

## SALHN GOVERNING BOARD

Minutes of the meeting

**09 March 2023**

8:00 am – 1:30 pm (ACST)

FMC Boardroom, Level 2, Flinders Medical Centre

ATTENDEES		
Board members	SALHN Executive	In Attendance
<u>In attendance</u> Mr Mark Butcher (Chair) Ms Virginia Hickey Ms Julie Mitchell Ms Jill Noble Ms Jenny Richter AM (Deputy Chair) Prof Judy Searle Dr Tony Sherbon  * attended by teams	Dr Kerrie Freeman Chief Executive Officer (COO)  Ms Jani Baker Chief Strategy Officer (CSO)  <b>In Attendance for specific items</b> Mr Robin Moore Chief Operating Officer (COO)  Mr Wayne Gadd Chief Finance Officer (CFO)  Dr Diana Lawrence * Executive Director Medical Services (EDMS)  Mr Justin Prendergast Executive Director Nursing and Midwifery (EDN&M)  Ms Linda Kohlhagen Executive Director Allied Health (EDAH&ICS)	Mr David May Audiology Manager – <i>Item 6.1</i>  Ms Amy Ross Allied Health Director, Acute Services – <i>Item 6.1</i>  Ms Cath Steenwyk A/Manager Media & Communications (MMC) – <i>Item 10</i>  Ms Sandy Thomson * Director, Governance Plus  Ms Karen Mugford Interim Board Secretariat
APOLOGIES:		
Ms Judith Lovegrove, Executive Director Aboriginal Health Associate Professor Tamara Mackean, Board Member Mr Michael Francese, Chief People Officer		

~ Matters are recorded in the order in which they were discussed ~

### 1. Welcome/ Apologies & Acknowledgement of Country

The Chair acknowledged the meeting is on the land of the traditional custodians of the Kurna people and paid respects to Elders past present and future, recognizing and respecting their cultural heritage, beliefs and relationships are of continuing importance to the Kurna people today.

The Chair welcomed the Board and noted apologies from Dr Mackean and Ms Lovegrove who were away on Sorry Business. The Chair advised the order of the discussion of the agenda would be changed as the CEO and other Executives would have to leave the Board Meeting early, to pay their respects and to attend at a funeral of a former staff member. The funeral was for John, a Narungga man who had a long connection with SALHN, as an Aboriginal Health Worker at the Aboriginal Family Clinic, and most recently as Chair of the Aboriginal Consumer and Community Advisory Group.

~ Mr Sherbon arrived at the meeting ~

### 7.2 CEO Report

Focus areas of the Board's discussion with the CEO included:

- Budget management of projects within the Southern Redevelopment Program, which are being interrogated prior to design.

- Potential impact from a private service at Repat Health Precinct being raised with the Department of Health and Wellbeing (DHW).
- An update on Emergency Department leadership and support for the team around culture and processes.
- Succession planning for a number of services.
- The positive trajectory of Transfer of Care performance and anticipated improvements from planned interventions in the next month.

*~ The Board held discussions on the CEO Report to accommodate the presentation by Governance Plus. Ms Thomson and the EDMS attended the meeting via Teams ~*

## **2.1 NSQHS Standard with Governance Plus**

The focus areas discussed with the Board included:

- The roles and responsibilities of the Board in relation to safety and quality.
- Key governance documents that assessors will expect to see in operation.
- Key messages to assessors on improvement made and areas being actioned to improve systems and reduce variation in patient and staff safety.
- Anticipated scheduling of assessors' time during the assessment week including meetings with the CEO.
- Opportunities to showcase staff's initiatives and improvements in safe, quality, and reliable care.
- The engagement and positive culture of consumer engagement in SALHN.
- What comprehensive care is and how SALHN's processes can be best demonstrated to assessors.
- Confirmation that services under SALHN's governance at Repat Health Precinct are included.
- Recognition that there is always potential for 'not mets' and that upfront declarations early in assessment is important for assessor's awareness.

The Chair thanked Ms Thomson and Dr Lawrence for the discussion and encouraged Board members to contact Dr Lawrence for any matters which they may require further information on prior to the assessment in June 2023.

*~ Ms Thomson and the EDMS left the meeting. The ED AH&ICS arrived at the meeting ~*

## **6.2 Excellence Spotlight: Executive Director Allied Health**

The Chair welcomed the ED AH&ICS and advised that the paper is taken as read. Highlights of the discussion with the Board included:

- The diversity in allied health disciplines and the roles specific practitioners play in the patient journey.
- Reasons for turnover in allied health and comparative benchmarks nationally.
- The industrial framework including pay parity when responsibilities are equivalent, and non-patient facing activities not recognised in the agreements.
- Opportunities with universities and student placement.
- Reasons for short term contracts.
- Recognition that staff support patients post their inpatient period to assist with self-management of their health and minimising readmission.
- Confirmation that allied health are an integral part of current health service planning.

The Chair thanked the ED AH&ICS and expressed the Board's appreciation of Allied Health's crucial role in contributing to patient outcomes.

*~ The ED AH&ICS left the meeting ~*

## **7.2 CEO Report**

The Board's continued discussion with the CEO included:

- The approach to enterprise bargaining agreement negotiations in South Australia and the impact some negotiated arrangements have on service planning and provision locally.
- The increase in capital infrastructure costs over the multiple years of planning as a result of macroeconomic influences.
- Budget management of projects, including interrogation prior to design, which will be discussed through the Finance and Performance Committee and Board.

- Discussions planned by the Chair at the next meeting with the Minister for Health and Wellbeing regarding the capital project budget and delivery, and discussions being had concurrently with the CEO with the Chief Executive(CE) SA Health.
- Potential impact from a private service at Repat Health Precinct being raised with the Department of Health and Wellbeing (DHW).
- Commissioning of Strategic Momentum Group to facilitate the strategic refresh by mid-June 2023.
- Staff recognition program relaunch.

**DECISION:** The Board noted the CEO Report.

**Action:** The CEO to discuss private arrangements at Repat Health Precinct with the CE, SA Health, followed by a letter from the Board to the Minister for Health and Wellbeing.

**Action:** The Chair to raise at the next Joint Governing Board Chairs and CEO meeting the need for Local Health Network's to be an integral part of the discussion with the Department of Treasury and Finance to inform enterprise agreement negotiations.

~ The CEO left the meeting ~

### 7.1 Joint Governing Board Chair and Health Chief Executive Officer report back

**DECISION:** The Board noted the verbal update from the Chair of key items discussed at the Joint Governing Board Chair and Health Chief Executive Officers meeting.

~ Mr May and Ms Ross arrived at the meeting ~

### 6.1 Values Moment: Audiology Services

Highlights of Mr May's presentation included:

- Scope and model of audiology services.
- Workforce and breadth of services including cochlear implant state-wide service, otitis, and the Aboriginal Ear Service.
- Patient benefits in joint clinics and services with the ENT Department.
- Fit for purpose patient spaces and way finding for patients.

Highlights of the discussions with the Board included:

- Feedback from yarning sessions with the Aboriginal community which has informed services.
- Positive feedback on cultural safety from patients, gained by hosting services in Aboriginal service locations.
- The opportunity of health service planning to inform future modelling and structure.
- The source of growth including GP referrals, broadening of cochlear implant criteria, and increasing awareness of services available.

The Chair thanked Mr May for an engaging discussion and commended the audiology team in their commitment and impressive work to supporting patients with their hearing health.

~ Mr May, Ms Ross, the CSO and Ms Mugford left the meeting ~

### 3. In Camera

The Board held an in-camera discussion, no minutes were taken, however the actions set out below were noted.

**DECISION:** Future meetings to include the following standing items:

- Emerging issues at the start of the meeting.
- A one pager on Finance and Performance.
- A one pager on capital works and development.
- A one pager on the strategic refresh progress.

~ The CSO and Ms Mugford returned to the meeting. The COO, CFO and EDN&M arrived at the meeting~

### 4. Meeting Business

#### 4.2 Call for Any Other Business

**DECISION:** No items were added to the meeting's business.

#### 4.3 Declarations of Interest Report

**DECISION:** Mr Sherbon advised his wife is providing consultancy advice to McLaren Vale Districts and Memorial Hospital. Ms Richter advised that she no longer held a position on the Cancer Council Board.

**DECISION:** The Board agreed that there were no additional declarations that constituted an actual, potential, or perceived conflict to the matters before the Board.

#### 4.4 Approval of Previous Minutes

**DECISION** The minutes of the 09 February 2023 meeting were held for the Chair's review.

#### 4.5 Actions arising from previous meeting(s)

**DECISION:** The Board noted the items that have been closed. The Board notes that open items will be addressed at the April 2023 meeting as scheduled.

### 5. Matters for Decision

#### 5.1 Biannual Risk Report July-Dec 2022.

**DECISION:** The Board approved the Biannual Risk Report July – Dec 2022 to be provided to the DHW.

**Action:** Executive to consider escalating cyber risks from operational to strategic, with a report back to the Audit and Risk Committee.

#### 5.2 Consumer and Carer Engagement Strategy 2023-2025.

**DECISION:** The Board deferred approval of the Consumer and Carer Engagement Strategy 2023-25 pending further action to include:

- Introduction by CEO and Chair.
- Explanation in Appendix 4 on how the strategies integrate and connect.
- The addition of the journey SALHN has taken since it started the refresh of engagement strategies.
- The addition of an explanation of where consumers connect into governance structures.
- Measures to evaluate that the strategies implemented have made a difference.
- Assurance that consent was granted for all images used in the document.

**Action:** Revised Consumer and Carer Engagement Strategy 2023-2025 to be provided for decision at the April 2023 Board meeting.

### 7. Standing Items

#### 7.3 Committee Reports

The Chair noted that all Committees have met for the first time in 2023 and thanked the Chairs for their summary reports.

##### 7.3.1 Clinical Governance Committee 08 February 2023

The Chair, Clinical Governance Committee highlighted to the Board the status of maternity service governance arrangements.

**DECISION:** The Board noted the Summary report of the Clinical Governance Committee February 2023 meeting.

##### 7.3.2 Finance and Performance Committee 27 January 2023

As the matters pertaining to Southern Redevelopment had been previously discussed, the Chair, Finance and Performance Committee and CFO highlighted to the Board:

- Finance results and factors contributing to the underlying finance performance in February 2023.
- Expectations of types of funding that will not flow through this financial year.
- Workforce and financial impacts relating to staff who have not had COVID vaccinations.
- Progress on the coding review.

- Improvements in key operational performance indicators and activities to address variation to targets.
- Discussions on stroke unit occupancy and the planned move to ward based care in Medicine, Cardiac and Critical Care Services.
- Activation of an EMR optimisation program and key milestones.

The Board sought assurance as to the level of risk exposure in relation to cyber security and the plan across SA Health in the event of a breach. The CFO confirmed that a briefing is planned for the April 2023 meeting, which will include attendance by the Chief Digital Information officer.

**DECISION:** The Board noted the Summary report of the Finance and Performance Committee's February 2023 meeting.

**Action:** The CFO to prepare a letter for the CEO to DHW regarding impact on budget position in relation to staff who have not had a COVID vaccination.

### 7.3.3 Ramping Committee 15 December 2023

Discussions with the Board included:

- The increasing activities to respond to category 4 and 5 patients through community and clinic environments.
- The additional initiatives coming online in March 2023 to improve Transfer of Care.
- Planning by the CSO and COO to align projects to identify what can be stopped as anticipated benefits weren't realised, new initiatives to be piloted and projects to continue as usual business practice.
- Assistance to support SACAT patients to access services.

**DECISION:** The Board noted the summary report of the Ramping Committee February 2023 meeting.

**Action:** The COO to prepare discussion points for the Chair's next meeting with the Minister regarding assistance to support SACAT patients flow through the inpatient system.

~ The CEO returned to the meeting ~

### 7.3.4 Executive Committee

The CEO discussed with the Board the status of advertising for clinical academics and that advice is being sought to capitalise on opportunities with universities in recruitment.

**DECISION:** The Board noted the summary report of the Executive Committee February 2023 meeting.

### 7.3.5 Audit and Risk Committee

The Chair highlighted the following discussions:

- Plans for the risk appetite refresh and setting of risk tolerances.
- Recommendation of the Biannual Risk Report July-Dec 2022
- Reflection by attendees on the most efficient use of internal audits and discussion where resource use is best allocated.

The Chair discussion with the Board included:

- The Committee's shared concerns with Executive as to the performance of risk review and treatment completion which may have impact NSQHS Standard assessment ratings.
- Assurance that the methodology and service provided by the Internal Audit function was very thorough.
- The intent to assign strategic and operational risks to Board Committee's to enable a 'deep dive' on higher risk exposures in the Committee's subject matter area.

**DECISION:** The Board noted the summary report of the Executive Committee February 2023 meeting.

**Action:** The Internal Audit Plan to be provided to the Board and the Internal Audit Lead invited to meet with the Board.

**8. Board Business**

**8.1 Correspondence**

**DECISION:** The Board noted there had been no correspondence since the last meeting.

**8.2 Decisions made by Circular Resolution**

**DECISION:** The Board notes that one decision has been made by Circular Resolution since the last meeting.

**8.4 Media Report**

**DECISION:** The Board noted the Media Report.

**9. Any Other Business**

No items were raised under Any Other Business.

**10. Communication from the Board**

The MMC attended and noted the summary of communication from the Board.

**11. Evaluation of Meeting**

**DECISION:** The Board noted there was good balance of presentations and matters for discussion. The reordering of items did impact the flow of attendees. The first round of Committee reports provided more fulsome reporting and discussion on areas for Board consideration.

**12. Workplan review for next meeting**

**DECISION:** The Board noted the planned items and presentations for next meeting with no additions or amendments.

**13. Meeting close**

The meeting closed at 1:45pm.

**14. Glossary**



19 Apr, 2023 10:21:59 AM GMT+9:30

**Approved as an accurate record of proceedings**

BOARD CHAIR