



Agenda Item 4.0

Minutes for Board meeting

02/07/2020 | 8:30 AM - 01:38 PM - ACST

Board Room, 2nd Floor, FMC

Invitees

Board Members	SALHN Executive
Professor Chris Baggoley	Professor Susan O'Neill, Chief Executive Officer (CEO)
Mr Mark Butcher (Chair)	Ms Julie Bowman, Executive Director Governance & Risk (EDG&R)
Ms Virginia Hickey	Mr Wayne Gadd, Chief Finance Officer (CFO)
Associate Professor Tamara Mackean	Mr David Morris, Chief Operating Officer (COO)
Ms Julie Mitchell	Observers/advisors
Ms Jill Noble	Ms Diana Voss, Clinical Governance Sub-committee member for Item 6
Ms Jenny Richter	Mr Ashley Leahy, SALHN Digital Health Lead for Item 7

1. Welcome/Apologies & Acknowledgement to Country

Mr Butcher welcomed Board members and all those in attendance to the meeting. The apology of Associate Professor Mackean was noted.

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

6. Values Moment was considered after Agenda Item 1.

Mr Butcher proposed the concept of a 'Values moment' at each meeting, to align Board discussions and decision-making to the culture, values, vision and strategy of SALHN. As an initial demonstration of the concept, Ms Voss was invited to present the reflections of some Aboriginal and Torres Strait Islander consumers of their experiences of a number of SALHN services and sites.

The Board thanked Ms Voss for her thought provoking presentation.

The Board discussed the reflections and the imperative for tangible improvement action, and also to learn from areas where SALHN's care and support can be adapted to further meet the consumers' needs.

DECISION: The Board supported the inclusion of a 'Values moment' at each meeting.

DECISION: The Board agreed that consumer experience stories be a regular component.

ACTION: Values moment to be a standing item on future Board meeting agendas.
(Assignee(s): Julie Bowman; Due Date: 6/08/2020)

~ Ms Voss left the meeting at 9.00am ~

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 4 June 2020 were endorsed as a true and accurate record of proceedings.

5. Actions arising from previous meeting

'Pending' Actions arising from previous meetings were discussed at relevant Agenda items, held over until their due date, or noted as follows:

Action #	Update
#12 and #58	Chair, Clinical Governance Sub-committee advised that the development of the Clinician Engagement strategy will be presented by the EDMS at the 6 August 2020 meeting, and that the Board's views on their contribution to the strategy will be sort.
#59	Session with Board and Exec including Clinical Directors in relation to Capital projects planning to be scheduled for the end of July/early August 2020.
#62	Recommendations of SALHN Aboriginal and Torres Strait Islander Consumer and Community group to be transferred for consideration by the Clinical Governance Sub-committee.
#6,#8, #9	Items for discussion with the LHN Board chairs group to be incorporated into the LHN Board Chairs' group's agenda items.
# 13	EDGR provided status and timing of reporting from the EY engagement to develop SALHN's Internal Audit plan, and Strategic Risk Appetite statement. Timing for Strategic Risk Appetite discussion to occur following the Board's consideration of the recommended Internal Audit Plan at the 6 August meeting.
#10	People strategy progress to be discussed at the next presentation of the People and Culture report.
#11	The Chair of the Community Engagement Sub-committee to seek the Board view's on contribution to the Strategy's development following further Sub-committee discussion.

DECISION: The Board noted the completed Actions.

ACTION: Actions arising listing to incorporate the above status, and for completed items to be archived. (Assignee(s): Julie Bowman; Due Date: 6/08/2020)

7. Spotlight session: Digital Strategy; and
8. CEO report

Item 7 and some elements of Item 8 were discussed concurrently.

The CEO, Professor O'Neill, introduced the topic of SALHN's Digital Strategy, and other SALHN strategic priorities including Research Strategy and Aboriginal Health improvement initiatives, by outlining challenges and opportunities facing SALHN, including:

- Emerging commentary at state and federal level regarding transition from volume to value-driven care;
- The negative impacts on the health of our community arising from the economic consequences of the government's response to the COVID-19 pandemic, and the ripple effect on the Health system, anticipated to be more than managing patients with the disease;
- Growth in SALHN catchment's older population, whilst SA is the state with the slowest population growth;
- The criticality of intersection of SALHN's digital capability and SALHN financial performance in the short and long term;
- Transformation of SALHN to a data-enhanced and insight-rich organisation; and
- The tangibility and value that data analytics enhancement provides for clinician engagement.

Digital Strategy

The COO, David Morris; CFO Wayne Gadd; and Digital Health Lead, Ashley Leahy, outlined SALHN's strategic direction, plans and management structure to support the maturation of SALHN's digital capability such that data-enhanced and business intelligence-informed decision-making becomes embedded in day-to-day practice.

The Board discussed, amongst other items, the:

- Investment required to realise SALHN's delivery of the priorities of the Minister, CE SA Health, SALHN and southern community;
- Work-streams to underpin the digital maturation program;
- Need for implementation planning including cost modelling to enable the Board to make an informed decision with respect to expenditure approval;
- Timing and scale of projected return on investment (ROI);
- Benefits of incorporating learnings from services globally where implementation planning, delivery, and optimisation have been executed successfully;
- Skill mix required to transition SALHN to a data-driven and knowledge-rich organisation;
- Need to develop 'insight-driven' culture concurrent with technical development; and
- Importance of evaluation at key milestones including ROI measurement.

DECISION: The Board provided 'in principle' support for judicious investment in SALHN's Digital program, whilst maintaining wherever possible operational performance within financial sustainability and safe, quality care parameters.

ACTION: *Executive progress implementation planning, and present to the Board projected expenditure requirements, scale and time frame for ROI (Assignee(s): David Morris; Wayne Gadd; Ashley Leahy; Due Date: TBD)*

ACTION: *Presentation slides to be distributed to Board members (Assignee: Julie Bowman; Due Date: 6 August, 2020)*

~ Mr Leahy left the meeting at 10.00 am. ~

8. CEO Report

The CEO, Professor O'Neill outlined the current status of:

- SALHN's COVID 19 response including standing down the Board's Covid-19 Response Team;
- The Serratia Marcescens outbreak and on-going risk management;
- The Chief Psychiatrist's gazettal conditions on Outer South Mental Health services, and additional assurance measures in place;
- Additional detail being sought with regards to the 2020-21 Budget, Minister's and CE SA Health's priorities and performance expectations; and
- In addition to SALHN's Digital strategy, the priority of our Research strategic pillar and Aboriginal Health improvement initiatives.

The Board discussed amongst other items:

- The CE SA Health's directive regarding Elective Surgery reactivation and associated performance measures;
- The reforming SA Health system and need to adapt and frame SALHN's priorities and strategy to support and inform the strategic direction and policy as communicated via the Minister and CE SA Health; and
- The gazettal process, and journey of reform within SALHN's Mental Health Services.

DECISION: **The Board noted the report.**

DECISION: **The Board provided 'in principle' support for judicious investment in SALHN's Research strategy and Aboriginal Health improvement initiatives, whilst maintaining wherever possible operational performance within financial sustainability and safe, quality care parameters.**

ACTION: *Executive to present its Research strategy and Aboriginal Health improvement initiatives (Assignee(s): Andrew Bersten, Sarah Woon; Due Date: TBD)*

9. SALHN Financial Performance

The Chief Finance Officer, Mr Gadd highlighted:

- The management account's end of month position for May;
- SALHN's internal 2020-21 Budget setting process status; and
- The current status regarding the 2020-21 Budget including what is known, and what is not known.

The Board discussed amongst other items:

- May performance and end of year forecast position as per management accounts;
- The range of principles communicated by the DHW to allocate out limited funds across the system;
- The questions that persist and competition between the principles in the DHW's modelling and implications for likely commissioned activity;
- The lack of clarity in financial and activity starting point in numeric terms;
- Risk to application of the 'right' financial controls targeted to the 'right' components of the business; and
- Desire for co-design (DHW - LHNs) of commissioning and funding methodology in 2020-21 and future financial years.

DECISION: The Board noted the Finance report.

ACTION: *Board Chair to discuss with LHN Board Chairs and CE SA Health.
(Assignee(s): Mark Butcher; Due Date: 06/08/2020)*

10. Items from Sub-committees

10.1 Clinical Governance Sub-Committee

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

- Discussions at the 18 June 2020 meeting, including the status of SALHN's COVID-19 response and continued focus on provision of safe, quality and reliable care, as evidenced by performance metrics against key quality and safety measures; and
- Recommended the Board approve the appointment of Professor Marion Eckert to the position of independent member on the SALHN Clinical Governance Sub-committee.

The Board discussed the:

- Stability and, in some areas, improvement in performance against safety and quality of care metrics;
- Credentials of the candidate to fulfil the position of independent member on the Sub-committee; and noted the disclosure of the CEO's former working relationship with the candidate in excess of 10 years ago.

DECISION: The Board noted the Sub-committee's report.

DECISION: The Board approved the appointment of Professor Marion Eckert to the Sub-committee.

ACTION: *Professor Eckert to be advised of her appointment to the Sub-committee
(Assignee(s): Jenny Richter; Due Date: 06/08/2020)*

ACTION: *Induction processes for Professor Eckert to commence
(Assignee(s): Jenny Richter; Julie Bowman; Due Date: 06/08/2020)*

10.2 Capital Projects Sub-committee

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

10.3 Community Engagement Sub-committee

DECISION: The Board noted the Sub-committee has not met since the last Board meeting, and its next meeting scheduled for 13 August 2020.

10.4 Audit and Risk Sub-committee

DECISION: The Board noted the report, and its next meeting scheduled for 27 July 2020.

10.5 COVID-19 Board Response Team (CBRT)

The Board noted that the CBRT held its last meeting on 9 June 2020, and that it will be stood up should the need arise in the future.

DECISION: The Board noted the Team's meeting notes are available on Diligent.

11. Items for Noting

11.1 Declarations of Interest Report

DECISION: The Board noted the Interests report.

11.2 Decisions made by Circular Resolution

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

11.3 Operations Report

DECISION: The Board noted the report

11.4 Media Report

DECISION: The Board noted the report.

11.5 Board evaluation

DECISION: The Board noted the update.

11.6 Southern Health Expansion Plan

DECISION: The Board noted the update.

12. Correspondence

The Board discussed the proposed Health Care (Governance) Amendment Bill

DECISION: The Board noted the correspondence.

13. Other Business

13.1 Reflections on the first year

The Board discussed the last 12 month's achievements, evolution of Board process and systems, and the planned Board evaluation.

DECISION: The Board noted the evaluation to commence by Jane Jeffreys in the coming weeks.

14. Meeting evaluation

The Board discussed quality of Board pack, meeting efficiency and discussion spanning strategy, risk, culture, performance and governance.

15. Next Meeting

The next meeting was confirmed as 6 August 2020; 09.30am – 1.30pm.

16. Meeting Close

The meeting was formally closed at 1.38 pm. The Chair thanked all in attendance for their contribution.



13/08/2020 12:39 PM

Approved as an accurate record of proceedings:

BOARD CHAIR

Date: