

# Minutes

## SESLHD Board Meeting

Wednesday 31 March 2021

4pm – 7pm

Worrall Theatre, Level 1, Worrall Block, Sydney/Sydney Eye Hospital  
and via videoconference and teleconference

### Present and Apologies

#### Board Members:

- Michael Still (Chair)
- Patricia Azarias
- Elli Baker
- Jonathan Doy (left meeting at 6.07pm)
- Robert Farnsworth
- Peter Gonski
- Debra Graves
- Greg Levenston
- Janet McDonald
- Helene Orr
- Allan Spigelman

#### In Attendance:

- Mr Tobi Wilson – Chief Executive
- Dr Jo Karnaghan – Director, Clinical Governance and Medical Services
- Dr John Estell – Chair, Medical Staff Executive Council
- Ms Payal Kapoor – Director, Finance
- Ms Kim Olesen – A/Executive Director, Operations, and Director, Nursing and Midwifery Services
- Ms Elizabeth Lyon, A/Director, People and Culture (For Item F1 only)
- Ms Anne Milne, Director, Corporate and Legal Services (For Item F2 only)
- Ms Katrina Lieschke, Management Trainee (Observer)

#### Apologies:

- Mr Liam Harte
- Mr Neville Mitchell

#### Secretariat:

- Ms Susan George, A/Executive Assistant to the Chief Executive
- Ms Nicole McGregor, Manager, Governance and Policy

## Focus Areas

### Focus Area 1: People and Culture Directorate Update

Invited guest: Elizabeth Lyon, A/Director, People and Culture, SESLHD

The Board welcomed Ms Lyon to the meeting. Ms Lyon presented an update on the People Plan for delivering on the SESLHD Strategic Priorities. Ms Lyon advised the Board, that the previous strategic plan items remain relevant and will continue to be built upon to enable our staff to improve patient and employee experience.

The Board welcomed work being undertaken to modify the Statement of Intent to develop synergy across the District and it acknowledged the key to delivering on the priorities is a robust governance framework that encompasses the five key areas of the People Plan.

Ms Lyon also presented the People and Culture organisation chart, with the following key points discussed and noted:

- Business Partnering forming part of the new structure to be delivered across the District, noting it is in its infancy and is a large project. Business partnering is anticipated to provide ongoing direct support and open up opportunities for the development of future plans;
- Diversity of employment in leadership roles.
- Planning is underway to conduct the 2021 People Matter employee survey.

The management of employee and workplace investigations was also discussed with the Chief Executive confirming a presentation from the Cognitive Institute is planned for the April meeting of the Board.

**Action:** *The Board Chair suggested Diversity of employment in leadership roles be added to the Agenda of future Board meetings.*

The Board thanked Ms Lyon for the presentation and for participating in a discussion on this topic.

### Focus Area 2: Risk Appetite Statement

Invited guest: Anne Milne, Director, Corporate and Legal Services, SESLHD

The Board welcomed Ms Milne to the meeting. Ms Milne presented both a report and a draft risk statement for the consideration of the Board.

Ms Milne opened the presentation by acknowledging that mitigating risk is a key priority of SESLHD management. To achieve best possible risk mitigation, the Board's risk appetite will underpin the direction for management.

In addition, Board members raised:

- clarity in the wording of risks;
- how risks apply to teaching hospitals;
- risks associated to communication with patients; and

- setting aside time for additional consultation with the Board.

The Chief Executive assured the Board the presentation is the first step and the Board will receive a revised document.

**Action:** *Director, Corporate and Legal Services to present second draft of the Risk Appetite Statement to the Board.*

The Board thanked Ms Milne for the presentation and for participating in a discussion on this topic.

## Administration

### 1.1. Present and Apologies

The Board noted those present and the apologies received.

The Board acknowledged Ms Nicole McGregor and expressed their thanks for the support of the Board as Board Secretary. The Chief Executive introduced Ms Susan George to the position of acting Executive Assistant. Board Secretariat responsibilities have been assigned to the Executive Assistant role within the Office of the Chief Executive.

### 1.2. Declaration of Interests

Nil declarations of interest were noted.

### 1.3. Minutes of the SESLHD Board meeting held Wednesday 24 February 2021

#### *Resolution 352*

The Board resolved to approve the minutes of the SESLHD Board meeting held on Wednesday 24 February 2021 as an accurate record of proceedings.

### 1.4. Minutes of the Finance and Performance Committee meeting held Monday 22 February 2021

The minutes of the meeting of the Finance and Performance Committee held on Monday 22 February 2021 were noted.

### 1.5. Minutes of the Quality and Safety Committee meeting held Thursday 4 February 2021

The minutes of the meeting of the Quality and Safety Committee held on Thursday 4 February 2020 were noted.

### 1.6. Minutes of the Strategic Community Partnerships Committee meeting

Nil minutes to note.

### 1.7. Minutes of the Audit and Risk Committee meeting

Nil minutes to note.

### 1.8. Actions

The Board noted the Action Log.

### 1.9. Correspondence Register

The Board noted the correspondence received to Wednesday 24 March 2021.

## Standing Items

### 2.1 Board Chair Report

The Board noted the report provided by the Board Chair.

### 2.2 Chief Executive Report

The Board noted the report provided by the Chief Executive.

In addition, the following was noted and discussed:

- an update on the Randwick Health and Innovation Project will be provided to the Board over the coming months;
- General Manager, Royal Hospital for Women, Ms Vanessa Madunic tendered her resignation and will take up a role with the Ministry of Health. The Board noted its thanks to Ms Madunic for her contribution not only to the Royal Hospital for Women, but also to the South Eastern Sydney Local Health District;
- planning is underway for the consumer and partners forum and the Board noted the challenges of effectively capturing the consumer voice;
- launch of the SESLHD Mental Health Services, SafeHaven and Suicide Prevention Outreach Team (SPOT) services. The Board noted SafeHaven serves as an alternative to the Emergency Department and the SPOT is an assertive outreach services that supports people in the community. Both services provide support to people who are experiencing suicidal distress and situational crisis and are components of the NSW Health Towards Zero Suicide Program. The services are co-designed, recovery orientated and trauma-informed and aim to enhance autonomy of consumers and hope.

### 2.3 Finance Report

The Chair of the Finance and Performance Committee and Director, Finance provided an update on the District's financial position for the month of February 2021, as detailed in the Financial Performance Summary Report.

In addition, the following was noted and discussed:

- SESLHD's financial position, with the Chief Executive confirming that SESLHD continues to work with the Ministry of Health (MoH) on strategy and the management of risks. It was also noted MoH requires a three-year plan for Repairs and Maintenance and Capital.
- forecast is scheduled for approval by the Board in April 2021;
- presentation of the Models of Care to be presented to the Board;
- Financial Impact Statement (FIS). The Board acknowledged the Financial Impact Statement (FIS) would be managed through its Finance and Performance sub-committee.

### 2.4 Operations Report

The Board noted the Operations Report provided in the meeting papers.

In addition, the following was noted and discussed:

- medical review of the NSW Telestroke Service achieving a very positive outcome;
- succession planning and development of a Clinical Services Plan is ongoing and is a priority for 2021.

**2.4.1 COVID-19**

The Acting Executive Director, Operations advised the vaccine hub at St George Hospital is performing well, with approximately 300 vaccinations being undertaken each day. The Hub has the capacity to undertake 500-600 per day. The slow uptake was discussed and agreed that communication was a key factor to vaccine choice. Work is underway and ongoing to address these concerns and improve uptake. Encouragingly, Ramsay Health staff are now being vaccinated from this Hub with plans in place to open the Hub up to a number of other private hospitals and day surgery clinics. Calvary Hospital Kogarah, War Memorial Hospital and residents of Garrawarra will also be offered vaccination. Sydney Children’s has set-up their own Hub and are vaccinating 80 per day. SESLHD has enough vaccine to manage increased uptake.

**2.5.1 Integrated Performance Report**

The Board noted the brief provided in the meeting papers and key performance indicator (KPI) performance for February 2021.

**2.6 Research Report**

The Board noted the next Research Report due in May 2021.

**2.7 Capital Works**

The Board noted the report provided on capital works. The Chief Executive confirmed there are no issues with capital, however the issues with operational funding are being discussed with MoH and will be managed through the Finance and Performance sub-Committee of the SESLHD Board.

**New Items**

**3.1 Recommendations related to the SESLHD Board from the Anderson Report on improvements to security in hospitals**

Highlights were provided to the Board. It was resolved that the Audit & Risk Committee of the Board will monitor the progress of the recommendations. The Board accepted the recommendation.

**3.2 Update on status of plans for services provided by SESLHD to Norfolk Island**

The Board was provided an update where it was confirmed that the delivery of healthcare services to Norfolk Island by SESLHD will cease on 1 May 2021. Discussion continues with the Commonwealth through the Ministry of Health to confirm arrangements beyond this date.

**3.3 NSW Auditor General’s report on managing health, safety and wellbeing of nurses and junior doctors**

The Board noted the report provided in the meeting papers.

**3.4 Review of hypoxic ischaemic encephalopathy at the Royal Hospital for Women**

The Board noted the report provided in the meeting papers.

**3.5 Update on restricted financial asset (RFA) investment strategy**

The Board Chair advised he and Director Finance met with TCorp, who are the NSW Government appointed financial advisor. The Board acknowledged responsibility to meet the expectations of Treasury and work within a governance framework to deliver an investment strategy that achieves ongoing growth.

**Action:** Director Finance is to prepare a proposal for a recommended investment strategy for consideration and approval of the Board. Once approved, discussion with Ministry of Health will occur before presenting to Treasury for final approval.

**Papers for Information**

**4.1 Recruitment Bulletin**

The Board noted the Recruitment Bulletin provided in the meeting papers.

**4.2 Our People – Heart of Caring Profile**

The Board noted the staff member Heart of Caring Profile provided in the meeting papers.

**Meeting Close**

**5.1 Business without notice**

Nil raised.

**5.2 Noting of Confidential Items**

Nil raised.

**5.3 Date of next meeting:**

Wednesday 28 April 2021

**4pm – 7pm** Board Meeting

Location / meeting mode to be confirmed

Meeting closed at 7.10pm.



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**Signature**

Michael Still

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**Name**

28 April, 2021

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**Date**