

Board Minutes

Date: Wednesday, 25 October 2023
Time: 4:00pm – 7:00pm
Location: Virtual - Microsoft TEAMS meeting

Present: Dr Deb Graves (Board Chair)
Arthur Diakos
Anna Guillan
Elli Baker
Dr Gregory Levenston
Dr Jan Dudley
Dr John Estell
Allan Spigelman
Helene Orr
Liam Harte
Jonathan Doy

Ex Officio
Invitees Tobi Wilson, Chief Executive
Ian Anderson, Director, Finance
Dr Jo Karnaghan, Director, Clinical Governance and Medical Services
Kate Hackett, Director, Nursing and Midwifery Services
Dr Grant Eruini-Bennett, Chair, Medical Staff Executive Council

Guests: Sharon Carey, General Manager, Corporate Services
Skye Parson, Director, Aboriginal Health
Dan Shaw, Nurse Manager Patient Experience
Lisa Altman, Director, Strategy, Innovation & Improvement
Natalie Tuffin, Planning and Partnership Lead
Andrew Elliott, Director, Digital Health
William de Montemas, Management Trainee OCE (observer)

Apologies: Kim Olesen, Executive Director Operations

Secretariat: Carrie Han, Executive Assistant to the CE / Board Secretary

1. Opening

1.1 Acknowledgement of Country

An acknowledgement of country was shared.

1.2 Present and Apologies

Apologies were noted by the Board. The chair declared that a quorum was present and the meeting opened at 4:45pm.

1.3 Declaration of Interests

Conflict of Interest Declaration Register was tabled. No new conflicts of interests to declare or to be added/removed in the Register at this meeting.

1.4 Guest Presentation – SESLHD Aboriginal Health update

The Board welcomed Ms Skye Parsons, Director, Aboriginal Health to join the meeting as the guest presenter, providing updates on SESLHD Aboriginal Health. Ms Parsons advised that there

are four priorities for SESLHD Aboriginal Health within the next six months to ensure improvements to Aboriginal Health outcomes across SESLHD, including:

- Redefining the role of the Aboriginal Health Unit (AHU), with discussions around current challenges and strategies embedded for improvement.
- Burudi Muru Yagu (BMY) Aboriginal Health Plan, noting review and development of BMY structures, governance, feedback, membership and goals to align with the NSW Aboriginal Health Plan, which is due for release in February 2024.
- Improved Cultural Safety, highlighting the important role of the AHU in addressing current issues and supporting escalation of more complex matters requiring Aboriginal and Torres Strait Islander engagement across the District. It is noted that strategies to overcome barriers include development of training programs and support for SESLHD staff who manage Aboriginal people in identified positions and development of a formal structure within SESLHD to provide cultural supervision for Aboriginal staff.
- Increased Community and Stakeholder Engagement, including strengthening relationships with Redfern AMS and neighbouring LHDs via the Sydney Metropolitan Local Aboriginal Health Partnership.

It is noted that three streams of work are underway, categorised as Workforce Strategy, Cultural Capability and Health Outcome Strategy.

Discussions were held around school-based traineeships, noting currently there are a small number of trainees across the sites within SESLHD. Further works will be carried out to support the school-based traineeship programs and strengthen relationships with local schools, TAFE and Universities to encourage consideration of a health career. The District also partners with Clontarf Foundation to support and attract younger Aboriginal people into SESLHD.

Ms Parsons advised the local Aboriginal Health Dashboard is under review and development, noting the Board's recommendation to learn from other LHDs, such as Far West NSW LHD.

CE advised the District will provide the AHU with support and resources to work on and deliver the priorities.

The District's support to SESLHD staff around the Voice to Parliament Referendum was acknowledged.

1.5 Minutes of Previous Meeting

The minutes of the previous meeting were tabled and reviewed by the Board.

Resolution: The Board resolved that the minutes of the previous meeting held on 27 September 2023 be signed as a true and correct record of the meeting.

1.6 Actions from previous meeting

The action log was tabled in the papers and taken as read. The Board agreed to close the action regarding SPHERE, noting regular updates are provided within the Chief Executive's report.

Resolution: The Board notes the information provided.

2 Committees

2.1 Finance and Performance (F&P) Committee

Draft minutes of the meeting held on 25 September 2023 were tabled in the papers and taken as read.

Resolution: The Board notes the information provided.

2.2 Quality and Safety Board Committee (QSBC)

It is noted there are no minutes for this month. Presentation for Prince of Wales Hospital Sip Til Send Initiatives 2022/23 tabled at QSBC meeting held 7 September 2023 is included in the papers for information.

Resolution: The Board notes the information provided.

2.3 Audit and Risk Committee (ARC)

Draft minutes of the meeting held on 1 September 2023 were tabled in the papers and taken as read. Ms Helene Orr advised the annual presentation on security and the presentation on the processes for complaints management in SESLHD were provided at the meeting. The updated Narrative for 2022/23 SESLHD Financial Statements was also tabled, noting an adjustment related to reclassification of consultants versus contracts, as has been required in other LHDs, has not been necessary for SESLHD.

2.4 Board Strategic Community Partnerships Committee (BSCPC)

It is noted that there are no minutes for this month.

3 Matters for Noting

3.1 Correspondence Register

The correspondence register was provided, including a letter from the Secretary NSW Health regarding Comprehensive Expenditure Review Program.

Resolution: The Board notes the information provided.

4 Standing Items

4.1 Chief Executive Report

The Chief Executive's Report was tabled and taken as read, including updates on following matters:

- POWH SMO recruitment review
- PMES results and next steps
- NSW Health Awards and NSW Premier's Awards finalists
- Rural Exchange Programs for Nurses, noting the increasing nursing workforce challenge.
- EDAU funding

CE acknowledged the cultural diversity within SESLHD. Message has been sent to all staff reinforcing that SESLHD's confidential and free Employee Assistance Program is available to staff who may be personally affected and/or distressed by the news of conflict in the Middle East.

Resolution: The Board notes the information provided.

4.2 Board Chair Report

The Board Chair's report was tabled and taken as read, including a summary of the NSW Health Council of Board Chairs meeting, attendance of the Mindgardens Board meeting and SESLHD Clinical and Quality Council meeting.

Resolution: The Board notes the Chair's report.

4.3 Patient Story

The Patient Story provided by Prince of Wales Hospital was noted. CE advised that there is joint commitment from SESLHD and SVHN in delivering palliative care for Northern Sector.

Resolution: The Board notes the information provided.

4.4 Innovation Story

The Board welcomed Mr Andrew Elliott, Director, Digital Health to join the meeting and present on the Tap On Tap Off (TOTO) Initiative, which was a finalist in the NSW Health Awards 2023 – Health Innovation Awards Category. Mr Elliott provided an introduction of the TOTO system, the benefits of rollout/implementation across the District including the cyber security benefits, and the future capabilities of TOTO. It is noted that investment has been made in data storage capacity. A verification process is in place for staff to securely use the system, with simple steps to follow if an ID card is lost or stolen.

Resolution: The Board notes the information provided

5 New Business

5.1 Paper - Nursing & Midwifery Strategy

A paper regarding SESLHD Nursing and Midwifery - Our Strategy for Transforming Person-Centred Cultures 2024-2029 was provided to the Board for information. A presentation was delivered by Mr Dan Shaw, Nurse Manager Patient Experience, providing an overview of the journey to CARE (Capacity, Capability, Collaboration, Culture), Strategy development process, values, purpose, priorities with strategic actions developed under each priority and the next steps of the Strategy.

Resolution: The Board notes the information provided.

5.2 Paper – Strategic planning 2024

A paper detailing the strategic planning events scheduled for 2024 was provided. Director, Strategy, Innovation and Improvement advised the SESLHD Executive will lead a series of strategic planning events and reviews in 2024, which were informed by the SESLHD Clinical Services Plan and the Exceptional Care, Healthier Lives strategy. These strategic discussions will inform the FY2024-25 Business Planning cycle. Key categories include Strategic context review and priority setting, implementation of strategy and CSP, FY2024-25 Business Planning and Consumers and Partners Engagement. Invites to the events will be sent to the Board Members.

Resolution: The Board notes the strategic planning proposal for 2024.

5.3 Paper – Draft SESLHD Clinical Services Plan (CSP)

A paper describing the draft SESLHD CSP was provided to the Board for feedback, with a presentation delivered by Ms Natalie Tuffin, Planning and Partnership Lead. It is noted that the missions, priorities and focus areas (previously called ‘actions’) were discussed and endorsed by the SESLHD Executive and Board in September 2023. Stream specific priorities and actions will be included in the appendix of the plan, outlining how each of the clinical streams and service areas, will deliver services into the future. The final of the draft plan will be made available to partners, consumers and SESLHD staff for feedback before the final version is presented to the Board for endorsement in November.

The recommendations to include Medical Officer training and implementing evidence from research are noted and to be reflected/incorporated in the CSP, noting both are included in the District’s Exceptional Care, Healthier Lives strategy with details.

Resolution: The Board notes the notes the draft SESLHD Clinical Services Plan and provides feedback by Friday, 3 November 2023.

Action: *SII Team to follow up on circulating the Appendix for Clinical Streams’ feedback.*

5.4 Paper - PID responsibilities for Board Members

A paper detailing Board Member responsibilities in relation to the NSW Government Public Interest Disclosure (PID) Act was provided. It is noted that under the PID Act, disclosure officers, including Board Members appointed by the Minister to a Board of a Local Health District are responsible for receiving reports from public officials and ensuring reports are dealt with appropriately, including by referring the matter to the appropriate complaint unit and ensuring that any verbal reports that have been received are recorded in writing. The disclosure officers are required to complete the mandatory training module in My Health Learning by 31 March 2024 and then once every three years thereafter. Link to access the relevant mandatory My Health Learning Module will be provided to the Board members by the Office of the CE (OCE), with confirmation of completion to be provided to OCE.

Resolution: The Board notes the requirement to complete training in relation to the NSW Government Public Interest Disclosure Act.

Action: OCE to send the link to access Public Interest Disclosures Training for Disclosure Officers to the Board Members for completion.

5.5 Paper - Nomination to NeuRA Board - Dr J Karnaghan

A paper proposing to nominate Dr Jo Karnaghan to serve as Director on the Board of Neurosciences Research Australia (NeuRA) was provided to the Board for endorsement. It is noted that SESLHD and the University of NSW (UNSW) are founding members of NeuRA. Under the constitution of NeuRA, SESLHD may nominate two persons as Directors to serve on the Board of NeuRA which are not required to be members of the SESLHD Board. SESLHD has previously nominated Dr Debra Graves and Professor Christopher White to serve as the Directors on the board of NeuRA. Dr Graves has been appointed Chair of the SESLHD Board and has resigned as Director of the NeuRA Board. Dr Jo Karnaghan, Director Clinical Governance and Medical has indicated her willingness to join the NeuRA Board.

Resolution: The Board resolved to endorse the nomination of Dr Jo Karnaghan to serve as Director on the NeuRA Board.

Action: OCE to provide correspondence to NeuRA

5.6 Paper – SESLHD Safety and Quality Account: 2022/23 Report, 2023/24 Future Priorities

A paper detailing the SESLHD Safety and Quality Account – 2022/23 Report, 2023/24 Future Priorities was provided to the Board for endorsement for progression to MoH and subsequent publication on the SESLHD internet. It is noted that SESLHD is required to provide an annual Safety and Quality Account to the NSW Ministry of Health that includes information about the safety and quality of care delivered by the health service. The Account has been endorsed by the Clinical and Quality Council and the Quality and Safety Board Committee for progression to the Board for approval.

Ms Helene Orr noted "Racism Harms: Act On it" as an innovative, evidence-based strategy to address racism in health care and enquired about the strategies and approaches taken by SESLHD. CE advised a program to address racism has been developed, in partnership with Western Sydney University. Training and resources, including videos have been provided to staff and managers.

Resolution: The Board resolved to endorse the SESLHD Safety and Quality Account – 2022/23 Report, 2023/24 Future Priorities for progression to the Ministry of Health and subsequent publication on the SESLHD internet.

Action: A paper outlining SESLHD's strategies and approaches to address racism in health care will be provided to the Board.

5.7 Paper – SESLHD Service Agreement with Ministry of Health FY2023-24

A paper regarding the SESLHD Service Agreement (SA) with MoH FY2023-24 and the accompanying letter to the Secretary was provided to the Board for endorsement. The correspondence to the Secretary notes that SESLHD has sound governance and financial controls in place and will take clear actions and provides an undertaking that SESLHD will attempt to perform within the budget parameters set. The Executive and Board are actively engaged in developing initiatives and controls to manage expenditure. The correspondence sets out the challenges that have been identified and details the support that would be required to make further reductions in expenditure, reduce costs and increase patient revenue.

Resolution: The Board resolved to endorse the Service Agreement and the accompanying letter to the Secretary.

Action: The OCE will provide the Service Agreement to the Secretary and subsequently arrange publication on the Internet.

5.8 Paper – SESLHD submission to Special Commission Inquiry into Healthcare Funding

A paper regarding the draft SESLHD submission to the Special Commission of Inquiry into Healthcare Funding was provided to the Board for endorsement.

It is noted that the Special Commission of Inquiry into Healthcare Funding is conducting a review of the funding of health services in NSW. Health sector representative bodies, service providers, health staff and practitioners, and the general public have been invited to make a submission to the Inquiry identifying their interest in the work of the Inquiry, its terms of reference, or particular topics of interest. A submission on behalf of SESLHD has been drafted for the Board's approval, following which it will be signed by the Chief Executive and Board Chair and submitted by 31 October 2023.

Resolution: The Board resolved to endorse the submission to the Special Commission of Inquiry into Healthcare Funding.

Action: The OCE will progress the submission to the Inquiry.

6 Regular Reporting

6.1 Finance Report

The Finance report was tabled and taken as read.

Director of Finance advised the total expense for SESLHD is unfavourable to budget by \$28.4m for YTD September 2023. Additional funding such as Telestroke and Gas Price Increases are not in the interim budget which will be requested in the final budget. As at September 2023, full-year expense forecast for SESLHD is \$35.0m above budget, noting full year forecast for sites will be included in the October 2023 report. SESLHD has sought and implemented efficiency initiatives, but these will take some time to gain traction and that more substantial actions are being developed to address the gap to budget, some of which will require support from the MoH and pillar services to reduce expenditure.

Resolution: The Board notes the Finance Report.

6.2 Operations Report

The Operations report was tabled and taken as read, noting the challenge for SESLHD to meet the elective surgery 000 target by December 2023.

Resolution: The Board notes the Operations Report.

6.3 Performance Report

Integrated Performance Report for September 2023 and MoH League Table for August 2023 were tabled and noted by the Board.

Resolution: The Board notes the information provided.

6.4 Capital Works Report

The Capital Works report was tabled and taken as read. The General Manager, Corporate Services provided a verbal summary of the redevelopment across the sites within the District, noting all projects are on track with no significant risks identified.

Resolution: The Board notes the Capital Works Report.

6.5 Safety and Quality report

The Clinical Governance report was tabled and taken as read. The Director, Clinical Governance and Medical Services advised two Harm Score 1 incidents were reported in September 2023, with robust review process in place and no significant concern identified. SESLHD did not meet target for Hospital acquired venous thromboembolism (VTE). The SESLHD VTE working party is implementing changes to risk assessment alerts in eMR with the aim of increasing accuracy and quality of the assessments.

Resolution: The Board notes the Clinical Governance Report.

6.6 RHIP Report

RHIP Report for September 2023 was tabled and noted by the Board.

Resolution: The Board notes the information provided.

7 Meeting Finalisation

7.1 Business Without Notice

Mr Arthur Diakos raised concerns around centralisation of services, noting communications between the District and MoH are underway.

7.2 Noting of Confidential Items

There were no confidential items raised.

7.3 Next Meeting

The next Board meeting is scheduled for **Wednesday, 29 November 2023** at Boardroom, Level 4, James Laws House, St George Hospital. A meeting between SESLHD Board members and Executive/Clinical representatives from St George Hospital will be held prior to the Board meeting.

7.4 Close

The meeting closed at 7:00pm.

I certify that the foregoing is a true and correct copy of the minutes approved by Members of the Board.



**Board Chair
Dr Debra Graves**