

**LIMESTONE COAST LHN
GOVERNING BOARD
MEETING MINUTES**

Meeting Date: 27 September 2021 11:00am – 4:00pm

Location: Pangula Mannamurna Aboriginal Corporation, Mount Gambier

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) Andrew Birtwistle-Smith (ABS)

Members: Ngaire Buchanan (NB) Kristen Capewell (KC) Dr Elaine Pretorius (EP) Paul Bullen (PB) Hannah Morrison (HM)
Angela Miller (AM) Ravinder Singh (RS)

Guests: Kelly Borlase, Project Manager, Keith & District Hospital Transition
Fran Thorn, Health Care Act (2008) Review Lead
Kathryn Edwards, Director of Aboriginal Health

Secretariat: Emily Baker, Senior Administration Officer, Governance & Planning (EB)

| | | |
|-------------|----------------------------|---|
| 1. | IN CAMERA SESSION | |
| Item | | Discussion |
| | | IN CAMERA SESSION – 11:00am – 11:30am |
| 2. | MEETING OPENING | |
| Item | | Discussion |
| 2.1 | Acknowledgement of Country | Andrew Birtwistle-Smith provided a Welcome to Country as a traditional custodian of the Boandik region. |

OFFICIAL

| | | |
|-----------|--|--|
| | | It was acknowledged that a Welcome to Country had also been provided to the membership prior to the meeting commencement, by Aunty Michelle Jacquelin-Furr as a traditional custodian of the Boandik region, and was followed by a cultural presentation at the Healing Circles located on site at Pangula Mannamurna Aboriginal Corporation (PMAC). |
| 2.2 | Apologies | An apology was provided for Kristen Capewell, Chief Finance Officer, Limestone Coast Local Health Network (LCLHN). |
| 2.3 | Introduction | GK provided an introduction to the meeting of the LCLHN Governing Board. |
| 2.4 | Director Conflict of Interest Disclosures | Nil Conflicts of Interest disclosed. |
| 2.5 | Confirmation of previous meeting minutes and actions | <p>The minutes of the meeting held on 30 August 2021 were noted and were accepted as a true and accurate reflection of the meeting held, subject to the addition of the following statement at Item 13.6:</p> <ul style="list-style-type: none">• “Confirmation was provided that the Clinical Governance Committee (CGC) confirmed the LCLHN was reported to be clinically solvent at the meeting held 26 July 2021, with no issues or matters to be reported, or escalated, to the Governing Board.” <p>The consolidated actions list was noted.</p> |
| 3. | BOARD CHAIR REPORT | |
| 3.1 | Report from Grant King, Board Chair | <p>A report was from the Governing Board Chair was provided including an update in relation to a recent tour of the UniSA campus in Mount Gambier including:</p> <ul style="list-style-type: none">• Acknowledgement provided for the exceptional quality of the facilities used for education and training of nursing and midwifery students.• The potential to host a future Governing Board meeting on site to support ongoing engagement with UniSA. <p>Acknowledgement was provided for the work completed following the closure of the Mount Gambier Private Hospital (MGPH) in August 2021 and the</p> |

OFFICIAL

OFFICIAL

| | | |
|-----------|------------------------------------|---|
| | | <p>successful transition to Private in Public services, as the Private Ward of the Mount Gambier and Districts Health Service (MGDHS).</p> <p>Recent correspondence and communication received from members of the public and local Members of Parliament (MPs) and in relation to Palliative and End of Life care was discussed, including:</p> <ul style="list-style-type: none">• The increased volume in discussions since the closure of the MGPH, and the common misconception that the beds now utilised by the MGDHS Private Ward may have been available to utilise as designated palliative care beds• Recent meetings held with local advocates to alleviate concerns, and to discuss the LCLHN service planning process, to ensure a range of health services to meet both the current and future needs of the community. <p>The ongoing health service response to the COVID-19 pandemic was discussed, including planning for best practice response in the event of a COVID-19 positive presentation at one of the LCLHN sites.</p> <p>The recent volume of enquiries and interest from Local Government and MPs was discussed, highlighting the need for regular and proactive communication from the Governing Board to ensure community members and key stakeholders remain informed regarding key health care topics of interest.</p> <p>Consultation on the final draft of the LCLHN Strategic Plan 2021-2025 was discussed, including feedback provided by key stakeholders in local council, Health Advisory Council (HAC) representatives and representatives from the Migrant Resource Centre.</p> |
| 4. | LIMESTONE COAST LHN REPORTS | |
| 4.1 | CEO Report a) General update | <p>The Chief Executive Officer provided an update in relation to the Inaugural LCLHN Awards evening, held in Mount Gambier on Friday 24 September 2021, with satellite links across various sites throughout the region.</p> <p>Acknowledgement was provided for the success of the event and for the calibre of the nominations received, recognising the achievements of individual staff and teams during the previous twelve months, and additionally for the work</p> |

OFFICIAL

OFFICIAL

undertaken by the working group and judges in deciding category winners and coordinating the formalities and celebrations.

Updates were provided on key topics from the LCLHN CEO Report, including:

- The successful execution of the MGPH Transition Plan, and work completed to ensure clinical coding accurately reflected activity for the MGDHS private ward, and with best practice processes identified to be implemented more broadly across the site.
- Work progressing with the independent review of the Health Care Act 2008, conducted by Fran Thorn on behalf of the Minister for Health and Wellbeing (MHW), and with interviews conducted with the LCLHN CEO and Governing Board Chair.
- Confirmation was provided the planning workshop to be attended by the LCLHN Strategic Leadership Committee had been rescheduled to November 2021.
- Emergency Department (ED) engagement activities completed to support the MGDHS service planning process.
- An update regarding the Keith and District Hospital (KDH) Transition Plan, included for discussion at Item 5.1 of the papers.
- Commencement of consultation with staff in relation to the Bordertown Country Health Connect (CHC) site rebuild project.
- The receipt of a timeline for the rollout of the Electronic Medical Record (EMR) software, Sunrise, across the LCLHN, to expand on the existing use at the MGDHS, and with the full suite of functions anticipated to be approved.

An update was provided in relation to the finalisation of concept plans for the proposed Ambulatory Care model for the LCLHN, including the commencement of conversations and how the proposed model aligns to future service plans to mutually benefit consumers and community members within the region.

OFFICIAL

OFFICIAL

| | | |
|--|--|---|
| | | <p>The current situation interstate in relation to the COVID-19 pandemic was discussed, including the recent political interest in the capacity for regional LHNs to manage potential COVID-19 positive patients.</p> <p>The LCLHNs COVID-19 Patient Management Plan was discussed.</p> <p>An update was provided in relation to the continuing state-wide General Practitioner (GP) contract negotiations, led by the Rural Support Service (RSS).</p> <p>Improvements made to address key areas from the intervention plan, implemented by the Office of Chief Psychiatrist (OCP), to monitor the quality and safety of the mental health services provided at the MGDHS Emergency Department (ED) were discussed.</p> <p>An update was provided in relation to work progressing with the Department for Health and Wellbeing (DHW) regarding the 2021-22 budget and Service Agreement process, and with the assessment of the performance level rating for the LCLHN during the 2020-21 period.</p> <p>A formal acknowledgement was provided by the Governing Board, and the membership, for Paul Bullen, Executive Director of Nursing and Midwifery (EDNM), LCLHN, with his pending retirement following forty-five years of service to the South Australian (SA) health care system. It was noted that Paul would be taking with him a wealth of knowledge, and would be greatly missed by the organisation, staff and consumers alike.</p> |
| | b) Performance Reporting Summary July 2021 | <p>It was noted that the July 2021 Finance Report was not available due to new Financial Year (FY) reporting processes and delays with the 2021-22 budget process.</p> |
| | c) Key Performance Indicator (KPI) Summary July 2021 | <p>The Key Performance Indicator (KPI) Summary for July 2021 was noted, and key topics were discussed.</p> <p>An overview of emerging issues relating to mental health was provided, including:</p> |

OFFICIAL

OFFICIAL

| | | |
|-----------|---|--|
| | | <ul style="list-style-type: none">• Mental health patients identified as “outliers”, receiving care in beds outside of the mental health ward, and the trend emerging where demand for inpatient mental health services exceeds bed availability.• The current availability for Mental Health assessments at the MGDHS ED and the trend for potentially preventable admissions outside of these hours.• Challenging behaviour incidents relating to mental health, aged, and drug affected patients presenting to ED <p>A recent application submitted for additional funding for mental health services, seeking to increase mental health staffing in the MGDHS ED to facilitate the provision of emergency assessments 24-hours a day, was discussed.</p> <p>The Risk Management Report was discussed, including work in progress to refine the risk tolerance graphics, anticipated to be included in the August reporting period, and confirmation was provided the LCLHN Bi-annual Risk Report would be circulated via the Diligent portal.</p> <p>Accreditation against the Aged Care Standards for Charla Lodge in Bordertown was discussed, with confirmation provided an ‘Exceptional Circumstances’ extension had been granted to 21 March 2022, due to the impact of COVID-19.</p> |
| 5. | KEITH & DISTRICT HOSPITAL TRANSITION | |
| 5.1 | Health Care Hub Transition Plan | <p>An overview was provided in relation to the KDH Health Care Hub Transition Plan and key activities were discussed including:</p> <ul style="list-style-type: none">• The release of a combined media statement from the KDH and the LCLHN Governing Boards.• Plans for key representatives from the LCLHN to attend the KDH Board AGM, to be held in Keith on 27 September 2021.• A planned engagement workshop for key members from the KDH and LCLHN Governing Boards and executive teams on 28 September 2021. |

OFFICIAL

OFFICIAL

| | | |
|------------|---------------------------------------|--|
| | | <ul style="list-style-type: none">• A recent meeting with Dr David Senior, a General Practitioner (GP) providing services to the Robe, Kingston, Lucindale and Beachport areas• Planned meetings with representatives from Rural Doctors, the GP service provider for the Keith Medical Clinic. <p>Acknowledgement was provided for the collaboration and collegiate nature of combined interactions between KDH and LCLHN representatives, and for the support provided to Kelly Borlase, Project Manager for the KDH Transition project.</p> |
| 6. | MOUNT GAMBIER PRIVATE HOSPITAL | |
| 6.1 | Private Services Transition Plan | <p>An update was provided in relation to the transition of private services, previously provided by the Mount Gambier Private Hospital (MGPH), to the MGDHS private ward, including correspondence being prepared for the MHW to ensure the change from a 'Private in Private' service to a 'Private in Public' service is accurately reflected in current and future funding arrangements.</p> <p>RESOLUTION</p> <p>The LCLHN Governing Board strongly endorsed the correspondence being prepared for the Minister for Health and Wellbeing, in relation to current and future funding arrangements, and noted that the transition of funding arrangements was a critical component for the success of the Private Services Transition Plan.</p> |
| 7. | ENGAGEMENT STRATEGIES | |
| 7.1 | Engagement Strategy Update | <p>An overview of Engagement Strategy activities was provided, including work progressing to incorporate feedback gathered from various staffing cohorts, into the final draft of the LCLHN Clinician and Staff Engagement Strategy.</p> <p>Acknowledgement was provided for the efforts of the working group during the consultation phase, and it was noted that the relationships developed with staff during the process were highly valued by the Governing Board.</p> |

OFFICIAL

OFFICIAL

| | | |
|-----------|--|--|
| 8. | GOVERNING BOARD COMMITTEE UPDATES | |
| 8.1 | Audit & Risk Committee Summary | Nil additional updates were provided from the Audit & Risk Committee (ARC) from the last meeting of the ARC on 30 August 2021. |
| 8.2 | Clinical Governance Committee Summary | Nil additional updates were provided from the Clinical Governance Committee (CGC) from the last meeting of the CGC on 26 July 2021. |
| 8.3 | Finance & Performance Committee Summary | Nil additional updates were provided from the Finance & Performance Committee (FPC) from the last meeting of the FPC on 30 August 2021. |
| 9. | STRATEGIC PLANNING | |
| 9.1 | LCLHN Strategic Plan 2021-2025 Consultation Update | <p>An update was provided in relation to the consultation process for the LCLHN Strategic Plan, and feedback provided by external stakeholders was discussed, including:</p> <ul style="list-style-type: none">• Key themes identified, including the need to expand and further define the LCLHNs reference to “local communities” to ensure inclusivity for the various and diverse range of consumers in the Limestone Coast region.• Acknowledgement for suggested inclusions which fall under the remit of other SA Health agencies, such as Wellbeing SA, that are implemented by the LCLHN but are not duplicated or referenced within the LCLHN Strategic Plan.• Alignment of some feedback received to operational actions which are being developed as a part of the implementation process.• Correspondence to be prepared for the various respondents, to detail action taken to incorporate suggestions, and to express gratitude from the Governing Board for the time, effort and consideration given with the feedback provided. <p>The implementation phase of the Strategic Plan was discussed, including the Strategic Leadership group workshop scheduled in November to operationalise</p> |

OFFICIAL

OFFICIAL

| | | |
|------------|--|--|
| | | <p>the Plan, and the official launch of the Strategic Plan at the Annual Public Meeting to be held in late November 2021.</p> <p>A motion carried at a meeting of the Mount Gambier City Council, held on 21 September 2021, seeking a commitment to the upgrade of the MGDHS, including the ED and COVID-19 facilities was discussed.</p> <p>A meeting with key representatives from the Mount Gambier City Council and the LCLHN, to discuss work progressing with key projects across the region, relating to ambulatory care, cancer care, aged care and mental health on 7 October 2021 was confirmed.</p> |
| 9.2 | Aboriginal Health Planning & Dashboards | <p>An update in relation to Aboriginal Health Planning activities, and the refined reporting dashboards, was provided, including:</p> <ul style="list-style-type: none">• Country Health Connect (CHC) data, and work progressing to address current processes and ensure Close the Gap targets are met.• Overall improved rates for consumers who identify as Aboriginal and Torres Strait Islander across the LHN. <p>Acknowledgement was provided for services available at the Pangula Mannamurna Aboriginal Corporation, and for the ongoing collaboration with the LCLHN under the current Memorandum of Understanding (MoU) arrangement, to deliver improved Aboriginal Health outcomes for the community.</p> |
| 10. | MATTERS FOR DISCUSSION | |
| 10.1 | Health Care Act (2008) - Governance Review | <p>Fran Thorn, appointed Lead for the Health Care Act (2008) Review, joined the meeting to lead a discussion in relation the reform of governance in health care, and the implementation of Governing Boards for all LHNs from 1 July 2019.</p> <p>An overview was provided in relation to the process undertaken for the review, and work completed to-date, including interviews completed with the Board Chairs and CEOs of the various LHNs to understand the success of the new model.</p> |

OFFICIAL

OFFICIAL

LCLHN Governing Board members were provided with an opportunity to provide feedback in key areas, including how the Governing Board:

- Undertakes decision-making processes, and assesses the effectiveness of those processes, ensuring consideration is given to equity and equality.
- Defines and understands it's function and individual roles, and how members operate within the role and how they have been supported during their onboarding.
- Provides strategic oversight for the LHN, including the development of tools to capture and assess data and trends, and identifying actual or potential gaps in key areas such Aboriginal Health and Aged Care.
- Manages the overlap of oversight by Board Committees, as experienced with the Audit & Risk and the Clinical Governance Committees.
- Ensures meaningful and consistent engagement with internal and external stakeholders.

Key considerations, and suggestions for improvement were discussed, including:

- The need for a uniform approach to the recruitment and retention of clinical staff across metro and regional LHNs.
- The ability to attract and recruit a broad demographic and range of experience to the Board membership.
- The desire for Board Members to increase engagement with the Minister, and various counterparts within other LHNs, to gain a broader understanding of the vision for health care across the state.
- Individual consideration for the needs of each regional area, and to differentiate from being referenced as a "country" LHN, with the LCLHN delivering services to South Australia's second largest city.
- The desire for a new strategic vision for health care in the state, providing clear and defining roles for each LHN.
- Activity Based Funding (ABF) processes and the impact to the LHN where the full percentage of the National Efficient Price (NEP) is not allocated,

OFFICIAL

OFFICIAL

| | | |
|------|---|---|
| | | <p>increasing reliance on funding bids to support the current service provision.</p> <ul style="list-style-type: none">• Management of financial performance and the process for managing favourable and unfavourable results.• The desire for introducing discretionary funding, with oversight of the Governing Boards, to assist with further localisation of decision making.• Continued community education regarding the SA Health Governance Framework, including the role of the Health Advisory Councils (HAC). |
| 10.2 | Rural Support Service (RSS) Revised Memorandum of Administrative Agreement (MoAA) | <p>A review of the Rural Support Service (RSS) Revised Memorandum of Administrative Agreement (MoAA), by the LCLHN Strategic Leadership Group, was discussed including key themes from the feedback provided, including:</p> <ul style="list-style-type: none">• The desire for increased transparency from the RSS.• Concern regarding the absence of a Finance and Performance Committee within the host LHN Governing Board Committee structure.• The need to define KPIs in relation to processing times for contract management support, in particular with clinical services providers.• Inclusion of timeframes for notification of vacant positions within the RSS, to ensure that the LHNs are aware, and are able to prepare, for potential gaps in service provision. <p>An update was provided in relation to work progressing to establish a Contracts Management position within the LCLHN, to facilitate commercial contract processes and increasing the capability of the LHN into the future.</p> <p>The need for the LCLHN to continue to build an understanding of the scope of services undertaken by the RSS, to support planning and preparation for further devolvement of functions was discussed.</p> <p>Feedback sought from the various LHNs on the SA Health Clinical Governance Framework, via the RSS Governance Committee, was discussed and it was noted that the LCLHN had not been provided with a copy for review.</p> |

OFFICIAL

OFFICIAL

| 11. | MATTERS FOR APPROVAL | |
|------------|---|---|
| 11.1 | Nil | N/A |
| 12. | MATTERS FOR NOTING | |
| 12.1 | LCLHN Payment Performance Report August 2021 | The LCLHN Payment Performance Report August 2021 was noted. |
| 12.2 | LCLHN Late Payments of Interest (LPI) August 2021 | The LCLHN Late Payments of Interest (LPI) August 2021 were noted. |
| 12.3 | LCLHN Audited General Purpose Financial Statements 2020-21 | The LCLHN Audited General Purpose Financial Statements 2020-21 were noted. |
| 12.4 | LCLHN Annual Report 2020-21 | The LCLHN Annual Report 2020-21 was noted. |
| 12.5 | Rural Support Service (RSS) Governance Committee Minutes 28 July 2021 | The Rural Support Service (RSS) Governance Committee Minutes 28 July 2021 were noted. |
| 12.6 | Rural Support Service (RSS) Governance Committee Minutes 25 August 2021 | The Rural Support Service (RSS) Governance Committee Minutes 25 August 2021 were noted. |
| 13. | OTHER BUSINESS | |
| 13.1 | 2021/22 LCLHN Service Agreement | <p>An update was provided in relation to the 2021/22 LCLHN Service Agreement with the Department for Health and Wellbeing (DHW), including:</p> <ul style="list-style-type: none">• An initial review completed by the LCLHNs Strategic Leadership Group and further reviewed by the Chief Finance Officer (CFO) and CEO. |

OFFICIAL

OFFICIAL

| | | |
|--|--|---|
| | | <ul style="list-style-type: none">• Correspondence being prepared, seeking clarification in relation to key areas of concern for the LCLHN.• Anticipation for the 2021/22 LCLHN Service Agreement, and for return correspondence, to be included in the papers for discussion at the October meeting of the Governing Board. |
|--|--|---|

| | | |
|------|----------------------------------|---|
| 13.2 | 2021 LCLHN Annual Public Meeting | <p>Arrangements for the LCLHN Annual Public Meeting (APM) to be held on Monday 29 November 2021, was discussed and it was decided that the APM for 2021 would be held in Mount Gambier, due to the logistical benefits and flight availability, with options for live streaming to other locations to be explored.</p> <p>RESOLUTION</p> <p>The Governing Board resolved to ensure ongoing engagement with internal and external stakeholders across the region, with plans to host meetings at various sites throughout the Limestone Coast on an ongoing and rotating basis.</p> |
| 13.3 | Any other business | <p>Confirmation was provided for the successful term appointment of Alexandra (Alex) Govan, to the position of Senior Communications Adviser, commencing in October, and to work closely with the Executive team and Governing Board to develop and deliver a strong communications strategy for the LCLHN.</p> <p>An update in relation to improving access to Ophthalmology services under the MoA arrangements, for consumers referred to the LCLHN by PMAC, was discussed, with confirmation provided that the gap fee for services would be incorporated into the contractual arrangements and absorbed by the LHN.</p> <p>Kathryn (Kathy) Edwards, Director of Aboriginal Health, LCLHN provided an update in relation to the next meeting of the SA Indigenous Health Group, with funding arrangements to be included on the agenda for discussion.</p> <p>Paul Bullen, Executive Director of Nursing and Midwifery thanked the LCLHN Governing Board, and the Executive team, for the many opportunities provided to him during his career, and with an acknowledgement provided for the past</p> |

OFFICIAL

OFFICIAL

| | | |
|------------|-------------------------------------|--|
| | | few years in particular, since the devolution of Country Health SA (CHSA) and the establishment of the LCLHN under the new governance structure. |
| 14. | MEETING EVALUATION AND CLOSE | |
| 14.1 | Meeting Evaluation | AS provided an evaluation of the LCLHN Governing Board Meeting. |
| 14.2 | Next Meeting & location | 25 October 2021, Keith |
| 14.3 | Meeting Close | 4:00 pm |