

Friday 4 December 2015 at 2pm | Prince of Wales Hospital

SESLHD Board Minutes

Board Members:

- Mr Michael Still (Chair)
- Ms Deborah Cansdell
- Mr Jonathan Doy
- A/Prof Robert Farnsworth
- A/Prof Peter Gonski
- Dr Debra Graves
- Janet McDonald
- Ms Kate Munnings
- Prof Jeanette Ward

In Attendance:

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

Apologies:

- Ms Patricia Azarias
- Dr Harry Harinath
- A/Prof Peter Smerdely
- Ms Kristin Stubbins (Advisor)
- Dr Theresa Jacques – Chair, Medical Staff Executive Council

Secretariat:

- Ms Nicole McGregor – A/Executive Officer to the Chief Executive

STANDING ITEMS

1.1. Minutes of Board meeting held Wednesday 28 October 2015

The Board resolved to approve the minutes of the SESLHD Board meeting held Wednesday 28 October 2015 as an accurate record of proceedings.

Resolution 299

“That the Board resolves to approve the minutes of the SESLHD Board meeting held on Wednesday 28 October 2015 as an accurate record of proceedings.”

Moved: J Ward Seconded: D Graves Carried

1.2. Minutes of Finance and Performance Committee held Monday 26 October 2015

The minutes of the meeting of the Finance and Performance Committee held on Monday 26 October 2015 were noted.

The Chair of the Finance and Performance Committee advised the Board that the most recent meeting was focused on the financial performance at Prince of Wales Hospital.

The Board was also advised that the Committee and meeting papers will have a stronger focus on analysis in 2016.

1.3. Minutes of Health Care Quality Committee held Tuesday 13 October 2015

The minutes of the meeting of the Health Care Quality Committee held on Tuesday 13 October 2015 were noted.

The Board was advised of the following key points from the Committee meeting:

- A number of root cause analyses (RCAs) have been reviewed, with issues identified in the process of reporting radiology results. These issues have been referred back to the relevant departments to address.
- A report will come to the Board on a review of advanced care planning in SESLHD, following a presentation from Ambulance NSW and subsequent discussions.

Action: Report on advanced care planning to be tabled at a Board meeting in early 2016.

1.4. Actions

The Board reviewed and updated the Action Log.

The process for following up items on the Action Log and ensuring all items are addressed in a timely manner will be reviewed in early 2016.

1.5. Correspondence Register

The Board noted the correspondence received to Thursday 26 November 2015.

1.6. Teaching and Research

Nil discussion held.

FOCUS

2.1. Presentation on SESLHD Equity Strategy by Julie Dixon, Director of Planning, Population Health and Equity

Julie Dixon, Director of Planning, Population Health and Equity presented on the recently developed SESLHD Equity Strategy. The following key points were presented:

- The Chief Executive commissioned Ms Dixon to develop this strategy, and Equity has been added in Ms Dixon’s position title to reflect the importance of this portfolio.
- A snapshot of statistics for SESLHD residents was used to demonstrate the need for an Equity Strategy for SESLHD. There is a large difference in the health status between population groups in our community, including a life expectancy gap of up to 15 years between some geographical areas of SESLHD.
- The SESLHD Equity Strategy has three key strategic directions:
 - o Transform our health services to systematically improve equity

- Invest to deliver care in the community, prevention and wellness programs
- Refocus our work to better address the social determinants of health and wellbeing
- The team will be looking beyond standard key performance indicators (KPIs) to measure outcomes of the strategy, and acknowledge that most metrics will be long term, potentially over a number of years, as meaningful short-term metrics are more difficult to use.
- The consultation process for the development of the strategy has engaged a wide range of staff members, community members and other relevant stakeholders, including partner organisations. Positive and useful feedback has been received and incorporated.

The Board discussed the Quit for New Life Program, a smoking cessation program for pregnant women having an Aboriginal baby, which was used as a case study in the presentation. The program is currently funded by the Ministry of Health; however Ms Dixon advised that the team will be looking to target vacant midwife positions for Aboriginal candidates, to assist the program to continue.

The Board expressed their interest in seeing a summary of the Action Plan that is to come from this strategy.

The Chief Executive advised the Board that he will be looking a number of new initiatives in 2016 which align with the Equity Strategy. These include an 'early years collaborative' which focuses on clear indicators for health and wellbeing in children, and a program to encourage small grants in the community for a range of health and wellbeing schemes, which are shown to produce a significant results for a small cost.

2.2 Consumer and Community Engagement Forum

The Board noted the brief and report provided on the successful Consumer and Community Engagement Forum held in November 2015.

STANDING ITEMS

3.1 Board Chair Report

The Board Chair provided a verbal update to the Board. The following key points were raised:

- Susan Pearce has been appointed as Deputy Secretary, System Purchasing and Performance for the Ministry of Health, filling the position formerly held by Ken Whelan.
- The Board Chair attended an event run by the Centre for Healthy Brain Ageing that demonstrated good community engagement, with over 500 people attending a forum on dementia.
- The Governor of NSW attended the launch of *Australia's First Hospital*, a book on Sydney/Sydney Eye Hospital by Caroline Wilkinson; the book launch at Sydney Hospital was a very successful event.
- The Minister for Health visited the emergency department at Prince of Wales Hospital last week to view the recently completed renovations and talk to staff in the emergency department.

3.2 Chief Executive Report

The Chief Executive provided a verbal update to the Board. The following key points were raised:

- Accreditation for St George Hospital, Sutherland Hospital, Mental Health, Drug and Alcohol, and Oral Health went very well. All core National Standards were achieved, with no corrective action (AC90s) required.
- A Winter Symposium was held earlier in December, attended by over 90 staff and clinicians, to discuss lessons learnt from last winter and to make plans for next year. All facilities are developing actions plans to be implemented in 2016.
- Negotiations for a state-wide interventional neuroradiology (INR) service were discussed. Details of the discussion are noted as confidential.

The Chief Executive highlighted the significance of the launch of the SESLHD Improvement Academy occurring at the SESLHD Annual Public Meeting following this Board meeting. The Improvement Academy has been designed in line with the NHS Tayside Centre for Organisational Effectiveness (TCOE) which he established, and which has been replicated by Counties Manukau in New Zealand. The Chief Executive advised he has been asked to present on this area at the APAC Forum in Sydney in 2016.

3.3 Finance and Performance Update

The Director of Finance provided an update on the District’s financial position year-to-date. The District is maintaining financial performance on target to achieve the planned full year deficit position. Results for November 2015 are being finalised, but are in line with the projection.

The Board discussed the financial situation at Prince of Wales Hospital; currently there are risks around financial performance. Action will need to be taken imminently to ensure that savings targets and value improvement plans (VIPs) are achieved. The VIPs at Prince of Wales Hospital are expected to perform better in the second half of the financial year, however significant effort will still be required to drive the strategies.

3.4 SESLHD Key Performance Indicators (KPIs)

The Board noted the report provided in the meeting papers. Concerns were raised around staff morale, when KPIs related to patient safety and clinical quality are being achieved, and there is a lack of understanding of why the financial KPIs continue to be a challenge.

3.5 Program Management Office (PMO) Report

The Board noted the PMO Report provided in the meeting papers. Expense reduction performance is slightly below target at present but is expected to improve in the second half of the current financial year. Progress on reducing the number of overdue surgical cases is going very well, with the number of overdue cases down to around 20, from almost 150 earlier in the year.

NEW ITEMS

4.1 Ministry of Health Performance Rating for SESLHD

The Chief Executive has received advice that the performance rating for SESLHD will improve by the end of 2015.

4.2 Report on Junior Doctor Taskforce

The Board noted the brief provided in the meeting papers.

4.3 POWH Emergency Department Re-presentations

The Board noted the brief provided in the meeting papers.

4.4 NSW Health Christmas Closedown

The Board noted the brief provided in the meeting papers.

4.5 Staff Uniform Policy Compliance

The Board noted the brief provided in the meeting papers and resolved to discuss the matter further at the next Board Meeting.

Action: Staff Uniform Policy Compliance to be discussed at the Board meeting in February 2016.

4.6 Risk Management Update

The Board was advised that the portfolios of Risk Management and Internal Audit have been separated, as per the Treasury recommendations.

The Board resolved to discuss risk management further at the first Board meeting in 2016.

Action: Risk management to be discussed at the Board meeting in February 2016.

CLOSE

5. Business without notice

Proposed sale of Primrose House

The Board discussed the proposed sale of Primrose House at Dolls Point. Property NSW is managing the process around the proposal to sell the building, with SESLHD having little involvement. The property, as with all others, are owned by the Health Administration Corporation (HAC), hence the state takes owner transactions related to selling the property.

Any final recommendations to sell the property will come to the Board for discussion.

6. Noting of Confidential Items

Parts of Item 3.2, Item 3.3 and Item 4.1 are noted to be confidential, and will be removed for the public version of the minutes.

7. Date of next meeting:

Wednesday 24 February 2016

4pm – 7pm

Location TBC

Focus: TBC

Meeting closed 3.47pm

MASALL

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Signature

Michael Still

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Name

24 February 2016

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Date