

Minutes for ISLHD Board Meeting

29/08/2022 | 02:00 PM - 05:00 PM - AEST

Conference Rooms, ISLHD Executive Unit, Warrawong

Attendees (10)

Rod McMahon; Richard Morris; Janine Cullen; David Campbell; Chris Bertinshaw; Peter McDonald; Suzi Clapham; Nick Mitrevski; Jonathan Boswell; Jenny Collins

Agenda

ITEM 1: Chair's Consultation

ITEM 2: Presentation - Shellharbour Hospital Concept Plans

The Board Chair welcomed to the meeting Dominic Longo, Senior Project Director Health Infrastructure; Marcus Moscos, Director Western Region Health Infrastructure; Benjamin Ferry, Senior Project Director Health Infrastructure; Paul Edmiston, Director Project Management Savills Australia; and Michael Grave, Senior Associate COX Architecture, to present on the new Shellharbour Hospital (NSH) concept plans.

The site acquisition for the NSH has been completed with the hospital to be built along Dunmore Road, Shellharbour.

An overview of the value management process was provided. In late 2021, a gap was identified between the funding received and the project scope, of \$100 million. A consultative process commenced between the Illawarra Shoalhaven Local Health District (ISLHD), Health Infrastructure (HI), the Ministry of Health (MoH) and Savills Project Management to finalise an agreed scope of works that meets the funding provided, completed in May 2022. It was determined that the early works at Bulli Hospital and Wollongong Hospital are to proceed as is and the Warrawong Community Health Centre will be built on the existing Port Kembla Hospital site. The NSH is to be constructed on the new site in accordance with the Masterplan Report. The clinical scope has been reduced from the original draft to a more affordable envelope. Option 11 was chosen as the preferred scope, with the consideration of agreed leasing options to manage capital cost overspend.

An overview of the concept plan was provided. The refined concept design detailed a reduction of building "islands" from 3 to 2 however included scope for future expansion including additional islands, helipads and car parking. The master plan identifies future uses for the site even if not able to be used currently.

Changes to the master plan for the hospital entry have occurred to enable an improved entry experience which is more open and welcoming. The facade concept was also presented.

Proposed sustainability initiatives were outlined which will enable a carbon zero future by fully electrifying the site. The building will also be resilient to bushfires and floods and will reuse water for irrigation.

An overview of the early and enabling works was provided which included refurbishments to Bulli Hospital and Wollongong Hospital and the construction of the Warrawong Community Health Centre.

An overview of communication and engagement was provided, including liaison with Dunmore Road Resident Action Group, Project Aboriginal Advisory Group, Shellharbour City Council, Transport for NSW, and local residents of Bulli, Wollongong and Warrawong.

An overview of the key milestones was provided ranging from the completion of the concept plan in mid-2022 to the completion of construction which is to be announced. A State Signification Development Application (SSDA) will be submitted in early 2023 and main works are due to be completed in early 2024.

Next steps include the progression of Bulli and Wollongong Hospital refurbishments, the concept plans for the Warrawong Community Health Centre, progression of the enabling works development approval for the NSH and the completion of the planning phase and functional design brief for NSH.

The Board expressed their concerns with the reduction in services to meet the funding received and were advised that the NSH will meet the needs of the community until 2031 and has future expansion plans to meet the growing needs past this date. The Board noted the inclusion of maternity services in the future plans.

The Board queried the contingency plans for budget blow-out and were advised a comfortable contingency has been allocated with a staged release of these funds throughout the project.

The Board queried the accountability of timeframes and were advised granular timeframes have been set to meet the key milestones. Health Infrastructure reiterated their commitment to the program and advised governance is overseen via the Executive Steering Committee. The Chief Executive (CE) advised that reports received from Health Infrastructure can be included in future reports to the Board to address accountability.

ACTION 195/22: CE to provide summary of reports received from Health Infrastructure regarding the new Shellharbour Hospital build in future CE reports to keep the Board informed on timeframes to assist with accountability. (Assignee(s): Chief Executive; Due Date: 17/10/2022)

ITEM 3: Welcome

The Chair, Mr Chris Bertinshaw, declared the meeting open at 2.00pm and that a quorum was present.

3.1 Acknowledgement of Country

Suzi Clapham acknowledged the Traditional Custodians of the land the Board were meeting on, specifically Dharawal Country. She paid respects to elders past present and future and extended that respect to Aboriginal peoples in the room.

3.2 Attendance

Members:

Mr Chris Bertinshaw, Board Chair

Ms Janine Cullen OAM, Deputy Chair

The Hon. David Campbell, Board Member

Dr Richard Morris AM. BM., Board Member

Ms Suzi Clapham, Board Member

Dr Rodney McMahon, Board Member

Dr Jenny Collins, Board Member

Mr Nick Mitrevski, Board Member

Mr Jonathan Boswell, Board Member

In attendance:

Ms Margot Mains, Chief Executive

Dr Josh Rijdsijk, Chair Medical Staff Council

Ms Jessica De Angelis, Director, Office of the Chief Executive

Ms Kristie Girdi, Acting Board Secretary (minutes).

In attendance for item 2:

Mr Dominic Longo, Senior Project Director, Health Infrastructure (via MS Teams)

Mr Marcus Moscos, Director Western Region Health Infrastructure (via MS Teams)

Mr Benjamin Ferry, Senior Project Director Health Infrastructure (via MS Teams)

Mr Paul Edmiston, Director Project Management Savills Australia (via MS Teams)

Mr Michael Grave, Senior Associate COX Architecture (via MS Teams)

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

Ms Amy Hains, Director Planning, Information and Performance

Ms Paige Blanton, Health Planner Shellharbour Hospital Redevelopment (via MS Teams)

In attendance for item 8.5:

Ms Gordana Trajcevski, Director Internal Audit

3.3 Apologies

Mr Alan Hudson, Board Member and Mr Paul Knight, Chair of the Audit and Risk Committee were an apology for this meeting.

3.4 Declarations of Interests

There were no declarations of interests.

ITEM 4: Business from the last meeting

4.1 Confirmation of Minutes - 20 June 2022

The minutes of the ISLHD board meeting held on 20 June 2022 were adopted as a true and accurate record.

4.2 Actions Arising

The Board noted the action items arising.

In regards to action 190/22, the final draft Statement of Commitment to Aboriginal Health was submitted to the Board meeting for review and discussion in item 8.4.1. This item was closed.

4.3 Resolutions Register

The Board received the Register of Board resolutions.

ITEM 5: Strategic Matters

5.1 Access and Flow Including State Media Coverage

The Board noted the report provided and the Chief Executive verbally highlighted key points from the report.

It was noted that access and flow is a major issue for the District affecting patient care and having major impacts on the Emergency Department (ED). Bed block is occurring within the ED and wards. Bulli Hospital and Coledale Hospital have recently had no subacute beds due to all in-patients awaiting placement a residential aged care facility (RACF).

This is also having a huge impact on staff morale. The CE recently met with the staff at Shellharbour Hospital to gain a better understanding of the issues this is causing for staff wellbeing and it was noted that future workforce strategies need to be developed.

At a recent meeting between the CE, Commonwealth, State and politicians, it was advised that the Commonwealth will be providing funding to support the reopening of closed RACF beds to help address the issues. Funding is expected to be available by October 2022. This funding will enable 45 beds to reopen in the near future and up to 100 beds in total. Further discussion with local aged care facilitators is occurring to enable transfer of providers.

The Board congratulated Margot Mains, Chief Executive, on her efforts to improve access and flow for the District.

5.2 Quarterly Board Report for January to March 2022

The Board noted the information provided and mentioned the delays in the reporting period for this report. The Board Chair advised of the NSW Health Secretary's advice to pay particular attention to performance.

The Board queried the current performance rating of the District and were advised it remains at level 2 due to the access and flow issues. It was noted that the MoH have acknowledged the improvements in financial performance and elective surgery performance.

ITEM 6: For Decision

6.1 Corporate Governance Attestation

Resolution 2022/73: The Board approved the ISLHD Corporate Governance Attestation Statement for the year ended 30 June 2022, and the Chief Executive and ISLHD Board Chair signed to confirm the approval.

ITEM 7: Board Capability Development

7.1 Clinical Governance - Diligent Resource Centre

The Board noted the capability development presentation on Clinical Governance provided in the Diligent Resource Centre.

7.2 NSW Health Board-Level Net Zero Leadership Training - Verbal Update

Mr Richard Morris, Mr Nick Mitrevski, The Hon David Campbell and Mr Peter McDonald attended the NSW Health Board-Level Net Zero Leadership Training session on the 17 August 2022, and provided a verbal report on their learnings from the workshop.

The workshop was held by the Centre for Sustainable Healthcare, Oxford, United Kingdom (UK), whose vision is to transform healthcare for a sustainable future. 22 participants attended from 10 local health districts.

The significance of sustainability in clinical care was noted with a need to benchmark 'carbon footprint' for ISLHD and fully engage clinicians. It was also noted that a sustainable health lead would be required to work with the Climate Risk Net Zero Unit and other NSW Health teams. Similar to that done by the UK Health Boards, A Green Plan or Net Zero Plan would also need to be established and a responsible Board Member assigned.

The Board proposed that sustainability be incorporated in the structure of an existing Board Committee noting that the current Planning and Innovation Committee might be the most suitable Committee for this. The Board Chair advised that a review of Committee structures is occurring early September and this will be considered.

The Board proposed sustainability as a regular agenda item to the Board in future, to provide a focus for reporting back on progress within in the District.

The Board discussed the appointment of a Sustainability Officer for the District. The CE noted this would require a reprioritisation of work and would need to be considered further.

ACTION 196/22: CE to consider if there is an opportunity to reprioritise works to enable a greater focus on sustainability for the District and the possible creation of a Sustainability Officer position. (Assignee(s): Chief Executive; Due Date: 17/10/2022)

ITEM 8: Committee Reports

8.1 Finance and Workforce Performance Committee

The Board noted the draft minutes of the Finance and Workforce Performance Committee meeting held 25 July 2022. The Committee Chair provided a verbal update on the key highlights of the meeting and recommendation to send a letter of thanks to Convoy for their ongoing support.

Resolution 2022/74: The Board endorsed their participation in the iCare provided Work Health and Safety Due Diligence training.

ACTION 197/22: Thank you letter to be written from the Board to Convoy acknowledging their financial contribution to the Paediatric Ward refurbishment at Wollongong Hospital (Assignee(s): Board Secretary; Due Date: 17/10/2022)

8.2 Health Care Quality and Safety Committee

The Board noted the minutes of the meeting of the Health Care Quality and Safety Committee on 29 June 2022 and 27 July 2022. The Committee Chair provided a verbal update on the key highlights of the meeting.

8.3 Planning and Innovation Committee

The Board noted the minutes from the meeting held 20 June 2022. The Committee Chair provided a verbal update on the key highlights of the meeting.

8.4 Aboriginal Health Committee

The Board noted the minutes of the Aboriginal Health Committee on 9 May 2022. The Committee Chair provided a verbal update on the key highlights of the meeting.

8.4.1 Statement of Commitment

The Board received the draft Statement of Commitment to Aboriginal Health. The Board congratulated Suzi Clapham, Board Member, Pauline Brown, Director Aboriginal Health, and the Aboriginal Health team on their work for the new Statement of Commitment. The Board expressed their enthusiasm for the Statement and noted it was well worded. No changes were suggested.

The Board queried the use of the Statement and were advised that once signed, it would be displayed in a variety of places throughout the District including a prominent place on the intranet.

The Board expressed their eagerness to see action plans developed to aid in implementing the promises of the Statement. The CE advised that action plans will be created in collaboration with our partners, leaders and the community to ensure needs are addressed.

The Board queried the new Aboriginal artwork which will be used simultaneously with the Statement of Commitment. The CE advised that the artwork was launched at the recent ISLHD Aboriginal Staff Wellbeing Workshop held 18-19 August at Bundanon. The artwork will be used throughout the organisation.

Resolution 2022/75: The Board discussed and approved the draft Aboriginal Health Statement of Commitment.

ACTION 198/22: The new Aboriginal artwork to be circulated to the Board including an explanation on what it represents. (Assignee(s): Board Secretary; Due Date: 12/09/2022)

8.5 Audit and Risk Committee

The Board noted the draft minutes and report of the Audit and Risk Committee ordinary meeting on 9 June 2022 and special meeting on 18 July 2022. Gordana Trajcevski provided a verbal update on the key highlights of the meeting.

8.5.1 Audit and Risk Committee Charter, Audit and Risk Committee Self-Assessment, and Internal Audit Charter

The Board queried whether the charters are provided or developed by the Audit and Risk Committee and were advised they are based on a model charter which can only be amended to add additional responsibilities but not detract. It was advised that the climate related risk was part of the base charter.

The Committee queried the Enterprise Risk Management audit report discussed by Beverly Robb and Paul Knight in their presentation to the Board in April 2022 and requested a copy of the updated report if complete.

Resolution 2022/76: The Board received and endorsed the Audit and Risk Committee Charter for signature of the Board Chair.

Resolution 2022/77: The Board received and endorsed the Audit and Risk Committee Self-Assessment June 2022 for signature of the Board Chair.

ACTION 199/22: Updated Enterprise Risk Management Audit report to be circulated to the Board when finalised. (Assignee(s): Director Corporate Governance and Risk Management; Due Date: undefined)

ITEM 9: Board Chair Report

The Board Chair noted his attendance at the recent sod turn event on 22 August 2022 celebrating the beginning of the construction of the Shoalhaven Preschool which ultimately marks the beginning of the Shoalhaven Hospital redevelopment.

9.1 Capital Investment Proposals 2022-2023 - Letter to Secretary

The Capital Investment Proposals 2022-2023 - Letter to Secretary was noted.

9.2 2022/23 Service Agreement Letter to Secretary

The 2022/23 Service Agreement Letter to Secretary was noted.

9.3 Draft CE Employment Playbook

The Board Chair advised of a CE Employment Playbook being created in-house which provides clarification on the following:

- Employer functions of the Government of NSW
- CE employment contract
- CE remuneration
- CE termination
- Performance of the CE
- Recruitment of the CE
- Succession planning
- CE expenses
- CE leave
- Acting CE
- Complaints against the CE

It was noted that legislation underpins many of these functions however guidelines will be created for those that do not.

ITEM 10: Chief Executive Report

The Board noted the Chief Executive's report.

ITEM 11: For Information

11.1 Board Calendar

The Board noted the calendar for information.

11.2 Annual Financial Statements

The Board noted the Annual Finance Statements.

ITEM 12: Closure of General Meeting

There being no further business, the Board Chair closed the meeting at 3.35pm.

GENERAL MEETING CONCLUDES