

**LIMESTONE COAST LHN  
GOVERNING BOARD  
MEETING MINUTES**

Meeting Date: 24 February 2020 11.00am - 3.00pm  
Location: Conference Room, Bordertown Memorial Hospital

Acknowledgement of Country Limestone Coast Local Health Network acknowledges Traditional Custodians of Country throughout the region and recognises the continuing connection to lands, waters and communities. We pay our respects to Aboriginal and Torres Strait Islander cultures; and Elders past and present.

Board Members: Chair: Grant King (GK) Glenn Brown (GB) Lindy Cook (LC) John Irving (JI) Dr Anne Johnson (AJ)  
Dr Andrew Saies (AS) Kerri Reilly (KR)  
Members: Ngaire Buchanan (NB) Kristen Capewell (KC) Dr Elaine Pretorius (EP) Paul Bullen (PB) Hannah Morrison (HM)

Attendees: Jennie Jacobs, Executive Officer/Director of Nursing, Bordertown & Kingston

Secretariat: Angela Miller (AM), Director of Governance & Planning, Limestone Coast Local Health Network

Apologies: Glenn Brown & Kerri Reilly

<b>1. MEETING OPENING</b>		
<b>Item</b>		<b>Discussion</b>
1.1	Acknowledgement of Country	GK provided the Acknowledgement of Country
1.2	Apologies	Apologies were noted for Glenn Brown and Kerri Reilly
1.3	Introduction	GK provided an introduction to the meeting of the LCLHN Governing Board and its first meeting in Bordertown.

1.4	Director Conflict of Interest Disclosures	Nil Conflicts of Interest disclosed.
1.5	Confirmation of previous meeting minutes and actions	The minutes of the meeting held on 20 January 2020 were accepted as a true and accurate reflection of the meeting and an update on actions was provided.
<b>2.</b>	<b>BOARD CHAIR REPORT</b>	
2.1	Report from Grant King, Board Chair	<p>GK provided an update on the governance reform, the transition to a Local Health Network and acknowledged the work that has been done in the first 8 (eight) months noting the complexity of certain areas of the business but confidence in the expertise available.</p> <p>The resignation of 2 (two) Governing Board Chairs, Juliet Brown from Barossa Hills Fleurieu and Vanessa Bouilly from Yorke &amp; Northern Local Health Networks and their contribution in the formative months of the governance reform was acknowledged as was the confidence that the LHNs will stabilise soon.</p> <p>GK provided an update on the upcoming workshop with the Minister for Health &amp; Wellbeing scheduled for 18 March 2020 at which all Governing Board Chairs will be in attendance.</p> <p>A further update was provided on the discussions held to-date with the Keith District Hospital and Mount Gambier Private Hospital, the work that is underway and the schedule for the next meetings of the Governing Boards.</p> <p>The car parking at Mount Gambier hospital and the approval of funding for an additional 64 spaces was also confirmed.</p>
<b>3.</b>	<b>LIMESTONE COAST LHN REPORTS</b>	
3.1	CEO Report a) General update	The Limestone Coast LHN CEO Report was noted and NB provided an update on the LHN since the last meeting of the Governing Board on 20 January 2020. This update included the review of current contracts across the LHN and the corrective action taken, the implementation of an LHN Conflicts of Interest policy and register and the award given to Dr Toby Coates by the Mount

		<p>Gambier City Council for his work in the community and as a visiting renal physician. A further update was provided on the planning and commissioning proposals for 2020-21 including:</p> <ul style="list-style-type: none"> <li>• Nurse Practitioners for the Mount Gambier Emergency Department</li> <li>• Development of a Hospital in the Home service</li> <li>• Aboriginal Workforce funding</li> <li>• Planning funding to develop an Acute Assessment Unit for Mount Gambier</li> <li>• Funding to meet the increased Chemotherapy activity</li> <li>• Funding to meeting the increased Rehabilitation activity</li> <li>• Funding to increase the Palliative Care service in the Upper East</li> <li>• Full NEP for the Mount Gambier Emergency Department</li> <li>• Increase in Ophthalmology in Naracoorte</li> </ul> <p>The Acute Assessment unit was confirmed as being separate to the Emergency Department and less than 48 hour stay allowing for provisional diagnosis and a reduction in pressure on the Emergency Department and wards.</p> <p>An update on Service Planning for Mount Gambier was provided and the steering group will meet for the first time on Wednesday 18 March 2020 and the formation of the working groups to implement the Service Plan for Millicent.</p> <p>An update was provided on accreditation and the pending revisit in April 2020 highlighting the confidence of the LHN.</p> <p>The recent media coverage in Millicent was discussed highlighting a disconnect between the GPs and the health service, discharge and information flow. The Executive Director of Medical Services is currently reviewing discharge planning to ensure continuity of patient care.</p> <p><b>ACTION:</b> AM to circulate the Terms of Reference for the Service Planning Steering Group in Mount Gambier</p>
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	<p>b) Performance Reporting Summary December 2019</p> <p>c) Key Performance Indicator (KPI) Summary December 2019</p>	<p>KC provided an update on performance YTD noting a EOY forecast to meet budget as at January 2020.</p> <p>Clinical coding issues relating to the implementation of the Sunrise (Electronic Medical Record) were highlighted including admissions that had received base funding only and were underfunded based on the complexity of condition.</p> <p>Workforce relating to clinical coding and an opportunity for a business case for a consultant to audit the records was also raised.</p> <p>KC provided an overview of the Performance Reporting for December 2019. It was noted that expenses were not down in the same proportion as activity, this had been impacted by locum costs, Sunrise implementation and training requirements specific to Mount Gambier.</p> <p>EP confirmed a business case was in draft to review junior locums, anaesthetics, Emergency Department consultant and Emergency Department Senior Registrar positions with a view to finding long term solutions. The opportunity for Mount Gambier to become a registered training hospital in the longer term and to form part of a rotating roster with Metro LHNs was also discussed noting a whole system review was required to ensure support across all areas of general medicine.</p> <p>A discussion relating to the autonomy of the Governing Board and the marketing of the Limestone Coast in relation to rural and remote medicine, Education, SAPOL etc and the need for a stable workforce was held.</p> <p>Potentially Preventable Admissions (PPAs) were highlighted in Bordertown, Kingston and Millicent and the inability to access follow up services in regional areas along with discharge planning processes impacting performance in this area were discussed.</p> <p>Emergency Department Length of Stay (LOS) in Mount Gambier was also highlighted as another opportunity and the work of the Executive Director of Medical Services in relation to clinical handover was noted.</p>
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<b>4.</b>	<b>ENGAGEMENT STRATEGIES</b>	
4.1	Engagement Strategy & Governance Update	<p>AJ provided an update on the development of the engagement strategies and the work of the sub-groups for the Clinician, Staff &amp; Volunteer and the Consumer, Community &amp; Carer Engagement Strategies for the LHN highlighting the progress made and the feedback received to-date. An update on the formation of focus groups to support this work and the development of the LHN vision, mission and values was also provided including the assurance of a pragmatic approach to consultation through focus groups and a survey using survey monkey, with the involvement of the Governing Board at each site. The completion of the Terms of Reference for the Engagement Strategy Oversight Committee to oversee the implementation of the strategies and the link to the LHN Management Operating System (MOS) was further noted to assist with the ongoing monitoring and management of the strategies.</p> <p>The commencement of Sally Foster, Senior Communications Adviser, acknowledging the support provided to-date was also noted.</p>
<b>5.</b>	<b>TOPIC OF THE MONTH</b>	
5.1	Standard 8, Organisational Governance Masterclass Summary	<p>A summary of the Standard 8 Organisational Governance Masterclass and attendance on 5 February 2020 was discussed noting the legislative and accreditation requirements.</p>
5.2	Future Regional Governance Arrangements	<p>A discussion was held relating to Aged Care governance and how the LHN can future-proof safety of Aged Care service provision given the dynamics of the environment.</p> <p>A copy of the Strategic Direction for Aged Care along with the workshop report 'Future of Aged Care in Rural SA' from The Australian Centre for Social Innovation' was provided.</p> <p>A workshop with Gail Harding, Aged Care Consultant, Active Quality Management, relating to Aged Care in the public system which followed LHN</p>

		<p>accreditation under the first review of the 8 (eight) new Aged Care Quality Standards was referenced and noting there are 70,000 occupied bed days in Aged Care across the LHN. The need to invest to support the requirement for Multi Purpose Service (MPS) sites and Community Aged Care to meet the same new Quality Standards was raised.</p> <p>The increased requirements for assessments and relative care plans relating to Aged Care and the frequency of these were discussed.</p> <p>Confirmation was provided that an Aged Care Governance Committee now exists within the LHN Tier 2 (two) committees and is no longer a Working Group reporting to a Governance Committee.</p> <p>A discussion was held relating to the funding provided for Aged Care including Commonwealth Funding, Aged Care Funding Instrument (ACFI) and resident contributions. The focus of the Royal Commission on staffing levels within Aged Care was raised.</p> <p><b>ACTION:</b> AM to add Aged Care as an agenda item for future Governing Board meetings</p> <p><b>ACTION:</b> AM to invite Gail Harding to attend the next meeting of the Governing Board on Monday 30 March 2020</p>
<b>6.</b>	<b>STRATEGIC PLANNING</b>	
6.1	Strategic Planning Update	<p>GK provided an update on Strategic Planning for the LCLHN and his meeting with Lisa Cockington, Manager Strategy &amp; Innovation within the Rural Support Service. Confirmation of a Strategic Planning workshop on Friday 27 March 2020 in the LHN was provided.</p> <p>Interaction with other services including SAPOL, SA Ambulance Service, Drug &amp; Alcohol Services and Mental Health were discussed along with the potential for growth where service gaps are identified. Service planning and the determinants for prioritising this work was also highlighted.</p> <p><b>ACTION:</b> AM to circulate the high level draft of the Strategic Plan to the Governing Board</p> <p><b>ACTION:</b> Feedback on the high level draft of the Strategic Plan to be provided to AM</p>

		<p><b>ACTION:</b> AM to send the LCLHN regional profile to the Governing Board</p>
6.2	Workforce	<p>GK provided an update on workforce discussions held to-date relating to the attraction of GPs including a meeting with Troy Bell, MP, Mount Gambier and the Border Watch to discuss funding ideas and marketing across the spectrum for the Limestone Coast.</p> <p>An opportunity to set up a liaison to tourism was highlighted including the use of their library and photographs.</p> <p>The pathway for post graduate and under graduate students to find information on opportunities within the Limestone Coast was raised as being negligible and highlighting an opportunity to make a difference.</p> <p><b>ACTION:</b> AM to discuss website communications and information including podcasts relating to career pathways for allied and conventional health with the Senior Communications Adviser.</p> <p><b>ACTION:</b> JI to provide AM with the link to the SA Tourism Commission Media Gallery.</p>
<b>8.</b>	<b>OTHER BUSINESS</b>	
8.1	Board Governance/Private Hospitals	<p>GK provided an update on the discussions held with AsiaAustralis regarding Keith District Hospital confirming a revised business plan and budget summaries had been provided to the consultants. A brief will be provided to the consultants to undertake this work prior to the next meeting of the Limestone Coast LHN and Keith District Hospital Boards. Approved funding to June 2020 was noted.</p> <p>Aged Care occupancy rates, validation of current demand, changes to Emergency and Acute services, alternate models and accreditation requirements with an opportunity for a 'mock' accreditation were discussed.</p> <p><b>ACTION:</b> GK &amp; AM to draft a letter to Keith District Hospital</p> <p><b>ACTION:</b> GK &amp; AM to draft a brief to AsiaAustralis to review the Keith &amp; District Hospital model and current position</p>

		<p>Mount Gambier Private Hospital governance, including the complexity of the model, the opportunity through capacity for overflow, the attraction of additional specialists and the need to quantify risks were discussed. An opportunity for an external consultancy to review the current model and performance of the Mount Gambier Private Hospital was agreed. Confirmation of the Service Agreement between Limestone Coast LHN and the Mount Gambier Private Hospital being drafted by the Crown Solicitors Office was noted.</p> <p>It was further confirmed that Mount Gambier Private Hospital will be undergoing Accreditation for Standards 1, Clinical Governance, &amp; 2, Partnering with Consumers, in April 2020 and the Regional Quality, Risk and Safety Manager is attending their Board meetings bi-monthly to support them in performance reporting, risk reporting and risk analysis discussions.</p> <p><b>ACTION:</b> GK &amp; AM to draft a brief to AsiaAustralis to review the Mount Gambier Private Hospital model and current position</p>
8.2	Coronavirus Update	<p>An update on the Coronavirus including bi-weekly teleconferences with SA Health and the activated influenza plan was provided. Confirmation of 4 (four) presentations in Mount Gambier was given, all with negative test results. All services have a plan to self-quarantine however no positive tests have been received to-date. The expertise of Infection Prevention Control in the Limestone Coast LHN was acknowledged. It was highlighted that if patients have a travel history, have recently been on a cruise and have a high temperature despite the use of Panadol they're not to be admitted, they are to self-quarantine.</p>
8.3	Rural Support Service (RSS) Governance Framework	<p>The Rural Support Service (RSS) Governance Framework was discussed confirming the 'underspend' and adjustment that will be received by the LHN and highlighting confidence in the service stabilising over the next 12 months.</p>
8.4	Any other business	<p>AM provided an update on the Governing Board and Committee meeting schedule for the remainder of 2020.</p> <p>GK advised the agenda will be amended to reflect an update from each of the Chairs of the Governance Committees from 30 March 2020</p> <p><b>ACTION:</b> AM to circulate the updated Governing Board and Committee meeting</p>



		<p>schedule to the membership.</p> <p><b>ACTION:</b> AM to circulate a Committee summary document to all Committee Chairs and LCLHN Committee Leads.</p>
<b>9.</b>	<b>MATTERS FOR APPROVAL</b>	
9.1	Governing Board Charter Volume 2	<p><b>DECISION:</b> The Governing Board Charter Volume 2 was approved by the LCLHN Governing Board.</p> <p><b>ACTION:</b> AM to circulate the Governing Board Charter Volume 1 &amp; 2 approved versions, laminated copies to be made available.</p> <p><b>ACTION:</b> AM to provide a copy of the Governing Board Calendar capturing requirements of the Board Charter and alignment to Board agendas</p>
<b>10.</b>	<b>MATTERS FOR NOTING</b>	
10.1	LCLHN Invoice Payments January 2020	The LCLHN Invoice Payments January 2020 was noted.
10.2	LCLHN Late Payments of Interest (LPI) January 2020	The LCLHN Late Payments of Interest (LPI) January 2020 was noted.
10.3	Finance & Performance Committee Agenda – 24 Feb 2020	The Finance & Performance Committee Agenda for the meeting 24 February 2020 was noted.
10.4	Finance & Performance Committee Minutes – 25 Nov 2019	The Finance & Performance Committee minutes for the meeting held on 25 November 2020 were noted.
10.5	Management Oversight Committee	The Management Oversight Committee (MOC) minutes of the meeting held on

	(MOC) Minutes - 28 Jan 2020	28 January 2020 were noted.
10.6	Management Oversight Committee (MOC) Agreed Function Alignment	The Management Oversight Committee (MOC) Agreed Function Alignment summary was noted.
10.7	Next Generation Funding & Commissioning – Update One	The Next Generation Funding & Commissioning – Update One – was noted.
10.8	Next Generation Funding & Commissioning – Update Two	<p>The Next Generation Funding &amp; Commissioning – Update Two – was noted.</p> <p>Jl provided an update on the meeting of the Finance &amp; Performance Committee including the LHNs performance in activity levels and the projected break even end of year result noting the savings strategies and plans in place to achieve this outcome. The Governing Board's need to understand the new funding model was highlighted and the expertise of the Board and the Executive Team that will ensure the LHN is well-placed to meet budget requirements was acknowledged.</p> <p>NB provided an update on the Finance meeting held with the Department for Health &amp; Wellbeing and confirmed that the LCLHN had maintained Performance Level 1 (one). Confirmation of an upcoming meeting with Treasury was also provided.</p>
10.9	Health Performance Council Correspondence	The Health Performance Council Correspondence was noted.
10.10	Scotch College Adelaide Correspondence	The Scotch College Adelaide Correspondence was noted along with the work of the Mount Gambier & Districts Health Service and Orthopaedics in a whole of hospital response to this incident.
<b>11.</b>	<b>SUMMARY AND CLOSE</b>	
11.1	Next Meeting & location	Monday 30 March 2020, Mount Gambier
11.2	Meeting Close	3:07 pm

Action List: Meeting 2 September 2019			
No.	Action	Responsibility	Due:
6.1.2	A communication plan to be finalised and communicated following confirmation of the process and options for the Aged Care Bank & Investment Account Communication Plan	KC	On Hold
Action List: Meeting 28 October 2019			
No.	Action	Responsibility	Due:
9.1.2	The revised list of Outstanding Capital Works is to be prioritised to determine the order of works to be completed including priority of funding and level of risk.	PB	Completed
9.1.2	Link issues, establish baseline and possible solutions for Outstanding Capital Works under each heading within the Service Level Agreement.	PB	30 March
Action List: Meeting 25 November 2019			
No.	Action	Responsibility	Due:
9.10	The Security Audit Action Plan is to be revised to include allocation of sustainability funding	PB & JV	30 March
9.10	The Security Audit Action Plan is to be revised to include prioritisation as per the risk matrix.	PB & JV	30 March

Action List: Meeting 20 January 2020			
No.	Action	Responsibility	Due:
3.1	A review of the 'Average Cost per NWAU' to be undertaken for Penola Key Performance Indicator (KPI) reporting format to be reviewed to ensure clarity on performance priorities and where attention needs to be paid.	KC & JV	Completed
3.1		KC & JV	Completed
10.1	The second meeting of the LCLHN & MGPH Working Group to be scheduled following receipt of the draft Service Agreement.	AM	Completed
11.13	Membership relating to Aboriginal Health Commissioning to be confirmed with Kerri Reilly.	AM & KR	To be removed
Action List: Meeting 24 February 2020			
No.	Action	Responsibility	Due:
3.1	The Terms of Reference for the Service Planning Steering Group in Mount Gambier to be circulated to the Governing Board	AM	Completed
3.1	A business case to be drafted for a consultant audit of clinical coding in the LCLHN	EP & PB	30 March 2020
5.2	Aged Care to be added as an agenda item for future Governing Board meetings	AM	27 April 2020
5.2	Gail Harding to be invited to attend the next meeting of the Governing Board on Monday 30 March 2020	AM	27 April 2020
6.1	High level draft of the Strategic Plan to be circulated to the Governing Board	AM	Completed
6.1	Feedback on the high level draft of the Strategic Plan to be provided to AM	Board Members	25 March 2020
6.1	Send the LCLHN regional profile to the Governing Board	AM	Completed
6.2	Discuss website communications and information including podcasts relating to career pathways for allied and conventional health with the Senior Communications Adviser.	AM	Completed
6.2	Provide AM with the link to the SA Tourism Commission Media Gallery.	JI	Completed
8.1	Draft a letter to Keith District Hospital regarding a review of the business plan	GK & AM	20 March 2020
8.1	Draft a brief to AsiaAustralis to review the Keith & District Hospital model and current position	GK & AM	Completed
8.1	Draft a brief to AsiaAustralis to review the Mount Gambier Private Hospital model and current position	GK & AM	In Progress

8.4	The updated Governing Board and Committee meeting schedule to be circulated to the membership.	AM	Completed
8.4	A Committee summary document to be circulated to all Committee Chairs and LCLHN Committee Leads.	AM	30 March 2020
9.1	The Governing Board Charter Volume 1 & 2 approved versions to be circulated to the Governing Board, laminated copies to be made available.	AM	Completed
9.1	Provide a copy of the Governing Board Calendar capturing requirements of the Board Charter and alignment to Board agendas	AM	27 April 2020