



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

Date: Wednesday, 29 March 2023
Time: 4:00pm – 7:00pm
Location: South meeting room 1 & 2, Level 7, Acute Services Building, Prince of Wales Hospital, 320-346 Barker Street, Randwick

Present: Michael Still (Board Chair)
Arthur Diakos
Greg Levenston
Jan Dudley *
John Estell
Liam Harte
Helene Orr
Jonathon Doy
Anna Guillan
Allan Spigelman

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 *
Grant Eruini-Bennett, Chair, Medical Staff Executive Council *

Guests: Lisa Altman, Director Strategy, Innovation & Improvement
Christie Graham, Change and Innovation Lead *
Andrew Elliott, Director, Digital Health *
Chloe Yarwood, Management Trainee OCE (observer)

Apologies: Dr Martin Mackertich, A/Director, Clinical Governance and Medical Services
Dr Debra Graves, Board Member
Elli Baker, Board Member

Secretariat: Carrie Han, Executive Assistant to the CE / Board Secretary

*virtual attendance

1. Opening

1.1 Acknowledgement of Country

An acknowledgement of country was shared.

1.2 Present and Apologies

Apologies were noted by the Board. The chair declared that a quorum was present and the meeting opened at 5:35pm.

1.3 Declaration of Interests

Nil

1.4 Minutes of Previous Meeting

The minutes of the previous meeting, incorporated with the feedback from the Chair, SESLHD Board Strategic Community Partnerships Committee were tabled and reviewed by the Board.

Resolution: The Board resolved that the minutes of the previous meeting held on 22 February 2023 be signed as a true and correct record of the meeting.

1.5 Actions from previous meeting

CE advised updates on SPHERE were included in the CE report. A paper has been provided on the action item around SESLHD's nomination for two representatives to the Health Science Alliance Board of Directors. It is noted that an overtime review has been included in the Financial Summary.

Resolution: The Board notes the information provided.

2 Committees

2.1 Finance and Performance (F&P) Committee

Minutes of the meeting held on 20 February 2023 were tabled in the papers and taken as read.

Resolution: The Board notes the information provided.

2.2 Quality and Safety Board Committee (QSBC)

Minutes of the meeting held on 27 October 2022 were tabled in the papers and taken as read. It was agreed Board sub-committees are to be asked to provide draft minutes of the latest meeting for inclusion in the papers of future SESLHD Board meetings.

Resolution: The Board notes the information provided.

Action: Board Secretariat to request draft minutes of the most recent Board sub-committee meetings for inclusion in the papers for SESLHD Board meetings.

2.3 Audit and Risk Committee (ARC)

Minutes of the meeting held on 2 December 2022 and the SESLHD ARC Annual Report to SESLHD Board were included in the papers and taken as read. It is noted that regular committee reports were tabled at the SESLHD ARC meeting held on 3 March 2023, including the CE report, Financial Summary and the quarterly reports on Risk Management (detailing the Key Updates, Top 10 Strategic Risks and Risk Radar), Security, Work Health and Safety and Internal Audit. There were presentations on climate-related risks, including SESLHD Impact on Disaster Management of Climate Change and the Environmental Sustainability. It is noted that strategies and plans are under development across the District for addressing climate-related risks with good alignment to NSW Health approaches.

Resolution: The Board notes the information provided.

2.4 Board Strategic Community Partnerships Committee (BSCPC)

It was noted that there are no minutes for this month.

3 Matters for Noting

3.1 Correspondence Register

The correspondence register was provided, including the appointment of Professor Carolyn Sue AM as inaugural Kinghorn Chair of Neurodegeneration.

Resolution: The Board notes the information provided.

4 Standing Items

4.1 Chief Executive Report

The Chief Executive's Report was tabled and taken as read, including highlights on following matters:

- Announcement of Liberal Party election commitment, capital funding for the Royal Hospital for Women
- Announcement of the commitment to lease 301 Forbes Street, Darlinghurst to Qtopia to establish a museum

Resolution: The Board notes the information provided.

4.2 Patient Story

The Patient Story provided by Prince of Wales Hospital and Community Health Services was noted.

Resolution: The Board notes the information provided.

4.3 Board Chair Report

Resolution: The Board notes the Chair's report.

5 New Business

5.1 Paper - SESLHD nomination to Health Science Alliance Board of Directors

A paper concerning SESLHD's nomination of two Directors to the Board of the Health Science Alliance (HSA) was provided for the Board's endorsement. The paper recommended that SESLHD nominations are the Chief Executive and the Director, Strategy, Innovation and Improvement, noting the Randwick Health and Innovation Precinct (RHIP) and HSA governance harmonisation project continues to progress.

Resolution: The Board resolved to endorse the SESLHD nominations to the HSA Board of Directors.

5.2 Paper - Prince of Wales Hospital Acute Services Building Go-live update

A paper providing updates on Prince of Wales Hospital (POWH) Acute Service Building (ASB) go-live plans was tabled. CE advised the POWH ASB go-live has progressed on a steady basis. The teams continue to work through outstanding issues to prepare ED, ICU and Satellite Medical Imaging with go-live dates to be confirmed. The Board's recommendation of recognition and celebration for successfully commissioning the new build is noted. CE advised presentation of the plans will be provided to the Board towards May/June 2023.

Resolution: The Board notes the go-live plans for the POWH ASB.

5.3 Paper - SESLHD ICT Information system data security

A paper describing the actions undertaken across the District to improve Oncology Information System (OIS) governance and security was provided. It is noted that the external OIS Governance and Security Review 2022 made ten recommendations for actions across oncology and other systems held and managed outside Health Information, Communication and Technology (HICT). An action plan, developed to address the recommendations, is reviewed monthly.

Director, Digital Health advised the plans for periodic penetration testing and phishing exercises for email education are in place across the District. Data storage locations include government data/state assets, local data storage onsite and cloud-based data storage. SESLHD has IT strategy/policy embedded for purchasing applications outside the approved catalogue that includes a process for security review. Cyber security is included in the Statewide contract discussion for third party providers. Direct user/vendor discussions for cloud hosted applications can be a challenge; however, leadership team across the District are aware contract processes.

Resolution: The Board notes the actions being undertaken to improve OIS governance and security across the District.

5.4 Paper - Community Partnerships Governance

- A paper detailing the proposed changes to the Strategic Community Partnerships Governance Framework was provided to the Board for endorsement.
- The Chair of the SESLHD BSCPC noted the Community Partnerships Alliance (CPA) provides reports, advice and recommendations to the SESLHD BSCPC. A recent review of the Strategic Community Partnerships Structure found that the work delivered by the CPA and associated subgroups was duplicated elsewhere. A revised structure was approved in principle by the BSCPC in December 2022. This included replacement of the CPA and subgroups with an annual Consumer and Partner Forum, Showcase event and annual report. The proposed change will streamline the process and improve outcomes.

Resolution: The Board resolved to endorse the proposed changes to the Strategic Community Partnership Governance Framework.

5.5 Paper - Sexual Health and Blood Borne Viruses Services Clinical Services Plan

A paper detailing the Sexual Health and Blood Borne Viruses Services Clinical Services Plan 2022 was provided for endorsement by the Board. It was agreed that the paper will be tabled at April 2023 SESLHD Board meeting for consideration, with Director, Population and Community Health and Director, Sexual Health & Blood Borne Virus Services invited to present.

Resolution: The Board notes the information provided and resolved to table the paper at April 2023 SESLHD Board meeting for consideration.

Action Board Secretariat to invite Director, Population and Community Health and Director, Sexual Health & Blood Borne Virus Services to join the April 2023 SESLHD Board meeting.

5.6 Paper - SESLHD Virtual Health Hub Business Case

A paper describing the draft SESLHD Virtual Health Hub Business Case (VHHBC) is provided, including the SESLHD VHH Summary Report and a presentation on the draft business case.

Director, Strategy, Innovation and Improvement (DSII) advised the key drivers to change the way health care is delivered include shifting population needs, heightened consumer expectations, projected workforce shortages, rapidly advancing technology and limited growth in health budget. Validation of assumptions and conclusions is completed throughout all phases of the development and implementation of the VHHBC, including using Ministry of Health (MoH) Projecting Tools for Clinical Services planning and projection, extensive consultation with clinical teams from across SESLHD and submission of the plans to MoH, where all assumptions are tested and validated through a series of stage gates to authorise release of the required funding. NSW Health's focus on Virtual Health is noted, including shifting the Virtual Health Unit from strategy into performance and developing the State-wide Operational Guide around the virtual model of care. SESLHD has actively participated and contributed to the process.

DSII advised the SESLHD VHHBC requests investment in the virtual health technology foundation, including the critical enabler for digital transformation and the workforce required to deliver virtual health care at scale. Partial NWAU recognition from current funding system will not cover the cost of the VHH operations to the extent that the same activity would attract funding in an inpatient setting. SESLHD continues to be strongly engaged with MoH in advocating for the development of funding models that will support the outcomes of the VHH. Discussion included opportunities for external funding, including research grants and provision of services for other LHDs, with expansion to Illawarra and Southern NSW having already been discussed with their respective Executive. Additional opportunities include the hosting of potential statewide models for Virtual Emergency and Urgent Care Triage Lines, which would leverage the established investment in the VHH. It is noted that efficiencies will also be sought to offset the cost of the VHH where possible.

DSII advised that as a critical element, medico legal risks/responsibilities and clinical governance will be refined and addressed during the detailed planning phase for SESLHD VHHBC. Virtual Health is a model of care based on outcomes, which provides patients an additional way of receiving health care.

There were discussions around estimated cohort volume for the priority models, noting the averages for Patient with Chronic Disease on RPM Program were based on the number of individuals not the number of episodes.

CE advised Virtual Health will remain a priority in the District's financial budget allocation for Financial Year (FY) 2023-24. Board's support towards the direction the District is taking is noted. Further updates around the progress made, including funding sources will be provided to the Board.

Resolution: The Board notes the Virtual Health Hub Business Case.

ACTION: CE & DSII to provide update on SESLHD VHHBC to the Board.

6 Regular Reporting

6.1 Finance Report

The Finance report was tabled and taken as read. It is noted that YTD the District's expenditure variance including COVID is \$12.1m unfavourable and the key contributing factors include COVID related activity and the elective surgery outsourcing funding which is yet to be received. Total own source revenue for SESLHD is \$12.1m unfavourable YTD due to lower than anticipated activity. CE advised funding for the new build, including annualisation of budget for POWH ASB is expected to be included in the FY2023-24 Service Agreement discussion with MoH.

Resolution: The Board notes the Finance Report.

6.2 Operations Report

The Operations report was tabled and taken as read. The EDO provided an update on the District's operational matters and facility performance. It is noted that monthly meetings with MoH are to commence relating to the District's elective surgery waitlist with the first meeting scheduled for April 2023.

The EDO advised an increase of 17.9% ED presentations was seen in February 2023, compared to February 2022. Strategies and plans are embedded across all sites to improve the District's ED performance, including Transfer of Care performance.

The planned Voluntary Assisted Dying (VAD) rollout in NSW in September 2023 is noted. Recruitment to the local project officer was undertaken in March and VAD governance will sit with the medical stream. In terms of End of Life and Palliative Care, MoH has awarded allocation of \$3.9m funding to SESLHD over five years from 2022-23 to 2026-27.

St George and Sutherland Hospitals' access to rapid PCR through point of care testing was discussed, noting review is underway.

Resolution: The Board notes the Operations Report.

6.3 Performance Report

The Performance report, including the Integrated Performance Report and MoH League Table for January 2023, was tabled and discussed.

Resolution: The Board notes the Performance Report.

6.4 Capital Works Report

The Capital Works report was tabled.

Resolution: The Board notes the Capital Works Report.

6.5 Safety and Quality report

The Clinical Governance report was tabled, including the summaries of harm score 1 incidents reported during February 2023 across the District.

Resolution: The Board notes the Clinical Governance Report.

7 Meeting Finalisation

7.1 Business Without Notice

There was no business without notice.

7.2 Noting of Confidential Items

There were no confidential items raised.

7.3 Next Meeting

The next Board meeting is scheduled for **Wednesday, 26 April 2023** at Heritage Boardroom, Admin Building, Sydney/Sydney Eye Hospital, 8 Macquarie Street, SYDNEY NSW 2031.

7.4 Close

The meeting closed at 7:35pm.

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



Michael Still
Board Chair