

## Minutes of the Board of the South Eastern Sydney Local Health District

Date: Wednesday, 26 October 2022  
Time: 4:00pm – 7:00pm  
Location: Virtual\*/ Wingara Marri Meeting Room, Kogarah Community Dental Clinic (KCDC), Level 1, 2 Belgrave Street, Kogarah NSW 2217

Present: Debra Graves, Acting Board Chair  
Arthur Diakos  
Allan Spigelman \*  
Greg Levenston  
Elli Baker  
Jan Dudley

Ex Officio: Tobi Wilson, Chief Executive (CE)  
Invitees: Kim Olesen, Executive Director Operations (EDO)  
Wayne Evans, A/Director, Finance  
Kate Hackett, Director, Nursing and Midwifery Services  
Dr Jo Karnaghan, Director, Clinical Governance and Medical Services \*  
Grant Eruini-Bennett, Chair, Medical Staff Executive Council \*

Guests: Dr Marianne Gale, Director, Population and Community Health (PaCH)  
Timothy Croft, Manager, Aboriginal Health Unit, PaCH  
Fiona Fahey, Director, People and Culture  
Sharon Carey, General Manager, Mental Health Services (MHS)  
Dr Nicholas Babidge, Clinical Director MHS  
Andrew Elliott, Director, Digital Health  
Tayla Vella, Management Trainee OCE (observer)

Apologies: Michael Still, Chair  
John Estell  
Liam Harte  
Helene Orr  
Jonathon Doy

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. A quorum was present, and the meeting opened at 4:45pm.

#### 1.3 Declaration of Interests

Nil

#### 1.4 Focus Areas - Presentations

Presentation: **Aboriginal Health**  
Guest Presenters: Dr Marianne Gale, Director PaCH  
Tim Croft, Manager, Aboriginal Health Unit

The Board welcomed the guest presenters. The presentation provided an update on Aboriginal Health in the District, noting all sites and services continue to make good progress in actively considering

Aboriginal communities as part of planning, service delivery and workforce strategies. Preliminary results from an Aboriginal Cultural Engagement Self-Assessment Audit Tool showed broad engagement of services across the District and highlight areas for further actions.

The SESLHD Burudi Muru Yagu (BMY) Aboriginal Health Plan 2022-2023 is provided for review and endorsement by the Board. It is noted that broad consultation was conducted during the plan development process and the plan will be updated to align with the new state-wide Aboriginal Health Plan, which is currently under development.

CE advised improving performance of monitoring and reporting on in-hospital mortality rates for Aboriginal people remains a priority for the District, noting works are underway towards reporting measures. Further updates will be provided to the Board. Discussions were held around areas identified for more focused work, including workforce. It is noted that good alignment to the BMY Aboriginal Health Plan and support from the District and the Board are in place.

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**Resolution:** The Board noted the Aboriginal Health update provided and resolved to endorse the SESLHD BMY Aboriginal Health Plan 2022- 2023.

**Presentation:** **SESLHD MHS Inpatient Rehabilitation Services**

**Guest Presenters:** Sharon Carey, General Manager MHS

The Board welcomed the guest presenter. The presentation provided an overview of the proposed model of care for Mental Health Rehabilitation Services within SESLHD. The Board's support and endorsement is sought towards the proposed stepped model of care for mental health rehabilitation, which includes a relocation of 20 inpatient beds leveraging off the redevelopment project at the Sutherland Hospital (TSH).

The presentation highlighted the opportunity to relocate current inpatient rehabilitation services from the acute hospital campus at TSH to a more residential setting at the Garrawarra Centre. It is noted that the location of the Garrawarra Centre is within a SESLHD campus, collocated with other similar 24/7 services. However, the environment is more suitable for rehabilitation than an acute hospital campus and offers unique opportunities to transition consumers through supported accommodation as they rehabilitate through onsite housing.

Discussions were held around potential consumers and opportunity to be a National Disability Insurance Scheme (NDIS) provider. It is noted that further communications with the Ministry of Health (MoH) will occur and updates on the process will be provided to the Board.

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**Resolution:** The Board resolved to support the proposed model of care for Mental Health Rehabilitation Services within SESLHD.

### 1.5 Minutes of Previous Meeting

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

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**Resolution:** The Board resolved that the minutes of the previous meeting held on 28 September 2022 be signed as a true record of the meeting.

### 1.6 Actions from previous meeting

Actions around following items were completed with papers tabled:

- To include the local strategies and actions plan towards the selected performance indicators within the League table in the performance report to the Board.
- To provide update on Workforce Welling – Supporting teams to thrive to the Board.

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**Resolution:** The Board noted the information provided.

## 2 Committees

### 2.1 Finance and Performance (F&P) Committee

Minutes of the meeting held on 26 September 2022 were tabled in the papers and taken as read.

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*Resolution:* The Board noted the information provided.

## 2.2 Quality and Safety Committee

It is noted there are no minutes for this month.

## 2.3 Audit and Risk Committee (ARC)

It is noted there are no minutes for this month.

## 2.4 Board Strategic Community Partnerships Committee (BSCPC)

It is noted there are no minutes for this month.

# 3 Matters for Noting

## 3.1 Correspondence Register

The correspondence register was included in the papers and taken as read, including the SPHERE letter regarding Strategy 2023-2026 and Member contributions. It is noted that there are ongoing discussions around the funding model.

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*Resolution:* The Board noted the information provided.

# 4 Standing Items

## 4.1 Chief Executive Report

The Chief Executive's Report was tabled in the papers and taken as read. Updates were provided on the following matters:

- ARIA Outage Review, noting notification letters are in process to be mailed to impacted patients this week.
- Professor Georgina Hold has been appointed to the position of Acting District Director of Research commencing 2 November 2022 for a period of six months.
- The results from the SESLHD People Matter Employee Survey 2022.

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*Resolution:* The Board noted the information provided.

## 4.2 Patient Story

The Patient Story provided by PaCH was tabled in the papers and taken as read.

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*Resolution:* The Board noted the information provided.

## 4.3 Board Chair Report

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*Resolution:* The Board noted the Chair's report

# 5 New Business

## 5.1 People Matter Employee Survey (PMES) - SESLHD Results

Ms Fiona Fahey, Director, People and Culture provided an update on the results of PMES 2022, including a presentation with a high-level summary. It is noted that SESLHD participation rate increased by 15%, to 39% overall and SESLHD employment engagement is 64%. CE highlighted the positive PMES results of Digital Health, which is a recognition and reflection of the strong leadership and engagement of Director, Digital Health. It is noted that the People and Culture team will prepare detailed reports for leaders across the District and develop action plans to address

employee engagement drivers. Further updates will be provided to the Board about actions and strategies resulting from the survey.

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*Resolution:* The Board noted the information provided.

### 5.2 SESLHD Oncology System Governance and Security Review

A paper around SESLHD Oncology System Governance and Security Review was provided to the Board for noting, including a report outlining the findings and recommendations. Director, Digital Health advised the review had identified the risks associated with data governance and security across the District. Several recommendations are outlined in the report to mitigate the ongoing risks to SESLHD. Management will develop an action plan to implement these recommendations. CE highlighted the importance of finding balance between developing new systems and having right governance in place.

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*Resolution:* The Board noted the information provided.

*Action:* Director, Digital Health to provide a presentation on the District's cybersecurity approach at November 2022 Board meeting. A report on progress on the Action Plan to be tabled at February 2023 Board meeting.

### 5.3 Mental Health Proposal model of care for rehabilitation and relocation of beds

A paper was provided to the Board seeking the Board's support and endorsement of the proposed model of care for Mental Health Rehabilitation. Details were included and discussed in presentation provided by the General Manager, Mental Health Services.

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*Resolution:* The Board resolved to support and endorse the proposed model of care for SESLHD Mental Health Rehabilitation Inpatient Services.

### 5.4 SESLHD Stage 3 Redevelopment - St George Hospital Business Case

A paper around St George Hospital Stage 3 Redevelopment Business Case was provided to the Board for endorsement. It is noted that no significant financial or operational risks identified, and the Preliminary Business Case will be submitted to the MoH for assessment following the Board's endorsement.

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*Resolution:* The Board resolved to endorse the Final Business Case for the St George Hospital Stage 3 Redevelopment.

### 5.5 Exceptional Care, Healthier Lives Strategic Plan 2022-25 Implementation Plan

A paper around the SESLHD Exceptional Care, Healthier Lives Strategic Plan 2022-25 Implementation Plan was tabled at the Board and taken as read. It is noted that the business planning will be aligned with the Implementation Plan, which outlines the initiatives SESLHD will focus on delivering over the next 12 months to achieve the strategic priorities and focus areas outlined in the Strategic Plan for the District. Further discussions will occur in November 2022 Board meeting.

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*Resolution:* The Board noted the information provided and further discussions to occur at November 2022 Board Meeting around SESLHD Exceptional Care, Healthier Lives Strategic Plan 2022-25 Implementation Plan.

### 5.5 Draft agenda for the SESLHD Annual Public Meeting (APM)

A paper around draft agenda for the SESLHD APM 2022 was provided to the Board for approval. It is noted that the APM will be hosted at the Royal Hospital for Women and livestreamed on Thursday, 8 December 2022 with plans underway.

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*Resolution:* The Board resolved to approve the draft agenda for the SESLHD APM 2022.



## 5.6 Re-nomination of Board Members

A paper around reappointment of Board Members was provided to the Board for information. It is noted that the renomination forms for the members who have terms expiring prior to 31 December 2022 have been submitted to the MoH.

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*Resolution:* The Board noted the information provided.

## 6 Regular Reporting

### 6.1 Finance Report

The Finance report was tabled in the papers and taken as read. A/Director of Finance advised that excluding COVID impact, the full-year expense for business as usual (BAU) is forecasted to be \$5.9m unfavourable, mainly due to increase in gas price. For the month of September 2022, the BAU unfavorability for expenses is \$7.5m and total own sourced revenue was \$5.7m unfavourable due to lower than anticipated activity. Discussions were held around ongoing financial risks for the District, including leave management, revenue target, saving target and recovery of surgical program. It is noted that further advice around surgical program funding is yet to be received from MoH.

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*Resolution:* The Board noted the Finance Report.

### 6.2 Operations Report

The Operations report was tabled in the papers and taken as read. EDO provided updates around:

- Reduced operating hours of SESLHD operated COVID-19 Assessment Clinics following decrease in demand
- Changes to door screening in line with updated advice from NSW Health
- Increase in acuity of patients presenting to the ED
- Mental Health Service rehabilitation models of care review
- St George Stage 3 redevelopment
- Prince of Wale Hospital Telestroke Service
- PaCH, noting there was a meeting between the Board Members and PaCH leadership team today prior to the Board meeting and a guided tour of the PaCH venue – KCDC.

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*Resolution:* The Board noted the Operations Report.

### 6.3 Performance Report

The Performance report, including the Integrated Performance Report and MoH League Table for August 2022, was tabled in the papers and taken as read.

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*Resolution:* The Board noted the Performance Report.

### 6.4 Capital Works Report

The Capital Works report was tabled in the papers and taken as read.

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*Resolution:* The Board noted the Capital Works Report.

### 6.5 Clinical Governance Report

The Clinical Governance report was tabled in the papers and taken as read. Director, Clinical Governance and Medical Services advised a presentation on strategies in improving SESLHD's HACS performance had been tabled at SESLHD Quality and Safety Board meeting. A paper will be provided to the Board for November 2022 meeting. Discussions were held around JMO wellbeing assessment and workforce shortage, noting works are underway to identify opportunities.

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*Resolution:* The Board noted the Clinical Governance Report.

## 7 Meeting Finalisation

### 7.1 Business Without Notice

There was no further business raised.

### 7.2 Noting of Confidential Items

There were no confidential items raised.

### 7.3 Next Meeting

The next Board meeting is scheduled for **Wednesday, 30 November 2022** at Heritage Boardroom in Sydney/Sydney Eye Hospital, 8 Macquarie Street, Sydney NSW 2000.

### 7.4 Close

The meeting closed at 7pm.

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



**Michael Still**  
Board Chair