

Minutes for ISLHD Board Meeting and APM

09/12/2024 | 02:00 PM - 05:00 PM - AEST

Auditorium, Wollongong Hospital

ITEM 1: ISLHD Annual Public Meeting

The Board held the Annual Public Meeting 2024.

ITEM 2: Agenda

The Board Chair, Chris Bertinshaw opened the meeting at 3.00pm.

ITEM 3: Chairs Consultation

The Chair verified that the Members had no concerns to discuss pertaining to the agenda.

ITEM 4: Welcome

4.1 Acknowledgement of Country

David Campbell acknowledged the Traditional Custodians of the lands on which the meeting was held and paid respects to Elders past, present and future.

4.2 Attendance

Chris Bertinshaw, Board Chair
Marilyn Smith OAM, Deputy Chair
Richard Morris AM. BM., Board Member
Hon. David Campbell, Board Member
Jenny Collins, Board Member
Alan Hudson, Board Member
Suzi Clapham, Board Member
Nick Mitrevski, Board Member
Peter McDonald, Board Member

In attendance:

Margot Mains, Chief Executive
Jessica De Angelis, Director Office of the Chief Executive
Angela Twist, Board Secretary and Executive Officer (minutes)

In attendance for item 6.1, 6.3:

Suzanne Harris, Executive Director Infrastructure and Assets (via Microsoft Teams)

In attendance for item 6.2, 6.3:

Mark Garrick, Executive Director Strategy, Risk, Planning and Performance (via Microsoft Teams).

4.3 Apologies

Jonathan Boswell, Board Member and Joshua Rijdsdijk, Chair Medical Staff Council were apologies for this meeting.

4.4 Declarations of Interests

The Chair invited members to raise any conflicts of interest arising from the agenda items. There were no declarations of conflicts of interest.

ITEM 5: Business from the last meeting

5.1 Confirmation of Minutes - 4 November 2024

The Chair invited comments or amendments to the draft minutes of the ISLHD Board meeting held on 4 November 2024.

It was noted that Alan Hudson and David Campbell were also in attendance at the meeting.

The Board requested that the minutes be updated to reflect their request for out-of-session information on the legal ability of the Board to approve the Critical Infrastructure Risk Management Plan.

ACTION 285/24: Board minutes from 4 November 2024 to be amended to reflect David Campbell and Alan Hudson were in attendance. (Assignee(s): Angela Twist; Due Date: 13/12/2024)

ACTION 286/24: Board minutes from 4 November 2024 to be amended to reflect the request made for out of session information to be provided to the Board on their legal ability to approve the critical infrastructure risk management plan. (Assignee(s): Angela Twist; Due Date: 13/12/2024)

5.2 Actions Arising

The Board noted the action arising.

ITEM 6: Strategic Matters

6.1 ISLHD Strategic Asset Management Plan and ISLHD Asset Management Plan 2025

The Board noted the updates provided on the ISLHD Strategic Asset Management Plan (SAMP) and the ISLHD Asset Management Plan (AMP) 2025 and further discussed the following points:

Medical Equipment Procurement:

- It was queried whether any priority medical equipment purchases had been made in 2024 (referencing page 17 of the Board Papers and page 5 of the SAMP). The Executive Director Infrastructure and Assets (EDIA) advised she would review and report back to the Board Secretary.

Locally Funded Initiatives (LFI):

- The Board highlighted the lack of access to locally funded initiatives. Current funding constraints do not allow for addressing the backlog of asset maintenance.

- To access LFI funds, the district must sell property. Properties valued under \$3M are managed by the Ministry of Health (MoH); however, districts can use proceeds for works up to \$1M.

Sale of Five Islands Road:

- The Board acknowledged that the district will eventually sell the Five Islands property. If there is local interest, it can be sold accordingly, but once declared surplus, further decisions will be guided by the appropriate authorities.

New Builds and Maintenance:

- New builds are excluded from SAMP as their warranty period covers initial maintenance. Ongoing maintenance responsibilities are added after this period.

The Board expressed strong concern over the extensive maintenance work required that remains critically underfunded. It was emphasised that without the allocation of additional resources, the district's ability to address pressing maintenance needs and ensure asset longevity will be significantly compromised. Immediate and sustained investment is essential to achieve meaningful improvements and prevent further deterioration.

ACTION 287/24: EDIA to review what, if any priority medical equipment purchased in 2024 as per page 5 of the Strategic Asset Management Plan. (Assignee(s): Suzanne Harris; Due Date: 13/12/2024)

6.2 Quarterly Risk Report

The Board received the Quarterly Risk Report, which was presented to the Audit and Risk Committee, and noted that there were no changes to risk ratings. During discussions, the Board raised concerns about the closure of a ward for seven weeks. It was explained that the ward had been temporarily designated for aged care but could not be utilised due to staffing shortages. There was also some controversy regarding the involvement of palliative care staff and the process of transferring palliative care patients from Bulli. It was noted that the ward might need to be repurposed to help address elective surgery backlogs, with alternative plans in place for aged care. The Board emphasised the importance of managing these challenges while mitigating associated risks.

6.3 Capital Works and Planning Updates

The Board noted the updates on the Major Capital Works and Planning and requested an update on Shellharbour Hospital. The Executive Director Infrastructure and Assets (EDIA) confirmed construction has started, with concrete pouring scheduled for January 2025, and completion on track for 2027.

On the Bulli Shuttle, the CE noted a brief for the Minister's Office is in progress to expedite the service's cessation, requiring a month's notice. If unresolved by late 2024, it will be addressed in early 2025.

For the Wollongong Emergency Short Stay Area (ESSA) expansion, progress continues with Eloura House fit-out contracts awarded and hospital works underway. Despite planning complexities, the existing ESSA will remain operational for winter, while completion is expected in August 2025. The Board

sought clarity on expediting the timeline, and discussions on an accelerated tender are ongoing.

The Board highlighted concerns about visibility on project timelines. The CE will include a table in the Capital Works and Infrastructure Report to track project responsibilities, timelines, and delivery progress.

The Board discussed the disposal process for the Port Kembla site, requesting clarification on timelines and stakeholder involvement. Updates on Wollongong and Bulli service relocations were also sought, including plans for palliative care to remain at Bulli until 2025 and revised ward configurations at Wollongong. Questions were raised about rehabilitation services and the Commonwealth aged care review on 17 December. Presentations on these topics and Wollongong's reconfiguration plans were requested for future meetings.

ACTION 288/24: The CE committed to a table to be included in the capital works and infrastructure report to outline a list of projects, who is responsible for delivery and the projected vs actual completion date. (Assignee(s): EDIA; Due Date: 24/02/2025)

ACTION 289/24: David Campbell requested a formal plan be submitted to the February Board meeting to outline the latest detailed plan on Shellharbour milestones including a finish date. (Assignee(s): EDIA; Due Date: None)

ITEM 7: Committee Reports

The Board noted the minutes from the Board Committees and raised nil concerns.

ITEM 8: Chief Executive Report

The Board received the Chief Executive's report, with the following updates noted:

- **Rural Senior Executive Forum (SEF) Showcase:** The CE expressed delight in showcasing the district to all Chief Executives and the Secretary, extending thanks to Jessica De Angelis, Director Office of the Chief Executive, Angie Twist, Board Secretary and Executive Officer, Karen McDonald, Executive Assistant to the Chief Executive and Kristie Giraldis, Executive Support Officer for their efforts.
- **University of Wollongong Collaboration:** Progress continues with Vice-Chancellor, who is staying until the end of February. A formal governance structure is being established for the teaching, training, education, and research arm. A new Vice-Chancellor announcement is expected soon.
- **Hospital Acquired Complications (HACs) Improvement:** The CE noted continued improvements in hospital-acquired complications (HACs).
- **Elective Surgery Recovery Plan:** Submissions are being prepared through December, but a reforecast is required due to the impact of industrial strikes and an increase in unwell Category A patients. The CE plans to contact the Ministry of Health (MoH) to request an additional \$7–12 million.
- **Industrial Action:** Nurses' industrial action is proceeding to arbitration. A proposal has been submitted regarding psychiatrists, whose commitment to public service was commended. However, if 13 psychiatrists leave in mid-January, the district will face serious challenges.
- **FY25 Budget Forecast:** The CE reported a forecasted \$64 million budget overrun for FY25, despite receiving additional funding.

The Board acknowledged that matters concerning psychiatrists, nurses, and other HR issues remain under the purview of the Ministry of Health and, to some extent, the Minister's Office. The Board urged for swift resolution to avoid disruptions to critical community services.

ITEM 9: Business without Notice

The Board requested a comprehensive update from the Chief Executive (CE) to include:

Critical Infrastructure and Proceeds of Sale: Accountability, required steps, allocation of sale proceeds, a pathway minimising ISLHD workload while maximising returns, and ISLHD personnel responsibilities.

Bed and Service Strategy Update: A comparison of original plans versus current status for services post-Port Kembla decanting and Bulli IRT purchase, including palliative care relocation, Ward C7 East refurbishment, and allied health services.

The CE noted ongoing reviews of Wollongong's configurations, including home wards, and updates to plans due to increased aged care and NDIS pressures. Palliative care may remain at Bulli with 6–7 beds, and rehabilitation, aged care, and out-of-hospital care models are under review to optimise patient outcomes.

The Chair presented Margot Mains with a 10-year service award, which was met with applause.

The Board expressed its strong stance against any form of sexual harassment or bullying within the organisation. We wholly support the Chief Executive's decisions in addressing and managing such behaviours, ensuring a workplace that is free from harassment and discrimination. The Board is committed to fostering a culture of respect and inclusivity, with a clear policy that all employees and individuals within our organisation are treated with dignity and fairness. We will continue to ensure that appropriate actions are taken to prevent and address any incidents of inappropriate conduct.

ACTION 290/24: *The Board requested a report to be provided at the next meeting, scheduled for February 2025, that sets out a project plan to dispose of the balance of the Port Kembla Hospital site as soon as possible. (Assignee(s): EDIA; Due Date: 24/02/2025)*

ACTION 291/24: *Board to receive a presentation on the reconfiguration projects of aged care and rehabilitation and Wollongong Hospital. (Assignee(s): EDCO / ; Due Date: 24/02/2025)*

ITEM 10: Closure of General Meeting

There being no further business, the Board Chair closed the meeting at 4.14pm.