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# MINUTES

## BOARD MEETING

Date: 3.30pm-6.00pm, Monday 1 August 2016

Venue: Conference Rooms, District Executive Office

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### ITEM 1: PRESENTATION

#### Dr Zoran Bolevich, Chief Executive eHealth and The Checkley Group

The Board Chair welcomed Dr Bolevich, Chief Executive eHealth, Mr Bruce Pedersen and Ms Colleen Brooks from The Checkley Group, and Ms Vicki Fleming, ISLHD Director Corporate Services and Chief Information Officer to the meeting.

Dr McMahon and Dr Pratt arrived five minutes into the presentation.

Dr Bolevich presented on the role of eHealth to provide statewide leadership on the shape, delivery and management of Information Communications Technology (ICT) led health care; noting that Dr Bolevich has been in the role of Chief Executive for a year. Key points included:

- Develops and guides statewide e-health strategy and planning
- Implementation of statewide new technologies
- Programs across six portfolios 2015-16 program budget of \$170 million
- Manages the Statewide Service Desk
- Overview of statewide architecture, including Statewide Integration and Data Sharing through HealthNet and secure messaging; statewide systems including clinical and corporate applications; and statewide infrastructure
- Impact of the National Digital Health Agency (from July 2016) and national ehealth strategy, particularly through My Health Record and secure messaging
- Development of the eHealth Strategy for NSW (2016-2026); includes drivers for change, vision and goals, strategic framework underpinning principles, strategic focus areas, priority initiatives, delivery horizons and roles and responsibilities
  - Strategic framework designed to challenge how we can engage with stakeholders, including patients/consumers, clinicians, and the community better and how to use technologies to drive improvement
  - Innovation through moving towards integrated care
  - Strategic planning vision to be achieved through three horizons; horizon one is about making infrastructure and clinical system available everywhere; horizon two is about integration of systems; horizon three patient experience.
  - Scorecard to monitor progress against strategy under development.

The Board received the presentation. In response to questions from the Board, Dr Bolevich advised that:

- Several projects are in progress concerning interaction with private hospitals, including the privately operated public hospital at Northern Beaches
- Better connectivity with private hospitals is reliant on My Health Record, which will require greater engagement with the private sector to create a sophisticated project
- Need for new smart technology support with new hospitals being built with a common set of standards for technology needed
- Clinical application reliability program underway; should be finished within the next 18 months.

Mr Bruce Pedersen and Ms Colleen Brooks provided a presentation on the ISLHD e-health strategy. Key points included:

- Started review with analysis of current state, interviewed over 130 people
- Key highlights of what is working well are:

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- Current Chief Information Officer, Ms Vicki Fleming, has a strong connection with clinical staff and eHealth which is a strong positive
  - District has often been early adopter of technology
  - A number of statewide projects rolled out effectively
  - Positive culture to support change management for ICT change and improvements
- Key themes – consolidation of foundations; contestability to ensure quality and efficient services; change management funding through new projects need to be focused on; innovation culture
  - Checkley Group ‘Single view of patient/client’ methodology and gap analysis outlines systems implemented, being rolled out, part of a statewide plan or those requiring replacement, modification or extension to meet business requirements; over 150 additional systems identified through review that need to be considered
  - Consideration of trends for e-health/ICT management, including high cost software to be maintained and outsourcing of capital intensive services expected to increase
  - Three roadmap options, status quo based on current trajectory; status quo plus; and status quo plus plus.

The Board noted the importance of staff and consumer engagement and buy in supported by strong change management is needed for effective rollout of ICT initiatives and technology.

The Board Chair thanked Dr Bolevich, Mr Pedersen, Ms Brooks and Ms Fleming for the presentation.

**ITEM 2: MEETING OPENING**

**Attendance of members**

Clinical Professor Denis King OAM (Chair), Ms Jill Boehm OAM, Associate Professor Stephen Andersen OAM, Mr Roger Downs, Professor Kathy Eagar, Mr Paul Knight, Ms Marisa Mastroianni; Associate Professor Rod McMahon, Mr Geoff O'Donnell, Clinical Professor Jan Potter, Dr William Pratt, Ms Carrie Schulman, Professor Gerard Sutton AO.

**In Attendance**

Ms Margot Mains, Chief Executive; Ms Jasmina Jonceski, Board Secretary; Mr Brent Wiseman, Executive Director Finance and Corporate Services.

**Apologies**

Nil.

**ITEM 3: DECLARATION OF PECUNIARY INTEREST, CONFLICT OF INTEREST**

There were no conflicts of interest, gifts, or benefits declared.

**ITEM 4: BUSINESS FROM THE LAST MEETING**

**4.1 Confirmation of Minutes of meeting held 4 July 2016**

The minutes were amended to reflect the correct title of Dr Jean-Frederic Levesque as Chief Executive Bureau of Health Information.

The amended minutes were accepted as a true and accurate record.

In response to a question on activity growth increase referred to in the minutes for Integrated Care activity targets, the Board noted that should the District not meet the targets, there is no financial penalty in the current financial year, however, funding and activity levels for the following year may be adjusted based on performance in the current year.

**4.2 List of Action Items**

The Board noted progress/completion of actions.

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The Board Chair advised that in relation to Action 39 concerning the letter on the Service agreement, all issues have been discussed with the Ministry of Health:

- Funding for the Illawarra Health Information Platform has been resolved
- Pathology funding has been resolved
- Illawarra Elective Surgical Services (IESS) Centre funding remains unresolved and subject to discussion
- Patient fees revenue remains unresolved with the Ministry to second an officer to the District to assist us to meet the targets.

The Board agreed that Service Agreement will not be signed until there is an assurance that we are able to achieve budget compliance including against the unresolved matters.

#### **4.3 Register of Board Resolutions**

Members received the Board resolutions of the previous 12 months, and the progress to date.

#### **4.4 Action 33: ISLHD Private Patient Fees**

The Board received the information provided in the report

The Chief Executive advised the Board of the agreement with the Ministry of Health Chief Finance Officer for a secondment of a Ministry staff member to assist the District to achieve the targets.

The Board discussed the ability of the District to meet the targets based on the reasons provided by patients for not using private insurance in public hospitals, and noted that should the work of the Ministry of Health's seconded employee not achieve significant improvements that the Ministry should amend the target respectively.

### **ITEM 5: BOARD CHAIR REPORT**

The Board received the information provided.

The Board Chair provided an update on the contact with the Ministry of Health concerning the Ministry policy on the appointment of the Chair of Audit and Risk Management Committees, noting that health audit committees are unique in that decisions and recommendations made by public health organisation audit and risk committees may have an impact on quality and safety of care to patients, which is why it is important not to have all independent members on such committees.

The Board Chair advised he had discussed the matter with the Chair of the Audit and Risk Management Committee who suggested whether he should attend the Board meeting quarterly to provide an update on the Committee's activities.

The Board noted the Ministry of Health advice Guidelines for Boards: Work Health and Safety and Due Diligence Information Sheet concerning work health and safety and due diligence. The Board Chair also advised that the Ministry is developing advice for Boards on the changes to legislation commencing on 1 January 2017. The Board agreed to include the Work Health and Safety and Due Diligence training guidelines into a half-day session on the new legislation.

**ACTION ITEM:** Half day session on the changes to the legislation for Boards, including Ministry of Health Guidelines for Boards, to be provided following advice from the Ministry of Health on the new legislation.

### **ITEM 6: BOARD COMMITTEE REPORTS**

#### **6.1 Finance and Performance Committee**

The Committee Chair advised that there was no meeting in June due to inability to meet quorum. He advised that the attachment to the Chief Executive's Report, agenda item 11.1,

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includes the key cost drivers that impacted the final yearend financial result and that the Committee discussed:

- Improving visibility of financial assumptions made by and controlled by the District, those controlled by the Ministry of Health and elsewhere to ensure that there can be less surprises going forward
- Benefits of Health Round Table benchmarking information for the District and how to leverage comparative data reporting across the District
- The five priority financial priority focus areas to be focus for the District
- Additional Full Time Equivalent (FTE) growth of 2%, approximately 200 FTE, over the year
- Need for understanding of FTE establishment figures.

The Chief Executive advised, and as referred to previously by the Board Chair, she is working closely with the Ministry of Health on the District's budget position.

## **6.2 Health Care Quality Committee**

The Board received the draft minutes from the last Health Care Quality Committee meeting.

The Committee Chair noted that the Committee received a presentation on the Quality and Safety Plan for the Southern Illawarra Hospital Group.

The Committee Chair advised that the Committee received more information on key clinical risk areas, including Emergency Treatment Performance, Mental Health and Maternity Services; and update on accreditation; complaint management noting that the District is well below benchmark on complaint management performance and that should no improvement be achieved may be referred to the Board.

The Board was advised that the Committee considered Terms of Reference and would like an analysis on how the committee is meeting its terms of reference.

The Committee requested that the summary on the Quality and Safety indicators of the Health System Performance Report be submitted to the Board.

## **6.3 Planning Committee**

The Board received the draft minutes from the last Planning Committee meeting.

The Committee Chair advised that at their meeting earlier that day they considered the draft Shoalhaven Strategy that was proposed to be recommended to the Board, however, the Committee requested further work to be undertaken on the document on language, planning for David Berry Hospital and the impact of the Shellharbour Hospital redevelopment. The Committee also discussed parking and master planning for Shoalhaven Hospital, and the draft Integrated Care Strategy.

## **6.4 Aboriginal Health Committee**

The Committee Chair advised that the Committee met last week and considered progress on the development of the District's Closing the Gap strategy including partnership agreements with the local Aboriginal community; Aboriginal employment strategy targets, noting that the Committee will seek advice from the Ministry of Health on whether affirmative action to encourage employment of Aboriginal people is possible.

The Board noted the Statement of Commitment to Aboriginal People was signed at an official event earlier in the day; the event was successful.

The Committee Chair congratulated the District on its success in receiving funding for the three proposals it submitted in the Aboriginal Minor Capital Works Program, which resulted in the District receiving over \$800,000 of the \$2 million available statewide.

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## **6.5 Audit and Risk Management Committee**

The Board noted the Committee's last meeting was a special meeting to consider the draft statement of accounts, which were endorsed by the Committee with final approval of the accounts to be presented to the September Board meeting. The Board noted that the accounts were not expected to be qualified and congratulated the Finance team on this positive result.

### **ITEM 7: WORK HEALTH AND SAFETY**

#### **7.1 Safety Share**

The Board received the information provided.

#### **7.2 Work Health and Safety Report**

The Board received the information provided.

### **ITEM 8: QUALITY AND SAFETY**

#### **8.1 Patient Safety, Quality and Risk Report**

The Board received the information provided.

### **ITEM 9: STRATEGIC MATTERS**

*There was no business for this agenda item.*

### **ITEM 10: MATTERS FOR APPROVAL**

#### **10.1 Corporate Attestation Statement 2015-16**

The Board received the information provided.

The Board approved the ISLHD Corporate Governance Attestation Statement for the year ending 30 June 2016.

**RESOLUTION (2016/14):** The Board approved the ISLHD Corporate Governance Attestation Statement for the year ending 30 June 2016.

### **ITEM 11: CHIEF EXECUTIVE REPORT**

The Board received the information provided.

The Chief Executive highlighted:

- The finance report outlined the six priority areas the District is focusing on to improve financial performance
- A forum on Emergency Treatment Performance and Access and flow was held on 27 July led by the Chief Executive; included representation from medical leadership; agreed focus areas to be stranded patients and managing beds, Hospital in the Home, interface between Wollongong and Shellharbour bed and transfer of patients, direct admissions, 2-hour rule, 24/7 hospital working against 8-5 rosters for medical staff; Chief Executive asked Ministry of Health to recommend expert who can assist with providing advice and challenge current practices; daily teleconference to maintain momentum commenced
- Strategic executive focused on safety inspections across the District
- Update on thoracic services noting that the Board Chair and Chief Executive have agreed that management will determine what is required to establish a low level thoracic services and that funding will be sought from the Ministry of Health to establish
- Medical gases review has expanded scope to now include every gas outlet; District is self-funding cost of reviews; no significant concerns have been raised to date
- Chief Executive to host morning team for Cancer Services to congratulate staff for positive results in Bureau of Health Information report

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- Kathy Eagar on behalf of the Australian Health Services Research Institute (AHSRI) presented to the Southern Health Research Alliance on the Illawarra Health Information Platform
  - Milton Ulladulla Hospital Maternity Services announcement to be made on 2 August 2016 following agreement from Minister's Office on announcement date
  - Senior Hospital Doctor Engagement Survey is a positive result for the District.

The Board acknowledged and congratulated the Chief Executive on undertaking the medical gases safety testing in such a short period of time.

**ITEM 12: GENERAL BUSINESS**

**12.1 Board Calendar**

The Board received the information provided.

**ITEM 13: BUSINESS WITHOUT NOTICE**

**13.1 Quality and Innovation Awards Presentation Ceremony**

The Board acknowledged the Quality and Innovation Awards Ceremony held on 22 July 2016 noting that it is a positive event for the District and staff acknowledged.

**ITEM 14: IN CAMERA SESSION**

The Board held an in camera discussion. No minutes were recorded.

**ITEM 15: NEXT MEETING**

**Details for the next meeting of the Board are:**

Monday 1 August 2016

3.30pm-6.00pm

Conference Rooms, District Executive Office, Warrawong

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***Board members are referred to the Confidential Minutes for minutes relating to the Confidential Agenda.***

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**MEETING CLOSED AT 6.05PM.**

**CERTIFIED A CORRECT RECORD**

**Clinical Professor Denis King OAM**

**10 October 2016**