

Wednesday 29 March 2017 at 4.30pm | Worrall Theatre, Sydney/Sydney Eye Hospital

SESLHD Board Meeting Minutes

Board Members:

- Mr Michael Still (Chair)
- Ms Patricia Azarias
- Mr Jonathan Doy
- A/Professor Robert Farnsworth
- A/Professor Peter Gonski
- Dr Debra Graves
- Dr Harry Harinath
- Mr Liam Harte
- Janet McDonald
- Mr Neville Mitchell
- Ms Helene Orr
- Professor Allan Spigelman

In Attendance:

- Mr Gerry Marr – Chief Executive
- Ms Karen Foldi – Director of Finance
- Dr James Mackie – Medical Executive Director
- Ms Kim Olesen – Director of Nursing and Midwifery Services
- Mr Mark Shepherd – Director of Programs and Performance

Apologies:

- Dr Theresa Jacques – Chair, Medical Staff Executive Council

Secretariat:

- Ms Nicole McGregor – Executive Officer to the Chief Executive

ADMINISTRATION

1.1. Present and Apologies

The Board noted the apology of Dr Theresa Jacques, Chair, Medical Staff Executive Council. It was noted that Dr Jacques is concluding her term as Chair of the Medical Staff Executive Council and the March Board meeting would have been the last she attended. As such, Dr Jacques provided a short statement which the Board Chair relayed to the Board. Dr Jacques passed on her regards and her admiration for the Board in its handling of difficult issues.

The Board acknowledged the contribution of Dr Jacques to the Board meetings during her term.

1.2. Declaration of Interests

Nil declarations of interests made.

1.3. Minutes of the SESLHD Board meeting held Wednesday 22 February 2017

Resolution 313

The Board resolved to approve the minutes of the SESLHD Board meeting held on Wednesday 22 February 2017 as an accurate record of proceedings.

1.4. Minutes of the Finance and Performance Committee meeting held Monday 20 February 2017

The minutes of the meeting of the Finance and Performance Committee meeting held on Monday 20 February 2017 were noted.

1.5. Minutes of the Healthcare Quality Committee meeting

Nil minutes to note this month.

The Board discussed the development of a clinical quality plan for the District, which is currently underway.

1.6. Minutes of the Community Partnerships Committee meeting held Monday 6 March 2017

The minutes of the meeting of the Community Partnerships Committee meeting held on Monday 6 March 2017 were noted. Discussions were held at the most recent meeting of the Community Partnerships Committee on domestic violence, with representatives from a range of government sector agencies involved.

1.7. Report on the Audit and Risk Management Committee meeting held Thursday 16 March 2017

The report on the meeting of the Audit and Risk Management Committee meeting held on Thursday 16 March 2017 was noted.

1.8. Actions

The Board reviewed and updated the Action Log.

1.9. Correspondence Register

The Board noted the correspondence received to Wednesday 22 March 2017.

FOCUS

2.1 Presentation – Internal Audit Update

Invited guests: George Deletaris, Director of Internal Audit

Mr George Deletaris, Director of Internal Audit, attended the start of the Board meeting to give a presentation on the progress of the Internal Audit Directorate. Mr Deletaris provided an overview of the new appointments to the Internal Audit Directorate, and highlighted the approach and strategic direction of internal audit in SESLHD.

The goals of the Internal Audit Directorate are to provide assurance on areas that matter on a timely basis, to strengthen management capability and to improve the control environment and reliability of the business in achieving outcomes.

The Director of Internal Audit advised that a set of key performance indicators (KPIs) have recently been developed for the Internal Audit team; measurement against these KPIs will begin in the coming months and will be tracked through the SESLHD Audit and Risk Management Committee.

The Board discussed the role of internal audit in clinical quality assurance. It has been agreed that the Internal Audit Directorate will focus on governance practices and frameworks, and assuring that robust processes and policies are in place, rather than direct involvement in clinical quality audits.

The Board discussed the challenges that internal audit functions can face in engaging management and relevant staff in audits. Mr Deletaris advised that a 'guest auditor' program is in development, which would provide an opportunity for interested and suitable staff to participate on an audit with the Internal Audit team, and receive training and develop skills that they can apply in their positions. This type of program has proven successful in other organisations.

The Board thanked Mr Deletaris for his presentation and look forward to further updates on internal audit in the future.

2.2 Briefing – Population and Public Health Key Performance Indicators

Invited guests: Julie Dixon, Director of Planning, Population Health and Equity

Ms Julie Dixon, Director of Planning, Population Health and Equity, attended the start of the Board meeting to provide a briefing on population and public health key performance indicators.

Ms Dixon provided an overview of services provided under population and public health, including a range of programs to keep people healthy. Health and wellbeing is an increasing focus area for the District.

The Board discussed the healthy eating guidelines for health facilities that will soon be rolled out across the District, and the importance of ensuring the District's facilities offer healthy food options.

The Board discussed suggested action in the area of childhood obesity. The District currently run programs for overweight children and are leading the state in some of the initiatives that have been set up. However, childhood obesity could be a suitable future focus area for the Community Partnerships Board Subcommittee.

The Board discussed the District's communication channels for vaccination programs.

The Board thanked Ms Dixon for engaging the Board in discussions on planning and population health.

STANDING ITEMS

3.1 Board Chair Report

The Board received a verbal update from the Board Chair. The following key points were noted:

- The Board Chair attended the first Council of Board Chairs meeting under the new Minister for Health; productive discussions were held.
- The launch of the Sydney Partnership for Health, Education, Research and Enterprise (SPHERE) is being held on 30 March 2017 at Parliament House, with an address by the Minister of Health. The launch of SPHERE is an important step in the District's research agenda.
- The opening of the Bright Building on the Randwick Hospitals Campus will be held in April 2017.

3.2 Chief Executive Report

The Board received a verbal update from the Chief Executive. The following key points were noted:

- The preliminary business case for the Randwick Redevelopment has been submitted for consideration by the Ministry of Health and NSW Treasury. It is expected that feedback will be received during April 2017, with the final business case expected to be submitted in November 2017. Discussions are being held on ensuring the emergency department at Prince of Wales Hospital has sufficient capacity to manage the demand on the department until the redevelopment is complete.
- The peritonectomy service at the Royal Prince Alfred Hospital in Sydney Local Health District (SLHD) will be launched in the next month and will interact with the St George Hospital service.

The Board discussed wellbeing and support for junior medical officers (JMOs) and was advised that a program of work is underway in the Districts with JMOs, led by the Associate Medical Executive Director.

3.3 Finance and Performance Report

The Director of Finance provided an update on the District's financial results for February 2017, as detailed in the Director of Finance Report in the meeting papers.

The District's result for February 2017 was unfavourable to budget but was better than forecast. A continued focus on revenue key performance indicators, such as conversion rates, continues to improve revenue generation. However, external factors, particularly related to private health insurers, continue to create challenges.

The Director of Finance and Director of Programs and Performance are currently focusing on activity and budget negotiations for the 2017/18 financial year with the Ministry of Health. Revenue and capital redevelopments are key focus areas.

The Director of Finance advised the Board of discussions that have been held with the Chair of the Finance and Performance Board Subcommittee, regarding the focus of the committee and the information provided to both the committee and the Board. It was agreed that more focus would be on the analysis and explanations for variances to budget on unexpected costs.

3.4 Key Performance Indicator (KPI) Report

The Board noted the report provided in the meeting papers. An overview of KPI performance for the month of February 2017 was provided.

Emergency access performance (ETP) results have improved 5.5% since winter, in the context of a 4% increase in presentations for the month of February 2017.

Elective surgery capacity at St George Hospital remains a challenge; however a number of strategies are being considered and put in place to address the elective surgery demand and meet KPI targets.

The District's annual winter planning forum will be held in May 2017 with clinicians and managers, as part of a comprehensive plan to address activity and demand during the winter period.

3.5 Program Management Office (PMO) Report

The Program Management Office (PMO) Report was noted.

3.6 Teaching and Research

3.6.1 Sydney Partnership for Health, Education, Research and Enterprise (SPHERE)

This item was discussed in Item 3.1 above.

3.6.2 Neurosciences

Discussions are being held with the District and partners on aligning neuroscience research facilities and entities. This is an opportunity to enhance the structure of clinical facilities to support research activities.

NEW ITEMS

4.1 Sutherland Hospital Hand Hygiene Action Plan

The Board noted the Hand Hygiene Action Plan for Sutherland Hospital.

4.2 Aboriginal Workforce Report

The Board noted the briefing and report provided on the SESLHD Aboriginal Workforce and the *NSW Health Aboriginal Workforce Strategic Framework 2016-2020*.

The Board expressed their strong support to strengthen the focus on improving performance against Aboriginal workforce targets.

4.3 Multicultural Health Key Performance Indicator – Further briefing

The Board noted the further briefing on the Multicultural Health Key Performance Indicator Report.

4.4 Service Rationalisation Project Update

The Medical Executive Director provided an update to the Board on the Service Rationalisation Project (SRP), which has been operational in the District for 15 months. There are currently 18 active projects; the Medical Executive Director provided an overview of the following projects:

- The sensible test ordering project (STOP) is focused on reducing unnecessary testing, and has been one of the most successful initiatives under the SRP. This project is now

expanding from pathology to radiology. A sample of the STOP online dashboard used to track performance is included in the meeting papers.

- The vascular surgery project is focusing on the variation in costs, particularly prosthesis costs, for vascular surgery. Data has been collected on price variation and a report with recommendations is being produced.
- The advanced recovery orthopaedic program (AROP) for hip and knee replacements is adopting international practices to reduce the length of stay in hospital for patients, with improved rehabilitation practices. The Board discussed the inability of the current funding model to reward such initiatives, despite providing better care for the patient.

4.5 Governance of Nelune Comprehensive Cancer Centre and Bright Building

The Board noted the briefing of the Governance of the Nelune Comprehensive Cancer Centre and Bright Building. Responsibility for this area has now transitioned from the Capital Redesign team to the General Manager, Prince of Wales Hospital and Sydney/Sydney Eye Hospital.

4.6 NSW Health and the Arts Framework Funding Update

The briefing on the NSW Health and the Arts Framework funding was noted.

CLOSE

5.1 Business without notice

The Board raised an interest in a future discussion on palliative care and hospital in the home programs.

5.2 Noting of Confidential Items

Nil noted.

5.3 Date of next meeting:

Wednesday 26 April 2017

4pm – 7pm Board Meeting, Sydney Hospital

Meeting closed at 7.05pm.



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Signature

Michael Still

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Name
26 April 2017
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Date