
MINUTES

BOARD MEETING

Date: 2.00pm-6.00pm, Monday 2 December 2019

Venue: Conference Rooms, District Executive Offices

ITEM 1: IN CAMERA SESSION

There was no in camera session.

ITEM 2: PRESENTATION - DEEP DIVE ON ABORIGINAL HEALTH

The Board received the presentation led by the Director Aboriginal Health Strategy.

The Board queried if 40 per cent of the Aboriginal workforce are in nursing and midwifery, which was confirmed. The Aboriginal Health Team (AHT) advised they work with UOW to align student skillsets for Health. They also confirmed no local providers offer the Certificate IV in Aboriginal and Torres Strait Islander Primary Health Care Practice however it is offered by TAFE Western NSW with a cohort of 17 students including nine from the District.

The Board heard the breastfeeding telephone counselling service is available in the District and it is expected there would soon be Aboriginal advisors within the service.

The Board queried what the percentage of the community uptake of healthy lifestyle outreach programs and heard approximately 50 percent of uptake are Aboriginal.

The Aboriginal Health team were congratulated by the Chair on the programs they have offered and their commitment to the service. He invited them to feed up through the Board Aboriginal Health Committee (AHC) if there are items the Board can progress.

ACTION ITEM (37/19): Contact the University of Wollongong with a view to offering the Certificate IV locally (Marisa Mastroianni).

ITEM 3: WELCOME

3.1 Acknowledgement of country

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

3.2 Attendance

Attendance of members

Professor Denis King OAM (Chair); Ms Jill Boehm OAM; Ms Eve Bosak; Mr Roger Downs; Professor Kathy Eagar; Mr Alan Hudson; Dr William Pratt; Mr John Stubbs; Mr Paul Knight; Ms Eve Bosak; Ms Marisa Mastroianni; Professor Bill Lovegrove AO.

Others in Attendance

Ms Margot Mains, Chief Executive; Mr Gerrard Golding, Executive Director Strategic Improvement Programs; Dr Joshua Rijsdijk, Co-Chair Northern Illawarra Medical Staff Council; Mr Andrew Hayne, Board Secretary; Ms Angela Tugrul, Assistant Board Secretary, Ms Angela Twist, Assistant Board Secretary.

Present for Agenda Item 2:

Caroline Langston, Executive Director Integrated Care, Mental Health, Planning, Innovation & Performance, Information and Performance; Julie Carter, Director Mental Health; Pauline Brown, Director Aboriginal Health Strategy; Michelle Siljanovski, PA to Executive Directors Aboriginal and Allied Health; Michael Winch, Aboriginal Workforce Diversity Coordinator; Chris Lowry, General Manager, Southern Illawarra Hospital Group; Lisa Franco, Health Promotion Manager; Zane Rice, Manager, Aboriginal Chronic Care Unit; Franca Facci, A/Director Ambulatory and Primary Health Care; Donna Walder, Nurse Unit Manager, Shoalhaven Child & Family Health; Eva Stuhl, Nurse Unit Manager, Shellharbour Child & Family Health and AMICH; Brooke Malcon, Aboriginal Mental Health Clinical Leader.

3.3 Apologies

Dr Rod McMahon; Professor Gerard Sutton.

ITEM 4: DECLARATION OF PECUNIARY INTEREST, CONFLICT OF INTEREST

There were no conflicts declared.

ITEM 5: BUSINESS FROM THE LAST MEETING

5.1 Confirmation of Minutes of meeting held 21 October 2019

The Board approved the draft minutes of the meeting held 21 October 2019.

5.2 Confirmation of Notes of meeting held 4 November 2019

The Board approved the draft notes of the meeting held 4 November 2019.

5.3 List of Action Items

The Board noted progress/completion of actions.

5.4 Register of Board Resolutions

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

5.5 Action Item 17/19: UOW Procurement Research Students

The Board received the information below regarding the District's discussions with the University of Wollongong (UOW) concerning the engagement of students to assist the Procurement and Supply Chain function.

ITEM 6: MATTERS FOR APPROVAL

6.1 Delegations Manual – Update v7.5

The Board received the information provided. It was discussed instead of saying 'in consultation', it should be amended to 'via' to ensure a clear and precise document. The Chief Executive advised this is a temporary version to be approved and the next iteration will be re-tabled to include the above and after discussions with Core Executive regarding financial performance.

RESOLUTION (2019/32): The Board approved the Delegations manual update v7.5 pending the review of the final version.

6.2 Board Handbook Review

The Board received the Board Handbook and approved it pending amendments.

ACTION (27/19): Amend page 47 Strategic Directions for the ISLHD 2017-2020 to new plan dates when released.

RESOLUTION (2019/31): The Board approved the Board Handbook pending the amendments as per action 27/19.

ITEM 7: STRATEGIC MATTERS

7.1 Deep Dive – Aboriginal Health

The Board received the Aboriginal Health presentation.

7.2 Risk Update

The Board received the risk management update. Discussion occurred around the variation to the budget and the need for risk mitigation to trend down to medium. The Executive Director Strategic Improvement Programs informed the Board the Risk Team have been fragmented with staff absences, however the issues have been resolved and the report will

be more comprehensive in future. He added the 2019-20 Fraud and Corruption Strategy was signed off.

The Board queried if there was a timeline in addition to the target rating to ensure meeting the target on schedule. The Executive Director Strategic Improvement Programs advised there is a more comprehensive report which sits behind the tabled report, which was requested instead for future meetings.

In response to a query, it was confirmed that the District do not receive feedback from the Ministry on submission of these reports. The Board queried what the role of the Ministry was in these high-level issues compared to the role of the Board. The Board Chair agreed to discuss with the Secretary NSW Health.

ACTION (28/19): The Detailed ISLHD Enterprise Risk Profile report will be provided to the Board from February 2020.

ACTION (29/19): The Board Chair will discuss feedback from the Ministry and Secretary NSW Health on the risk reports submitted.

7.3 Strategic Directions Measures – Quarterly Dashboard

The Board received the Quarter 1, Year 3 (2019-20) quarterly reporting dashboard against the Strategic Priority Outcomes of the Strategic Directions for the Illawarra Shoalhaven Local Health District 2017-2020. The Board noted acuity was reduced in patients however activity had increased. The Chief Executive advised a coding issue has been addressed and an updated report would be provided.

The Board discussed the Ministry definition of ‘acuity’ and non-recalibration of the National Weighted Average Unit (NWAU). The Chief Executive will discuss the impact across the state and with the Ministry.

ACTION (30/19): The Chief Executive to circulate the updated report with the coding issue corrected.

ACTION (31/19): The Board Committees will review their Strategic Directions measures towards the development of a new document for the end of June 2020.

7.4 Board Evaluation

The Board noted the plan for the 2019-20 Board Evaluation survey.

ITEM 8: BOARD CHAIR REPORT

The Board received the Chair’s report and advised:

- The Council of Board Chairs meeting has been cancelled.
- No feedback was received from the Board Conference Day not attended by the District, with presentations are on the Board secure site.

ITEM 9: BOARD COMMITTEE REPORTS

9.1 Finance and Workforce Performance Committee

The Board received the minutes of the meetings of the Finance and Workforce Performance Committee on 28 October 2019 and received a verbal update of the meeting on 25 November 2019.

The Board discussed the October 2019 financial performance and health and safety performance, noting management accountability structures needed to be in place. The Chief Executive advised the Finance team had struggled with leadership changes, however the new Executive Director Finance (EDF) would commence 6 January 2020. The Board agreed the need for rigorous orientation and mentorship to understand all drivers and suggested the

EDF visit an equivalent District to understand the complexities. The Chief Executive added the EDF would also attend orientation with the Ministry.

The Chief Executive advised the focus of the Board meeting scheduled for February 2020 would be District financial performance and strategies with a deep dive to be tabled for consideration. The Board agreed.

ACTION (32/19): Focus for Board Meeting 3 February 2020 is financial performance and strategies.

9.2 Health Care Quality and Safety Committee

The Board noted the report, the minutes from the recent Health Care Quality and Safety Committee meeting and the presentation on falls reduction, with the Chair having advised the figures reflect the work of the team and that a safety huddle was attended at Coledale District Hospital. She added the Committee requested the Deloitte bed management report and recommendations be tabled in three months for review and discussion.

9.3 Planning and Innovation Committee

The Board received the minutes of the Planning and Innovation Committee meeting on 21 October 2019 held at Kiama and a verbal update on the 2 December 2019 meeting, having noted:

- District-wide service planning
- Capital works underway
- The delays around Shellharbour and Bulli Hospitals
- Expectations and intentions around Asset Strategic Planning in the absence of a Ministry framework
- The new Research Advisory Board.

ITEM 10: CHIEF EXECUTIVE REPORT

The Board received the information provided.

The Chief Executive further noted:

- Focus remained on Emergency Treatment Performance (ETP), however the Premier expected deeper focus on T1, T2 and T3 with T3 the main issue for the District and the target to increase in 2020
- The District's Emergency Performance shows a downward trend which is consistent with the state and key strategies would be implemented to combat
- The report from Deloitte on bed management received by the Chief Executive and implementation plans to be created with the Core Executive team, with the focus of their recommendations having been:
 - Patients awaiting placement – focus on waiting for placement in residential aged care facilities
 - Management of chronic conditions – focus on chronic obstructive pulmonary disease (COPD)
 - Hospital avoidance – focus on Hospital in the Home (HITH) and community nursing
- Work would be undertaken to research the options available for patients waiting placement and create a clear policy and escalation pathway, with up to 41 beds across the District occupied by patients waiting placement each day.
- ED Heads of Department agreed to lead a redesign with Executive support, with the plan for Senior Medical Officers (SMO's) perform initial review of patients and create a plan for junior medical officers (JMO's) to reduce unnecessary pathology requests and educate JMOs
- She had visited the West Moreton Health Virtual Community Centre (VCC), with the District to expand the current Connecting Care Program and review chronic care to

assist patients be managed in the community, which highlighted the underutilisation of technology.

ACTION (33/19): The Chief Executive will circulate the presentation graph on RACF patients from the Senior Executive Forum.

ITEM 11: FOR INFORMATION

11.1 2020 Board Calendar

The Board received the information provided.

ITEM 12: BUSINESS WITHOUT NOTICE

There was no business without notice.

ITEM 13: MEETING FINALISATION

Details for the next meetings of the Board are:

2pm, Monday 3 February 2020
Conference Rooms, District Executive
Offices