

Minutes for ISLHD Board Meeting

18/10/2021 | 02:00 PM - 05:00 PM - AEST

Microsoft Teams

Attendees (8)

Alan Hudson; William Lovegrove; Rod McMahon; John Stubbs; Richard Morris; Janine Cullen; David Campbell; Chris Bertinshaw

Agenda

ITEM 1: Chair's Consultation

The Board held a brief consultative session.

ITEM 2: Welcome

The Chair opened the meeting at 2.07pm

2.1 Acknowledgement of Country

The Board Chair noted the Illawarra Shoalhaven Local Health District is committed to reconciliation with the First Nations Peoples for whom the lands on which the District operates are their traditional lands. He acknowledged the ancestors of that country and paid respects to elders past, present and future.

The Board expressed their gratitude to share these lands today, their sorrow for the costs of that sharing, and the hope and belief to be able to move to a place of equity, justice and partnership together.

2.2 Attendance

Members:

Chris Bertinshaw, Board Chair

Janine Cullen, Board Member

David Campbell, Board Member

Rod McMahon, Board Member

Richard Morris, Board Member

Bill Lovegrove, Board Member

John Stubbs, Board Member

Alan Hudson, Board Member

Others in Attendance:

Margot Mains, Chief Executive

Jessica De Angelis, Executive Officer

Angela Twist, Board Secretary

In attendance for item 3.1:

Alex Smeaton, Director Clinical Strategy & Outcomes

Margaret Martin, Executive Director Clinical Operations

In attendance for item 3.2 and 3.3

Caroline Langston, Executive Director Integrated Care, Mental Health, Planning Information and Performance

Amy Hains, Director Planning Information and Performance

Mohamed Nasr, Manager Planning Unit

2.3 Apologies

Josh Rijdsdijk, Chair Medical Staff Council was an apology for this meeting.

2.4 Declaration of Interests

John Stubbs declared his reappointment as an investigator to QLD Health.

ITEM 3: Presentations

3.1 Integrated Emergency Department Programs - action item 184/21

The Board received a presentation regarding the integrated emergency department programs from Alex Smeaton, Director Clinical Strategy & Outcomes (DCSO). The Board queried what this type of approach might look like in a post or non COVID environment and were advised the most prominent difference was the risk assessment of patients with medical respiratory issues in a post COVID environment, where previously they may have been able to be assessed and moved through the process differently. The changes to the risk assessment format was discussed given the decrease in some risk aspects due to vaccinations.

The Board questioned what preparation is being undertaken when the boarders are open and the spike in visitors, particularly to the Shoalhaven region, commences. The DCSO advised the District's regular Summer preparation has already commenced for the Shoalhaven areas and would also occur for the Illawarra. The Executive Director Clinical Operations (EDCO) noted that

the biggest difference presenting a challenge is that the District must maintain COVID capacity and meet non-COVID demand. This is because there is a reduced bed capacity.

The DCSO noted that the best example of a model of care is the change to the way the emergency short stay area (ESSA) is used. Now, it is only used for patients that meet the criteria for a short stay (e.g. may need fluids, observation but we are quite sure they will be going home). The older model of care was that the space was used for admitted patients waiting for a bed on the ward meaning other patients that could be dealt with quickly were waiting.

The Board commended the work being undertaken in the emergency department and queried what was being done to improve discharge times and rates. They were advised improving discharge was built into all programs from a flow perspective by increasing early capacity on the ward. The District have a '1 by 9am' and '2 by 10am' design for wards to ensure there is ward capacity for the day. Wards identify patients for discharge the evening before and discharge planning commences. This includes organising medications and booking transport where applicable. Provided the patient remains stable, this creates positive flow for patients through the hospitals.

The Chief Executive acknowledged the work of Margaret Martin, Executive Director Clinical Operations and the General Managers for these sustained improvements. She particularly thanked Alex Smeaton, Director Clinical Strategy and Outcomes for his amazing work leading the teams to this success and for his ongoing efforts during the pandemic.

Margaret Martin and Alex Smeaton left the meeting at 2.41pm.

ACTION 185/21: The Board is to receive a summary of patient pathways for providing compliments, complaints and accessing the REACH program (Assignee(s): Angela Twist; Due Date: 20/10/2021)

3.2 SDMH Masterplan

The Board received a presentation and video outlining the Shoalhaven District Memorial Hospital masterplan from Mohamed Nasr, Manager - Planning Unit.

The Board queried the car parking costs given the socio economic status of some areas of the Shoalhaven and large indigenous population. The Chief Executive responded that multi-tier car parks had guidelines for implementation/ costs across the state and that there were 21 concessions applied for the pricing.

The large engagement process with community and staff was discussed which will continue. The Board expressed their expectation that Aboriginal representatives were included in as many aspects of the planning as possible.

The Board stressed the importance of a well-considered approach to public transport in terms of both networks and infrastructure such as undercover access and walking routes for staff and patients during wet weather. The planning team are working with Transport NSW on the approach and there is a current '16 Cities' project which includes Nowra and is focused on public transport including routes that go to the hospital given the large number of patients and staff from the area that use the hospital. How hospital links to existing network is being considered ongoing.

The design will be focused on environmental sustainability and the connection with country. All aspects including interior design and artworks will include these considerations.

3.3 ISLHD Health Strategy

The Board received a presentation from Amy Hains, Director Planning Information and Performance, on the next steps of the ISLHD Health Strategy noting follow up discussions with the Board Chair.

The Board considered the next steps and agreed a face to face planning session with clinical leaders would give new insight. The importance of keeping people healthy in the community, sustainability and staff wellbeing were noted to be a focus of the Board.

The Board expressed their appreciation to the Director Planning Information and Performance for her presentation.

Amy Hains and Caroline Langston left the meeting at 3.34pm

ITEM 4: BREAK

The Board took a brief recess.

ITEM 5: Board Chair Report

Congratulations to the Chief Executive

The Board congratulated the Chief Executive Margot Mains on her University Fellowship awarded by the University of Wollongong for exceptional service to the University and its communities. The Chief Executive has dedicated her career to improving the health and wellbeing outcomes of the communities in the Illawarra and Shoalhaven and across Australia and New Zealand.

She joined ISLHD in 2014 and has built a values-based organisation in which staff feel engaged and supported. She committed ISLHD to the Birthing on Country Program, an initiative to address the maternal and perinatal gap in health outcomes for Indigenous mothers and babies.

She tirelessly leads ISLHD through the current COVID pandemic, has developed the max vaccination hub in Wollongong and repurposed facilities to prepare the hospitals in our region to cope with the expected surge in demand.

The Board discussed the CEs outstanding achievement in regard to the response to COVID and the reorganisation of staff teams, operating procedures and practices – all while achieving the ‘buy-in’ of dedicated specialist medical professionals who traditionally have struggled to alter what many consider ‘best clinical practice’.

Letter from the four Mayors of the Illawarra Shoalhaven Region

The four Mayors of the region, under the banner of the Illawarra Shoalhaven Joint Organisation wrote to the Board Chair on 29th September 2021 to communicate their ‘thanks from the communities of the Illawarra Shoalhaven’. A copy of the letter was provided to the Board. In acknowledging the lengths to which ISLHD staff, under the leadership of the CE, have gone to over the last eighteen months, they expressed their ‘very genuine thanks and deep respect for the dedication, skill and single-minded focus on the best possible health outcomes for every man, woman and child within their care’. The Board Chairs reply of 6th October was also provided.

ISLHD Deputy Board Chair Appointment

The Board Chair advised of his delight to appoint Ms Janine Cullen OAM to the position of Deputy Chair of the ISLHD Board. Janine’s term of appointment commenced 23rd September 2021 and will conclude on 30 June 2023 at the end of her current appointment to the board. The Health Services Act and By-Laws set up the position of Deputy Chair in such a way to suggest that it is a dormant role, only to be exercised in the absence of the Chair. While that is important, it is equally important that the Deputy Chair has specific tasks that assist the Chair and equip them to step into the Chair role as fully prepared as possible.

Janine brings extensive corporate governance experience and skills to the role. The Board noted their enthusiasm to come together as a team to ensure that the communities covered by ISLHD can experience the best possible health services.

ITEM 6: For Approval - 2022 Board and Committee Dates

RESOLUTION 2021/59: The Board approved the proposed 2022 schedule of Board and Committee meeting frequency and dates.

ITEM 7: Chief Executive Report

The Board received the Chief Executives report and further COVID updates including:

- the direct involvement with the IRT Tarrawanna Aged Care Facility including support, advice and guidance. There are some concerns with the ventilation, though the District have provided systems to improve this
- the letter of thanks received from the Chief Executive of the Homeless Hub which showed how many sectors can come together to achieve the best outcome
- the advice from ATAGI on the third vaccination dose which will be expected shortly. The initial roll out of the third dose will be focused on immunosuppressed people and patients
- the hesitancy which has now presented in the Community regarding the Pfizer vaccine
- the \$130M mental health funding announced by the Government which will include funding for:
 - psychologists and psychiatrists for public patients
 - Headspace enhancements for young people
 - training and early education of mental health
 - Aboriginal mental health coordinators for each District.

The Board discussed the need to continue the weekly briefings provided by the Chief Executive and 3 weekly reports. It was agreed the Board would continue to receive the CEs daily staff updates and briefings by exception.

The Board thanked the Chief Executive for her work and report.

ITEM 8: Business Without Notice

There was no business without notice.

ITEM 9: Resolution Circular

The Board approved the resolutions circular of the Board Meeting 6 September 2021.

9.1 Business from the last meeting

9.1.1 Resolutions Circular of the meeting scheduled for 6 September 2021

The Board noted the resolutions passed out of session for the meeting scheduled 6 September 2021.

9.2 Committee Reports

9.2.1 Finance and Workforce Performance Committee

The Board received the minutes from the Finance and Workforce Performance Committee meetings held 30 August 2021 and received a verbal update from the meeting of 27 September 2021 discussing:

- the information communication and technology (ICT) report received and discussion regarding the relationship with eHealth
- the telehealth service activity which has significantly increased over the past 12 months
- the request for further information regarding the peaks and troughs of staff working over 108 hours in the work health and safety report
- the mandatory training rates of the medical services and clinical governance sector which were well below other categories. The Committee will receive a further breakdown of the statistics as it is believed including networked positions may be skewing the data
- the risks of Covid expenditure being paid in arrears. The Committee sought assurances the Ministry of Health confirmed the cost of Covid special accommodation was approved.

The Committee met with the Board Secretary following the Committee meeting to discuss the need for streamlined reporting.

9.2.2 Health Care Quality Committee

The Board received the minutes of the Committee meeting on 25 August 2021 and a verbal update of the meeting held 29 September 2021 noting:

- in preparation for the Short Notice Assessment Accreditation Pathway (SNAAP), the Committee receive presentations each meeting on the 8 National Safety and Quality Health Service (NSQHS) standards. At the previous two meetings, presentations on standards 2, 3, 4 and 5 were received with the Committee noting progress on all is satisfactory
- the improvement in mental health statistics over the past 2-3 years due to a fundamental change in culture and many initiatives. The Committee commended the mental health service for these improvements.
- the positive movement in the access and flow reports
- the root cause analyses completed following serious events. The Committee
- If there are serious clinical events - investigated by RCA. Very important to know they are investigated in a lot of detail.

The Committee reported to the Board that Kylie Wright, Director Clinical Governance, Patient Safety and Quality has been a very positive addition to the team.

9.2.3 Audit and Risk Committee

The Board received the minutes from the Audit and Risk meeting held 13 July 2021.

9.3 Board Calendar - October to December 2021

The Board receive the revised 2021 October to December Board Schedule.

ITEM 10: Closure of General Agenda

The meeting closed at 4.11pm



29 September 2021

Chris Bertinshaw
Chair
Illawarra Shoalhaven Local Health District
PO Box 239
PORT KEMBLA NSW 2505

Dear Mr Bertinshaw

A letter of thanks from the communities of the Illawarra Shoalhaven

The past eighteen months have perhaps been the most challenging period our local, state, national and indeed international communities have faced in many decades. The COVID-19 Pandemic has affected every facet of life and has left no one untouched. We have had to radically change the way we work, live, interact with one another and plan for the future in constantly changing and to a large degree uncharted circumstances.

These have been troubling and enormously difficult times.

As we move towards what we hope is a post-Pandemic future we can take comfort from the inherent resilience of the human spirit and the extraordinary scientific skills and insights that will help us manage and prosper into the future.

We can also take comfort in what has been one of the few positive constants during the long months of the Pandemic, and that has been the extraordinary, selfless and unceasing contribution of the hard working nurses, doctors, administrators and support staff within our public health system.

During the Pandemic the staff of the Illawarra Shoalhaven Local Health District have been at the front line of efforts to protect and improve the health and well-being of everyone within our regional community. They have done so at personal risk, often to the point of exhaustion and at deep cost in terms of family life and interaction.

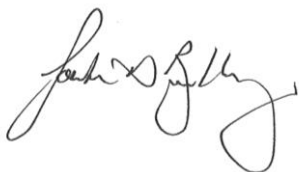
On behalf of the residents of our communities we, the four Mayors of the Illawarra Shoalhaven, would ask that you pass on to every worker within the Illawarra Shoalhaven Local Health District our very genuine thanks and deep respect for their dedication, skill and single minded focus on the best possible health outcomes for every man, woman and child within their care.

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PO Box 148 Kiama NSW 2533
isjo.org.au

We live in an area famed for its enviable lifestyle. The liveability of the Illawarra Shoalhaven extends, however, far beyond the undoubted physical beauty of our surroundings. At its heart are the people who live here and who care for and believe in one another.

The staff of the Illawarra Shoalhaven Local Health District have demonstrated what it truly means to be part of our regional community. We are enormously proud of them and grateful for everything that they do.

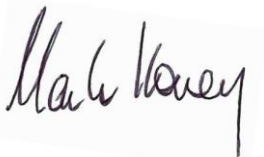
Yours sincerely



Cr Gordon Bradbery AM, Chair of the Illawarra Shoalhaven Joint Organisation and Lord Mayor of the City of Wollongong



Cr Marianne Saliba, Deputy Chair of the Illawarra Shoalhaven Joint Organisation and Mayor of the City of Shellharbour



Cr Mark Honey, Mayor of Kiama



Cr Amanda Findley, Mayor of the City of Shoalhaven

cc. The Hon. Gladys Berejiklian MP, Premier of New South Wales

The Hon. Brad Hazzard MP, Minister for Health and Medical Research

Margot Mains, CEO, Illawarra Shoalhaven Local Health District



Illawarra Shoalhaven Joint Organisation
PO Box 148
KIAMA NSW 2533

Dear Cr Bradbury, Cr Saliba, Cr Honey, Cr Findlay and Mr Stephan

I was delighted to receive your letter of thanks from the communities of the Illawarra Shoalhaven dated 29 September 2021 and I was moved by your thoughtfulness.

Like you I have watched in awe as the District has been on high level activation for disaster and emergency response for such an immense length of time. Many of these disasters have directly impacted both the working lives of our staff and their personal lives as well.

I am left wondering how they were able to manage these disasters personally and professionally, while also implementing projects, advocating for patients and consistently making advancements in care. Yet that is what they have done!

I was appointed as the Board Chair on 1 July 2021 and in the short time since then, I have witnessed firsthand the miracles the staff work under the leadership of the Chief Executive. I was about to send a message to our staff to commend them on their remarkable efforts when I received your letter, so I included it as well. I was thrilled to reinforce my message with yours.

On behalf of the Board and Chief Executive, I thank you for taking to time to recognise the dedication, tenacity, responsiveness and indeed the flexibility of the staff, many of whom are in roles very different to what they may have been used to. They have worked tirelessly and by all accounts, with a smile on their faces.

It is my hope that our communities can celebrate the end of the pandemic and recognise the hard work, dedication and sacrifice of not only the ISLHD staff, but all members of our communities. I look forward to planning something with you when the time is right.

Once again, I thank you on behalf of the Board for conveying your pride in and gratitude towards our staff. I am confident this pandemic will make our District even stronger, and I look forward to working with you and our Community in the future.

Yours sincerely

Chris Bertinshaw
Board Chair
Illawarra Shoalhaven Local Health District
ISLHD-Board@health.nsw.gov.au

Date: 6 October 2021

Cc: The Hon. Dominic Perrottet MP, Premier of New South Wales
The Hon. Brad Hazzard MP, Minister for Health and Medical Research