Prof Deepak Bhonagiri	✓		Mr John Roach	✓	
Mr Max Bosotti	✓		A/Prof Vince Roche	✓	
Prof Hugh Dickson	✓		Ms Billie Sankovic		✓
Ms Teresa Harm	✓		The Hon Frank Sartor	✓	
Ms Annette Houston	✓		Prof Jill White	✓	
Other Attendees	Pres.	Apol.	Other Attendees	Pres.	Apol.
Ms Amanda Larkin, Chief Executive	✓		Ms Nel Buttenshaw, Director Corporate Governance	✓	
Dr Setthy Ung, SWSLHD Medical Staff Executive Council Chair	✓		Mr Nathan Jones, Director Aboriginal Health	✓	
Ms Rebecca Leon, Director People and Culture	✓		Ms Sonia Marshall, Director Nursing, Midwifery and Performance	✓	

Welcome & Meeting Evaluation Nomination	<ul style="list-style-type: none"> The Chair welcomed members and executive staff, to the meeting. The Chair noted agenda items of importance: <ul style="list-style-type: none"> Strategic Focus Area – Performance and Managing Demand SWSLHD Aboriginal Health Plan to 2027 SWSLHD Workforce Plan 2022-2028 Ms Murphy agreed to undertake the meeting evaluation. 	
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, present and emerging. 	
3. Confirmation of the previous minutes and action list	<ul style="list-style-type: none"> <u>MOTION</u>: A motion was moved by Prof Dickson seconded by Prof White that the minutes of the Board meeting held on 27 March 2023 be accepted as a true and accurate record. 	
4. Declarations of Interest	<ul style="list-style-type: none"> The Chair invited declarations of interest. <ul style="list-style-type: none"> Nil were received 	

<p>5. Patient Story</p>	<ul style="list-style-type: none"> • Ms Larkin presented the story of ‘Mr W’ relating to his emergency admission to Liverpool Hospital, following a severe stroke at home. • Under the care of the Neurosurgical Team he was successfully managed with clot retrieval with good functional recovery. He was discharged home with outpatient services to occur at Bowral Hospital. • Both Mr W and his wife wrote to the General Manager, Liverpool Hospital to extend their appreciation for the care provided; specifically highlighting teamwork, workplace culture and communication – all key principles of <i>Transforming Your Experience</i>. 	
<p>6. Business Arising</p>	<ul style="list-style-type: none"> • Nil Items 	
<p>7. Presentation / Discussion Key Strategic Focus Area</p>	<ul style="list-style-type: none"> • Ms Marshall spoke to the presentation – <i>SWSLHD Access & Flow Performance</i>, circulated with the agenda, highlighting: <ul style="list-style-type: none"> • Introduction/Overview <ul style="list-style-type: none"> • SWSLHD – 6 emergency departments, of which 5 accept ambulances • Contributing factors – population, socio-economic status, health literacy, access to primary care • Activity and Performance data <ul style="list-style-type: none"> • ED Presentations <ul style="list-style-type: none"> • Presentations by LHD (01.07.22-19.03.23) • Presentations by day by SWSLHD facility (Jul 18 – Jan 23) • Transfer of Care (TOC) <ul style="list-style-type: none"> • ED ‘walk-ins’, ambulance arrivals & TOC (Jul-18 – Jan 23) • NSW comparison (01.07.22-19.03.23) • TOC by SWSLHD facility (Jul 18 – Jan 23) • Admit Emergency Treatment Performance (ETP) <ul style="list-style-type: none"> • NSW comparison – Admit ETP (01.07.22 – 19.03.23) • SWSLHD Admit ETP (Jul-18 – Jan 23) • Admit ETP by SWSLHD facility (Jul 18 – Jan 23) • Governance <ul style="list-style-type: none"> • NSW Health PAT meetings • NSW Health Whole of Health leads stocktake • SWSLHD Board – HCQSC • SWSLHD Clinical Council • SWSLHD Whole of Hospital Committee • SWSLHD Capacity & Flow meetings • SWSLHD Patient Flow meetings • Facility Whole of Hospital Committees • Facility Patient Flow meetings & huddles • Patient Flow Self-Assessment <ul style="list-style-type: none"> • <i>A Guide to Optimal Patient Flow</i>, Aug 2022, NSW Health • The NSW Health Patient Flow Self-Assessment Tool has been undertaken at each site with areas for improvement identified 	

	<ul style="list-style-type: none"> • Strategic Initiatives <ul style="list-style-type: none"> • Hospital avoidance • Partnerships • Model of Care reform • Workforce reform • Whole of Hospital Program & improvement science projects • Inter-hospital transfers and referral pathways • Patient flow collaborative • The Board thanked Ms Marshall for an informative presentation and requested an update in August. • Action: Submit a 1-2pp summary – KPIs: performance / target / initiatives and their impact on results to the August Board meeting. 	Ms Marshall
<i>A/Prof Roche joined the meeting at 4.30pm</i>		
<p>8. Chief Executive’s Report</p> <p>8.1. Significant Issues/ Performance</p>	<ul style="list-style-type: none"> • Ms Larkin spoke to the Significant Issues Report, as circulated with the agenda, highlighting: <ul style="list-style-type: none"> • NSW Government Landscape <ul style="list-style-type: none"> • Premier & Health Minister visit to Liverpool Hospital • New Ministers for the Health portfolio • Local MPs <ul style="list-style-type: none"> • Action: Invite to the APM • Inquiry into healthcare spending • Fairfield Hospital Redevelopment • NSW Health Advisory Council – SWSLHD nominees and process • NSW Health Paramedic – Liverpool Hospital • Ms Larkin spoke to the Performance Report, as circulated with the agenda and highlighted: <ul style="list-style-type: none"> • Finance Report • The League Table presenting performance data, including selected Tier 1 SLA KPIs by LHD (February 2023) was circulated with the agenda. 	
8.2 Media & Marketing Report	<ul style="list-style-type: none"> • The Board <u>NOTED</u> the Media & Marketing Report, as circulated with the agenda. 	
8.3 Work Health & Safety Report <i>(Mar, May, Aug, Nov)</i>	<ul style="list-style-type: none"> • This item is due to the May 2023 meeting. 	

8.4	Integrated Report – Strategy, Performance & Risk (Apr, Oct)	<ul style="list-style-type: none"> Item deferred. 	
9. Chairman’s Report			
9.1	Board Effectiveness Workshop & Board Strategy Session – 22.04.23: Reflection	<ul style="list-style-type: none"> The Chair invited reflections on the Effectiveness & Climate Workshop and Strategy Session. <ul style="list-style-type: none"> Very useful Reflections from/about current committees, specifically around reporting to the Board may have been of benefit Input from and engagement with the Medical Staff Executive Council, via Dr Ung is very beneficial Action: Circulate the draft minutes and actions out of session for review and comment. 	Secretariat
<i>Mr Bosotti left and Mr Jones joined the meeting at 5.30pm</i>			
9.2	2023 Events & Awards	<ul style="list-style-type: none"> The Board <u>NOTED</u> the update regarding the 2023 events summary, as circulated with the agenda. <ul style="list-style-type: none"> It is expected that all Board Members attend the Annual Public Meeting and at least one other event. Board members have agreed for the current process of canvassing member availability prior to each event to continue. Action: Publish the 2023 events summary to Diligent. 	Secretariat
9.3	Letter from Deputy Secretary, System Sustainability & Performance, NSW MoH	<ul style="list-style-type: none"> The SWSLHD Board <u>NOTED</u> the correspondence exchange between the NSW MoH and SWSLHD regarding Transfer of Care (TOC) performance; including the context of the earlier presentation on Performance and Meeting Demand. Action: The Board Chair to respond to the NSW MoH. 	Secretariat
10. New Business			
10.1	MDAAC Nomination	<ul style="list-style-type: none"> The SWSLHD Board considered the request from the Chief Executive to appoint Dr Tuni Bhattacharyya, Acting Director of Medical Services, Mental Health, to the Medical & Dental Appointments Advisory Committee (MDAAC), and resolved to <u>ENDORSE</u> the request. Action: Convey the Board’s decision to District Medical Services. 	Secretariat

<p>11. Committees of the Board</p> <p>11.1 Health Care Quality & Safety</p>	<ul style="list-style-type: none"> Prof Dickson spoke to the highlights and minutes of the Health Care Quality & Safety Committee meetings held on 5 April 2023, as circulated with the agenda, highlighting: <ul style="list-style-type: none"> Item - 7 – Presentation on Ministry of Health Patient Safety First priorities Item 8.1 – Liverpool Hospital strategy to reduce readmissions to hospital within 28 days Item 8.2 – Strategies implemented to increase BreastScreen participation for SWSLHD Item 13.2 - Keeping People Healthy: SWSLHD Prevention Plan 2023-2027 	
<p>11.2 Aboriginal Health</p>	<ul style="list-style-type: none"> The highlights and minutes of the Aboriginal Health Committee meeting held on the 20 April 2023 were not yet available. Mr Jones spoke to the referral note and draft Aboriginal Health Plan as circulated with the agenda, highlighting that the Plan: <ul style="list-style-type: none"> is required as described in Standard 3, NSW Health’s <i>Corporate Governance and Accountability Compendium</i> supports the delivery of the objective ‘close the gap for Aboriginal people and communities to improve equity of outcomes’ under the direction ‘strengthen and promote healthier communities’ in the SWSLHD Strategic Plan 2022-2027 Framework is pitched at a strategic level in acknowledgment of the progress that has been made in improving access to services and the maturation of the Aboriginal Health Service. has been circulated widely for consultation, including to partner organisations and the Aboriginal Health (Board) Committee The SWSLHD Board <u>APPROVED</u> the draft SWSLHD Aboriginal Health Plan to 2028 and suggested future Committee reports reflect the progress of implementation. Action: Convey the Board’s decision to the Aboriginal Health Directorate. 	<p>Secretariat</p>
<p><i>Mr Jones left the meeting at 6.15pm</i></p>		
<p>11.3 Audit & Risk Management</p>	<ul style="list-style-type: none"> The highlights and minutes of the Audit & Risk Management Committee meeting held on the 18 April 2023 were not yet available. 	

<p>11.4 Finance & Assets</p>	<ul style="list-style-type: none"> • Mr Roach spoke to the highlights and minutes of the Finance & Assets Committee meeting held on 17 March 2023 as circulated with the agenda, highlighting: <ul style="list-style-type: none"> • Item 7.1.1 – Executive Summary Update - Finance <ul style="list-style-type: none"> • Finance • Activity • Item 7.1.4 – Capital Works and Infrastructure <ul style="list-style-type: none"> • SWSLHD led projects • Item 7.1.3 – Executive Summary Update: Digital Health 	
<p>11.5 Workforce, Wellbeing & Culture</p>	<ul style="list-style-type: none"> • The highlights and minutes of the Workforce, Wellbeing & Culture Committee meeting held on the 24 April 2023 are not yet available • Ms Leon spoke to the referral note and draft SWSLHD Workforce Plan 2022-2028 as circulated with the agenda, highlighting that the Plan: <ul style="list-style-type: none"> • is required as described in Standard 3, NSW Health’s <i>Corporate Governance and Accountability Compendium</i> • has been the subject of broad consultation across the LHD • was developed with reference to a number of key documents, including the SWSLHD Strategic Framework 2022-2027 and the NSW Health Workforce Plan 2022-2032 • is designed to deliver one of the five strategic directions, ‘support and develop our people’ • includes four objectives developed to support key areas that SWSLHD needs to focus on in relation to its workforce: <ul style="list-style-type: none"> • better understanding staff movement to inform strategies that attract and retain talented staff • strategies to support overall wellbeing of our staff • Ms Leon reported the challenges with reporting aspects of workforce data. • The SWSLHD Board <u>APPROVED</u> the SWSLHD Workforce Plan 2022-2028. • Action: Convey the Board’s decision to District People & Culture. 	<p>Secretariat</p>
<p>11.6 Research, Teaching & Innovation</p>	<ul style="list-style-type: none"> • Prof White spoke to the highlights and minutes of the Research, Teaching and Innovation Committee meeting held on 6 April 2023 as circulated with the agenda, highlighting: <ul style="list-style-type: none"> • Item 6.1 – Presentation – South Western Sydney Nursing & Midwifery Research & Education • Item 7.1 – 2022 Medical Training Survey (MTS) Results • Item 8.2.2 – Research – Approval of the Liverpool Education and Research Hub • Item 8.2.2 – Research – Improvement in performance of the Ethics and Governance Metrics • Items 8.2.2 – Research – A visit to SWSLHD by Dr Jean-Frederique Levesque, Deputy Secretary, Clinical Innovation and Research is planned 	

<p>12. Other Committees – Summary Reports & Minutes</p> <p>12.1 Consumer & Community Council</p>	<ul style="list-style-type: none"> The highlights and minutes of the Consumer & Community Council meeting held on the 14 April 2023 were not yet available. 	
<p>12.2 Medical Staff Executive Council</p>	<ul style="list-style-type: none"> Dr Ung spoke to the highlights and minutes of the Medical Staff Executive Council meeting held on 13 April 2023 as circulated with the agenda, highlighting: <ul style="list-style-type: none"> The appreciation extended to the Board Chair for attending the meeting. Item 4.1 – Annual (local) Medical Staff Council Elections Item 4.5 – Health Landscape & Item 5.1 – Chief Executive’s Report Item 8 – Other Business 	
<p>13. Items for Information</p> <p>13.1 Correspondence</p>	<ul style="list-style-type: none"> Refer Item 9.3 	
<p>13.2 Summary Work Plan</p>	<ul style="list-style-type: none"> The Board <u>NOTED</u> the 2023 Summary Work Plan, as circulated with the agenda (and published – Diligent). 	
<p>14. Other Business Without Notice</p>	<ul style="list-style-type: none"> The Chair invited other business without notice: <ul style="list-style-type: none"> Ms Harm reflected on current stakeholder engagement strategies; suggesting a follow up on actions arising from the meeting with the Arab Council and the provision of briefing information for the upcoming event with the Assyrian Resource Centre. Action: Submit the process for briefing / actions, including follow up for consideration. 	<p>Director, Strategy & Partnerships</p>
<p>15. Meeting Evaluation</p>	<ul style="list-style-type: none"> Ms Murphy evaluated the meeting, highlighting: <ul style="list-style-type: none"> Noting agenda items of importance is very useful The patient story reflected the Transforming Your Experience principles well Good time management Overall good negotiation of strategy / operational matters Matters of courtesy reminder relating to the use of phones during meetings and to state comments to the full Board, not individual members 	

16. Close / Next Meeting	<ul style="list-style-type: none">• The meeting closed at 6.35pm • The next meeting will be held on 22 May 2023<ul style="list-style-type: none">• 2:30-3:30pm – Facility Visit/ All Staff Forum• 3:30-6:30pm – Board Meeting• Fairfield Hospital	
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