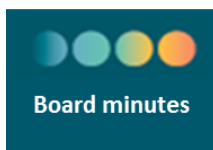


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## Agenda Item 5.0

**Minutes for Board meeting**

01/10/2020 | 8:54 AM – 13:02 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 (EDGR)
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 Jane Jeffreys for Item 2.
Ms Jenny Richter	Mr Luke Shepperd, RN, for Item 7.
	Mr Michael Francese, Chief Workforce Officer (CWO) for Item 8.

**1. Welcome/Apologies & Acknowledgement to Country**

Mr Butcher welcomed Board members and all those in attendance to the meeting. Associate Professor Mackean's attendance via tele-conference was noted.

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

**2. Board evaluation**

Mr Butcher invited Ms Jeffreys to present the findings of the Board evaluation.

Ms Jeffreys outlined the breadth of consultation that occurred in conducting the evaluation. Suggested points for further consideration included:

- Importance of understanding the DHW's role and relationship with SALHN and vice versa in the reformed governance model;
- Opportunities for collaboration with LHN Board Chairs;
- Increase in future focus in Board meetings and Executive reporting, in addition to compliance and performance;
- Opportunities for streamlining Executive reporting load; and
- Maturation of relationship with Executive, and visibility across the organisation.

**3. Declarations of Interest**

Interests were noted.

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The Board considered Agenda Item 7 in advance of Agenda Items 4, 5 and 6.

**7. Values Moment**

*~ Mr Luke Sheppard entered at 9.14 am~*

Mr Luke Sheppard, RN, Rehabilitation, Aged Care and Palliative Care Division was invited to present his research: *"Improving food consumption of patients with changed behaviours using red plates."*

The Board discussed:

- Connectivity of translation of evidence into practice; consumer and staff focus; continuous improvement ethos throughout the research;
- Opportunities for partnerships, connection to the aged care sector and community more broadly to improve the health, well-being of people as they age, and to prevent the need for hospitalisation;
- Layout and environment of the SADU and its support for improved patient interaction and dietary intake;
- Opportunities for further research and potential research funding pathways.

**DECISION:** The Board noted the values moment and acknowledged the high standard and innovative nature of the improvement work.

**ACTION:** *Mr Butcher to send on behalf of the Board a thank you note to Mr Sheppard. (Assignee(s): Mark Butcher; Julie Bowman; Due Date: 5 November 2020)*

**ACTION:** *Ms Mitchell to explore opportunity for connecting Mr Sheppard's work with the Aged Care Hub. (Assignee(s): Julie Mitchell; Due Date: 3 December 2020)*

*~ Mr Luke Sheppard left at 9.32 am~*

**4. Starring of items**

Items 12.2 and 15 were starred for discussion.

**5. Minutes of previous meeting**

**DECISION:** The Minutes of the meeting held on 3 September 2020 were endorsed as a true and accurate record of proceedings.

**6. 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
#93	Supplementary annual report brochure/summary is confirmed to be in development.
#94	LHN Board Chairs agreed to facilitate over time the evolution of style, structure and format of Health agency annual reports.
#102	SALHN response to draft South Australian Productivity Commission draft report:- Inquiry into Health and Medical Research in South Australia is in progress, and for submission by due date 9 October 2020.

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Action #	Update
#104	Letters of congratulation have been sent to Wellbeing Wallet winners.
# 76	Spotlight session – Disability, scheduled for December meeting.
#79;#80	Communication with CE SA Health re financials to occur post finalisation of service agreement and via Financial Governance Oversight Committee.

All other actions have been completed.

**DECISION: The Board noted the completed Actions.**

~ Mr Francese entered at 9.39 am~

## 8. People and Culture Report

The CEO, Professor O’Neill, provided some introductory comments, which included:

- Outline of current state of SALHN, priorities and the external environment;
- Pivotal role of our People in our ability to evolve and execute our strategic direction;
- Supporting resilience and leadership development of our People;
- Celebration of SALHN culture;
- The paradox of pursuing and realising excellence as an autonomous entity, while being a component of a broader health system, where performance of LHNs and other agencies can be viewed with a lens of ‘aggregation’; and
- Critical investment in social fabric of SALHN to grow trust, embracing ‘visiting pyramid’ concept, while progressing technical improvements.

The CWO, Mr Francese, outlined the current status and points of focus in developing SALHN’s “People Plan” (Plan), including:

- The Plan’s purpose;
- Road map and associated time frames to develop the Plan with staff and other stakeholders;
- Cultural aspirations of SALHN; and
- Varying status of culture across LHNs and associated influences in developing appropriate local vs systemic responses to the ‘Troubling Ambiguity’ ICAC report.

The Board discussed the key features of the Plan thus far, including:

- Respect as the central tenet and 5 pillars of:
  - Safe and care of patients;
  - Engaged and empowered workforce;
  - Development of leadership;
  - Attracting and recruiting a diverse workforce; and
  - Wellbeing.
- Need for the Plan to be dynamic and responsive, integrated with and sequenced with activation of other SALHN priorities;
- Connection to SALHN’s Strategic Direction Map 2019-24; clinical services plan; clinical and community engagement strategies;
- Linking to SALHN’s integrated governance and management framework;

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- Detailing required of actions in relation to 5 pillars outlined above, at a whole of SALHN level and at a Divisional level;
- Benefit of utilising the Plan to support and guide SALHN's leadership program;
- Board's information needs to enable effective oversight of the Plan and its deployment without focus on operational detail; and
- Role and membership of SALHN's Safety Council.

**DECISION:** The Board noted the report and People Plan development. The Board thanked Mr Francese for his report and presentation.

**ACTION:** *Traffic light illustration to be incorporated into future People and Culture reports to enable ready identification by Board of what is 'on track/working well'; what is 'not on track' and associated remedial action. (Assignee(s): Michael Francese; Due Date: February 2021)*

~ Mr Francese left at 10.10 am~

## 9. CEO Report

The CEO, Professor O'Neill outlined:

- Current status of SALHN's COVID 19 response;
- Ministerial priorities;
- DHW imperatives;
- EMR program status;
- State-wide planning for Women, Youth and Children;
- Performance against indicative KPIs; and
- Current status of negotiations with DHW in relation to the Service Agreement and associated budget.

The Board discussed amongst other items:

- Evolving external and internal environmental factors with respect to COVID-19; budget and state and federal election cycles;
- Current status of Service Agreement negotiations and importance of reciprocity of KPIs of each party;
- Capital Projects Sub-committee discussions to focus on addressing infrastructure needs in light of current and future outbreak events and age of FMC infrastructure;
- Benefits of progression to Short Notice Assessment model for accreditation against the National Safety and Quality Health Service (NSQHS) Standards (Version 2);
- Current status regarding EMR implementation projects; and
- Diversity and number of focal areas of work and reporting for Executive.

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

**DECISION:** The Board supported Executive to prioritise areas of focus for improvement work and reporting.

**ACTION:** *Service agreement KPIs and dashboard to be presented at next Board meeting (Assignee(s): David Morris; Due Date: 5 November 2020)*

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**10. SALHN Financial Performance**

The Chief Finance Officer, Mr Gadd highlighted:

- The management account's end of month position for August 2020;
- The management account's end of year forecast position for 2020-21;
- SALHN's 2020-21 Budget status;
- Budgetary items awaiting confirmation/guidance from DHW; and
- Budget items still to be finalised with the DHW.

The Board discussed, amongst other items:

- August performance and end of year forecast position as per management accounts;
- Risks to realising the end of year forecast position;
- Costs (financial and human capital) associated with deploying staff to support the State's COVID 19 response;
- Challenges of aligning the CE SA Health Elective Surgery directive with optimal bed and associated cost management;
- Financial performance/activity dashboards in development; and
- Capability building requirements in data analytics.

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

**DECISION:** Executive to continue to prioritise:

- Safe and quality patient care;
- Staff safety; and
- Pursuit of a 'balanced budget' - acknowledging the financial envelope provided, savings expectations applied to date and impact of 2019-20 financial sustainability program; budget detail yet to be confirmed by the DHW; CE SA Health directives; and associated work and expenditure in relation to the COVID response.

**ACTION:** Executive to update the financial performance and activity dashboard at the next meeting.  
(Assignee(s): Wayne Gadd; Due Date: 03/11/2020)

**11. ERM update**

The Chief Operating Officer, Mr Morris highlighted:

- Current program status of EMR activation, including impact of COVID on the planned rollout;
- Escalating project risk arising from concurrency of multiple, large change processes in train as well as elevated patient activity levels has necessitated adjustment of Patient Administration System (PAS) activation time lines;
- Building of Women's and Children's EMR module;
- Intensity of engagement with SALHN clinicians and DHW stakeholders;
- The intersection of SALHN EMR program with subsequent activations at NALHN and WCHN, and their reliance on SALHN 'on-time' and 'on-budget' completion.

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The Board discussed, amongst other items:

- Lack of clarity with respect to who has 'right of veto' in the SALHN activation process, given its context of broader Health system EMR project deliverables;
- Minimalist contingency budget;
- Compressed time lines;
- Staff familiarisation and training on the new system;
- Connection to PwC's EMR assurance team; and
- AGD's intention to audit benefits realisation of the entire EMR program in the future.

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

**ACTION:** *Executive to provide visual of progress against project timelines, key milestones and interdependencies at next meeting. (Assignee(s): David Morris; Due Date: 03/11/2020)*

## 12. Items from Sub-committees

### 12.1 Clinical Governance Sub-Committee

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

- The recent 'Shark Tank' event, as a means for staff to both showcase their work and services, as well as raising issues and priorities across the organisation; and
- Discussions at the recent Sub-committee meeting, including:
  - Overview of research direction provided by Andrew Bersten;
  - Timeline of draft Clinical engagement strategy, for completion by end of 2020, with intended launch early in 2021;
  - The Quality report and the intent for the Quality report to evolve in line with progression to the 'Short Notice Assessment' accreditation model;
  - Summary of services and improvement processes in progress for and with Aboriginal and Torres Strait Islander Peoples;
  - Restraint and Seclusion incident analysis; and
  - Clinical risk.

The Board discussed:

- Meeting frequency required to provide appropriate level of assurance with respect to safe and quality care provision;
- Update with respect to Serratia Marcescens incident; and
- Potential time frames for lifting of gazettal conditions in Community Mental Health services.

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

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**12.2 Capital Projects Sub-committee**

The Chair of the Sub-committee, Mr Butcher, outlined the agenda for next week's meeting and focus of the Sub-committee moving forward, including:

- Economic stimulus opportunities for 'shovel-ready' projects;
- Planning required for upgrade of FMC;
- Advocacy role and communication mechanisms for Board members in relation to infrastructure needs of SALHN; and
- Stakeholder diversity and engagement required in developing a 10-year plan.

**DECISION: The Board noted the Sub-committee meets on 8 October 2020.**

**12.3 Audit and Risk Sub-committee**

The Chair of the Sub-committee, Ms Hickey, summarised the finalisation process completed with respect to the Financial statements; and highlighted the planned Risk spotlight for the next Board meeting.

The Executive Director Governance and Risk, Ms Bowman, outlined the process planned with EY, to develop SALHN's Strategic Risk Appetite statements, including a collaborative Executive and Board collaborative session in November.

**DECISION: The Board noted the Sub-committee report.**

**12.4 Community Engagement Sub-committee**

**DECISION: The Board noted the Sub-committee is to meet on 13 October 2020.**

**12.5 CBRT**

**DECISION: The Board noted the CBRT 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 since the last meeting.**

**13.3 Media Report**

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

**14. Correspondence**

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

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**15. Other Business**

**15.1 Board and Sub-committee calendar and Board work plan**

The Board Chair, Mr Butcher, and Executive Director Governance and Risk, Ms Bowman, provided:

- an outline of the proposed meeting calendar for Board and Sub-committees for 2021;
- associated work plan inclusive of proposed spotlight session/presentation topics in alignment with Executive's strategic project timelines; and
- suggested avenues and timing for Board member engagement with staff.

The Board discussed the proposed calendar, work plan and key events for Board member attendance.

**DECISION:** The Board noted the proposed calendar and work-plan.

**ACTION:** *Board members to provide feedback to Julie Bowman, with a view for finalisation of the plan at the next meeting. (Assignee(s): Mark Butcher; Chris Baggoley; Virginia Hickey; Tamara Mackean; Julie Mitchell, Jill Noble; Jenny Richter; Due Date: 18/11/2020)*

**15.2 Role of Board – oversight of systems to ensure prevention of sexual harassment**

The Board discussed its education needs regarding obligations, and processes/controls required that encourage reporting and appropriate timely action.

**DECISION:** The Board agreed that this should be considered for incorporation as one part of our safety pillar within the People Plan.

**ACTION:** *Executive to develop a current state paper and present to the Board at the next People and Culture spotlight. (Assignee(s): Michael Francese; Due Date: February 2021)*

**15.3 SafeWorkSA**

The CEO, Professor O'Neill reported a recent incident involving the use of Chloradet, and three associated improvement notices actioned following root cause analyses.

The Board discussed the incident, supply chain-related factors, and Executive's approach to prevention of reoccurrence.

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

**16. Meeting evaluation**

The Board discussed the value of the CEO's initial comments in situating the structure and focus of the meetings discussion; quality of Board pack; improving meeting efficiency; discussion spanning strategy, risk, culture, performance and governance; and the connection of the values moment presentation and discussions to SALHN's mission and vision.

**17. Next Meeting**

The next meeting was confirmed as 5 November 2020; 08.30am – 1.30pm, at NH.



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**18. Meeting Close**

The meeting was formally closed at 1:02pm. The Chair thanked all in attendance for their contribution.



19/11/2020 11:58 AM

**Approved as an accurate record of proceedings:**

BOARD CHAIR