Central Adelaide Local Health Network Governing Board

Meeting: 6 December 2023

MINUTES

Item No.	Item	Discussion	Action No.
	Meeting Opening Acknowledgement of Country	Marni ngadlu tampinthi Ngadlu Kaurna yartangka inparrinthi Ngadlu tampinthi Kaurna Purkarna kumu Miyurna iya yalaka	
1.1	Welcome Attendance of Board members: In attendance: Invited guests: Apologies:	The meeting commenced at 9.25am with the Chair providing an Acknowledgement of Country and welcoming all Governing Board members and meeting attendees. The Chair welcomed Christine Kilpatrick to her first CALHN Board meeting noting her extensive experience including recent role as Chief Executive of the Royal Melbourne Hospital. Christine was formally appointed on 27 November 2023. The Chair also acknowledged and thanked Professor Judith Dwyer for taking on the role as Deputy Chair of the CALHN Board, also formally appointed on the 27 November 2023. Mr Raymond Spencer (Chair), Professor Justin Beilby, Professor Judith Dwyer, Mr Peter Hanlon, Ms Ingrid Haythorpe, Professor Christine Kilpatrick, Dr Peter Subramaniam (Observer). Dr Kathryn Zeitz (Interim CEO), Ms Kellie Schneider (General Counsel), Mr Chris Preston (ED, Finance & Business Services), Ms Holly Clark (Director, Office of the CEO), Ms Michelle Sorensen (Manager, Board and Intergovernmental Relations). Ms Melissa Bradley (Program Director, Mental Health– *attended for item 2.1*), Ms Rachel Kay (ED Operations & Performance – *attended for items 4.1, 6.2 and 6.3),* Ms Julie Hartley-Jones (Group Executive Director (GED), Statewide Clinical Support Services, (SCSS) *attended for agenda item 5.1).* Dr Janine Mohamed, Ms Gabby Ramsay, Mr Rick Persse	
1.2	Conflict of Interest Disclosures	No conflicts of interest were declared.	
1.3	Confirmation of Agendas / Any Other Business	Members confirmed the agenda, no other business was raised.	

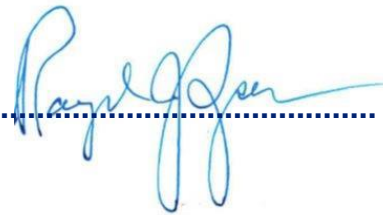| 1.4 | Committee Assignments and Consent Agenda | Updates to the committee assignments were made with Professor Justin Beilby appointed as Deputy Chair of the Statewide Clinical Support Services (SCSS) Committee and Peter Hanlon appointed as Chair of Finance and Investment Committee. Consumer and Community Engagement Committee has been combined with Clinical Governance Committee. Mr Michael Luchich has been appointed as an independent member of the SCSS Committee.

The Chair explained the new approach to the board meetings with the development of the consent agenda intended for 'noting' papers, thus enabling more time for robust discussions and decisions to be made during the board meeting. The consent agenda will be sent out 2 weeks prior to the board meetings to allow time for board members to request items be added to the board agenda for discussion. The addition of the blue text underneath each agenda item has been added to highlight what the board members are being asked to focus on, and as such should be written by the relevant Executive or Committee Chair. | |
1.4	Confirmation of Previous Minutes	Members endorsed the minutes from the previous meeting, held 25 October 2023.	
1.5	Action List	The status of each action item was noted, and agreement made for the closure of two actions.	
2	***Connection to Purpose***		
2.1	SA Health Awards	The Program Director Mental Health attended for this item. Mental Health Clinical Program had three finalists in the SA Health Awards, winning in the Out of Hospital Strategies and Care category for their Mental Health Co-Response (MH-CORE) Service which is a joint partnership between South Australian Ambulance Service and the metropolitan Local Health Networks. Regency Green, one of the three finalists, was presented to the board members. Regency Green, a facility in Regency Park, is a statewide service under the operation of CALHN whereby consumers with psychosocial disability are supported through a community based transitional care model. The success of the facility has significantly reduced long length of stay in the acute setting and improved the quality of care provided to the consumers. The board members thanked the Program Director for her presentation noting the significant improvements within the Mental Health program over the past couple of years attributable to excellent leadership, extending beyond CALHN and into the broader health care system.	
3	***Chief Executive Officer Report***		
3.1	CEO Insights Report	The CEO provided an overview of the report highlighting the achievements of the SA Prison Health Service in receiving a national award in Clinical Excellence and Patient Safety at the 2023 Quality Improvement Awards operated by The Australian Council on Healthcare Standards (ACHS). This initiative started as a small quality improvement and continued to grow into a successful project resulting in CALHNs first ACHS award. A successful live stream staff forum was held in November with significant staff engagement.	

		The Clinical Strategy has been signed off by the Minister for Health and Wellbeing for official launch at the Annual Public Meeting.	
		CALHN's new CEO, set to commence in late January, visited last week meeting the board members, visiting our hospital sites and attending the 90-day forum to meet the leadership team.	
		Discussions regarding the CEO strategic funds occurred, and the board appreciated the detail provided noting improved reporting processes for our investments. A process has recently been introduced to include criteria in the application process to detail how cost efficiencies can be reinvested into long term sustainability of the projects. Board members requested a similar report is provided for initiatives funded under the Clinical Rapid Implementation Project Scheme (CRIPS)	
		A discussion regarding the process for mid-year budget bids occurred with the board requesting the detail of our submissions be provided to the next board meeting.	
		ACTION: A report, similar to the CEO strategic fund update, is provided to the board detailing the initiatives funded under CRIPS grants.	*01.*
		ACTION: A summary of mid-year budget bids is provided at the February board meeting.	*02.*
4	***Strategic Discussion***		
4.1	Capital Development in the West	The Executive Director Operations & Performance attended for this item.	
		CALHN are on track to move into the new clinical service building at the TQEH at the beginning of July 2024. There is a meeting with the Executive Director Finance & Business Services next week to discuss the operational budget. The new site will increase to 46 cubicles from the current 31.	
		A smoking ceremony was held at the TQEH Mental Health Rehabilitation site, with works due to start early next year. The move to the new Adelaide Sexual Health Clinic was discussed and the challenges faced around budget constraints. The fit out for the new Hospital Avoidance Supported Discharge Service (HASDS) in the west is progressing well with the model of care out for consultation and recruitment planned to commence in February next year.	
		The Board received an update on the intended move of the Pregnancy Advisory Centre (PAC) and the required communications around its opening. This update included the opportunity for the site to be a location for other outpatient style services to improve consumer access.	
		ACTION: ED Operations & Performance to follow up regarding stakeholder notifications regarding the relocation of the PAC and the opportunities for broader use of the premises.	*03.*
		The board thanked the ED Operations & Performance. A suggestion was made by the board to ensure we have an internal communications plan ready to go alongside the Premier/Minister communications.	
		ACTION: ED Operations & Performance to develop a CALHN communication plan for the launch of the new TQEH.	*04.*

5.0	**Committee Reports**		
5.1	SCSS Committee Report	The Group Executive Director Statewide Clinical Support Services attended for this item. An overview of the changes to the governance of the SCSS Committee was discussed. Professor Justin Beilby will take over as Deputy Chair and Mr Michael Luchich as an independent member. It was suggested the Chair of the SCSS Audit and Risk Committee (ARC) meet with the Chair of the CALHN ARC to discuss governance arrangements. The GED provided a brief overview of SCSS for Professor Christine Kilpatrick and suggested time is arranged for Christine to meet the SCSS Executive team early next year. This invitation was extended to other new members of the board. The board highlighted that Christine should also be invited to attend the first committee meetings next year for each of the committees. Highlights of the report was provided, including the successful opening of the new BreastScreen SA site noting the whole move process was completely led by consumers. The end of year financial position was discussed with several saving strategies identified during a recent extraordinary SCSS Committee meeting. *ACTION: Board Secretariat to arrange an induction meeting is for the new board members to meet with the SCSS Executive team early in the new year.* *ACTION: Board Secretariat to invite Christine Kilpatrick to each of the committees first meeting of 2024.*	*05.* *06.*
5.2	Audit and Risk Committee	The Chair provided an update on the governance changes as outlined in the draft Terms of Reference (TOR) for the committee to remove financial risk responsibility as the performance and mitigating strategies align best with the Finance & Investment Committee (FIC), hence suggesting the FIC changes names to be the Financial Performance & Investment Committee The board members approved the updated TOR, FIC name change, and approved the Strategic Risk Workshop to be held during the February Board meeting.	
5.3	Clinical Governance	Nil to report	
5.4	People and Culture	Nil to report	
6.0	**Matters for Update and Discussion**		
6.1	Finance Report	The Executive Director Finance & Business Services presented the Finance Report (October 2023) in a new format to the board members noting CALHN have been asked to showcase their work with the other Local Health Networks. Due to the availability of the finance data, the committee meeting dates are planned to change to better align with reporting both internally to the board and externally to the Department of Treasury and Finance.	

		In terms of performance, a small deficit is forecasted against the annual plan. Strategies to address the challenges and optimise the operational business model were discussed.	
6.2	Ramping Initiatives	The Executive Director Operations & Performance attended for this item.	
		Overall, the length of stay data continues to trend downwards, as well as the data for stranded patients.	
		Despite the Transfer of Care (TOC) hours being significantly reduced in the month of October, they were noted to be higher in the November data. Several causative factors were discussed which may account for the rise. A Multi-Agency Discharge Event (MADE) is planned for this week along with other strategies aimed to reduce the TOC hours in December. The organisation is committed to the approach endorsed at the Access to Care Taskforce and will continue to reinforce consistent messaging to staff. To further support this, the Executive has been reviewing the Clinical Program Initiatives for January – June 2024 to ensure they align with the strategies of the taskforce.	
		The CEO discussed the meetings that have been occurring with the four metropolitan Local Health Network CEOs since December 2022 with recent analytics received.	
		The Board acknowledged the efforts of the taskforce and suggested an annual Access to Care evaluation is undertaken to highlight what is working well and how we will sustain the initiatives, versus what strategies haven't been successful and therefore ceased.	
		Following the evaluation, a meeting is to be arranged with the Minister, the CEO and the Executive Director Operations & Performance to discuss the report with the support of the Board.	
		ACTION: The ED Operations & Performance leads an Access to Care evaluation.	*07.*
		ACTION: A meeting is undertaken with CALHN and the Health Minister to discuss the Access to Care evaluation.	*08.*
6.3	CALHN Reconciliation Action Plan	The Executive Director Operations & Performance attended for this item.	
		An overview of CALHN's Reconciliation Action Plan was provided to the Board members noting we are now six months into the plan and progressing well with our actions due to the close working partnerships and support of the Clinical Programs. An example of this was the artwork for the screens co-designed with the Aboriginal reference group. From a workforce perspective training for non-indigenous managers is occurring to ensure appropriate cultural support for aboriginal staff occurs.	
		The Board thanked the team for their ongoing efforts and for the leadership shown to provide cultural support the teams post the referendum.	
6.4	Security of Critical Infrastructure	The Executive Director Finance & Business Services summarised the report to ensure the Board members understood their obligations under the new Commonwealth legislation: Security of Critical Infrastructure. As the initiatives planned to meet the legislative requirements will take considerable effort, discussions centred around resourcing an experienced project manager with insights and learnings from other agencies. The involvement of external service providers will need to form part of the assurance plan with the first certification process required by September 2024.	

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		ACTION: The ED Finance & Business Services provides a roadmap on the activity required to address the Security of Critical Infrastructure legislative requirements to the Board.	*09.*
		ACTION: Board Secretariat to ensure Security of Critical Infrastructure remains a standing item on the board agenda until September.	*10.*
8.0	**Board Reflections and Conclusion**	Due to time constraints, this item was not discussed.	
9.0	**Executive Session**	The Board held an Executive Session with the Interim CEO and both the ED Finance & Business Services and the Legal Counsel (for part of the session).	
6	**Executive Session**	The Board held an Executive Session with the Board members only.	
7	**Meeting Close**		
7.1		*Meeting closed at 4.15pm* *The next planned board meeting is scheduled for the 7 February 2024*	

Signed: ....   **Mr Raymond Spencer, Chair**   **Date: 07/02/2024**