

MINUTES

South Western Sydney Local Health District Board

Date: Monday 28 August 2023

Time: 3.45pm

Venue: Conference Rooms 1 & 2, Education Centre, Eastern Campus

1. Present and Apologies

<i>Members</i>	<i>Pres.</i>	<i>Apol.</i>	<i>Members</i>	<i>Pres.</i>	<i>Apol.</i>
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	✓	
<i>Other Attendees</i>	<i>Pres.</i>	<i>Apol.</i>	<i>Other Attendees</i>	<i>Pres.</i>	<i>Apol.</i>
Ms Amanda Larkin, Chief Executive	✓		Ms Nel Buttenshaw, Director Corporate Governance	✓	
Dr Setthy Ung, Chair, Medical Staff Executive Council	✓		Ms Jann Gardner, Chair Audit & Risk Management Committee	✓	
Ms Sonia Marshall, Director Nursing, Midwifery & Performance	✓				

<p>Welcome & Meeting Evaluation Nomination</p>	<ul style="list-style-type: none"> The Chair welcomed members, executive staff and the Audit & Risk Management Committee Chair, Jann Gardner to the meeting – introductions were made. Prof White agreed to undertake the meeting evaluation. 	
<p>2. Acknowledgment of Country</p>	<ul style="list-style-type: none"> The Chair opened the meeting by acknowledging the traditional owners of the land and paid respect to elder’s past, present and emerging. 	
<p>3. Confirmation of the previous minutes and action list</p>	<ul style="list-style-type: none"> <u>MOTION</u>: A motion was moved by Mr Bosotti and seconded by Mr Roach that the minutes of the Board meeting held on 24 July 2023 be accepted as a true and accurate record. The Motion was <u>CARRIED</u>. 	
<p>4. Declarations of Interest</p>	<ul style="list-style-type: none"> The Chair invited declarations of interest. <ul style="list-style-type: none"> Nil were received. 	

<p>5. Audit & Risk Management (Board) Committee (ARMC)</p> <p>5.1 Periodic Report</p>	<ul style="list-style-type: none"> • Ms Gardner presented the ARMC Annual Report, as circulated with the agenda, highlighting: <ul style="list-style-type: none"> • The objective of the Committee is to assist the Board by providing independent oversight and monitoring of the District’s internal audit, risk and control frameworks and its compliance with external accountability requirements • There has been significant change in the Committee composition and Executive attendees this year. As a result, the Internal Audit Plan was re-prioritised. • SWSLHD has not escalated any risks to the MoH this year. A detailed review of the risk register has been undertaken. The established of the Workforce, Wellbeing & Culture Board Committee has enabled a review forum for related risks. • In 2023/24 the Committee will focus on technology risks (i.e. cyber security), risk culture and succession planning. • The Chair invited comment: <ul style="list-style-type: none"> • Committee meeting papers, in full, are available to all SWSLHD Board members, via Diligent • Reporting culture is positive • The Board and its committees were encouraged to refer matters to the ARMC for assurance 	
<p>5.2 Highlights & Minutes – 14.07.23 Meeting</p>	<ul style="list-style-type: none"> • The Board <u>NOTED</u> the highlights and minutes of the Audit and Risk Management Committee meeting held on 14 July 2023, circulated with the agenda, which highlighted: <ul style="list-style-type: none"> • Item 6.4 – SWSLHD Financial Statements for the year ended 30 June 2023. 	
<p>5.3 ARMC Internal Self-Assessment Checklist</p>	<ul style="list-style-type: none"> • The Board <u>APPROVED</u> the Chair and Chief Executive to sign the Audit and Risk Committee Self-Assessment Checklist, as circulated with the agenda, subject to correct of ‘strongly agree’ versus ‘strongly disagree’. • Action: Provide the signed Checklist to Internal Audit. 	<p>Secretariat</p>

5.4 Internal Audit & Risk Management Attestation Statement	<ul style="list-style-type: none"> The Board <u>NOTED</u> the Internal Audit and Risk Management Attestation Statement, as circulated with the agenda. 	
5.5 Revised ARMC Charter	<ul style="list-style-type: none"> The Board <u>APPROVED</u> the Chair & Chief Executive to sign the revised ARMC Charter for SWSLHD, as circulated with the agenda. Action: Provide the signed Charter to Internal Audit to enable an update to the Committee, the intranet and Diligent. 	Secretariat
5.6 Corporate Governance Attestation Statement 2022-23	<ul style="list-style-type: none"> The Board <u>APPROVED</u> the Corporate Governance Attestation Statement for 2022-23, as circulated with the agenda, noting the two qualifications. Action: Forward the Statement, signed by the Chair & Chief Executive, to Internal Audit for submission to the MoH. 	Secretariat
5.7 Board discussion feedback	<ul style="list-style-type: none"> The Chief Executive noted that she provides a verbal report to each ARMC meeting. On behalf of the Board the Chair commended the ARMC Chair and members for their work and support. 	
<i>Ms Gardner left & Ms Marshall joined the meeting at 4.24pm</i>		
6. Patient Story	<ul style="list-style-type: none"> Ms Larkin advised that staff stories have been scheduled for off-site Board meetings. Ms Larkin undertook to meet with Mr Bosotti off-line to discuss research highlights. Ms Larkin presented the story a mother (who is an employee of SWSLHD) expressing her appreciation for the care and treatment her 15mth old son received at Liverpool Hospital, following an emergency attendance; specifically highlighting the care and treatment provided by the medical and nursing staff. 	<i>Ms Larkin</i>
7. Business Arising 7.1 Performance <ul style="list-style-type: none"> Summary Correspondence from Deputy Secretary 	<ul style="list-style-type: none"> Ms Marshall spoke to the Performance update, as circulated with the agenda, highlighting: <ul style="list-style-type: none"> Improvement initiatives presented to the April Board meeting have been aligned with their aims 	

	<ul style="list-style-type: none"> • Implementation of the initiatives, as a collective, have resulted in incremental improvements, over the Winter period • Lessons learnt have been incorporated into a compendium – to be used as an ongoing resource and for orientation purposes • The LHD will always carry a number of NDIS-type and awaiting residential aged care facility patients, however over time the numbers have reduced • The Board NOTED correspondence from the Deputy Secretary, System Sustainability and Performance, regarding Transfer of Care (TOC) performance and access KPIs, as circulated with the agenda. 	
7.2 Board Committees Working Group	<ul style="list-style-type: none"> • Prof White spoke to the ‘Board Committees Working Group’ meeting notes and actions, as circulated with the agenda, highlighting: <ul style="list-style-type: none"> • The ‘performance’ KPIs from the annual service level agreement will now be considered by the Finance & Assets Committee (transferring from the Health Care Quality & Safety Committee) • The risk register will be reviewed, and risks allocated to committees • The allocation of ‘education and training’ (Research, Teaching & Innovation Committee or Workforce, Wellbeing & Culture Committee) requires resolution • Committee terms of reference are being refreshed. Executive Sponsors will discuss with committee chairs initially, prior to committee consideration then the full Board for endorsement. • A revised committee reporting (to the Board) template is currently being considered. 	
7.3 Integrated Reporting	<ul style="list-style-type: none"> • The Board APPROVED the refreshed approach to integrated reporting requirements, effective October 2023. • Actions: <ul style="list-style-type: none"> • Submit integrated reporting to the October committee meetings • Update the Reporting Framework to note the Board committees as ‘leads’ for their allocated strategic directions • Enact the next steps when appropriate: <ul style="list-style-type: none"> • A further paper to be developed in relation to strategic risks • A further paper to be developed in relation to duplicated reporting 	Secretariat
8. Presentation / Discussion Key Strategic Focus Area	<ul style="list-style-type: none"> • Refer to 10.1. 	

<p>9. Chief Executive's Report</p> <p>9.1 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 Parliamentary inquiries <ul style="list-style-type: none"> • Action: Circulate the Special Commission of Inquiry into healthcare funding terms of reference • Future planning – Camden Hospital • NSW Primary Health Network and NSW Health Joint Statement • SWS Advisory Panel • Qtly performance meeting with MoH • Accreditation – Australian Society of Plastic Surgeons at Bankstown-Lidcombe Hospital <ul style="list-style-type: none"> • Action: Provide an update in the September Report • Ms Larkin spoke to the Performance Report, as circulated with the agenda and highlighted: <ul style="list-style-type: none"> • Safety & Quality • Access & Performance <ul style="list-style-type: none"> • Referred to previous Item at 7.1 • Surgery -performance and initiatives • Finance Report • League Tables <ul style="list-style-type: none"> • The League Table presenting performance data, including selected Tier 1 SLA KPIs by LHD (July 2023) was circulated with the agenda. • The League Table presenting performance data, including selected Tier 1 SLA KPIs by SWSLHD facilities (June 2023) was circulated with the agenda. 	<p>Secretariat</p> <p>Secretariat</p>
<p>9.2 Media & Communications Report</p>	<ul style="list-style-type: none"> • The Board NOTED the Media & Communications Report, as circulated with the agenda. 	

<p>9.3 Work Health & Safety Report (Mar, May, Aug, Nov)</p>	<ul style="list-style-type: none"> The Board <u>NOTED</u> the Workers Compensation and Work Health Safety Report, as circulated with the agenda. Ms Larkin highlighted a recent meeting with iCare, at which the District's improvements in claims closed was highlighted. Action: Include definition of incident types in next report (Table 3) 	<p>Director, People & Culture</p>
<p>9.4 Integrated Report – Strategy, Performance & Risk (Apr, Oct)</p>	<ul style="list-style-type: none"> Refer to 7.2. 	
<p>10. Chairman's Report</p> <p>10.1 Board Strategic Focus Areas 2023-24</p>	<ul style="list-style-type: none"> The Board <u>APPROVED</u> the arrangements to implement and monitor 2023/24 strategic priorities (agreed at the April 2023 Strategy Session), as follows: <ul style="list-style-type: none"> <i>Sep-23 Deliver Safe Quality Care & Positive Experiences</i> <i>Oct-23 Build a Sustainable Future</i> <i>Nov-23 Strengthen & Promote Healthier Communities</i> <i>Apr-24 Support & Develop our People</i> <i>Feb-24 Lead Research & Innovation</i> The Chair highlighted that the strategic focus areas reflect the revised strategic directions; with specified topic areas identified. Deep dives are to be presented to the Board via relevant Committees / Executive Sponsors. Action: Update the Summary Work Plan to reflect the agreed arrangements and operationalise same 	<p>Secretariat</p>
<p>10.2 Board Meeting Agenda</p>	<ul style="list-style-type: none"> The Board <u>AGREED</u> with the Chair's suggestion for board committee reporting to occur earlier on the agenda, given their role. Action: Update the Board agenda for committee reporting to occur earlier, from September. 	<p>Secretariat</p>
<p>11. New Business</p> <p>11.1 MDAAC Nomination</p>	<ul style="list-style-type: none"> The Board <u>APPROVED</u> the appointment of Dr Miriam Levy to the Medical & Dental Appointments Advisory Committee. Action: Convey the Board's approval to District Medical Services. 	<p>Secretariat</p>

<p>12. Committees of the Board</p>		
<p>12.1 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 2 August 2023, as circulated with the agenda, highlighting: <ul style="list-style-type: none"> • SLA KPIs not meeting target (A Healthy Community) <ul style="list-style-type: none"> • NSW Health First 2000 Days Implementation Strategy <ul style="list-style-type: none"> • Action: Follow up response from the NSW MoH to previous correspondence • Safety • Quality • Other items <ul style="list-style-type: none"> • Changes in Community Aged Care Services • BHI Admitted Patient Survey Results and My Experience Matters data for Aboriginal Patients • SWSLHD Drug Health Service: Potential impact of changes to opioid dependence treatment medication 	<p>Secretariat</p>
<p>12.2 Aboriginal Health</p>	<ul style="list-style-type: none"> • Minutes of the Aboriginal Health Committee meeting held on 17 August 2023 were not yet available. 	
<p>12.3 Audit & Risk Management</p>	<ul style="list-style-type: none"> • Refer to Item 5. 	
<p>12.4 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 21 July 2023 as circulated with the agenda, highlighting: <ul style="list-style-type: none"> • Item 7.11 and 7.12 – Finance and Purchased Activity • Item 8.1 – Budget and Service Agreements • Item 8.3 – ICT Major Implementation & Upkeep Program • Item 7.1.4 – Capital Works and Infrastructure 	
<p>12.5 Workforce, Wellbeing & Culture</p>	<ul style="list-style-type: none"> • The Chair spoke to the highlights of the Workforce, Wellbeing & Culture Committee meeting held on 28 August 2023, noting: <ul style="list-style-type: none"> • A presentation from the Executive Director, Workforce Planning & Talent Development Branch. • Focussed discussion on becoming an ‘employer of choice’ 	

<p>12.6 Research, Teaching & Innovation</p>	<ul style="list-style-type: none"> • Prof White spoke to the highlights and minutes of the Research, Teaching & Innovation Committee meeting held on 3 August 2023, as circulated with the agenda, highlighting: <ul style="list-style-type: none"> • Item 8.2.2 – Human Research Ethics Committee Update • Item 9.2 – Research Strategy and Innovation Strategy Proposals <ul style="list-style-type: none"> • Board members have submitted a collective response to the scoping paper. 	
<p>13. Other Committees – Summary Reports & Minutes</p> <p>13.1 Consumer & Community Council</p>	<ul style="list-style-type: none"> • Ms Harm spoke to the highlights and minutes of the Consumer and Community Council meeting held 4 August 2023 as circulated with the agenda, highlighting: <ul style="list-style-type: none"> • Item 5.1 – Reflection and Review Update • Item 6 – Guest Speaker – Digital Health consultation 	
<p>13.2 MSEC</p>	<ul style="list-style-type: none"> • Minutes of the Medical Staff Executive Committee meeting held on 10 August 2023 were not yet available. • Dr Ung reported that a presentation on obstetric services was received; to be included in the meeting report to the October Board meeting relates to the Safety & Quality strategic focus area presentation also scheduled. 	
<p>14. Items for Information</p> <p>13.1 Correspondence</p>	<ul style="list-style-type: none"> • The Board <u>NOTED</u> the Board Communique ‘Edition 8’ as circulated with the agenda. 	
<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>15. Other Business Without Notice</p>	<ul style="list-style-type: none"> • The Chair invited other business without notice: <ul style="list-style-type: none"> • Nil items received 	

<p>16. Meeting Evaluation</p>	<ul style="list-style-type: none"> • Prof White evaluated the meeting, highlighting: <ul style="list-style-type: none"> • Members spoke up, reflective comfort and trust in group <ul style="list-style-type: none"> • Helpful clarifications provided, particularly by Prof Dickson & Mr Roach • The ARMC Annual presentation was excellent – very informative • Reminder to speak through the Chair • Papers were appropriate • Emphasis on patient care is appropriate – for example, the patient story • Good Chairmanship - ensuring engagement, timing, etc 	
<p>17. Close / Next Meeting</p>	<ul style="list-style-type: none"> • The meeting closed at 6.30pm • The next meeting will be held on 25 September 2023 <ul style="list-style-type: none"> • 3:30-6:30pm – Board Meeting 	