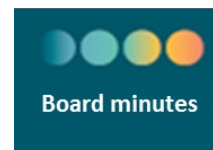


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SALHN GOVERNING BOARD

Minutes of the meeting

3 February 2022

8:30 am – 1:30 pm (ACST)

Flinders Medical Centre, CEO Meeting Room / TEAMS

INVITEES:	
Board Members	SALHN Executive
Mr Mark Butcher (Chair)	Mr Wayne Gadd, Interim Chief Executive Officer
Ms Virginia Hickey (via TEAMS)	Mr Michael Francese, Chief Workforce Officer
A/Professor Tamara Mackean (via TEAMS)	Mr Matt Rooney, Acting Chief Finance Officer
Ms Julie Mitchell (via TEAMS)	Ms Sarah Woon, Acting Chief Operating Officer
Ms Jill Noble (via TEAMS)	
Ms Jenny Richter (via TEAMS)	
Dr Tony Sherbon (via TEAMS)	
Dr Terry Sweeney (via TEAMS)	
APOLOGIES:	IN ATTENDANCE:
Ms Helen Tedesco, Acting Executive Director Governance & Risk	Ms Tracey Lees and Ms Natalie Spence (for Item 7.0)
	Professor Andrew Bersten (for Item 8.0)
	Ms Carole Lennon, Board Secretariat

8:30 am In-camera discussion

~ The meeting commenced at 9:20 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 first meeting of 2022.

The Board Chair also welcomed Mr Matt Rooney, Acting Chief Finance Officer, to SALHN.

The apologies of Ms Helen Tedesco, Acting Executive Director Governance and Risk, were noted. Also, Ms Julie Mitchell was required to leave the meeting briefly at 10.30 am to undertake a telephone call.

Framing of Meeting

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

- SALHN's Workforce;
- Excess Annual Leave;
- SALHN Performance in a COVID Environment;
- Realignment of SALHN's strategy and operations;
- Progress of Strategic Pillar 4: SALHN's Research Strategy; and
- Consideration by Board members of the 'Spotlight' and 'Values Moment' over the next 12 months to link in with SALHN's Strategic Directions.

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The Board acknowledged the work of the Executive due to the pressures and challenges associated with COVID.

Agenda items were reordered to enable presentations to occur first.

~ Ms Lees and Ms Spence joined the Board meeting at 9:29 am ~

7. Values Moment | COVID-19 Outreach Support

The Board Chair welcomed Ms Lees, Nursing Director, and Ms Spence, Nurse Practitioner Candidate (Geriatrics), from the Division of Rehabilitation Aged Care and Palliative Care to discuss their learnings from the COVID-19 outreach support provided by SALHN to Boandik Lodge in Mount Gambier.

Ms Lees and Ms Spence formed part of the COVID Outreach Response Team, with Medical Staff and support from the Department for Health and Wellbeing.

Key items discussed, amongst other things:

Learnings:

- Importance of Clinical Leadership;
- Importance of COVID Readiness Plans;
- Workforce Communication;
- Resource Management/Procurement; and
- Staff wellbeing.

The Board discussed, amongst other things:

- The leadership and expertise from Ms Lees and Ms Spence by attending Boandik Lodge in Mount Gambier with confidence, commitment and enthusiasm;
- The significant improvements made by the team on patient care, management of staff, and links with the wider community; and
- The interface between State and the Commonwealth Government, on aged care and hindrance.

The Board thanked Ms Lees and Ms Spence for their time, professionalism, and dedication in going over and above and building critical relationships.

DECISION: Board Members noted the learnings from the COVID-19 outreach support service

~ Ms Lees and Ms Spence departed the meeting at 10:00 am, and Professor Bersten joined the meeting ~

8. Spotlight | Research Strategy Update

The Board Chair welcomed Professor Bersten, Executive Lead for Research, to discuss the achievements of the SALHN Research Roadmap and opportunities for broader engagement with key stakeholders.

Professor Bersten provided an overview of the Research Strategy, which included, amongst other things:

- Significant achievements in 2021, including the success of Research Week 2021, based on the Four Fields of Enquiry;
- Launch of SALHN Research Direction 2021-2024;
- Growing Research and enquiry, partnerships and engagements with key partners across SA, including Flinders Foundation, The Hospital Research Foundation, South Australian Health and Medical Research Institute, and others;
- The focus over the next 18 months is to develop a Research, Innovation, and Improvement Centre, which is being explored further with Flinders University;
- Preparation for the SALHN Accreditation is underway and incorporates the National Clinical Trials Governance Framework; and
- Appointment of a Director of Research.

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Next Steps:

- Growing Research and enquiry at SALHN;
- Launch SALHN Research Grant Round 2022; and
- Formalise a Researcher partnership approach.

The Board discussed, amongst other things:

- MRFF Funding and engagement with key partnerships;
- Linking with the Flinders Foundation for funding;
- Quality of Grant applications and promoting emerging Research initiatives;
- Research Roadmap and linkage with the Clinical areas;
- Research Maturity;
- Building in a mechanism or value as standard practice;
- Priority timelines and engagement of consumers and the wider community about Research; and
- Building on enquiry and culture, tracking and measuring culture.

The Board thanked Professor Bersten for his presentation and leadership over the last 18 months around Research.

The Board Chair advised the Board of a meeting today with Professor Jonathan, Flinders University, to discuss the principles, relationship, and formal agreement between the University and SALHN.

Discussions occurred on the importance of strengthening the relationship between SALHN and Flinders University and having a formal agreement in place.

DECISION: Board Members noted the update on the Research Strategy

Action: Research Strategy Update on the progress of partnerships and engagement with key partners across SA to be reported through the SALHN CEO report at the 16 June 2022 meeting
(Assignee: Professor Bersten; Helen Tedesco; Carole Lennon)

~ Professor Bersten left the meeting at 10:25 am ~

~ Break at 10:25 am – Board meeting reconvened at 10:35 am ~

3. Agenda Specific | Undisclosed Declarations of Interest

There were no further interests declared.

4. Starring of items

The following were starred for discussion:

- 12.1 Clinical Governance Sub-committee.
- 13.2 Decisions made by Circular Resolution.

5. Minutes of the previous meeting

The minutes of 9 December 2021 were approved as a true and accurate record of proceedings.

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.

Item 1. Spotlight | FMC ED Social Work Service

Mapping Domestic Violence (DV) presentations to understand opportunities for improvements.

Update: Data request for DV presentations has been requested. Once received, an audit will be undertaken, and learnings implemented by rolling out education sessions.

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Item 3. Finance Report

A progress report to be tabled at 3 February Board meeting regarding actionable items supporting recovery methods.

Update: Following the last meeting, the process has been commenced around the recovery method. However, it was delayed as a result of COVID. An update will be provided at the next Board meeting.

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

Action: A progress report to be tabled at 17 March Board meeting regarding actionable items supporting recovery methods
(**Assignees:** Mr Rooney)

9. Interim Chief Executive Officer (CEO) Report

The Board Chair commended SALHN Executive on their approach and dedication to supporting the system as part of the COVID response, focusing on outpatients, patient flow and outcomes, and maintaining clinical services.

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

- Brief provided to the Chief Executive, SA Health on SALHN's infrastructure, infection control, patient flow, equipment, workforce and reputational risks identified due to the proposed change in the management of COVID-19 patients;
- Change in the management process of COVID-19 is above the agreed State-wide Maternity Pathway and incidental COVID-19 positive patients;
- Discussion to occur with Flinders Private Hospital and Griffiths Hospital about transitioning patients back to Flinders Medical Centre; and
- The cancellation of the Continuous Improvement Program due to COVID.

The Board discussed, amongst other things:

- COVID positive patients at Royal Adelaide Hospital and patient flow to Flinders Medical Centre;
- Lack of equipment and infrastructure to deal with COVID positive patients;
- Engagement with the Department for Health and Wellbeing around COVID and associated risks;
- Engagement with the Minister for Health and Wellbeing around COVID, associated risks and improvement requirements;
- Quarter 1 Performance Level, and adverse feedback in the current environment;
- Future infrastructure planning and funding requirements; and
- Establishing an Executive Director of Aboriginal Health Services role to address strong consumer and community feedback and deal with Aboriginal leadership at the highest levels of the organisation to effect cultural change and progress strategic priorities that address Aboriginal health outcomes.

The Board acknowledged Ms Samantha Kruger, Acting Executive Director of Allied Health and Intermediate Care Services, for her time in the Executive team. Ms Kruger demonstrated a commitment and strong leadership across several key portfolios, including the Priority Care Centre, NDIS care stream and the Safe Quality Assertive Discharge Team. Ms Linda Kohlhagen commences as Executive Director of Allied Health and Intermediate Care Services on 7 February 2022.

The Board also acknowledged the commencement of the new Clinical Director of the Women's and Children's Division, Dr Dylan Mordaunt, on 7 February 2022.

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

DECISION: Discussion to occur with Linda Kohlhagen, Executive Director, Allied Health and Intermediate Care Service, on establishing an Executive Director of Aboriginal Health Services

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Action: Board Chair to engage with the Minister for Health and Wellbeing around COVID, associated risks and improvement requirements
(**Assignees:** Mr Butcher)

10. 'Spotlight' and 'Values Moment' | 2022 Planning

The Board Chair discussed the 'Spotlight' and 'Values Moment' and an opportunity and space on the Board agenda to have strategic discussions, focus and approaches aligned with the Strategic Pillars and SALHN Strategic Directions in 2022.

The Board also discussed having a focus on the following:

'Spotlight' Planning:

- Budgets and financials;
- Align with Strategic Pillars or Enabling Strategies;
- Tiered approach around the Integrated Management System;
- Build-in Clinical Governance;
- Scorecard of SALHN's positioning within the Strategic Directions;
- Having cultural Strategic Enablers to focus on and to report against; and
- Workforce preparation, strategy and support for employees in the current COVID environment.

'Values Moment'

Mr Gadd, Interim Chief Executive Officer, discussed the Values moment and opportunities that would allow the Board to reflect on our services, staff, community or culture.

- Connect the Board to a story, service or initiative on the ground;
- Align with Strategic Pillars or Enabling Strategies; and
- Ideally, complement the Spotlight Session.

11. SALHN Performance**11.1 SALHN Finance Performance Report**

The Acting Chief Finance Officer, Mr Rooney, discussed the key aspects of SALHN's financial performance for the period ended 31 December 2021, including the status of the 2022FY sustainability schemes and an analysis of the headline and underlying result for the period.

The Board discussed, amongst other things:

- Decrease in inpatient NWAUs;
- Out of Hospital activity;
- SA Virtual Care Service;
- Visibility and transparency of underlying results; and
- Length of Stay.

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: Out of Hospital activity to be included in future Finance Reports
(**Assignees:** Mr Rooney & Mr Gadd)

11.2 SALHN Operational Performance report

The Acting Chief Operating Officer, Ms Woon, provided an overview of the operational performance of SALHN, the progress of strategic projects, and a summary of emerging operational issues, including access and flow, elective surgery, priority and infrastructure projects.

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The Board discussed, amongst other things:

- Emergency Department transfer of care, access and flow, and ramping at SALHN;
- Investigating methods and learnings from CALHN's quality improvements around ramping and implementing at SALHN;
- Additional Emergency Department space and pathway to create additional capacity; and
- Southern Health Expansion Plan (SHEP) Final Evaluation Report.

DECISION: Members noted the SALHN Operations Report December 2021 update

**Action: Final SHEP Evaluation Report to be provided to Board Members
(Assignees: Ms Woon)**

11.3 SALHN 2021-2022 Performance Level | Q1

Mr Gadd, Interim Chief Executive Officer, provided a brief update on the SALHN 2021-2022 Quarter 1 Performance report, with the highlights being:

- Access and flow domain is a key focus for the Department for Health and Wellbeing;
- People and Culture domain has two areas of concern, excess annual leave and Performance Review and Development reviews not being completed;
- EMR activation - SALHN has additional resources until EMR is fully implemented;
- Emergency Department Performance.

DECISION: Members noted the SALHN 2021-2022 Performance Report

11.4 SALHN Workforce Performance Report

The Chief Workforce Officer, Mr Francese, provided an overview of the Workforce Performance Report, with the key highlights being:

- Workforce impacts of COVID;
- COVID Vaccination update;
- Priority areas for SALHN following the '1 work for SA survey';
- Establishment of an Outbreak Management Team;
- Staff wellbeing initiatives; and
- Nursing Recruitment Campaign.

The Board discussed, amongst other things:

- The work of the Executive in managing staff and their wellbeing;
- The difficulties associated with COVID on staff wellbeing and their efforts in managing; and
- The work of the Executive on SALHN's Nursing and Midwifery Campaign.

DECISION: Board Members noted the Workforce Performance Report

**Action: Fran Gallardo to be notified of the Board's wish for a live stream or
communique acknowledging SALHN staff and the difficulties associated with
COVID, and their efforts in managing
(Assignees: Ms Tedesco)**

~ Break at 12:15 pm – Board meeting reconvened at 12:25 pm ~

12. Items from Sub-committees

12.1 Clinical Governance Sub-Committee

Members noted the minutes of the Clinical Governance Sub-committee meetings held on 2 December 2021 and 13 January 2022.

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DECISION: Board Members noted the Clinical Governance Sub-committee minutes of 2 December 2021 and 13 January 2022

12.2 Asset and Infrastructure Sub-committee

The Board Chair provided an update on the Asset and Infrastructure Planning Sub-committee meeting held on 27 January 2022, emphasising the submission of Gate 0 Capital Intentions Statement and options regarding progression to Stage 1 in the absence of State funding. However, there is a potential funding resource through internal resources and support from Infrastructure SA.

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

12.3 Community Engagement Sub-committee

DECISION: The Board noted the draft Community Engagement Sub-committee minutes of 9 December 2021

12.4 Audit and Risk Sub-committee

DECISION: The Board noted the Audit and Risk Sub-committee Report

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 27 January 2022 and the establishment of the Emergency Department Working Group, a sub-group to the Demand and Access Sub-committee, as a weekly check-in on performance.

While the Emergency Department Working Group has identified common issues pertaining to the Emergency Department, further work will occur to refine and address immediate priorities to improve patient flow, ramping, surges in activity, the complexity of processes, and the strain on staffing COVID and associated furloughing requirements.

The Board Chair thanked Mr Gadd for supporting Ms Woon, Professor Bersten and Dr Blyth in leading the Emergency Department work.

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

12.6.1 Emergency Department Working Group

A brief update was provided on the establishment and purpose of the Board Emergency Department Working Group.

DECISION: The Board noted the Emergency Department Working Group Report

13. 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

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13.4 Media Report

DECISION: The Board noted the Media Report

14. Correspondence

Items of correspondence received for the Governing Board Chair included:

- Invitation from Professor Jonathan Craig to attend the Flinders University (FU) College of Medicine and Public Health (CMPH) Retreat on 14 and 15 February 2022.
- Minute from the Minister for Health Wellbeing regarding reappointments to the Local Health Network (LHN) Governing Boards.
- Letter from Ms Lyn Dean, Chief Executive, Wellbeing SA, regarding the launch of 'Help South Australians discover the Wonders of Walking for Wellbeing'.

DECISION: The Board noted the correspondence

15. Other Business**15.1 Review of Child Protection Service Governance**

The Board Chair discussed the review of SA Health's Child Protection Service, its governance, and proposal to establish one state-wide model of care for Child Protection Services in South Australia.

Mr Gadd discussed the options for the Child Protection Service governance and SALHN's preference to develop an agreed state-wide model of care to be utilised by the three CPS units in NALHN, SALHN and WCHN, noting that the initial focus of this work will be on agreeing to the appropriate governance arrangements for managing the model across the Local Health Networks.

Discussions occurred on the proposed model of care for the Child Protection Service to support the children, parents, and their families, including having cultural, consistent, and supported requirements within the model.

DECISION: Endorsed SALHN's option to develop an agreed state-wide model of care to be utilised by the three CPS units in NALHN, SALHN and WCHN

Action: The Chief Child Protection Officer to be advised of SALHN's preference
(**Assignee:** Mr Gadd)

Action: Professor Tamara MacKean to be involved in discussions for the Child Protection Service Model of Care
(**Assignee:** Mr Gadd)

15.2 Circular Resolution Policy

The Board Chair discussed the process for out of session items for noting and for decision by the Governing Board. The principles to better guide the Out of Session information sharing will improve the clarity of expectations.

DECISION: Approved items for a decision to continue to be disseminated by *Circular Resolution* on behalf of the Board Chair

DECISION: Approved items for noting to be disseminated as *Out of Session* items via Diligent with email notification to members

DECISION: Approved documents requested for supporting context are provided via the Resource Centre in Diligent with email notification to Board members

DECISION: Approved the Principles and associated updates to the SALHN Governing Board Charter
(**Assignees:** Mr Gadd & Ms Tedesco)

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15.3 Board | Key Messages

- Extraordinary efforts of the SALHN Executive and Clinical Leads in complying and supporting the directions from the Department for Health and Wellbeing, including personal sacrifices of time with family and friends;
- Board meetings having a renewed strategic focus;
- Continued dialogue regarding performance, activity, inadequate infrastructure, lack of equipment and the Network being compromised;
- Engagement with the Department for Health and Wellbeing and Minister;
- Acknowledged the work of the Emergency Department concerning access and flow and reaffirmed the Board's support;
- Acknowledged and expressed appreciation to staff working under difficult circumstances;
- Acknowledged the Research Strategy and the impact this is making at SALHN;
- Recruitment process to be undertaken for a new Chief Executive Officer;
- Support for the recruitment of an Executive Director of Aboriginal Health Services;
- Acknowledged the commencement of the new Executive Director of Allied Health and Intermediate Care Services;
- Acknowledged the commencement of the new Clinical Director Women's and Children's Division;
- Acknowledged the excellent work of the SALHN COVID Outreach Response Team in supporting Boandik Lodge aged care facility in Mount Gambier; and
- Acknowledged the culture at SALHN, enabling us to respond quickly to complex requests at short notice, staff capability, can-do energy and commitment.

16. Meeting evaluation

17. Next Meeting

The next meeting was confirmed as 17 March 2022 | 08.30 am – 01.30 pm

18. Meeting Close

The meeting was formally closed at 1:10 pm.

The Chair thanked all in attendance for their contribution.



23 Mar, 2022 7:43:31 PM GMT+10:30

Approved as an accurate record of proceedings

BOARD CHAIR

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