
MINUTES

BOARD MEETING

Date: 2:00pm-6:00pm, Monday 21 October 2019

Venue: Surfbeach Room, The Pavilion, Kiama



Health
Illawarra Shoalhaven
Local Health District

ITEM 1: IN CAMERA DISCUSSION

An in camera discussion between attending members was held from 1.45 to 2.00pm.

ITEM 2: PRESENTATIONS

Collaborative commissioning

The Board received this presentation from the Executive Director Integrated Care, Mental Health, Planning, Information & Performance, following introductory remarks from the Chief Executive, who highlighted the increasing need for a clear focus on meeting chronic care needs including in the community and in conjunction with the primary care sector.

The Board discussed the presentation, including:

- The extent to which the proposed model would deal with people on 'the cusp' (rising risks)
- The importance of measures to avoid over-servicing.

Bed optimisation

The Board received this presentation from the Executive Director Clinical Operations, following introductory remarks from the Chief Executive, who highlighted that the initiative was initially being done in collaboration with the Ministry and in response to an offer by Deloitte to provide obligation-free analysis of bed use *gratis*. The initial analysis identified opportunities to look at 274 beds 'differently' and ISLHD is moving to engage Deloitte to progress this work with a view to better optimise bed use.

The Board discussed the presentation, including:

- The extent to which bed performance is affected by matters beyond the District's control — such as access to primary care — and whether this perception is overstated
- The need to ensure that money is spent on implementation, rather than just consultant's advice on matters about which we may already know — staff highlighted that the work is partly about creating a momentum for change, though the District would also be requiring the consultant to deliver implementation plans
- The need to ensure adequate project management capability in the District to support implementation.

Bed optimisation

The Board received this presentation from the Director Planning, Performance and Strategic Commissioning, noting that the work is being progressed on the basis of:

- an assumption that ISLHD is one District, with multiple sites
- a population-based approach is adopted, albeit pragmatically
- the work being linked to the Health Care Services Plan and moves that plan to concrete system planning.

ICT in ISLHD

The Board received this presentation from the Chief Information Officer, who noted:

- improvements in how well eHealth NSW flags upcoming initiatives

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- The structure of ICT services in the District and how they are distributed across local, Health ICT (at South Eastern Sydney LHD), and state-wide services via eHealth NSW.

The Board discussed:

- the allocation of prioritisation decisions between the system-wide provider, SES LHD and ISLHD
- the need for the 2016-2021 IT plan to be reviewed, especially to ensure it aligns with eHealth NSW's 10 year strategy.

People Matters Employee Survey

The Board received this presentation from the Executive Director Strategic Improvement Programs, who noted the relatively modest change in performance from last year.

The Board discussed:

- that the survey does not directly reveal any changes in performance about JMO bullying specifically
- that the EDSIP's key takeaway from the results is the need for continuing leadership development
- that PED completion rates have increased marginally.

New website

The Board received this presentation from the Director Communications and Stakeholder Engagement, who noted performance statistics for the new site, including 50,000 unique users and 130,000 page views. The DCSE also note that the website now has a facility to receive donations from the community.

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ITEM 3: MEETING OPENING

Attendance

Attendance of members

Mr Roger Downs (Acting Chair); Professor Kathy Eagar; Mr Alan Hudson; Dr William Pratt; Mr John Stubbs; Mr Paul Knight; Ms Eve Bosak.

Others in Attendance

Margot Mains, Chief Executive

Gerrard Golding Executive Director Strategic Improvement Program

Peter Shiells Chief Information Officer

Caroline Langston Executive Director Integrated Care, Mental Health, Planning, Information and Performance

Margaret Martin Executive Director Clinical Operations

Deb Cameron Executive Director Nursing and Midwifery

Amy Hains, Director Planning, Performance and Strategic Commissioning

Vicki Biro, Manager Clinical Governance Unit

Mr Andrew Hayne, Board Secretary and Executive Officer

Angela Tugrul, Assistant Board Secretary.

Apologies

Professor Denis King OAM (Chair); Ms Jill Boehm OAM; Dr Rod McMahon; Professor Gerard Sutton; Ms Marisa Mastroianni; Professor Bill Lovegrove AO.

MEETING OPENED AT 3.45PM.

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 5 August 2019

The confidential minutes of the meeting of 5 August 2019 were accepted as a true and accurate record.

5.2 Confirmation of notes of informal meeting held 2 September 2019

The confidential minutes of the meeting of 2 September 2019 were accepted as a true and accurate record.

5.3 List of Action Item arising

The Board noted progress/completion of actions.

- Action item 8/19 — it was noted that the Chief Executive has made a decision that Diligent is unfunded at this time and will not progress. Accordingly, this item can be closed. The Board Secretariat will maintain a watching brief on any progress by eHealthNSW on an affordable state-wide board management software solution.
- Action items 7/19, 12/19 and 13/19 will be actioned via the Chief Executive's November report to the Board.
- Action item 16/19 is action at item 5.5 below.

MINUTES

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5.4 Register of Board Resolutions

Members received the Board resolutions of the previous 12 months.

On resolution 2019/07, the Board Secretary reiterated the Chief Executive's previous decision that a commercial Board management software solution was unfunded at this time. eHealth NSW has previously committed to consider a state-wide solution, though this is not expected to be a priority for that agency.

This discussion segued to a discussion of the existing secure Board site, with a number of members raising problems experienced in accessing the secure site. It was agreed that members should forward to the Board Secretariat details of accessibility issues at the time they experience them — these will be forwarded to ICT for investigation.

ACTION ITEM (21/19): Collate details of access problems with secure site and liaise with ICT

5.5 Action item 16/19: ACI and CEC Improvement Program Graduates

The Board received the list of program graduates.

ITEM 6: MATTERS FOR APPROVAL

6.1 Annual public meeting 2019

The Board approved this paper, noting the intent to move toward a more engaging annual public meeting.

RESOLUTION (2019/25): The Board endorsed the concept and draft Agenda for the 2019 Annual Public Meeting.

6.2 Quality and Safety Account 2018-19

The Board approved the Quality and Safety Account 2018-19, noting the considerable work that had gone into the work, particularly the efforts of the Manager Clinical Governance Unit.

RESOLUTION (2019/26): The Board approved the 2018-19 Safety and Quality Account.

6.3 Naming of the Bulli Hospital Redevelopment

The Board noted the revised process for out of session approvals (in that subsequent Board ratification is unnecessary for decisions validly made out of session), that the resolution had been adopted and the result of the vote would be formally recorded in the Chief Executive's next report to the Board.

6.4 Audit and Risk Committee Self-Assessment

The Board approved the self-assessment.

RESOLUTION (2019/27): The Board endorsed the Audit and Risk Committee Self-Assessment for the year ended 30 June 2019 to be signed by the Board Chair.

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6.5 Audit and Risk Committee New Member Requirements

The Board determined not to fill one of the committee vacancies with a Board representative.

RESOLUTION (2019/28): The Board:

1. Endorsed the appointment of the new ARC Chair as recommended
2. Endorsed the extension of the existing ARC member's appointment
3. Identified Loretta Di Mento, Bruce Turner, and Robert Lagaide as candidates for further consideration to fill the vacant membership.

ITEM 7: STRATEGIC MATTERS

7.1 Information and Communication Technology

The Board received presentation provided.

7.2 People Matters Employee Survey

The Board received the presentation provided.

7.3 Risk Management Update

The Board received the information provided.

7.4 Strategic Directions Measures – Quarterly Dashboard

The Board received the information provided.

There was discussion of the need to ensure that, at some point, responsibility for non-performance against indicators be addressed.

7.5 CHRISP Update

Professor Eagar excused herself from the meeting for this item.

The Board received the information provided.

The Board discussed that, while there is clear value derived from the relationship, there was a need to ensure that issues around governance, accountability, and attribution be addressed in a future paper on this topic from the Chief Executive.

ITEM 8: BOARD CHAIR REPORT

There was no Board Chair report due to Chair leave.

ITEM 9: COMMITTEE REPORTS

9.1 Finance and Workforce Performance Committee

The Board noted the annual report and update.

9.2 Health Care Quality and Safety Committee

The Board noted the annual report and update.

9.3 Planning and Innovation Committee

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The Board noted the annual report and update.

9.4 Audit and Risk Committee

The Board noted the annual report and update.

ITEM 10: CHIEF EXECUTIVE REPORT

The Board received the report.

The Board discussed, but did not resolve, that in regard to notifiable incidents, there may be other compliance matters (such as privacy data breach notification) that should also be routinely reported.

ITEM 11: FOR INFORMATION

11.1 2019 and Draft 2020 Board Calendar

The Board received this information.

11.2 Draft 2020 Board and Committee Meeting Dates

The Board received this information.

The Board received this information, noting that the scheduling of 'informal' meetings has been dropped, to ensure that decisions are not delayed or unnecessarily dealt with by out of session papers.

ITEM 12: BUSINESS WITHOUT NOTICE

There was no business without notice.

ITEM 13: CLOSURE OF CONFIDENTIAL MEETING

Meeting evaluation

Details for the next meeting of the Board are in the general minutes.

MEETING CLOSED AT 4.46PM.

CERTIFIED A CORRECT RECORD

Mr Roger Downs (Acting Chair)

Signature

Date