

Minutes Governing Board



Date: Thursday 12 October 2023
 Time: 8:30am – 11:30am
 Location: Margaret Tobin Centre, Flinders Medical Centre, Level 4

Present: Mr Mark Butcher (Chair), Ms Jenny Richter (Deputy Chair), Ms Virginia Hickey* (Member), Dr Emily Kirkpatrick (Member), Assoc Professor Tamara Mackean* (Member) (*left at 11:20am*), Ms Julie Mitchell (Member), Ms Jill Noble (Member)

SALHN Executive: Dr Diana Lawrence (A/Chief Executive Officer and Executive Director Medical Services), Ms Jani Baker (Chief Strategy Officer), Mr Robin Moore (Chief Operating Officer), Mr Matt Rooney (Interim Chief Finance Officer), Mr Wayne Gadd (Executive Director, Infrastructure Services and Digital Health), Mr Michael Francese (Chief People Officer)

In attendance: Dr Amy Wilson (Co-Director, FMC Emergency Department), Ms Tapaswi Shrestha (A/Director, Continuous Improvement Unit)

Guests: Mr Tony Michele* (Maverick Advisors)

Secretariat: Mr David Wilkins (Board Secretariat Manager)

Apologies: Dr Tony Sherbon (Member), Prof Kerrie Freeman (Chief Executive Officer), Ms Judith Lovegrove (Executive Director, Aboriginal and Torres Strait Islander Health)

*attended via Microsoft Teams

The Chair brought forward Item 3.

3. In-Camera Session

The Chair opened the meeting at 8:30am and the Board resolved to move in-camera.

Staff left the meeting to allow the in-camera session and re-joined the meeting at the Chair's invitation.

1. Acknowledgement of Country

The Chair delivered an Acknowledgement of Country.

2. Welcome, Present and Apologies

The Chair noted apologies were received from Dr Sherbon, the Chief Executive Officer and the Executive Director, Aboriginal and Torres Strait Islander Health.

The Chair advised that during the in-camera session, the Board discussed the management of incidents following the Code Purple called yesterday (Wednesday). In response, the Chief Operating Officer explained work is underway with the Disaster Resilience Team around improving the response to disasters and incidents, along with education and training.

The Acting Chief Executive Officer (A/CEO) noted an Incident Management Team was stood up within 20 minutes of the first notification of the incident.

4. Meeting Business

4.1 Framing of meeting

In framing the meeting, the Chair highlighted the following items:

- *the presentation from Maverick Advisors*
- *the presentation from the Emergency Department and the Continuous Improvement Unit.*

4.2 Call for any other business

Nil.

4.3 Declarations of Interest

No additional disclosures were recorded.

4.4 Confirmation of Minutes

The Board approved the draft minutes as a true and correct record of the Board meeting held on 14 September 2023.

4.5 Action List

As per table provided, with the following updates:

#4.5 – 14 September 2023: mark as complete.

#8.6 – 14 September 2023: delegated to the Audit and Risk Committee.

#13 – 10 August 2023: GP Plus Clinics Manager undertaking review of utilisation. In addition, work in relation to ambulatory care services will consider the utilisation of GP Plus sites. A report from the Clinic Manager is scheduled for completion in December.

The Board asked about the status of the independent technical review into the significant electrical fault at Flinders Medical Centre. In response, the Executive Director, Infrastructure Services and Digital Health (ED, IS&DH) advised it is scheduled to be completed in the next couple of weeks and would then be tabled at the Finance and Performance Committee.

4.6 Correspondence

The Board noted correspondence.

5. Emerging Risks and Issues

The A/CEO highlighted the following issues:

- *the temporary relocation of the Birthing and Assessment Suite (BAS) to minimise the impact of disruptive construction noise associated with Stage 1 Fast Tracked Beds and the associated delays and costs to the project.*
- *the transition of provider for radiology services at Noarlunga Health Service from Dr Jones and Partners to Benson Radiology, following a procurement process.*
- *the ongoing staffing challenges in the Emergency Department (ED) with a workshop scheduled in November to undertake a comprehensive review.*
- *the ongoing instability of the Electronic Medical Record (EMR) system which the Board noted this should be escalated to the Department for Health and Wellbeing (DHW).*
- *the sentinel event involving a mental health services in-patient.*

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- *the preparation of a Memorandum of Administrative Arrangement in relation to the provision of forensic medical child protection services has been agreed by NALHN, SALHN and WCHN.*

ACTION: Executive Director, Infrastructure Services and Digital Health to prepare a letter from the Board to the Department for Health and Wellbeing about the ongoing impact associated with the instability of the Electronic Medical Record (EMR) system.

6. Focus areas for the Board

6.1 Chief Executive Officer's Report

The Board noted the strong contingency of SALHN finalists in the SA Health Awards and asked that congratulatory letters be prepared.

The Board noted the Chief Executive Officer's Report.

ACTION: Board Secretariat to prepare congratulatory letters from the Board to the SALHN finalists in the SA Health Awards 2023.

6.2 Finance Report – August 2023

The Interim Chief Financial Officer (I/CFO) provided an overview of the Finance Report and explained the headline position deteriorated largely as a result of the outsourced contracts (\$6 million). However, the underlying position remains unchanged.

Key highlights of the discussion included:

- *the need to focus on ensuring services, both insourced and outsourced, are delivered at the National Efficient Price (NEP) and ultimately withdrawing from outsourcing activity.*
- *the requirements for ongoing COVID-19 testing of patients and whether this is still needed.*
- *the status of employment for staff not compliant with the DHW's health care worker immunisation and screening requirements.*
- *the projects underway in relation to the recommendations from Deloitte's Technical Efficiency Analysis.*

The Board noted the report titled 'Finance Report – August 2023'.

6.3 Operational Performance Report

The Chief Operating Officer (COO) provided an overview of the Operational Performance Report and explained there have been positive improvements associated with Transfer of Care (TOC) delays.

Key highlights of the discussion included:

- *the opportunity for SALHN, along with the broader South Australian health system, to be more innovative in the delivery of models of care in outpatient services.*
- *the stagnation of performance in relation to total elective surgery overdues.*

The Board noted the report titled 'Operational Performance Report'.

Mr Michele joined the meeting at 10:20am

6.4 Southern Redevelopment Program: Stage 1 (Presentation from Maverick Advisors)

Mr Michele provided an overview of the presentation in relation to funding options for the delivery of the 2021 SALHN Infrastructure Plan, that contemplates three redevelopment stages for Flinders Medical Centre.

Key highlights of the discussion included:

- *the pursuit of a strategic partnership with Flinders University in relation to the long-term infrastructure requirements of the precinct.*
- *the Chair, Deputy Chair, Chief Executive Officer and ED, IS&DH to meet and discuss next steps following the presentation.*

The Board noted the presentation from Maverick Advisors.

ACTION: Chair, Deputy Chair, Chief Executive Officer and Executive Director, Infrastructure Services and Digital Health to meet and discuss next steps in relation to the Infrastructure Funding Options from Maverick Advisors.

Mr Michele left the meeting at 10:52am.

Dr Wilson and Ms Shrestha joined the meeting at 10:52am.

7. Engagement / Presentations

7.1 Emergency Department – Program of Work

Dr Wilson and Ms Shrestha provided an overview of the work being undertaken by the ED and the Continuous Improvement Unit (CIU) to develop contemporary models of care for unplanned emergency admissions, through the Internal and External Workflow and the Extended Emergency Care Unit projects.

Key highlights of the discussion included:

- *the turnover rate in the EECU and its contribution to flow through the ED to the ward, with initial data demonstrating an improvement in bed utilisation in the EECU.*
- *the opportunities for broader learnings from the Health Performance Council's review of CALHN's operational efficiency.*
- *the Board's appreciation for the work being undertaken by the CIU and ED to improve the delivery of high-quality health care to the communities we serve.*
- *the status of progress on implementing the recommendations from the Monaghan Report, and the associated data to evidence improvements.*
- *understanding the improvements in culture and wellbeing with a request for a paper in relation to the SALHN Wellbeing Committee.*

The Board noted the report titled 'Emergency Department – Program of Work'.

ACTION: Chief Strategy Officer to coordinate an updated report on the status of the Monaghan Report recommendations.

ACTION: Chief People Officer to prepare a report on the SALHN Wellbeing Committee to the Board Executive Committee.

Assoc Prof Mackean, Dr Wilson and Ms Shrestha left the meeting at 11:20am.

8. Any Other Business

8.1 Committees of the Board – Membership

The Board:

- notes the report titled 'Committees of the Board – Membership'.
- affirmed the appointment of Dr Marc Belej and Mr Peter Worthington-Eyre as External Members of the Finance and Performance Committee, for a period of twelve months commencing on 2 October 2023 and expiring on 2 October 2024, with an option to extend.
- appointed Mr Chris Kennedy to the Clinical Governance Committee, as a representative of the Community Advisory Service, for a period of twelve months commencing on 1 December 2023 and expiring 1 December 2024, with an option to extend.

8.2 2024 Meeting Calendar

The Board noted the report titled '2024 Meeting Calendar'.

9. Communication from the Board

Not discussed.

10. Board Workplan Review – Next Meeting

The report was noted.

11. Meeting Evaluation

Not discussed.

12. Meeting close

The Chair closed the meeting at 11:30am.



9 Nov, 2023 11:42:43 AM GMT+10:30

**Approved as an accurate record of proceedings
BOARD CHAIR**