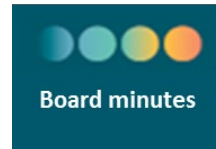


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**SALHN GOVERNING BOARD****Minutes of the meeting****9 December 2021**

8:30 am – 1:30 pm (ACST)

Flinders Medical Centre Boardroom, Level 2

INVITEES:	
Board Members	SALHN Executive
Mr Mark Butcher (Chair)	Mr Wayne Gadd, Interim Chief Executive Officer
Ms Virginia Hickey	Ms Helen Tedesco, Acting Executive Director Governance & Risk
A/Professor Tamara Mackean (<i>via TEAMS</i>)	Mr John O'Connor, Acting Chief Finance Officer
Ms Julie Mitchell	Mr Michael Francese, Chief Workforce Officer
Ms Jill Noble	Ms Sarah Woon, Acting Chief Operating Officer
Ms Jenny Richter	
Dr Tony Sherbon	
APOLOGIES:	IN ATTENDANCE:
Dr Terry Sweeney	Mr Michael Rudston-Brown (<i>for Item 7.0</i>)
Ms Carole Lennon	Ms Debbie McCarthy (<i>for Item 8.0</i>)
	Ms Erin Burke, Acting Board Secretariat

8:30 am In-camera discussion

~ The meeting commenced at 9:25 am ~

1. Welcome/Apologies & Acknowledgement of Country

Mr Butcher opened the Board meeting with the Kurna Acknowledgement of Country.

Mr Butcher welcomed Board members and all those in attendance to the meeting.

The apologies of Dr Terry Sweeney and Ms Carole Lennon were noted.

Framing of Meeting

The Board Chair and Interim Chief Executive Officer (I/CEO) updated the Board on key themes for discussion, including:

- A planned focus on stability and reconnection with the fundamental aspects of SALHN service provision;
- Operational requirements overlaid with the COVID-19 response;
- The digital planning and priorities for SALHN, supported by a dedicated Executive and team;
- Progression of initiatives aligned to meeting Department for Health and Wellbeing (DHW) Directions, and
- The investment in the Continuous Improvement Program to build and develop skills crucial for service improvement, with a focus on demand, access, and patient care.

Agenda items were reordered to enable presentations to occur first.

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~ Mr Michael Rudston-Brown entered the Board meeting at 9:45 am ~

7. Values Moment | Aboriginal Traineeship

The Board Chair welcomed Mr Rudston-Brown to discuss his traineeship in the Office of the Chief Executive Officer, SALHN.

Mr Rudston-Brown outlined his traineeship pathway, providing an insight into daily activities that have built capabilities, confidence and career opportunities.

The Board discussed SALHN as a large-scale employer of the Southern Community and the value in reviewing career-entry pathways, improvement opportunities and the importance of mentorship.

The Board thanked Mr Rudston-Brown for addressing the Board and congratulated him on his Certification in Business Administration.

DECISION: Board Members noted the progress and success of the Aboriginal Traineeship Program in the Office of the Chief Executive Officer, SALHN

~ Mr Rudston-Brown departed the meeting at 10:00 am, and Ms McCarthy entered the meeting ~

8. Spotlight | Flinders Medical Centre (FMC) Emergency Department (ED) Social Work Service

The Board Chair welcomed Ms McCarthy to discuss the work of the FMC ED Social Work Service.

Ms McCarthy outlined the scope of work FMC ED Social Work Service performed, focussing on rapid response, hospital avoidance, trauma-informed care and crisis intervention, and discussed:

- The improvements implemented to meet the requirements of patients and staff within ED, and the development of domestic violence screening tools, since adapted across the organisation and State;
- The White Ribbon initiative has created more exposure across mainstream society, creating awareness and a better understanding of the impact of domestic violence; and
- Integration of a co-designed Domestic Violence Physical Assault Assessment Tool into Sunrise Electronic Medical Records (EMR) as the next step to standardising organisational response and the requirement for a standard response to perpetrator alerts.

The Board discussed:

- The commitment and passion for the service being evident;
- Purposeful tracking to understand the impact on both the victim and health service overall;
- Navigating established bias of some consumers toward the SA Police and Child Protection, where interaction and facilitation of these services are required and met with consumer resistance or refusal;
- Service demand, hours of operation and referral processes; and
- Fostering a culture of awareness, identification and response is an organisation-wide responsibility.

The Board thanked MsMcCarthy for her presentation and attendance.

DECISION: Board Members noted the work of the Flinders Medical Centre Emergency Department Social Work Service

**Action: Mapping domestic violence presentations to understand opportunities for improvements
(Assignee: Ms Woon; Due Date: 04.03.22)**

~ Ms McCarthy left the meeting at 10:15 am ~

3. Agenda Specific | Undisclosed Declarations of Interest

There were no further interests declared.

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No additional items were starred for discussion.

5. Minutes of the previous meeting

The minutes were approved as a true and accurate record of proceedings for the 4 November 2021 meeting.

6. Actions arising from the previous meeting

Actions arising from previous meetings were noted as either completed, on track for delivery by the due date, or addressed for discussion in agenda Items.

DECISION: The Board noted the completed actions and items for discussion as per the agenda

9. Interim Chief Executive Officer (CEO) Report

The Interim Chief Executive Officer, Mr Gadd, highlighted, amongst other things:

- Successful engagement of over 60 key stakeholders, including Clinicians, Consumers and Board Members, occurred through the Patient flow Workshop held in November, focussing on addressing barriers and organisational improvement;
- Virtual Care Services officially commenced Wednesday, 8 December 2021, which addressed some technical issues early on and achieved Emergency Department diversion for some patients;
- Emergency Department diversion opportunities lessen over the Christmas period as Priority Care Centres (PCC) close and anticipate an impact to Emergency Department services; and
- After the review conducted by Zed Consulting, models of care and service delivery amendments to Child Protection Services are being considered.

The Board discussed:

- The evolving healthcare landscape that has impacted traditional Christmas closures and potential for a reduction but not closures;
- The statewide Child Protection Services proposed service delivery and model of care to be explored further with a review of the report by Zed Consulting for the Board to consider to support a SALHN position; and
- The Noarlunga Vaccination Clinic will have minimal closure over the Christmas period, mindful that booster vaccinations are due for many through December and early January.

DECISION: The Board discussed and noted the content of the Interim CEO Report

Action: The Zed Consulting report on Child Protection Services to be provided to the Board, out of session, with some framing, including SALHN response to the draft report (Assignees: Mr Gadd; Due Date; 20.12.21)

~ Break at 10:20 am – Board meeting reconvened at 10:26 am ~

10. SALHN Performance**11.1 SALHN Finance Performance Report**

The Chief Finance Officer, Mr O'Connor, discussed, amongst other items:

- The transition of services for Across Government Facilities Management Arrangements (AGFMA) that has caused LHN-wide concern regarding fee structure and costs and is considered by SALHN as an emerging financial and operational risk;
- The Department for Health and Wellbeing (DHW) is supportive of a SALHN initiative to map the entire activity process to understand and reconcile the data utilised for forecasting;
- Actionable items to commence recovery methods and fiscal management for the new year include:

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- recruitment to nursing position to assist with reduction of double shift allocation;
- reduction/reallocation of staff currently focussed on moving hardcopy patient files to the Sunrise EMR system; and
- a renewed focus on private patient revenue.

The Board discussed:

- Audit and Risk Sub-committee to remain informed regarding AGFMA;
- The impact of graduate nurses on recruitment, the facilitation of program development for an Enrolled Nurse workforce, and the opportunity for additional Transition to Professional Practice Program (TPPP) places within SALHN, along with the challenge in finding the appropriate skill mix;
- Priority project funding from the Department for Health and Wellbeing; and
- The intention to report on SALHN;'s fiscal management and action plans to meet economic obligations early in the 2022 calendar year.

DECISION: **The Board discussed and noted the Finance Report and recommended recovery methods to support fiscal management as presented by the Acting Chief Finance Officer**

Action: **A progress report to be tabled at the 3 February Board meeting regarding actionable items supporting recovery methods, noting that the Department for Health and Wellbeing is to be informed by letter after that (Assignees: Mr O'Connor & Mr Gadd; 21.01.21).**

11.2 SALHN Operational Performance report

The Acting Chief Operating Officer, Ms Woon, provided an overview of the SALHN Operational Report, highlighting two areas of focus; access and patient flow and COVID-19 preparedness.

Ms Woon outlined, amongst other things:

- The Patient Flow Improvement Workshop held on 23 November 2021 has driven the engagement and identification of issues and priorities for SALHN service improvement;
- Improvement noted in November with the implementation of an integrated planning approach in the form of an Emergency Department Huddle and a revised NDIS and Aged Care Strategy;
- Data dashboard development to provide transparency of country, NDIS patients, and those medically cleared as a consolidated interactive tool;
- Complex And RestorativE (CARE) Program is developing enhanced pathways that include reconfiguring service hours to better align with SA Ambulance Service (SAAS) demand, expanding acceptance criteria, actively pulling and redirecting SAAS crews inbound, or ramping, at Flinders Medical Centre, and creating direct admission pathways; and
- The procurement of 20 additional beds at Flinders Private Hospital will support surgical patients to assist with capacity, where complexity has been identified around COVID clearance requirements.

The Board discussed, amongst other things:

- Clear tracking of NDIS and long-stay patients, specifying the number of patients per month and percentage of medically cleared patients awaiting services or placement to drive process improvement;
- Potential for a SALHN wrap-around service to support aged care services when accepting the additional risk of complex patients to memory support units;
- Intervention and assistance from the Department for Health and Wellbeing in escalating pathways for complex patient discharge from the acute hospital setting; and

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- Review of Virtual Care Service and CARE Program to analyse the impact on services against initial projections.

DECISION: Members noted the SALHN Operations Report November 2021 update

Action: A report to be provided to the 5 May 2022 Board meeting regarding the tracking data of NDIS and Long-Stay Patients across SALHN, specifying the number of patients per month medically cleared that remain in the high-acuity setting
(**Assignees:** Ms Woon; Due Date: 21.04.22)

Action: A report to be provided to the 5 May 2022 Board meeting that highlights the Virtual Care Service and CARE Services impact on SALHN against initial projections
(**Assignees:** Mr Gadd & Ms Woon; Due date: 21.04.22)

11. Items from Sub-committees

11.1 Clinical Governance Sub-Committee

Ms Richter, Chair of the Clinical Governance Sub-committee, provided an update on the Clinical Governance Sub-committee meeting held on 2 December 2021, highlighting:

- The improvement of the Endoscopy Service, currently reporting zero overdue patients;
- The Emergency Surgery data snapshot and the opening of an additional emergency theatre, to be operational by the end of January 2022;
- 2022 meeting schedule to be adapted to three-hour sessions to enable dedicated time to focus on quality assurance to better support the Board; and
- The clinical governance and oversight of the statewide Virtual Care Services and reflection on processes to ensure Independent Members remain informed.

DECISION: Board Members noted the Clinical Governance Sub-committee update

11.2 Asset and Infrastructure Sub-committee

The Board Chair provided an update on the Asset and Infrastructure Planning Sub-committee meeting held on 25 November 2021, outlining the Southern Area Health Direction (SAHD) overview of achievements and evaluation currently in progress, the submission of Gate 0 - SAHD Capital Intention Statement and a revised engagement approach.

DECISION: The Board noted the Asset and Infrastructure Planning Sub-committee update

11.3 Community Engagement Sub-committee

Ms Mitchell, Chair of the Community Engagement Sub-committee, advised that the Sub-committee has not met since the last Board Meeting and is scheduled to meet today, following the Board Meeting. The Sub-committee will report on the launch of the Community Engagement Strategy through the Community Chats Program and the Annual Public Meeting evaluation at the 3 February 2022 Board Meeting.

DECISION: The Board noted the Community Engagement Sub-committee summary report

11.4 Audit and Risk Sub-committee

Ms Hickey, Chair of the Audit and Risk Sub-committee, provided an update on the meeting held on 11 November 2021, highlighting key discussions and decisions that included:

- KPMG Internal Audit Reviews and the recommendations and timelines for the three projects, including:
 - Reportable Incident and Mandatory Reporting, mainly being monitored and addressed through the Clinical Governance Sub-Committee;

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- Facilities and Asset Conditioning Management discussed earlier in the meeting regarding AGFMA risk, and
- Clinical Incident Management and Reporting.

- SALHN Risk profile and maturity review for Enterprise Risk Management (ERM).

DECISION: The Board noted the Audit and Risk Sub-committee Minutes of the 11 November 2021 meeting

DECISION: The Board accepted the Terms of Reference as recommended by the Audit and Risk Sub-committee

Action: A report to be provided to the 5 May 2022 Board meeting on the ERM Maturity Review
(**Assignees:** Ms Hickey, Mr Gadd & Ms Tedesco; Due Date: 21.04.21)

12.5 Nominations and Remuneration Sub-committee

DECISION: The Board noted the Nominations and Remuneration Sub-committee Report

12.6 Demand and Access Sub-committee

The Board Chair updated the Board on the Demand and Access Sub-committee meeting held on 16 November 2021, highlighting:

- The establishment of this Sub-committee has been pivotal in Senior Clinician involvement and resolution of issues;
- Working with the Department for Health and Wellbeing to meet the Direction COVID-19 Health System Response in a constructive partnership to achieve better patient care; and
- Workshop summary had been distributed for consultation.

DECISION: The Board noted the Demand and Access Sub-committee Report

Action: At the Board's request, an invitation is to be extended to Dr Christopher McGowan, Chief Executive, Department for Health and Wellbeing, to attend the SALHN Board Demand and Access Sub-committee
(**Assignee:** Mr Gadd & Ms Lennon; Due Date: 22.12.21)

12. Items for Noting

13.1 Declarations of Interest Report

DECISION: The Board noted the Interests Report

13.2 Decisions made by Circular Resolution

DECISION: The Board noted the decisions made by circular resolution

13.3 Clinical Incident Briefings

DECISION: The Board noted the Clinical Incident Briefings Report

13.4 Media Report

DECISION: The Board noted the Media Report

13. Correspondence

Items of correspondence received for the Governing Board Chair included:

- Letter from Dr Christopher McGowan, Chief Executive, regarding COVID-19 Health System Response and Directions.

Action: Letter of response sent 13 December 2021

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- Accreditation decision from the Medical Education and Training Health Advisory Council (SA MET) for education and training of prevocational trainee medical officers.

Action: Provisos are being added to the SALHN risk register for monitoring and review

DECISION: The Board noted the correspondence and actions undertaken

14. Other Business

14.1 Board | Key Messages

- Research Strategy reporting to be included in the I/CEO Report tabled at the Board meetings.

DECISION: Board Members noted the Research Strategy reporting and oversight requirement

Action: The I/CEO Report to be expanded to include the Research Strategy summary
(Assignee: Mr Gadd; Due Date: 20.01.22)

Action: An invitation is to be extended to Professor Andrew Bersten to attend the March 2022 Board meeting to report on the Research Strategy
(Assignee: Mr Gadd & Ms Lennon; Due Date: 20.01.22)

14.2 Vaccination Mandate

Mr Francese discussed the revised vaccination direction as related to mandatory employee vaccinations, conditions of employment and leave entitlements

Action: Board Members to be briefed on risk perspective and draft correspondence regarding SALHN's position on conditions of employment and leave entitlements
(Assignees: Mr Gadd & Mr Francese; Due Date: 17.12.21)

15. Meeting evaluation

16. Next Meeting

The next meeting was confirmed as 3 February 2022 | 08.30 am – 01.30 pm, at FMC.

17. Meeting Close

The meeting was formally closed at 12:30 pm.

The Chair thanked all in attendance for their contribution.



16 Feb, 2022 2:09:51 PM GMT+10:30
Approved as an accurate record of proceedings
BOARD CHAIR

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