



**Health**

Illawarra Shoalhaven  
Local Health District

**MINUTES  
ILLAWARRA SHOALHAVEN LOCAL HEALTH DISTRICT  
BOARD MEETING**

**Date: Monday 6 August 2012  
4.00pm – 6.00pm**

**Venue: Conference Rooms 1 and 2, Level 8, Block C,  
Wollongong Hospital**

**ITEM 1: Attendance of members**

Clinical Professor Denis King, Ms Sue Baker-Finch, Ms Marisa Mastroianni, Dr William Pratt, Professor Kathy Eagar, Mr Paul Knight, Professor Jan Potter, Ms Jill Boehm, Professor Gerard Sutton, Mr Geoff O'Donnell, Mr Roger Downs

**In Attendance**

Mrs Susan Browbank, Mr Henry Kornacki, Mrs Rosemary Croke (secretariat)

**ITEM 2: Declaration of Pecuniary Interest, Conflict of Interest**

It was noted a number of Board members have affiliations with the University of Wollongong and the ISLHD. Item 6.1 and the first late business item require Board members to consider recommendations that may affect both the District and the UOW. The Chair drew to Board members attention the need to act in the interest of the ISLHD.

Professor Kathy Eagar declared an interest in these items and stated her preparedness to leave the meeting if called upon to do so.

**ITEM 3: Confirmation of Minutes of meeting held 2 July 2012**

Minutes accepted as a true and correct record.

**ITEM 4: Action List**

Action list received and noted by the Board.

**4.1 ISLHD Media Strategy**

The Board received and noted the strategy.

The communication strategy outlines the plan for the release of the Health Care Services Plan 2012-2022 for public comment. Stage One of the consultation process into the draft Health Care Services Plan has occurred. This included community input and stakeholder engagement.

Prior to the commencement of Stage Two of the draft Plan consultation process, the District is eager to ensure there is a media strategy in place to manage the process.

Minor changes are to be made to the communication strategy surrounding the release of the draft Plan. The strategy requires the District to nominate a single point of contact for community and media enquiries related to the Health Care Services Plan.

**RESOLVED (2012/36):** The Board resolved to endorse the Director Southern Operations Planning and Performance be the nominated Health Care Services Plan spokesperson.

## **ITEM 5: Reports**

### **5.1 Chief Executive**

Report received and noted by the Board.

The Chief Executive spoke to the report and highlighted the:

#### *Mental Health Review*

The report's recommendations will provide opportunities to improve the structure, accountabilities, and culture of the District Mental Health Service. The recommendations have been themed with each group accountable for developing strategies to address specific recommendations. Expressions of interest will be called shortly from staff and managers electing to accept a position within a group.

It is anticipated recruitment to the position of Director of Mental Health Services may be difficult.

#### *HETI, ICTN AND HWA*

The Health Education and Training Institute (HETI) will develop state wide generic training programmes and learning packages and be the repository of same. The establishment of core programmes and packages brings a co-ordinated approach to the development and delivery of clinical education and training to public health across the state. HETI has identified District positions that will be absorbed into the institute. The Chair expressed concern at the number of District positions to be reallocated to HETI.

This information is provided to inform the Board of the demands placed on the District and the expectations of the District's trainees.

The role City Coast Country will play in the state and national initiatives to build the health workforce for the future was raised and discussed.

#### *Review of Paediatric Training Positions by Sydney Children's Hospital*

The District has been committed to improving paediatric registrar training at Wollongong Hospital since the receipt of an inspection report in October 2011. The commitment was demonstrated by the creation of two additional RMO positions, the introduction of protected teaching time, and neonatal and paediatric audits. A repeat survey was conducted in July 2012 with the District receiving accreditation until 2014. The receipt of accreditation was also due to changes in workforce numbers. The appointment of Dr Susie Piper as the Director of Paediatrics is expected to assist Wollongong Hospital in maintaining accreditation and growth of the service.

The District is supporting the appointment of a Director of Paediatrics at the Graduate School of Medicine by offering funding of .4FTE. The Chief Executive described the prospect of attracting a suitable candidate as pleasing.

#### *Re-accreditation of Obstetrics and Gynaecology, Wollongong Hospital*

It was noted The Royal Australian and New Zealand College of Obstetricians and Gynaecologists' (RANZCOG) follow up re-accreditation of Wollongong Hospital was conducted on 15 June 2012. The survey was successful with the hospital granted ongoing re-accreditation (with the provision of a follow up report by 30 June 2013) for the remainder of the original four year accreditation period, ending 31 December 2015.

#### *Trainee Management Programme*

The District currently supports three management trainees who will be seeking employment with the District in 2013. The 2012 programme has been an outstanding success.

#### *Healthshare Board*

A major focus of this Board is to enhance the level of engagement with other health entities with a renewed focus on customer service. The ISLHD Chief Executive has been appointed to the Board for a period of four years commencing August 2012.

## **5.2 ISLHD Board Executive Summaries**

### **5.2.1 Finance and Performance Committee – Overview Report as at 30 June 2012**

Report received and noted by the Board.

## **5.2.2 Health Care Quality Committee – meeting held 25 July 2012**

Draft minutes received and noted by the Board.

## **5.2.3 Audit and Risk Management Committee – extraordinary meeting held 23 July 2012**

Draft minutes received and noted by the Board.

## **5.2.4 Planning Committee – Overview Report meeting to be held 6 August 2012**

Report received and noted by the Board.

### **5.2.4.1 Draft Health Care Services Plan update**

The Chair reported the draft document may be perceived by the community as difficult to understand due to the language and terminology used by the authors. The Planning Committee has requested the consultants make minor changes to the narrative to deflect from what perhaps could be perceived as a capital plan. The technical data will be transposed from the plan to an attached appendix prior to the commencement of Stage Two of the consultation process, and tabling at the October 2012 Board meeting.

### **5.2.4.2 Confidential Minute One**

Board members are referred to the Confidential Minute for further information related to this item.

### **5.2.4.3 Wollongong Hospital Car Park**

The Chair has met with Mr Robert Rust, CEO, and Mr Angus Dawson, Project Manager, Health Infrastructure, to discuss the Wollongong Hospital Car Park. A follow up meeting is to be organised with a car park commercial expert in attendance. The agenda for the follow up meeting will include the hospitals' car park immediate requirements and the need to future proof the project. There is a planning issue around the site that will require Wollongong Council's involvement in the project. There are also commercial parameters around the project that need to be met.

### **5.2.4.4 Health Precinct on the SDMH site**

It has been brought to the Chair's attention the Illawarra Shoalhaven Medicare Local (ISML) is now

proposing to deviate from their original proposal in relation to the financial arrangement associated with the acquisition of Crown land and the building of a car park to accommodate a GP Super Clinic on the Shoalhaven District Memorial Hospital site.

The Board supports the initial proposal that ISML's contribution to funding of the work be made available up front in order for the project to move forward.

**RESOLVED (2012/37):** The Board resolved to endorse adherence to the original proposal and the ISML be informed of same.

#### **5.2.4.5 Acquisition of Nowra Park, Nowra**

Brief received and noted by the Board.

#### **5.2.5 Medical and Dental Advisory Appointment Committee (MDAAC) – meetings held 25 June and 23 July 2012**

Executive summaries received and noted by the Board.

### **5.3 Executive Management Committee Executive Summaries**

#### **5.3.1 Shoalhaven Clinical Council–meeting held 16 July 2012**

Draft minutes received and noted by the Board.

## **ITEM 6: Business Arising:**

### **6.1 Memorandum of Understanding related to the Illawarra Research Hub**

At the Board meeting held on 2 April the Board endorsed the Chief Executive initiate discussions with the Vice Chancellor of the University of Wollongong (UoW) with the view to revise and renew the Memorandum of Understanding between the UoW and the District that expired in May 2011. At the 4 June 2012 Board meeting the Chief Executive reported she has met with the Vice Chancellor with both parties agreeing to each drafting a MoU and to meet again. The Chief Executive informed Board members no further meeting has been held with the Vice Chancellor referring the Chief Executive to the authors of the UoW draft of the MoU.

The Board noted the need for the District and the University of Wollongong (UOW) to define their teaching and research relationship via a Memorandum of Understanding (MoU). The Board supports the development of health and medical research and the

delivery of better health care outcomes in collaboration with core research units.

Lengthy discussion took place on the partnership between the UoW and ISLHD in relation to the strategic management of joint activities related to teaching and research, and the arrangement between various parties in the further development of the Illawarra Research Hub. The Chair stated these issues have become entwined with each requiring the Board's attention.

**RESOLVED (2012/38):** The Board resolved to endorse the Chief Executive prepare a draft UoW and ISLHD MoU.

**RESOLVED (2012/39):** The Board resolved to endorse the Chair, the Chief Executive and Professor Kathy Eagar meet with the Director of the Office of Medical Research, Ministry of Health to discuss the development of the Illawarra Research Hub.

## **6.2 SDMH Budget Strategy update**

Report received and noted by the Board.

The Chief Executive informed Board members the District has received and made comment on a draft of the SDMH Recovery Plan and Performance Initiatives report. This follows on from Francis Group presenting an overview at the Board Finance and Performance Committee on 25 June 2012 where accountability for performance, expenditure and revenue streams, and budget controls were raised as issues for the hospital.

The Board enquired as to the District's ability to realise the financial gains as outlined in the draft plan's range of strategies. The Chief Executive believes some of the gains are achievable, however, for this to occur the hospital will require strong leadership and management, supported by a team that possesses strong financial and management skills.

The Board suggested time frames be developed around the range of strategies.

## **ITEM 7: NEW BUSINESS:**

### **7.1 ISLHD Annual Financial Statements for 2011-2012**

Report received and noted by the Board.

The requirement of the Board to endorse the financial statements was raised and discussed. It was noted the Chair is in the process of clarifying the Board's role in relation to delegations.

## **7.2 ISLHD Initial Budget Allocations 2012-2013**

Report received and noted by the Board.

The Board was informed initial site budgets have been framed and disseminated to the Tier 2s including information detailing their relationship to the budget allocations.

## **7.3 Clinical Excellence Commission (CEC) presentation to the Board**

The Chair spoke of a request from Professor Clifford Hughes, CEO of the CEC to present to the Board at an extraordinary meeting. Due to Board member commitments this request will unfortunately have to be declined.

## **7.4 Service Agreement 2012-2013 between NSW MoH and ISLHD**

Agreement received and noted by the Board.

**RESOLVED (2012/40):** The Board resolved to endorse the Service Agreement subject to the issues identified and outlined in the District's communication to the Ministry of Health dated 31 July 2012.

## **7.5 Clinician and Executives Team Leadership (CETL) pilot programme**

Report and attached programme received and noted by the Board.

## **7.6 District Annual Public meeting**

Report received and noted by the Board.

**RESOLVED (2012/41):** The Board resolved to endorse the proposal for provision of the 2012 Annual Public meeting of the ISLHD Board.

## **7.7 Comparative workers' compensation data within the District and other NSW Districts**

Report received and noted by the Board.

The data has been provided by Employers Mutual Insurer (EML) to allow comparison of annual weekly costs and open claims per 100 FTE within the District and with other NSW Districts. The Chief Executive has been informed EML recently advised they will be unable to provide any comparative data. The Chief Executive has written to the Ministry of Health enquiring as to the background of this directive as it is deemed the information requested would assist the Board in understanding the District's performance and is essential for executive management compared to other LHDs. The data is provided to ensure the Board is kept abreast of risk issues.

The Board is to note the inclusion of 94 “tail” claims in the data. These are outside the five year impact period and therefore are non impacting claims.

The Chief Executive informed the Board the District is well placed to move forward in relation to workers’ compensation and injury management. An additional manual handling educator has been employed, and the Director of Finance is examining the leadership strengths of the service.

The main issue for the District relates to the high costs associated with long standing (three to five year) claims. The Chief Executive believes the District is on track in managing new claims and is having an impact on the long standing claims.

The Board queried the District’s OH&S premium.

**ACTION ITEM:**

Director of Finance to ascertain the District’s OH&S annual premium.

**7.8 Mental Health Unit – Kalparrin Unit**

Report received and noted by the Board.

The Board discussed this report at length. Issues raised included the age of the model under which this Unit was established, the validity of involving a health service in a long term residential care setting, and the community programmes currently in place that align with NSW Health policy direction and with recovery and rehabilitation principles.

**RESOLVED (2012/42):** The Board endorsed to resolve the report recommendations.

**7.9 ISLHD and ISML meeting of Boards and Executive**

A request has been received from the Illawarra Shoalhaven Medicare Local (ISML) to meet either formally or informally with the District Executive and Board.

**ACTION ITEM:**

The Chair will follow up on this request.

**ITEM 8: Information**

**8.1 Correspondence from ACI regarding Chronic Pain Service at Port Kembla Hospital**

Correspondence received and noted by the Board.



## **8.2 Update Council of Chairs of LHDs and Ministerial Advisory Committee**

The Chair provided verbal and written information related to:

- A change in policy related to the sale of surplus property within LHDs.
- Board delegations.
- Redefining of the Board's relationship with the Chief Executive.
- Governance training for LHD and Speciality Network Boards.
- Diversity and Contestability in the Public Service Economy authored by Gary Sturgess.
- Board remuneration.
- Board member nomination for reappointment.

## **ITEM 9: Late Business**

### **9.1 Proposal that ISLHD enter into a commercial arrangement with the Australian Health Services Research Institute (AHSRI)**

Report received and noted by the Board.

**RESOLVED (2012/43):** The Board resolved to endorse the proposal that the Chief Executive enter into a commercial arrangement with AHSRI to include the provision of strategic advice, technical expertise and support with a view to building internal capacity throughout the District.

### **9.2 Progress report on development of the ISLHD Strategic Communications Plan**

Report received and noted by the Board.

## **ITEM 10: Business Without Notice**

### **10.1 Waiting times in District Emergency Departments**

The Board queried the availability of waiting time data for non reporting KPIs. The Chief Executive spoke of triage categories 4 and 5 experiencing wait times in Emergency Departments. Board members were informed at 6.00am this morning (6 August 2012) there were 35 people in the Wollongong Hospital Emergency Department awaiting admission. During the week commencing 30 July 2012, the Wollongong Hospital Emergency Department experienced 380 ambulance presentations; the fourth busiest Emergency Department in the state.

Bed block is an issue at this time of the year. The Chief Executive informed the Board the District currently receives seven community packages per week and is in the process of writing to the Ministry of Health requesting an increase in this number. The cost of a

community package was brought to the Board's attention. The Board suggested the Chief Executive flag this as an issue with the Ministry of Health. The District is examining models of care options including the "streaming" of patients in Emergency Departments.

**ACTION ITEMS:**

- The Chief Executive to provide the Board with data detailing the number, and duration of wait times that exceed the benchmarks of patients waiting five to six hours to be seen in Wollongong Hospital Emergency Department.
- Chief Executive to examine the feasibility of including standard deviations in selected Performance Reports tabled at Board Finance and Performance Committee meetings.
- The Chair and Chief Executive to further discuss this issue.

**ITEM 11: Confidential Items**

**11.1 PET Scanner**

Report received and noted by the Board

**11.2 Media Strategies**

Board members are referred to late business item 10.2 for information related to this item.

**11.3 Chief Executive Performance Review**

The Chief Executive, Director Finance and Board secretariat were asked to leave the meeting.

**Meeting closed at: 6.35pm**

**Next meeting:** Monday 3 September 2012  
4.00pm – 6.00pm  
Conference Rooms 1 & 2,  
Level 8, Block C  
Wollongong Hospital

**CERTIFIED A CORRECT RECORD**

**Clinical Professor Denis King**



.....  
**Signature**

3.9.12

.....  
**Date**

TRIM Ref: D12/47883