

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

Date:	Wednesday, 30 June 2021
Time:	4:00pm – 7:00pm
Location:	Virtual*/ Sydney Eye Hospital, 8 Macquarie Street, Sydney NSW 2000
Present:	Michael Still, Chair* Janet McDonald, Deputy Chair* Allan Spigelman Debra Graves* Elli Baker* Greg Levenston* Helene Orr* Neville Mitchell* Peter Gonski* Robert Farnsworth* Patricia Azarias* Jonathan Doy* Liam Harte*
Ex Officio	Tobi Wilson, Chief Executive
Invitees:	Jo Karnaghan, Director Clinical Governance and Medical Services* John Estell, Medical Staff Executive Council* Kim Olesen, A/Executive Director, Operations Karen Tuqiri, A/Director Nursing and Midwifery Services* Payal Kapoor, Director Finance
Apologies:	Nil
Secretariat:	Susan George A/Executive Assistant to the Chief Executive

1. Opening

1.1 Present and Apologies

A quorum was present and the meeting opened at 4:30pm.

The Chair acknowledged and thanked Board members Patricia Azarias, Peter Gonski, Robert Farnsworth and Deputy Chair, Janet McDonald, noting they end their term as members of the Board at the conclusion of this meeting. Each member reciprocated their thanks to the Chair, Board and Management and provided a brief overview of their insights. In particular, the continuous improvements seen in the areas of internal audit, the Board's appreciation of risk, and it's acknowledgement and support of the changes made to the management structure, leaving them confident that the South Eastern Sydney Local Health District (SESLHD) is in a good position to continue to support its staff, clinicians and importantly deliver the best service for its patients.

1.2 Declaration of Interests

There were no declarations of interest raised.

Focus Area

The Executive Director Operations presented on the impact of COVID-19 on SESLHD Services.

The overview provided included:

- Impact on Work Practices;
- Strategies implemented to increase access to elective surgery;
- Impact on stock ordering, warehousing and logistics
- Impact of COVID-19 in the community;
- Workforce challenges to support COVID-19 vaccination;
- Workforce upskilling.

The Board was advised that SESLHD sites have performed well and had been subject to changing circumstances and NSW Health orders.

Board members were particularly interested in impacts on the community, elective surgery activity, vaccination rates and how SESLHD would fund additional resources. The Board confirmed its satisfaction with the measures and strategies being taken to not only increase clinic days and hours and re-instating some of the community clinics, but also the staff upskilling programs in place to improve SESLHD's ability to deliver increased vaccination rates. The Chief Executive confirmed that SESLHD's elective surgery performance is in line with its peer services at this time but may not see significant improvement for approximately six months.

In terms of funding, there is an expectation that Ministry of Health will allocate additional funding to support necessary measures, notwithstanding discussions by LHDs with the Ministry of Health to develop strategies for attracting overseas nurses back to New South Wales. SESLHD Management confirmed it is investigating a number of options to mitigate and manage staffing levels to ensure SESLHD continues to deliver the best service to its community.

Resolution: The Board noted the information provided.

1.3 Minutes of Previous Meeting

Resolution: The Board resolved that the minutes of the previous meetings held on 28 April, 2021 and 26 May 2021 respectively, be signed as a true record of those meetings.

1.4 Actions from previous meeting

Resolution: The Board reviewed and noted the Action Log.

2. Committees

2.1 Finance and Performance Committee

The Minutes of the 24 May 2021 meeting were tabled in the papers and taken as read.

The Finance and Performance Committee Chair reported SESLHD's overall financial position as consistent with expectation and in line with current activities. Once again, workforce challenges were reported as having impacted the result. It was also acknowledged that a great deal of preparatory work is being undertaken to deliver a robust 2021/2022 budget submission. The Chair

of the Finance and Performance Committee and Board acknowledged this work and thanked the Chief Executive and Management for the work undertaken to date.

The Chief Executive confirmed management's satisfaction with the current projection.

Resolution: The Board noted the Finance and Performance Committee Minutes
Action: 2021/2022 Budget to be presented to the Board for review and endorsement
Due: 28 July 2021

2.2 Quality and Safety Committee

The Minutes of the 6 May 2021 meeting were tabled in the papers and taken as read.

The Chair of the Quality and Safety Committee confirmed very good progress is being made to ensure all stakeholder expectations and requirements are being met. The implementation of an external review to support best practice outcomes was reported to be very pleasing to the Clinical Excellence Commission.

Director Clinical Governance and Medical Services reconfirmed the availability of Telehealth assessments and advised that communications across the District have occurred, whilst acknowledging there are some challenges in messaging as raised by members of the Board and these are to be addressed.

Resolution: The Board noted the Quality and Safety Committee Minutes

2.3 Strategic Community Partnerships Committee

Resolution: The Board noted the next meeting of the Strategic Community Partnerships Committee is scheduled for November.

2.4 Audit & Risk Committee

Resolution: The Board noted the Audit and Risk Committee Minutes

2.4.1 Audit & Risk Committee Charter

The Audit and Risk Committee Charter was tabled in the papers and taken as read.

The Chief Executive confirmed the Charter as being consistent and a standard meeting charter.

Resolution: The Board approved the Audit and Risk Committee Charter.

3. Standing Items

3.1 Patient Story

The Prince of Wales Hospital Spinal Injuries Unit shared a story about how a wheelchair bound patient wishing to independently make a cup of tea, resulted in the multidisciplinary team conducting an investigation to find a solution on how to transport drinks safely while in a wheelchair, acknowledging that the solution would need to be adaptable to various types of wheelchairs (manual and electric). The team worked with patients to trial various cup holder options and selected a cup holder that would enable patients to maintain their independence and safely transport hot fluids without risking spills and burns.

Resolution: The Board noted the Patient Story.

3.2 Board Chair Report

Resolution: The Board noted the information provided by the Chair

3.3 Chief Executive Report

The Chief Executive Report was tabled in the papers and taken as read.

In addition, the Chief Executive confirmed:

- Funding has been received for an additional Neonatal Intensive Care Unit (NICU) bed at the Royal Hospital for Women.
- Actions are being taken to resolve issues surrounding the SCHN medical imaging service, including correspondence with the Ministry of Health requesting additional funding to improve services across SESLHD.
- Secretary of Health approved SESLHD to invite tender submissions for Outsourced Clinical Services Interventional Cardiology. The tender will be independently reviewed by external cardiologists outside of New South Wales and will be managed in accordance with the Procurement Policy.
- Early planning work is underway for the St George Hospital (SGH) Stage 3 development. Priorities are being reviewed. It was suggested that the General Manager, SGH present an update at an upcoming Board meeting.
- The Service Level Agreement is scheduled for tabling at the next meeting of the Finance and Performance Committee. The Board is to receive an overview shortly thereafter.

Resolution: The Board noted the Chief Executive's report.

Action: Finance and Performance Committee to receive an update on the Outsourced Clinical Services Interventional Cardiology Tender

Due: 25 October 2021

Action: The Board to receive an update from General Manager, SGH on the progress of SGH Stage 3 development

Due: 28 July 2021

3.4 Finance Report

The Finance Report was tabled in the papers and taken as read.

Members of the Board sought clarification on funding allocation for overtime. The Chief Executive confirmed assumptions are made and managed in line with the strategies for meeting the work health and safety needs of the workforce.

Resolution: The Board noted the Finance Report.

3.5 Operations Report (includes COVID-19 update)

The Operations Report was tabled in the papers and taken as read.

The Chair thanked the A/Executive Director, Operations for the extensive report provided to the Board.

The Board was provided with an update on Norfolk Island and the paper tabled at Item 5.3 of this meeting's agenda was discussed. It was understood by the Board that meetings between the Ministry of Health and the Commonwealth are anticipated with formal advice to SESLHD expected. It was also noted by the Board that the health service provided by SESLHD to Norfolk Island continues to be favourably received by the community.

Resolution: The Board noted the Operations Report.

3.6 Performance Reporting (includes Integrated Performance Report)

The Performance Report was tabled in the papers and taken as read.

Members of the Board raised concerns regarding NSW Ambulance activity. The Chief Executive confirmed NSW Ambulance performance has been difficult to capture during this time.

Resolution: The Board noted the Performance Report.

3.7 Ministry of Health League Table

The Ministry of Health League Table was tabled in the papers.

Resolution: The Board noted the Ministry of Health League Table.

4. Regular Reporting

4.1 Research Report

The Research Report was tabled in the papers and taken as read.

The Chief Executive confirmed that the volume of work being undertaken within the Research Directorate will result in delivering a robust Research Strategy that is expected to be complete by the end of 2021. The Director Research continues to conduct foundational work with a specific focus on process improvement, funding, fee structure and partnerships.

Resolution: The Board noted the Research Report.

4.2 Capital Works Report

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

Sutherland Hospital Operating Theatre and MRI projects were discussed, with no significant issues raised. However, acknowledging that the circumstances surrounding MRI access at Sutherland were not ideal, it understood that Management is working towards providing this service as soon as possible and in line with project planning.

Randwick Campus Redevelopment – advocacy for additional funding for theatre operation remains high on Management's priority list. The Chief Executive confirmed a capital claim will be submitted to the Ministry of Health and the Board will receive a briefing paper in due course.

Resolution: The Board noted the Capital Works Report.

Action: Board to receive briefing on the outcome of request to the Ministry of Health for additional funding for ASB Theatres

Due: 28 July 2021

4.3 RHIP Update

The RHIP Update was tabled in the papers and taken as read.

Resolution: The Board noted the RHIP Update.

5. New Business

5.1 Communications and Event Management

The Chief Executive joined the Board for its in-camera session and discussed the matter of events and communications.

Resolution: The Board noted the information provided.

Action: Chief Executive to advise of revised model for managing events and communications

Due: 28 July 2021 Board meeting

5.2 Royal Hospital for Women – Emergency Theatre Provision

The Royal Hospital for Women – Emergency Theatre Provision report was tabled in the papers and taken as read.

The Board were advised that provision is being made in the 2021/2022 Budget to support a plan to recruit additional staff, to effect full operation within coming months. Mitigation strategies are also in place to manage out of hours activity.

Resolution: The Board noted the information provided

5.3 Update on State of Norfolk Island Transition of Health Service

The update on the State of Norfolk Island Transition of Health Services was tabled in the papers and taken as read.

This item was discussed as part of the Operations Report, Item 3.5.

Resolution: The Board noted the information provided.

6. Matters for Noting

6.1 Correspondence Register

Resolution: The Board noted the correspondence register.

7. Meeting Finalisation

7.1 Business Without Notice

7.1.1 Quinquennial Reappointment Process

Members of the Board sought clarity on the process for VMO reapplication, specifically querying the extent positions are being evaluated. The Chief Executive confirmed a review is being undertaken to investigate the structure to facilitate improved coverage across sites.

Resolution: The Board noted the information provided

7.2 Noting of Confidential Items

There were no confidential items raised.

7.3 Next Meeting

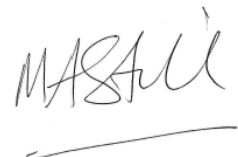
The next Board meeting is scheduled for **Wednesday, July 2021** at 8 Macquarie Street, Sydney.

7.4 Close

The Chair, Chief Executive and Management once again thanked retiring members of the Board, wishing them all the very best in their future endeavours.

The meeting closed at 6:01pm

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



Michael Still, Chair
30 July 2021