

MINUTES

South Western Sydney Local Health District Board

Date: Monday 23 October 2023

Time: 3.30pm

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

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 Sonia Marshall, A/g Chief Executive	✓		Ms Nel Buttenshaw, Director Corporate Governance	✓	
Dr Setthy Ung, Chair, Medical Staff Executive Council	✓		Mr Dimi Palamidis, Director Finance & Corporate Services (item 6.2)	✓	

Welcome & Meeting Evaluation Nomination	<ul style="list-style-type: none"> The Chair welcomed members and executive staff, including Mr Palamidis to the meeting and highlighted the 2022/23 Service Level Agreement as the agenda item of importance. Ms Sankovic 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 elder's 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 White and seconded by Ms Harm that the minutes of the Board meeting held on 25 September 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. • At Item 13.1 Ms Sankovic declared she is known to Ms AVD 	
<p>5. Patient Story</p>	<ul style="list-style-type: none"> • Ms Marshall presented the story of an Ms X, an employee (Registered Nurse) who presented to Liverpool Hospital’s Emergency Department (ED) with her 15 month old son. None of the ED staff knew she was an employee. • Ms X wrote to extend her compliments to all the nursing and medical staff on shift during the presentation. She acknowledged the ‘intense environment that working in an ED presents and the constant competing demands on staff’. • Ms X stated “<i>every staff member I encountered was polite, professional and compassionate. I would in particular like to highlight Dr P who displayed not only exceptional thoroughness and professionalism but also kindness and compassion in her approach. Dr P delivered information to us in a clear, concise manner and I believe made the appropriate medical decisions in collaboration with the radiology department and Westmead Children’s Hospital. I am beyond grateful for her care and compassion regarding my son.</i>” • Prof Dickson highlighted the difference in experience between this case and that highlighted in a correspondence item presented later on the agenda. 	
<p>6. Key Strategic Focus Area – Presentation / Discussion</p> <p><i>Build a sustainable future</i></p> <ul style="list-style-type: none"> • 2022/23 Service Level Agreement 	<ul style="list-style-type: none"> • Mr Palamidis spoke to the Referral Note and documents circulated with the agenda - draft 2023/24 Service Agreement, highlighting: <ul style="list-style-type: none"> ○ Following interim arrangements, the Agreement and Budget were received in September. ○ The structure of the Agreement is consistent with prior years ○ Budget: <ul style="list-style-type: none"> ○ NSW State Government and NSW Health fiscal environment ○ NSW State Efficient Price ○ SWSLHD – overview, risks, mitigation strategies, opportunities <ul style="list-style-type: none"> ▪ Financial highlights ▪ Activity ▪ Escalation ▪ Specific initiatives ▪ Capital ▪ Own source revenue budget 	

	<ul style="list-style-type: none"> ○ Changes to the Agreement (including key performance indicators): <ul style="list-style-type: none"> ○ A detailed review was circulated with the Agenda ○ Strategic Framework: <ul style="list-style-type: none"> ○ A summary alignment document (NSW Future Health and SWSLHD Strategic Plan) was circulated with the Agenda • The Board <u>ENDORSED</u> the 2023/24 Service Level Agreement. • Actions: <ul style="list-style-type: none"> • The Board Chair & A/g Chief Executive to sign the Agreement for submission to the NSW Ministry of Health together with a cover letter noting areas of risk • Publish the Agreement on the SWSLHD website with budget information • On behalf of the Board the Chair thanked Mr Palamidis for an informative presentation and discussion. 	<p>Chair & A/g CE</p> <p>DF&CS</p>
<p><i>Mr Palamidis left the meeting at 4.47pm</i></p>		
<p>7. Committees of the Board</p> <p>7.1 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 meeting held on 4 October 2023, as circulated with the agenda, highlighting: <ul style="list-style-type: none"> • SLA KPIs (Safe, Quality Care) <ul style="list-style-type: none"> • Fall-related injuries • Healthcare associated infections • Hospital acquired respiratory complications • Hospital acquired gastrointestinal bleeding • Hospital acquired delirium • Hospital acquired endocrine complications • Risk Register <ul style="list-style-type: none"> • Reviewed the risks mapped to <i>Deliver safe quality care and positive experiences</i> noting 9 are due to be de-escalated to facilities • Strategic Plan <ul style="list-style-type: none"> • <i>Deliver safe quality care and positive experiences</i> <ul style="list-style-type: none"> • Implement and embed the ‘safety essentials’ across the organisation • Improve access and flow performance across the District 	

	<ul style="list-style-type: none"> • <i>Strengthen and promote healthier communities</i> <ul style="list-style-type: none"> • Undertake actions as relevant from the NSW LGBTIQ+ Health Strategy 2022-2027 Implementation Plan Phase One • Progress actions and initiatives supporting the NSW No Exits from Government Services into Homelessness Framework • Achieve screening and early intervention KPI targets as set out in the Service Level Agreement - BreastScreen • Other items <ul style="list-style-type: none"> • The Committee received a presentation on the role and responsibilities of the Agency for Clinical Innovation – Preserving and Restoring Interventions in Surgery and Medicine (PRISM) • The Committee discussed the improvement in the implementation of TYE tools across all facilities and services, particularly at Drug Health Services. 	
Safety & Quality Account	<ul style="list-style-type: none"> • The Board ENDORSED the Safety & Quality Accounts 2022-23 and 2023-24 Future Priorities as recommended by the Committee and circulated with the agenda. • Action: Convey the Board’s endorsement of the Accounts and Future Priorities for submission to the NSW MoH to the Director Clinical Governance. 	Secretariat
7.2 Aboriginal Health	<ul style="list-style-type: none"> • The highlights and minutes of the Aboriginal Health Committee meeting held on 19 October 2023 were not yet available. 	
7.3 Audit & Risk Management	<ul style="list-style-type: none"> • The next meeting of the Audit & Risk Management Committee is scheduled for 21 November 2023. • Ms Murphy reported a special meeting of the Committee has been scheduled for 26 October 2023 regarding the financial accounts. 	
7.4 Finance & Assets	<ul style="list-style-type: none"> • Mr Roach spoke to the highlights and minutes of the Finance & Assets Committee meeting held on 15 September 2023, as circulated with the agenda, highlighting: <ul style="list-style-type: none"> • Finance and Purchased Activity <ul style="list-style-type: none"> • Forecast based on end August 2023 • PPE / COVID costs • Pathology 	

	<ul style="list-style-type: none"> • Private Hospital Collaborative Care Coefficient • Own source revenue <ul style="list-style-type: none"> • Capital Works & Infrastructure Summary Report <ul style="list-style-type: none"> • Fairfield Hospital • Liverpool Health & Academic Precinct and the Education & Research Hub • New Bankstown Hospital • Ingham related projects • Status of project completion at facilities 	
Correspondence	<ul style="list-style-type: none"> • The Committee noted correspondence received from the Deputy Secretary, Financial Services & Asset Management and Chief Financial Officer regarding the financial landscape, a copy of which was circulated with the agenda. 	
SWSLHD Delegations Manual	<ul style="list-style-type: none"> • The Committee noted the changes made in retrospect to the SWSLHD Delegations Manual relating to: <ul style="list-style-type: none"> • Engagement of consultants / contractors • Decision making levels for leave approval 	
7.5 Workforce, Wellbeing & Culture	<ul style="list-style-type: none"> • The highlights and minutes of the Workforce, Wellbeing & Culture Committee meeting held on 23 October 2023 were not yet available. 	
7.6 Research, Teaching & Innovation	<ul style="list-style-type: none"> • Prof White spoke to the highlights and minutes of the Research, Teaching & Innovation Committee meeting held on 5 October 2023, as circulated with the agenda, highlighting: <ul style="list-style-type: none"> • Integrated Report – <i>Lead Research & Innovation</i> <ul style="list-style-type: none"> • SLA KPIs – are performing; incorrectly noted on the Referral Note as ‘under performing’ • Strategic Plan progress (5 objectives) • Risk Register –reviewed risk mapped to <i>Lead Research & innovation</i> noting risks are being progressed and are currently being adequately managed. • Other Matters <ul style="list-style-type: none"> • A working group (Board members) of the Committee reviewed the <i>SWSLHD Research Strategy Scoping Paper</i>; subsequently endorsed. 	

<p>Future of the Committee</p>	<ul style="list-style-type: none"> The Committee endorsed the <i>SWSLHD Innovation Strategy Scoping Paper</i>. The Innovation Strategy is designed to support the culture of innovation. 	
	<ul style="list-style-type: none"> Prof White spoke to the Referral Note, circulated with the agenda, proposing future arrangements for the Committee. The Board discussed the proposal and requested a further paper presenting options to demonstrate (including communication strategies) the Board's commitment to research and innovation in lieu of a board committee meeting, given the population growth in SWSLHD. Action: Submit a further proposal and arrange a special Board meeting to discuss research. 	Secretariat
<p>8. Business Arising</p> <p>8.1 Universal Home Visiting</p>	<ul style="list-style-type: none"> The SWSLHD Board NOTED the update regarding communication with Ministry regarding transition to a Targeted Home Visiting Model of Care rather than Universal Home Visiting as detailed in the NSW Health of Health Maternal and Child Health Primary Health Care Policy (PD2010_017), as circulated with the Agenda. Ms Marshall confirmed that visits are being offered. 	
<p>9. Acting Chief Executive's Report</p> <p>9.1 Significant Issues</p>	<ul style="list-style-type: none"> Ms Marshall spoke to the Significant Issues Report, as circulated with the agenda, highlighting: <ul style="list-style-type: none"> In the news NSW Premier's Awards 2023 Finalists SWSLHD Quality Awards Special Commission of Inquiry – update 	
<p>9.2 Performance</p>	<ul style="list-style-type: none"> Ms Marshall spoke to the Performance Report, as circulated with the agenda, highlighting: <ul style="list-style-type: none"> Safety & Quality <ul style="list-style-type: none"> <i>Previously covered in the HCQSC Report</i> Access & Performance <ul style="list-style-type: none"> ETP Transfer of Care 	

	<ul style="list-style-type: none"> • Surgery • Finance Report <ul style="list-style-type: none"> • <i>Previously covered in the FAC Report</i> • Activity Report <ul style="list-style-type: none"> • <i>Previously covered in the FAC Report</i> • League Tables <ul style="list-style-type: none"> • The League Table presenting performance data, including selected Tier 1 SLA KPIs by LHD (August 2023) was circulated with the agenda. • The League Table presenting performance data, including selected Tier 1 SLA KPIs by SWSLHD facilities (September 2023) was circulated with the agenda. 		
9.3	Media & Communications Report	<ul style="list-style-type: none"> • The Board <u>NOTED</u> the Media & Communications Report, as circulated with the agenda. 	
9.4	Work Health & Safety Report (Mar, May, Aug, Nov)	<ul style="list-style-type: none"> • The next Work Health & Safety Report is due in November 2023. 	
10. Chairman's Report			
10.1	New Land Release Areas	<ul style="list-style-type: none"> • The SWSLHD Board discussed the update on new land release areas across SWSLHD, as circulated with the agenda, including: <ul style="list-style-type: none"> • Land release areas in SWSLHD • Potential implications for SWSLHD • Current and future health services and health infrastructure • The pending action for the Board to conduct a tour of the aerotropolis site will provide an opportunity to review the growth areas. 	
10.2	Proposed Board 2024 Summary Work Plan	<ul style="list-style-type: none"> • The SWSLHD Board <u>APPROVED</u> the proposed meeting arrangements for 2024, as circulated with the agenda. • Action: Coordinate the 2024 meeting arrangements, including local ELT members to attend site-based Board meetings. 	Secretariat

<p>10.3 Council of Board Chairs Meeting</p>	<ul style="list-style-type: none"> • The Chair provided feedback on the Council of Board Chairs meeting held 9 October 2023, highlighting: <ul style="list-style-type: none"> • The <i>Net Zero Leadership Guidance for Boards</i> Fact Sheet, as circulated with the Agenda. • Ms Sankovic and Ms Harm expressed interest in future training and event opportunities related to the topic area. 	
<p>10.4 Draft Board ELT Interfacing Program</p>	<ul style="list-style-type: none"> • The Board discussed the draft program for interfacing with the Executive Leadership Team (ELT), as circulated with the Agenda. • The Board agreed with the Chair’s proposal to conduct a round table meeting (approx. 2 hours) early in 2024 between the Board and the ELT to discuss interfacing and current & emerging issues. • Action: Schedule a round table meeting for the Board and ELT. 	<p>Secretariat</p>
<p>11. New Business</p>		
<p>11.1 TYE Board Awards</p>	<ul style="list-style-type: none"> • The Board <u>APPROVED</u> the Transforming your Experience: Excellence on Safe & Quality Healthcare Awards to be presented at the Annual Public meeting, as circulated with the Agenda and proposed by the Working Group. • Action: Convey the Board’s approval to the Director, TYE for appropriate action. 	<p>Secretariat</p>
<p>11.2 SouthWest Kids</p>	<ul style="list-style-type: none"> • The Board noted the SouthWest Kids Strategy, as circulated with the Agenda. Ms Marshall highlighted the Strategy: <ul style="list-style-type: none"> • outlines the 10-year Strategy to uplift children’s health services within SWSLHD; highlighting the importance of high-quality children’s health care closer to home. • will be a recognisable brand for our community and stakeholders 	

<p>12. Other Committees – Summary Reports & Minutes</p> <p>12.1 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 6 October 2023, as circulated with the agenda, highlighting: <ul style="list-style-type: none"> Item 6.1 – Facility & Service Updates Item 6.3 – Director, People & Culture will be invited to present the findings of the 2023 People Matter Employee Survey Item 7.1 – Reflection & Review Evaluation Report, highlighting a focussed involvement during redevelopments 	
<p>12.2 MSEC</p>	<ul style="list-style-type: none"> The next meeting of the Medical Staff Executive Council is scheduled for 26 October 2023. 	
<p>13. Items for Information</p> <p>13.1 Correspondence</p>	<ul style="list-style-type: none"> The Board <u>NOTED</u> correspondence as circulated with the agenda from: <ul style="list-style-type: none"> Ms AVD Mr GF <ul style="list-style-type: none"> Action: The Chair requested the A/g Chief Executive meet with Mr GF A/Prof VR <ul style="list-style-type: none"> The A/g CE offered a follow up discussion, if required. Board Communique – Edition 9, August 2023 	
<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"> Mr Roach suggested a donation by each Board member toward the planned Christmas function. Action: Issue options for payment 	<p>Secretariat</p>
<p>15. Meeting Evaluation</p>	<ul style="list-style-type: none"> Ms Sankovic evaluated the meeting, highlighting: <ul style="list-style-type: none"> The pre-information session was excellent Information presented was very clear, particularly the presentation on the draft Service Agreement The room – audio and temperature – is not optimal 	

	<ul style="list-style-type: none"> • Different perspectives are value-adding • Need to remain conscious of timing, which was well managed by the Chair 	
16. Close / Next Meeting	<ul style="list-style-type: none"> • The meeting closed at 6.37pm • The next meeting will be held on 27 November 2023 at Bowral & District Hospital <ul style="list-style-type: none"> • 2.30-3.30pm – Site Visit • 3:30-6:30pm – Board Meeting 	