
MINUTES

BOARD MEETING

Date: 2.00pm-5.00pm, Monday 6 March 2017

Venue: Conference Rooms, District Executive Office

ITEM 1: IN CAMERA SESSION

The Board held an in camera session.

ITEM 2: PRESENTATIONS: Nous Group – Board Strategic Directions

Members of the District Core Executive and the Manager Strategic Planning and Commissioning were present for discussion on this item.

The Chair welcomed Ms Leanne Wallace, Principal Nous Group, to the meeting. Ms Wallace provided an overview of the paper and Strategic Directions paper provided at Agenda Item 10.1. *Further details of the discussion are included at Agenda Item 10.1.*

ITEM 3: WELCOME

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, Professor Bill Lovegrove AO, Ms Marisa Mastroianni, Mr Geoff O'Donnell; Dr William Pratt, Ms Carrie Schulman, Mr John Stubbs, Professor Gerard Sutton AO.

In Attendance

Ms Margot Mains, Chief Executive; Ms Jasmina Jonceski, Board Secretary; Mr Gerard Duck, Manager Planning and Strategic Commissioning.

Also in attendance for the Presentation were Ms Carolyn Cooper, Executive Director Clinical Operations, Ms Caroline Langston, Executive Director Integrated Care, Mental Health, Planning, Information and Performance; Dr John Christie, Acting Executive Director Medical Services; Mr Brent Wiseman, Executive Director Finance and Corporate Services; Mr Gerrard Golding, Executive Director Strategic Improvement Projects.

Apologies

Nil.

ITEM 4: DECLARATION OF PECUNIARY INTEREST, CONFLICT OF INTEREST

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

ITEM 5: BUSINESS FROM THE LAST MEETING

5.1 Confirmation of Minutes of meeting held 6 February 2017

The minutes were accepted as a true and accurate record.

5.2 List of Action Items

The Board noted progress/completion of actions.

5.3 Register of Board Resolutions

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

ITEM 6: BOARD CHAIR REPORT

The Board received the information provided.

The Board Chair provided an update on the 'Costing for Value' briefing hosted by the Ministry of Health on 23 February 2017. The Board Secretary will circulate slides from the meeting.

ACTION ITEM (06/17): Circulate Costing For Value briefing slides to Board members.

ITEM 7: BOARD COMMITTEE REPORTS**7.1 Finance and Performance Committee**

The Board received the draft minutes from the last Finance and Performance Committee meeting.

The Committee Chair advised the Board of the highlights from the last meeting:

- Lost Time Injury rates and injury claims continue to trend downwards, which is favourable
- Committee members commenced Safe Act Observations at Wollongong Hospital; they aim to enhance visibility and Board oversight of the important of safe work practices
- 63 staff have excessive annual leave by staff and have not taken leave in the last twelve months; further information on how this is being managed has been requested.

The Board noted the District's financial yearend forecast and sought assurances that the Ministry of Health would provide additional funding to meet debtor liabilities. Ms Mastroianni noted that the Audit and Risk Management Committee was waiting for correspondence from the Ministry to confirm this to enable an unqualified audit report. The Board also sought clarification on whether Board members are protected from personal liability should the District become insolvent.

ACTION ITEM (07/17): Provide advice on whether the Ministry of Health covers debtor liabilities at yearend should the District financial result be a deficit.

ACTION ITEM (08/17): Provide advice on whether Board members are protected from personal liability should the District become insolvent.

7.2 Health Care Quality Committee

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

The Committee Chair advised that the Board of highlights from the last meeting:

- It received a presentation from the Clinical Excellence Commission (CEC) on the Organisational Safety Improvement Matrix to be presented to the Board in April following staff workshops
- Emergency Treatment Performance results are trending in a favourable direction, while premature to confirm a direct correlation, it is hopeful that this is a result of the Access and Flow strategy being implemented
- Received an update on the sterilisation equipment issues at Shoalhaven District Memorial Hospital.

7.3 Planning Committee

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

The Committee Chair advised the Board of the highlights of the meeting earlier in the day:

- The Shellharbour Hospital Redevelopment Committee has been subsumed into the Planning Committee
- HealthOne projects for Dapto and Ulladulla all cleared to proceed pending the Government's funding announcement
- Shoalhaven Hospital strategy masterplan is included with the carpark project; with the carpark being the political priority
- Bulli Hospital project continues on track; options for the existing site are under review, with the only remaining service to be relocated being the Aged Care Assessment Team

whose future remains subject to the outcomes of Commonwealth Government changes for aged care services.

7.4 Aboriginal Health Committee

There was no report, as there had not been a Committee meeting since the last Board meeting.

7.5 Audit and Risk Management Committee

There was no report, as there had not been a Committee meeting since the last Board meeting.

ITEM 8: WORK HEALTH AND SAFETY

8.1 Safety Share

The Board received the information provided.

8.2 Work Health and Safety Report

The Board received the information provided.

The Board noted that while there was an improvement in work health and safety indicators over the years, significant injuries remain a concern with the report showing that ISLHD remains the worst performer in the state.

In response to a concern that administrative incident rates and overtime for non-clinical areas was high; the Chair Finance and Performance Committee advised that these matters were being reviewed by the Committee and he would advise the Board if there were significant concerns to be noted.

8.3 Action Item 61: Serious Work Health and Safety Incidents Report

The Board received the information provided.

8.4 Work Health and Safety and Board Due Diligence

The Board received the information provided.

ITEM 9: QUALITY AND SAFETY

9.1 Patient Safety, Quality and Risk Report

The Board received the information provided.

ITEM 10: STRATEGIC MATTERS

10.1 Board Strategic Directions Paper and Proposed Changes to Board structures and processes

The Board received the information provided.

Ms Wallace, Nous Group, advised the Board that the Strategic Directions paper was developed through the outcomes identified at the Board workshop in February and through the findings from the stakeholder interviews outlined in the Insights Paper provided to the Board in February 2017.

The Board was generally supportive of the draft Strategic Directions paper and noted:

- The 'Board's vision' should be a District-wide vision; labelling it the Board's vision suggests that the District may have a separate vision to that of the Board
- The intent of the strategy is to ensure appropriate messaging from the Board on what are the key focus areas for the LHD
- Discussion on the proposed purpose "to provide NSW leading healthcare..." and whether this should be best practice and broader than the state; the Board agreed it should be aiming to have the best practice in the state
- Strategic priorities need to be key messages where the District's activities and actions can be clearly implemented

- Priorities and enablers all include focus areas for the District, with the difference between the two being that priorities address what we do not currently have while enablers include what is of constant importance where there are not any key gaps
- Priority One for 'Excellence in models of care, health programs and health services' to 'work with the community and our partners' should include 'empowering our staff to work with the community...'
- Whether work health and safety should be a strategic priority as it may also be an enablers; the Board agreed that workforce, including work health and safety should remain a priority area
- Whether financial sustainability should be an enabler or priority; assumed it was included as an enabler as part of governance; however, the Board agreed that it should be a separate priority area given the District's current financial issues
- Need to be clear on the dependencies between the priorities, for example, how does the head of workforce understand their role in delivering priorities on service models
- Initiatives within each priority need to be clear on accountabilities while ensuring that dependencies are also clarified
- Need to expand on the term stakeholders under enablers without being too prescriptive and limiting; for example outlining who key stakeholders are, including other government agencies where cross-agency engagement is needed, such as Justice, Education, Housing; through to external stakeholders such as the universities and non government organisations
- Point two under Strategic context in the document should note that population increases will not only occur in the Shellharbour region, but across the District with the Wollongong area and catchment also expected to continue to grow
- Agreed that further specific feedback be provided to the Board Secretary who would provide to Nous Group and the Planning Unit for inclusion in the final strategy.

ACTION ITEM (09/17): Board members to provide further feedback to the Board Secretary.

The Board discussed the draft *Proposed Updates and Changes to Board Structure and Processes* provided by Nous Group, and noted:

- The proposal is high level, it should provide clarity on how the strategic plan affects the committee structures and reporting to the Board to ensure appropriate assurances are received, while being conscious of not imposing a large reporting workload on the executive
- Need for tracking on strategic priorities and enablers to provide an assurance that the District is tracking against the plan and targets; could include reporting against key performance indicators, targets and enablers
- Indicators and performance measures need to be clear for the reporting against.

The Board agreed that:

- Nous Group would update the Strategic Directions paper
- Management to provide a roadmap of the existing priorities and programs being delivered by the District against the priorities and enablers outlined in the Strategic Directions paper.
- Management would develop the initiatives and measures to complete the strategic plan by mid year
- Review of committees and board reporting by yearend.

ACTION ITEM (10/17): Final Strategic Directions paper to be updated to include feedback as outlined in the minutes.

ACTION ITEM (11/17): Roadmap of existing programs being delivered by the District against the priorities outlined in the Strategic Directions paper to be provided to the Board.

ACTION ITEM (12/17): Develop final strategic plan, including initiatives and measures for inclusion in the strategic plan.

ACTION ITEM (13/17): Review of committees and board reporting by yearend.

ITEM 11: MATTERS FOR APPROVAL

11.1 Delegations Manual Version 7.2.2

The Board received the information provided.

The Board noted the change to Health Service Senior Executive positions are now to be approved through the Board to the Ministry of Health.

The Board noted the number of delegations, particularly those that only the Chief Executive can approve; it was advised that in most cases these are determined by the Ministry of Health and cannot be further delegated, however these will continue to be reviewed. The Board discussed whether these should be reviewed and if they create significant work, whether a case be put to the Ministry of Health to enable them to be further delegated; however, it was noted that some of these delegations are infrequently executed.

The revised Delegations Manual Version 7.2.2 was approved by the Board.

RESOLUTION (2017/07): The Board approved the updates to Delegations Manual Version 7.2.2.

ITEM 12: CHIEF EXECUTIVE REPORT

The Board received the information provided.

The Chief Executive highlighted:

- The Shellharbour Hospital Health Partnerships Project has continued to take up significant time and resources for the District, including at Executive level
- There have been discussions as to whether the Emergency Treatment Performance indicator would remain as premier's priority and whether it should be elective surgery.
- Dr Ian Sturgess continues to work on Access and Flow within the District, noting that significant work is required to embed robust systems and communications to support improvement in Access and Flow
- The Chief Executive provided an overview of Dr Sturgess' findings presented at the staff forum on 24 February 2017 noting that there was significant buy in from staff, however only 10 doctors participated; the Chief Executive indicated that she will lead meetings with all doctor groups over the next two months to seek their involvement and leadership in this area.
- In response to question from the Board, the Chief Executive noted the new Strategic Executive structure and roles and reporting lines for Clinical Division Co-Directors
- Overview of the Hunter New England Local Health District approach to accountability and performance that will be adopted for the District
- The District's activity levels were discussed the District's recent Performance meeting with the Ministry of Health, with the Ministry of Health acknowledging the additional activity levels primarily through inflows and flow reversals back into the District; the Board suggested that these be used as a positive story and the impact that new facilities have had for the District

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- The Ministry of Health's 'Better Value Healthcare' initiatives are to be included in the next service agreement; the board discussed how these could be incorporated into the District's strategic planning approach and how they align with existing priorities.
 - An update on the implementation of the National Disability Insurance Scheme (NDIS) following discussion at the Senior Executive Forum.

The Board requested copies of the presentations the Chief Executive provided through her report be circulated.

ACTION ITEM (14/17): Circulate the copies of the presentations the Chief Executive provided through her report.

ITEM 13: GENERAL BUSINESS

13.1 Shoalhaven Hospital Operating Theatre Sterilisation

The Board received the information provided.

The Chief Executive advised that the sterilisation machines are back up and running with the last sterilisation at Wollongong Hospital to be that week.

The Board discussed the need for an asset management plan, which the District has not historically had, would enable asset replacement through a programmed approach and mitigate similar circumstances in future.

13.2 Board Calendar

The Board received the information provided.

ITEM 13: BUSINESS WITHOUT NOTICE

There was no business without notice.

ITEM 14: NEXT MEETING

Details for the next meeting of the Board are:

Monday 3 April 2017

2.00pm-5.00pm

District Executive Office, Warrawong

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

MEETING CLOSED AT 5.47PM.

CERTIFIED A CORRECT RECORD

Clinical Professor Denis King OAM

3 April 2017