



Minutes for Board meeting

02/04/2020 | 09:03 AM - 11:38 PM - ACST

Video conference | Microsoft Teams Link

Invitees

Board Members	SALHN Executive
Professor Chris Baggoley	Professor Susan O'Neill, Chief Executive Officer
Mr Mark Butcher (Chair)	Ms Julie Bowman, Executive Director Governance & Risk
Ms Virginia Hickey	Mr Wayne Gadd, Chief Finance Officer
Associate Professor Tamara Mackean	Dr Diana Lawrence, Executive Director Medical Services
Ms Julie Mitchell	Mr David Morris, Chief Operating Officer
Ms Jill Noble	Ms Sarah Woon, A/Chief Operating Officer
Ms Jenny Richter	Ms Erin Burke, Secretariat support

1. Welcome/Apologies & Acknowledgement to Country

Mr Butcher welcomed Board members and all those in attendance to the meeting. Sarah Woon's late apology was noted and David Morris' attendance following a COVID-19 meeting was acknowledged. The meeting was conducted via Microsoft Teams as a result of COVID-19 safety measures.

Mr Butcher paid respect to Traditional Owners and the continuing connection of the Kaurna people to Country.

2. Declarations of Interest

Interests were noted.

3. Starring of items

No additional items were starred for discussion.

4. Minutes of previous meeting

DECISION: The Minutes of the meeting held on 5 March 2020 were endorsed as a true and accurate record of proceedings, pending the inclusion of '*organisational ownership of strategy*' at 6.1 People and Culture report.

ACTION: Minutes to be amended to include '*organisational ownership of strategy*' at 6.1 People and Culture report (Assignee: Julie Bowman; Due Date: 09/04/2020)

5. Actions arising from previous meeting

'Pending' Actions arising from previous meetings and due dates were discussed.

With respect to Actions 6, 8, 9 and 15, the Board Chair provided an outline of the commonality of issues across LHNs.

DECISION: The Actions arising from previous meetings were noted, and Actions with due dates of 01 October 2020 to be amended to 02 July 2020.

ACTION: *Due dates of Actions arising listed for 01 October 2020 to be amended to 02 July 2020 (Assignee: Julie Bowman; Due Date: 07/05/2020)*

6. Chief Executive Officer's Report

The CEO, Professor O'Neill outlined:

- Progress on SALHN's strategic direction and revised time frames for delivery in light of COVID-19;
- Current issues and risks including COVID-19 and SALHN response;
- Key performance indicators, including current financial position and projected influence of COVID-19 emergency response expenditure on the end of year budget position; and
- Planning for the future beyond the pandemic.

The Board noted the report and discussed, amongst other items:

- The dual focus of planning and activation of SALHN's response in relation to COVID-19 and duty of care in continued provision of safe, quality and reliable care for all SALHN patients and staff;
- The operations, daily routines and activities of the Incident Management Team;
- The role of SALHN in SA's broader LHN-operational response and SA's public health approach;
- Personal Protective Equipment (PPE) availability and staff education strategies regarding their use;
- Engagement of Australian Defence Force's logistics team to provide guidance for planning and execution of a 'campaign' emergency response;
- Decanting plans across the SA Health system;
- Challenges of rapid adjustment of staffing levels to changing bed plans;
- A shift in focus for digital roll out from EMR, delayed by several months, to tele-medicine and virtual meetings;
- Broader economic and social impact to staff as a consequence of government containment measures, including the mandated elective surgery restrictions;
- Private and public hospital partnerships;
- A pause on the negotiations for the Flinders Private Hospital contract with SALHN, with agreement to extend the existing contract by nine months;
- Financial accountability and business principles for correct allocation of COVID-19 direct and indirect cost allocation and financial controls;
- Short and long term impacts of government directives such as cessation of non-urgent elective surgery;
- Approvals received from DHW to date;
- Importance of our integrated management system and its enabling function in providing timely monitoring across key management domain metrics; and
- The challenges by a number of business partners as a result of COVID-19, together with SALHNs responses.

DECISION: The Board supported Executive's approach to managing the COVID-19 emergency response concurrent with ensuring the provision of safe, quality and reliable care for all patients and staff across the Network.

ACTION: *COVID-19 costing frameworks to be disseminated to the Board when available (Assignee: Wayne Gadd; Due Date: 07/05/2020)*

7. SALHN Financial Performance

The Chief Finance Officer, Mr Gadd highlighted:

- February's end of month financial position;
- The projected end of year position against budget;
- Controls in place before activation of SALHN's COVID-19 Code Brown status;
- Increase in expenditure during March 2020 as a result of SALHN's COVID-19 emergency response;
- Mechanisms activated to ensure tracking of COVID-19 related expenditure and appropriate controls; and
- Intent to seek from the DHW commissioning of 2020-21 activity in line with activity approved for 2019-20, noting that this approach lacks recognition of the potential for activity growth.

The Board discussed the financial performance and associated risks of the pandemic, including:

- Changes in community behaviour resulting in altered patterns of ED presentations;
- Flow on effects to activity across the Network anticipated during the pandemic and recovery, including the current mandated restrictions on elective surgery;
- Importance of data analytics capability to inform emergency response planning and activation, and the achievement of SALHN's strategic direction beyond COVID-19; and
- Timely communication to and from the DHW with respect to financial performance, approvals and priorities.

DECISION: The Board noted the February Financial report and acknowledged the influence of COVID-19 emergency response on expenditure and associated controls.

ACTION: *Letter to CE SA Health following each Board meeting regarding current understanding of position, risks and responses received to date. (Assignee(s): Wayne Gadd, Julie Bowman, Sue O'Neill, Mark Butcher; Due Date: 09/04/2020)*

8. Items from Sub-committees

8.1 Clinical Governance Sub-Committee

The Chair of the Sub-committee, Ms Richter outlined:

- The minutes of the Extraordinary meeting held on 17 March 2020;
- A summary of discussions at the 26 March 2020 meeting;
- The increase in frequency of meeting of the Sub-committee in light of the COVID-19 situation and inclusion of Ms Hickey in these meetings to ensure oversight of an integrated clinical and corporate risk picture during the COVID-19 emergency response;
- Communications following meetings as a means of providing timely update to Board members;

- Review of Endoscopy services to occur as a result of emerging risks highlighted in that area; and
- Comprehensive leadership, management and planning evident as part of SALHN's COVID-19 emergency response.

The Board noted the above comments, minutes and discussed the impact of COVID-19 containment measures on sourcing of the subject matter expertise for the Endoscopy service review.

DECISION: The Board noted the Sub-committee's report and acknowledged the efforts of all members of the Sub-committee.

ACTION: *Executive to continue to monitor Endoscopy service risk status during the COVID-19 response and report to the Sub-committee (Assignee: Diana Lawrence; Due Date: 02/07/2020)*

8.2 Capital Projects Sub-committee

The Chair of the Sub-committee, Mr Butcher outlined:

- The role of this Sub-committee in preparing for SALHN's evolution into the medium term;
- Key stakeholders and influencers in the development and realisation of SALHN's longer term capital plan;
- Early activation of the Southern Health Expansion Plan as part of the COVID-19 response.

The Board discussed:

- The long term economic impact of Commonwealth and State stimulus packages on SA Health capital builds;
- Current status of FMC infrastructure and its influence on SA being reliant on one hospital (RAH) to manage COVID positive patients during the pandemic; and
- Successful private-public partnership models.

DECISION: The Board noted the report.

ACTION: *Interstate private-public partnership models to be explored (Assignees: Jenny Richter; Due Date: 04/06/2020)*

8.3 Community Engagement Sub-committee

DECISION: The Board noted the Sub-committee had not met since the last Board meeting.

8.4 Audit and Risk Sub-committee

DECISION: The Board noted the Sub-committee had not met since the last Board meeting.

9. Items for Noting

9.1 Declarations of Interest Report

DECISION: The Board noted the Interests report.

9.2 Decisions made by Circular Resolution

DECISION: The Board noted no decisions had been made by Circular Resolution since the last meeting.

9.3 Operations Report

DECISION: The Board noted the report.

9.4 SA Health/LHN Budget arrangements review

DECISION: The Board noted the arrangements.

9.5 Implications of Modern Slavery Legislation

DECISION: The Board noted the report.

9.6 Revised meeting dates 2020

DECISION: The Board noted the revised meeting dates.

10. Correspondence

DECISION: The Board noted the correspondence.

11. Other Business

11.1 Board's assistance to SALHN COVID-19 emergency response

The Board discussed ways in which it may be able to further support and assist the SALHN COVID-19 emergency response, including:

- Contributing to planning in strategy development for post the pandemic;
- Sharing of knowledge of international trends regarding economic impacts and associated strategies;
- Assistance in recognition of long term risks;
- Providing a mechanism for escalation and discussion for the CEO to assist in agile informed decision-making;
- Connection with Chairs of other LHN boards; and
- Recognition of lessons to be learned.

DECISION: The Board established a sub-group, consisting of the Chairs of the Clinical Governance and Audit & Risk Sub-Committees, responsible for regular touchpoint with the CEO, and ad hoc connection as required.

ACTION: *Establish COVID Board touchpoint with CEO (Assignees: Jenny Richter, Virginia Hickey; Due Date: 03/04/2020)*

11.2 Productivity Commission into Health and Medical Research

The Board noted that responses to the Issues paper are due by 8 May 2020.

DECISION: The Board agreed to further information being sought regarding the potential for submission of a SALHN response.

ACTION: *The Executive Director Research Strategy to be consulted regarding approach (Assignee: Sue O'Neill; Due Date: 07/05/2020)*

12. Meeting evaluation

The Board considered the use of Microsoft Teams an effective virtual environment for Board meetings while COVID-19 social distancing measures are in place.

DECISION: Microsoft teams to be used for Board meetings while COVID-19 social distancing measures are in effect.

13. Next Meeting

The next meeting was confirmed as 07 May 2020; 0930am – 1130am via Microsoft Teams.

14. Meeting Close

The meeting was formally closed at 11.53am.

The Chair thanked all in attendance for their contribution.

Approved as an accurate record of proceedings:



07/05/2020

BOARD CHAIR