

SALHN GOVERNING BOARD

Minutes of the meeting

15 December 2022

8:00 am – 1:30 pm (ACST)

Noarlunga Hospital Boardroom

INVITEES

Board members	SALHN Executive
<p><u>In attendance</u></p> <p>Mr Mark Butcher (Chair)</p> <p>Ms Virginia Hickey</p> <p>Assoc Prof Tamara Mackean <i>VIA Teams</i></p> <p>Ms Julie Mitchell (Item 2.3 to 6.4, then 6.5 to finish)</p> <p>Ms Jill Noble</p> <p>Ms Jenny Richter</p> <p>Prof Judy Searle <i>VIA Teams</i></p> <p>Dr Tony Sherbon</p> <p><u>Apologies</u></p> <p>Nil</p>	<p><u>In attendance</u></p> <p>Dr Kerrie Freeman, Chief Executive Officer</p> <p>Ms Amy Ross, Interim Chief Strategy Officer</p> <p>Prof Andrew Bersten, Clinical Director, Medicine Cardiac & Critical Care – Item 3.1 & 3.3</p> <p>Ms Annette Cieslak, Co-Director, Medicine Cardiac & Critical Care – Item 3.1 & 3.3</p> <p>Mr Jason Cloonan, Director of Nursing, Noarlunga Hospital – Item 2.3</p> <p>Mr Wayne Gadd, Chief Finance Officer – Item 2.4 – 7.6</p> <p>Mr Michael Francese, Chief People Officer – Item 6.0 – 7.6</p> <p>Ms Judith Lovegrove, Executive Director Aboriginal Health – Item 6.0 – 7.6 <i>VIA Teams</i></p> <p>Dr Diana Lawrence, Executive Director Medical Services – Item 6.0 – 7.6</p> <p>Mr Justin Prendergast, Executive Director Nursing and Midwifery – Item 6.0 – 7.6</p> <p>Dr Dylan Mordaunt, Clinical Director, Women’s & Children’s Division – Item 6.6 <i>VIA Teams</i></p> <p><u>Apologies</u></p> <p>Ms Kelly Lewis, A/Chief Operating Officer</p> <p>Ms Linda Kohlhagen, Executive Director Allied Health Services</p>

IN ATTENDANCE:

Dr Robyn Lawrence, Chief Executive, SA Health – Item 3.2 & 3.3

Mr Bret Morris, Chief Digital Health Officer, SA Health – Item 3.4 *VIA Teams*

Ms Karen Mugford, Interim Board Secretariat

Mr Mark Stewart, Ms Kate Outen, Mr Angus McArthur, PWC – Item 7.1

1. Welcome/ Apologies & Acknowledgement of Country

The Chair recognised the Kurna Acknowledgement of Country.

The Chair welcomed Board members and all those in attendance at the meeting and noted apologies.

2. Engagement / Presentations

2.1 Excellence Spotlight: Medicine Cardiac and Critical Care Division

Professor Andrew Bersten and Ms Cieslak presented on the:

- Divisional structure.
- Reporting framework and examples of reporting at unit service meetings on critical key performance indicators, what staff are most proud of, areas of concern, and improvements they would like to achieve and assistance needed.
- Progress over the years which has improved integrated multidisciplinary information, structural refinements and showcasing of services.

DECISION: The Chair thanked Professor Bersten and Ms Cieslak on an informative discussion and acknowledged the improvement focus of the Division, translating into quality safe and reliable care of our patients and staff.

~ Professor Bersten and Ms Cieslak left the meeting. Dr R Lawrence joined the meeting ~

2.2 Dr Robyn Lawrence, Chief Executive, SA Health

The Chair welcomed Dr Lawrence to the meeting and introductions were made.

Dr Lawrence discussed priorities, including:

- Alignment with Government priorities.
- Underpinning safety and quality in processes and systems.
- Aboriginal and Torres Strait Islander health at the core of our services.
- Managing the balance of emergency and non-emergency acute demand.
- Enabling processes and flow which is sustainable during times of demand pressures.
- Occupancy optimisation balanced with flexible capability.
- Infrastructure to support best practice care and growing demand.
- Workforce pathways.
- Understanding and planning for longer term impacts of COVID and changed immunology.
- Leadership and connectivity between the Department of Health and Wellbeing (DHW) and Local Health Networks (LHN).

Dr Lawrence's discussion with Board included:

- Federal and State budget discussions; National Efficient Price and expenditure.
- Support for acceptable explainable variance to budget in relation to activity, expectations in safety and quality, community need and Government objectives.
- Comparative financial performance to other states in state-wide governed systems.
- Capability for data driven investment and improvement.
- State-wide planning on complex issues to inform LHN strategic and operational planning.
- Integrating newer workforce roles and technology.

DECISION: The Chair thanked Dr Lawrence for the discussion and accepted the invitation from Dr Lawrence for regular discussions with DHW. The Chair invited Dr Lawrence to attend at a future meeting/s of the Board.

2.3 Values Moment: Tour of Noarlunga Hospital

~ Ms Mitchell arrived at the meeting ~

Mr Cloonan led a tour of Board members, Dr R Lawrence, Professor Bersten and Ms Cieslak of the Noarlunga Hospital.

~ Dr R Lawrence left the meeting ~

2.4 Digital Health SA Cybersecurity

~ Mr Gadd and Mr Morris, via Teams, arrived at the meeting ~

The Chair welcomed Mr Morris and framed the discussion noting that the integrity, security and confidentiality of the data relating to our patients, staff and business operations is paramount to the Board.

Mr Morris discussed the:

- Strong protections and incident management processes in place compliant to International Standards.
- Centralised framework and current governance and escalation pathway in SA Health in relation to agency security events.
- Intentions of Digital Health SA to provide LHNs greater visibility of their LHN controls and performance, enabling pre-emptive actions to areas for improvement.

Mr Morris and the Board discussed:

- Custodianship of data in a cyber event.
- Accountability for communication in the circumstance of an event.
- Reputational risk in terms of public confidence.
- ICT business continuity / disaster resilience planning.
- Greater visibility of costs for services.

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- Clarity of accountabilities in data management and cyber security.
- Engagement opportunities through Audit and Risk Committee Chair meetings.

DECISION: Chief Digital Health Officer commission a project commencing 19 December 2022 to jointly develop with SALHN (Chief Finance Officer) a Cyber Security 'Playbook' which will set the policy and procedures for automatic activation in the circumstance of a cyber event. This will be informed by the Deloitte Report which the Chief Digital Health Officer will make available to the Board. Digital Health SA will share this 'Playbook' with other LHNs as a template.

DECISION: Service Agreements between Digital Health SA and SALHN be developed to articulate the mutual relationship in relation to digital management.

Action: A Service Agreement between Digital Health SA and SALHN in relation to cyber security be developed for activation in early 2023. SALHN to prepare a draft for discussion with DHW.

Action: Service Agreement(s) between Digital Health SA and SALHN in relation to other critical digital health components be developed for activation in 2nd quarter 2023. Digital Health to prepare a draft for discussion with SALHN.

~ Mr Morris, Mr Gadd, Ms Ross and Ms Mugford left the meeting ~

3. In Camera Board Discussion

The eBoard held an in-camera meeting, no minutes were taken however matters discussed by the Board in camera included:

- Appointments to the Chief Strategy Officer and Chief Operating Officer positions.
- Scheduled meetings with the Under Treasurer.
- Board member terms expiring in June 2023 and considerations for renewal.

~ Mr Gadd, Ms Ross and Ms Mugford returned to the meeting ~

4. Meeting Business

4.1 Framing of meeting

The Chair reflected on the presentations made earlier in the meeting. The Board expressed their appreciation of the tour and excitement to see the redevelopment progression. The Chair summarised the matters for decision and discussion.

The Board acknowledged the success of the December 2022 Annual Public Meeting and the stakeholder engagement, with the highest number of community attendance of the LHN APMs. The Board also recognised the professional and enjoyable SALHN Excellence Awards and acknowledged the efforts of the SALHN Media and Communications team.

4.2 Call for Any Other Business

No items were added to the meeting's business.

4.3 Declarations of Interest Report

DECISION: The Board agreed that the following declarations did not constitute an actual, potential, or perceived conflict to the matters before the Board:

- Associate Professor Mackean embargoed declaration.
- Ms Richter's engagement until March 2023 to chair an oversight committee relating to the ANMF 10 point security plan.
- CEO directorship on the Flinders Foundation Board, pending acceptance by the Board to a number of assurances.
- Mr Sherbon's participation on the Bolton Clarke Board.

The Board noted that Ms Hickey is no longer a Board member of the Public Trustee.

4.4 Approval of Previous Minutes

DECISION: The minutes of the 22 September, 03 November and 06 December meeting were approved as a true and accurate record of proceedings.

4.5 Actions arising from previous meeting(s)

The Board noted that all actions have been closed with the exception of one item to be reported to the February 2023 meeting.

5. Matters for Decision

5.1 Elective Surgery and Colonoscopy Plan 2022-2023

The Board noted that meeting the demand for elective surgery and bowel cancer prevention is a priority for SALHN and is a key component of the Service Agreement with the DHW.

DECISION: Based on the earlier communication from the Chief Executive, SA Health regarding acceptable explainable variance to budget, the Board approved the Elective Surgery and Colonoscopy Plan 2022-2023 Updated December 2022.

5.2 Board Schedule 2023

DECISION: The Board Schedule 2023 was adopted.

5.3 Board Committee Terms of Reference

The Board considered the draft Terms of Reference for the Finance and Performance Committee, Ramping Committee, Clinical Governance Committee, Audit and Risk Committee, and Executive Committee. Minor amendments were made to the Terms of Reference and changes to membership were discussed. The Board noted that a schedule of matters is being developed to accompany the Terms of Reference guiding the delivery of standing items including key performance indicators mapped from the Excellence Framework.

DECISION: The Board Committee Terms of Reference were approved to commence 1 January 2023, recognising they will be reviewed in six months following the strategic refresh.

6. Standing Items

~ Dr Mordaunt, Dr D Lawrence, Mr Francese and Ms Lovegrove joined the meeting ~

6.1 CEO Report

Dr Freeman discussed with the Board:

- SALHN Voluntary Assisted Dying Streams to be operational by 31 January 2023.
- Appointment of the Director, Health Service Planning Team.
- Impact of recent Federal budget on COVID-19 activities.
- Progress on relocation of the Transfer to Home service and continuing engagement with clinicians and patients impacted short term.

Dr Mordaunt discussed with the Board the:

- Outcomes of recent college accreditation in Obstetrics and Gynaecology and actions in response, monitored by the Clinical Governance Sub-Committee.
- Ambitious timeframe and scope to deliver desired targets; supported by leadership.
- Transition planning towards a centralised surgical gynaecological oncology service.
- Building of psychological safety and seeing benefits from work with staff in strengthening governance and sustainable delivery models.

DECISION: The Board noted the CEO Report.

~ Dr Mordaunt left the meeting ~

6.2 Excellence Report

The Board and Executive discussed:

- The rapid evolution of the report as strategy is set and data intelligence improved.
- The process timeline for the Service Agreement with DHW and improvements sought by the Chief Executive, SA Health next financial year, including a bipartisan set of indicators.
- Investigations to address imaging responsiveness with interim and longer term controls.

DECISION: The Board noted the Excellence Report.

6.3 Workforce Report

The Chief People Officer highlighted:

- Analysis of action to comply with the *Addressing Vaccine Preventable Disease: Occupational Assessment, Screening, and Vaccination Policy* immediate COVID requirements and then remaining matters by 30 June 2023.
- Volume of furloughing workforce and management strategies.
- Introduction of schwarz rounds pilots, an evidenced based way to develop psychological safety within organisations.
- Release and implementation of the SALHN Be Health, Be Well, Be Safe Plan.

The Board discussed:

- Performance review and development, and mandatory training performance including monitoring and escalation avenues to achieve targets.
- Impacts of the ratified Nursing and Midwifery Enterprise Bargaining Agreement negotiated by Government with the ANMF which impacts service models.
- Interrogation of the ICAC Report into Central Adelaide Local Health Network to identify governance areas to be strengthened in SALHN which will be reported back to the Executive Committee.

DECISION: The Board noted the Workforce Report.

6.4 Financial Report

The Chief Finance Officer provided an analysis of the headline and underlying results for the period including activity strategies.

~ Ms Mitchell left the meeting in response to a potential conflict of interest ~

The CFO discussed:

- Recent advice from ACH effective March end 2023 which may provide additional bed capacity, which is being discussed with the DHW and Minister for Health and Wellbeing.
- Additional interventions focussing on financial sustainability to support some clinical Divisions.
- COVID cost management from January 2023.
- Deloitte engagement to undertake a technical productivity review of ABF clinical coding.
- 2023-2024 budget bilateral priorities.

DECISION: The Board noted the Financial Report.

Action: Chief Finance Officer to provide option paper to February meeting for strategy in relation to ACH partnership opportunities given the synergies with rehabilitation and sub-acute care.

~ Ms Mitchell returned to the meeting ~

6.5 SAHD and Minor Works Report

The Chief Finance Officer discussed with the Board the Cabinet bid process and submissions to date.

The Board discussed:

- The Integrated Planning Framework approved by the SAHD Executive Committee.
- Timings for decanting, relocation of services and medical imaging expansion in early 2023.
- Demand bed capacity options relating to infrastructure and conversations of existing space.
- Works with DHW Infrastructure to progress Repat Health Precinct options which may create additional sub-acute capacity.

DECISION: The Board noted the SAHD and Minor Works Report.

~ Professor Searle left the meeting ~

6.6 Committee Reports

The Chair advised that Mr Andrew Fletcher has been appointed as an independent external member to the Southern Area Health Directions Executive Steering Committee and will provide information and advice to the Board through the Finance and Performance Committee.

The Chair, Clinical Governance Sub-Committee highlighted discussions including:

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- Obstetric and Gynaecology governance and clinical performance.
- Mental Health work aligning to the Zero Suicide State initiative.
- Voluntary Assisted Dying implementation progress.
- Endorsement of the Clinical Governance Framework.
- Accreditation preparation and tracking.
- Transition into the refreshed Clinical Governance Committee, chaired by Professor Searle.

The Chair, Community Engagement Sub-Committee highlighted discussions including:

- Transition of actions to the newly established Executive Committee.
- Preparation for the Annual Public Meeting.
- Progression of the Consumer and Carer Engagement Strategy.

DECISION: The SALHN Consumer and Carer Strategy 2023-2025 was approved with minor edits and confirmation of use of images where staff are no longer employees.

Action: Ms Mitchell to discuss future attendance of Mr Peter King to Board Committees.

The Chair, Audit and Risk Sub-Committee highlighted discussions including:

- Reshaping the timing of planned internal audits to move an audit forward.
- Analysis of risks across SA Health demonstrating SALHN is comparable to other LHN risk themes.
- Matters pertaining to employee compliance relating to declarations and management of interests.
- Evidenced long term clinical impact of COVID-19 and risk exposure to services.

DECISION: Correspondence is sent to the DHW Risk and Assurance team to take carriage of system wide assessment of risk exposure in relation to COVID-19 long term impact on services.

DECISION: Correspondence is sent to the Chief Executive, SA Health regarding medical officer declarations relating to outside employment.

6.7 Meeting of the Governing Boards

DECISION: The Board noted the highlights of the Governing Board Chair November 2022 meeting.

The Chair welcomed Ms Lovegrove and acknowledged the skills and experience that Ms Lovegrove brings to SALHN as the newly appointed Executive Director, Aboriginal Health.

~ Dr Lawrence, Mr Francese, Ms Lovegrove left the meeting ~

7. Matters for Noting

7.1 Data and Analytics Strategy

The Chair welcomed PWC representatives and thanked them in assisting SALHN in improving intelligence gained from data for ongoing performance management and decision making. Three of the five pillars in the draft Data and Analytics Strategy were discussed in detail those being data and technology models, accountability and roles, and metrics and insights.

PWC discussed with the Board the:

- Strategy to drive organisational goals and insights from Board to clinicians to improve care, quality and safety.
- Numerous data sources that can be piped into the Digital Analytics Platform (DAP).
- Components and capability of the collaboration zone is able to leverage.
- Many visualisations which can be integrated and is not defined by product.

The Board discussed the:

- Autonomy such a system enables SALHN.
- Timeliness of data compared to current state to enable informed decisions.
- Opportunity to reduce personalised data sets, provide consistent definitions and integrate information from disparate parts of DHW.
- Level of risk exposure in pursuing this arrangement should the DHW not invest.

DECISION: The Board endorsed the option of the data and technology model leveraging the DAP plus investment by SALHN in new capabilities and visualisation tools.

DECISION: The Board approved Horizon 1 to build foundations and maximise existing capabilities over 8-10 weeks with a Spotlight Session to the Board on outcomes.

~ Ms Hickey left the meeting ~

7.2 Flinders Private Hospital Service Agreement

DECISION: The Board noted the status of negotiations between SALHN and ACHS for a new service agreement between SALHN and ACHA.

7.3 McLaren Vale War and Memorial Districts Hospital Service Agreement (MVDWMH)

The Board discussed:

- Current arrangements with MVDWMH and experiences in relation to infrastructure, clinical governance, and patient flow.
- Correspondence from the MVDWMH Board Chair regarding potential future arrangements.
- Potential to extend the current agreement based on the same terms and conditions to 30 June 2023.
- Further work in updating the funding model and discussions with DHW how this is funded.

Action: Chief Finance Officer provide a report at the February 2023 meeting following discussions with the DHW regarding funding models and funding arrangements in relation to MVDWMH.

7.4 Correspondence

DECISION: The Board noted the items of correspondence to the Board Chair.

7.5 Decisions made by Circular Resolution

DECISION: The Board noted the decisions made by circular resolution.

7.6 Clinical Incident Brief Summary

DECISION: The Board noted the Clinical Incident Brief Summary.

7.7 Media Report

DECISION: The Board noted media activity.

8. Any Other Business

No additional items were raised.

9. Communication from the Board

DECISION: The Chair summarised communications from the Board.

10. Evaluation of Meeting

This item was deferred in the interest of time.

11. Next Meeting Confirmation and Meeting Close

The Chair thanked the Board and Executive for their commitment and energy during a challenging year.



Approved as an accurate record of proceedings

BOARD CHAIR