
MINUTES

BOARD MEETING

Date: 2.00pm-6.00pm, Monday 4 June 2018

Venue: Conference Rooms,
District Executive Offices, Warrawong



Health
Illawarra Shoalhaven
Local Health District

ITEM 1: WELCOME

1.1 Acknowledgement of country

The Board Chair acknowledged the traditional owners of the land on which the Board met and paid respects to Elders past, present and future.

1.2 Attendance

Attendance of members

Ms Jill Boehm OAM (Acting Chair); Mr Roger Downs; Professor Kathy Eagar; Ms Marisa Mastroianni; Dr William Pratt; Mr John Stubbs; Professor Bill Lovegrove AO; Professor Gerard Sutton; Dr Rod McMahon.

Others in Attendance

Ms Margot Mains, Chief Executive; Ms Jasmina Jonceski, Board Secretary; Ms Angela Tugrul, Assistant Board Secretary.

Ms Caroline Langston, Executive Director Integrated Care, Mental Health, Planning, Information and Performance, and Mr Gerard Duck, Manager Planning and Performance, were present for Agenda Items 5.1 and 5.2.

1.3 Apologies

Professor Denis King OAM (Chair); Dr Stephen Andersen; Ms Carrie Schulman; Mr Paul Knight.

ITEM 2: DECLARATION OF PECUNIARY INTEREST, CONFLICT OF INTEREST

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

ITEM 3: BUSINESS FROM THE LAST MEETING

3.1 Confirmation of Minutes of meeting held 9 April 2018

The Board approved the draft minutes of the meeting held 9 April 2018.

3.2 List of Action Items

The Board noted progress/completion of actions.

3.3 Register of Board Resolutions

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

ITEM 4: STRATEGIC MATTERS

4.1 Strategic Directions – Proposed final measures

The Board received the information provided.

The Board discussed:

- The Chief Executive acknowledged great work that has been done to determine the measures by management and also Board feedback to date
- The need to be able to measure against these priorities, whether additional work is created through the reporting and whether it adds value to the organisation and the work underway
- Noted that the paper referred to changes from previous version being highlighted in blue, however, this was not included due to a formatting issue.

RESOLUTION (2018/04): The Board approved the final draft Strategic Plan Measures.

ITEM 5: MATTERS FOR APPROVAL

5.1 Asset Strategic Plan

The Board received the information provided.

Ms Caroline Langston, Executive Director Integrated Care, Mental Health, Planning, Information and Performance, and Mr Gerard Duck, Manager Planning and Performance, were present for this Agenda Item.

John Stubbs arrived at 2.15pm during discussion on this item.

The Board noted that the Asset Strategic Plan was discussed earlier in the day at the Planning Committee, with key points noted:

- Need to rearticulate the wording on the Illawarra Strategy
- Need to enhance population projections and the changes since the data that is included and relevant trends.

The board noted that in response to the section on 'Alternative service models' (page 10 of the document), the comment 'no change is required to the physical building' may not be necessary and should be reviewed prior to final submission.

The Board discussed whether the Asset Strategic Plan document could be aligned to District's Strategic Plan, however, the Chief Executive advised that Asset Strategic Plan is developed on a Ministry of Health template with limited ability to change its format, and that the Strategic Directions plan is referenced throughout the Asset Strategic Plan.

The Board approved the draft Asset Strategic Plan, pending inclusion of the feedback from the Board Planning Committee and the Board.

RESOLUTION (2018/05): The Board approved the draft Asset Strategic Plan, pending inclusion of the feedback from the Board Planning Committee and the Board.

5.2 Health Care Services Plan

The Board received the information provided.

The Executive Director Integrated Care, Mental Health, Planning, Information and Performance and Manager Planning and Performance were present for this Agenda Item.

The Board noted that the discussion paper was intended to provide an opportunity for the Board to give feedback on the direction of the Health Care Services Plan work. The Board discussed:

- Data currency, noting that disease burden data is from 2011
 - The Manager Planning and Performance advised that there is more recent data however, this has only recently been released and was not available when this was first presented to the Planning Committee. While, the document is progressively being updated, there have been no significant changes in the trends between the years are noted.
- Why the burden of disease trends are higher than the highest activity District services
 - The Manager Planning and Performance advised that the data includes the District's admitted data only but does not include all cancer services many which are provided as outpatient services, understating the activity.

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- The cost of these burdens, including what the District has control over and can influence, the need to understand what the District cannot influence and the role responsible for this.
 - Staff consultation, including aligning sessions to capture staff who may only be available outside standard business hours, for example, weekends.

5.3 Delegations Manual Version 7.4

The Board received the information provided.

The Chief Executive provided an update on the draft changes. It was noted that some organisational changes from the financial services review had already been reflected, with further to come as the changes continued.

The Board discussed the delegations on:

- Chief Executive appointments delegation, noting that the Board is required to consult and have approval from the Secretary
- Overseas travel (except TESL (Training, Education and Study Leave for Staff Specialists)) noting that it is comprehensively reported to the Ministry of Health
- Data governance within Research and alignment to the Ministry's delegations and why this delegations has changed, noting that it was an amendment to the Statewide NSW Health delegations for public health organisations that were discovered when providing approval for CHRISP to have access to ISLHD data.

The Board requested that the Delegations Manual be updated on the Board secure website.

ACTION ITEM (13/18): Review and update the Board secure internet page for currency of information.

The Board approved the Delegations Manual Version 7.4.

RESOLUTION (2018/06): The Board approved the amendments to the Delegations Manual as outlined in Delegations Manual Version 7.4.

5.4 Proposed Board Meeting Schedule and Reporting Calendar

The Board received the information provided.

The Board discussed:

- Whether six meetings a year would be sufficient for the Board to conduct its necessary business, and noted that six is the minimum number required under the Board's enabling legislation
- Using the meetings already set aside in alternate months for
 - Presentations on strategic priorities
 - Presentations on other matters for the Board to better use Board time and enable time for more meaningful engagement with presenters, including external presenters
- Noted that the Chief Executive will continue to report the Board monthly
- The value of staff afternoon teas and if they are delivering expected benefits, and noted that they appear to be positive for staff morale, however, suggested some guiding talking points on key issues affecting the hospital group or service would be beneficial for Board members
- Agreed that the informal meeting in July 2018, including Afternoon Tea with staff, continue at Shellharbour Hospital.

ACTION ITEM (14/18): Provide Board members with a briefing on key issues prior to the Board Afternoon Tea.

The Board requested that the proposed schedule be revised to address the key point discussed, in particular additional presentations on key matters.

ACTION ITEM (15/18): Review proposed Board schedule and provide update for consideration at the next Board meeting.

5.5 Terms of Reference – Planning Committee

The Board received the information provided.

The Planning Committee Chair advised that the Committee is now working on developing its Schedule of Reports to the Committee to satisfy the terms of reference.

The Committee Chair acknowledged the work of the Board Secretary in developing the new terms of reference.

The Board approved the name change for the Planning Committee to the Planning and Innovation Committee and the revised Terms of Reference.

RESOLUTION (2018/07): The Board approved the name change for the Planning Committee to the Planning and Innovation Committee and the revised Terms of Reference.

ITEM 6: BOARD CHAIR REPORT

The Board received the information provided.

The Board noted that the letter referred to in the Board Chair report has since been withdrawn by the sender and that it should be withdrawn from the meeting papers.

ITEM 7: CHIEF EXECUTIVE REPORT

The Board received the information provided.

The Chief Executive noted the following:

- Illawarra Shoalhaven Health Forum to be hosted by the District for the Minister for Health and local Members of Parliament
- That staff have requested that Bulli Aged Care Centre of Excellence be renamed to continue to include Hospital in the title and that the District is considering and discussing with staff
- Staff workshop held at Shoalhaven District Memorial Hospital about what can be achieved to meet performance; a similar event will be held at Shellharbour Hospital as both hospitals require attention to improve their clinical performance results
- Elective surgery performance for the District remains under the target, however, there are significant financial implications to meet these activity targets as the District are already above its total activity targets; the Ministry of Health has been invited to look at what is happening within the District and provide assistance.

In response to a question on the risks of methadone and whether these should be included on the District's risk register, the Board discussed management of methadone as a statewide issue to be reviewed noting that an option would be for the District to address issues at local private clinics that operate within state policy, however, as these facilities operate within statewide policy, it requires broader review. The Chief Executive noted that the Coroner is undertaking a review into recent incidents that may result in findings that impact the District and NSW Health. The Board discussed how the District can ensure that the Ministry's policies

on methadone clinics are providing good outcomes for patients, for example, gaps of having registers of patients receiving methadone treatment, however there is no live register of prescriptions or dispensing to assist with possible over-prescribing. However, it was noted that methadone has a smaller number of prescribers and dispensers than other prescription medications and should be able to be control, unlike opiates which would be more complex to control. The Chief Executive indicated that she would follow up with the Ministry of Health on the review of methadone and actions planned and provide an update at the July 2018 Board meeting.

ACTION ITEM (16/18): The Chief Executive will follow up with the Ministry of Health on the review of methadone and actions planned and provide an update at the July 2018 Board meeting.

In response to a question on the Nurses and Midwives Association campaign for nurse ratios, the Chief Executive advised that this is a statewide campaign linked to the 2019 NSW election, with the Ministry of Health maintaining the State position to support for Nurse Hours Per Patient Day (NHPPD). Board members noted that some staff had made representations on these issues at the Shoalhaven Hospital Afternoon Tea. The Board requested regular updates on key election issues be provided for information of the Board.

ACTION ITEM (17/18): Provide key election issues updated to the Board.

The Board noted that financial reporting continues to focus on financial inputs and outputs, rather than a focus on activity through National Weighted Activity Units analysis. The Board requested more comparative information, such as how the Illawarra Shoalhaven compared to other Local Health District be provided. The Board also requested that a plan on how the District is heading to activity based management to be provided to a future Board meeting.

ACTION ITEM (18/18): Provide a financial report outlining how the District compares to other Local Health Districts at each meeting.

ACTION ITEM (19/18): Provide a plan on progress towards activity based management at a future meeting.

ITEM 8: BOARD COMMITTEE REPORTS

8.1 Finance and Workforce Performance Committee

The Board received and noted the report and minutes from the February and April 2018 Finance and Workforce Performance Committee meetings.

8.2 Health Care Quality and Safety Committee

The Board noted the report and minutes from the February and April 2018 Health Care Quality and Safety Committee meetings.

The Committee Chair advised that of the following key points from the May 2018 meeting:

- A tour of Shoalhaven District Memorial Hospital was conducted
- The fridges were reviewed during this tour, noting that the vaccination fridges were managed well, however, the medication fridges needed some focus which was raised with the Hospital Executive team.

8.3 Board Planning Committee

The Board received and noted the report and minutes from the April and May 2018 Board Planning Committee meetings.

The Committee Chair advised that of the following key points from the meeting earlier in the day:

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- The Committee received a comprehensive paper on the learnings of the community health review undertaken last year
 - The draft Asset Strategic Plan was discussed, as noted earlier in the meeting
 - Updates on Health Care Services Plan and Shellharbour Hospital redevelopment were received
 - A consultation draft of the COORDINARE Mental Health Plan for the Primary Health Network was discussed, with feedback provided for management to relay to COORDINARE.

8.4 Aboriginal Health Committee

On behalf of the Committee, Mr Gerard Sutton provided an update from the last meeting held in March 2018, noting that the Committee agreed that Aboriginal employment indicators would remain with the Board Finance and Workforce Performance Committee for reporting, and Aboriginal health outcomes will remain the key focus of the Aboriginal Health Committee.

8.5 Audit and Risk Management Committee

The Board received and noted the report and minutes from the March and April 2018 Audit and Risk Management Committee meetings.

ITEM 9: FOR INFORMATION

9.1 2018/19 Service Agreement Negotiations Update

The Board received the information provided.

The Board noted and discussed:

- The Ministry has advised Local Health Districts that there will not be full pricing available, as Treasury has not funded the required cost increase for health across the State for the 2018/19 financial year and that the Ministry is considering marginal pricing on additional activity
- The change to a marginal pricing model has impacts on the theoretical basis of Activity Based Funding
- The District will need to understand performance and demand to ensure that funding on marginal pricing adequately meets the District's expenditure; it was noted that the Ministry will support the District by reviewing activity measures, including emergency department inflows and outflows; readmissions; unplanned; preventable admissions; relative stay index
- The District will need to manage waiting lists and instances where surgeons do not consider their capacity to deliver when adding patients to their lists. The District may also need to consider group waiting lists for the District. The Chief Executive has invited the Ministry of Health to provide support to the District and perform data analytics to understand the drivers for increased activity.
- The cost of services and efficiency, querying what is driving District overspend and whether it is the increased activity or another driver
- Patient care and throughput not the only focus of Districts, with teaching and research being a key requirement and should be reflected in Service Agreement growth strategies.

9.2 Board Calendar

The Board received the information provided.

The Board discussed the revised meeting schedule at Agenda Item 5.4.

ITEM 10: BUSINESS WITHOUT NOTICE
There was no business without notice.

ITEM 11: MEETING FINALISATION

Details for the next meeting of the Board are:
Monday 6 August 2018
2.00pm-6.00pm
District Executive Office, Warrawong

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

MEETING CLOSED AT 5.23PM.

CERTIFIED A CORRECT RECORD

Professor Denis King OAM



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Signature

6. 8. 18

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Date