



Minutes for Board meeting

05/03/2020 | 09:02 AM - 02:25 PM - ACST

FMC Board room

Invitees

Board Members	SALHN Executive
Professor Chris Baggoley	Professor Susan O'Neill, Chief Executive Officer
Mr Mark Butcher (Chair)	Mr David Morris, Chief Operating Officer
Ms Virginia Hickey	Mr Wayne Gadd, Chief Finance Officer
Associate Professor Tamara Mackean	Ms Julie Bowman, Executive Director Governance & Risk
Ms Julie Mitchell	Ms Sarah Woon, A/Chief Operating Officer
Ms Jill Noble	Mr Michael Francese for Agenda Item 6.1
Ms Jenny Richter	Dr Michael Nance for Agenda Item 6.2

1. Welcome/Apologies & Acknowledgement to Country

Mr Butcher welcomed Board members and all those in attendance to the meeting. The apology of Prof Baggoley was noted. Mr Butcher paid respect to Traditional Owners and the continuing connection of the Kurna people to Country.

2. Declarations of Interest

Interests were noted.

3. Starring of items

Items 13 and 14 were starred for discussion.

4. Minutes of previous meeting

The Minutes of the meeting held on 6 February 2020 were endorsed as a true and accurate record of proceedings.

5. Actions arising from previous meeting

Open actions due at the time of the Board meeting were discussed at relevant agenda items, or as outlined below:

5.1 ACTION (from 5 December 2019 meeting): *Conduct a deep dive diagnostic into emergency surgical workload and operating theatre capacity to inform detailed risk assessment. The diagnostic to include assessment of risks associated with SAPOM's divisional priorities.*

The COO advised this action will be completed as part of the Southern Health Expansion Planning process. A briefing paper will be provided to the Board at the May meeting.

DECISION: The Board noted the update.

ACTION: Briefing regarding deep dive diagnostic into emergency surgical workload and operating theatre capacity to inform detailed risk assessment to be presented at the May meeting. (Assignees: David Morris; Rob Padbury)

5.2 ACTION (from 5 December 2019 meeting): *Advise the implications of the modern slavery legislation.*

The CFO advised the implications of the legislation will be considered by Executive in March 2020 and a briefing paper will be provided to the Board at the April meeting.

DECISION: The Board noted the update.

ACTION: Briefing regarding implications of modern slavery legislation will be provided at the April meeting. (Assignee: Wayne Gadd)

5.3 ACTION (from 6 February 2020 meeting): *Community Engagement Sub-committee's Terms of reference to be amended to reflect the Co-Chair Partnering with Consumers Advisory Group as a member.*

The EDGR advised The Terms of Reference have been updated.

DECISION: The Board noted the update.

6. Spotlight sessions

~ Mr Michael Francese, Chief Workforce Officer, was invited to present the Spotlight session at 9.13am. ~

6.1 Spotlight 1 - People and Culture Report

The Chief Workforce Officer provided an outline of:

- Preliminary features of a People strategy that connects to SALHN's Strategic Direction Map 2019-2024, Integrated Governance Framework, and Patient/Consumer and Clinical Engagement Frameworks;
- Big Day Out session, attended by 150 staff nominated by their divisions;
- Safety Council's initial phases of work;
- Pulse survey results; and
- Employment matters.

The Board discussed a number of items including:

- Workforce safety;
- Pulse survey results, methodology and next steps in building a positive culture and staff engagement;

- Variation in assessment of staff culture depending on information sources;
- Time required for transformational change;
- Importance of connection of strategy and management plans to organisational purpose;
- Organisational ownership of strategy;
- Performance reviews and workforce enablement; and
- Thought leadership in psychosocial safety; cultural safety; and place-based approaches to well-being.

DECISION: The Board noted the report and thanked Mr Francese for his presentation.

~ Mr Francese left the meeting at 9.53am. ~

~ Dr Nance, Clinical Director Mental Health Division, was invited to present the Spotlight session at 9.58am. ~

6.2 Spotlight 2 – Mental Health Division

The Clinical Director, Dr Michael Nance, provided an overview of the Division's:

- Services and history within SALHN;
- Team-based culture;
- Priorities in alignment to SALHN's Strategic Direction Map 2019-2024;
- Risks/challenges;
- Consumers;
- Staff;
- Relationships with key partners;
- Research priorities; and
- Performance relative to benchmarks.

The Board discussed the Division's:

- Future directions;
- Opportunities and challenges presented by external influences, including complexities of authorities of partners in the Mental Health sector; and
- Approach to culturally-appropriate assessment of suicide risk within Aboriginal and Torres Strait Islander peoples with mental health issues.

DECISION: The Board noted the report and thanked Dr Nance for his presentation.

~ Dr Widger left the meeting at 10.48am. ~

ACTION: Continue People strategy development and present update to the Board at the time of the next People and Culture report. (Assignee(s): Michael Francese; Due Date: 04/06/2020)

ACTION: Communications strategy to be developed tailored to building a partnership relationship with the Office of Chief Psychiatrist (OCP). (Assignee(s): Michael Nance; Due Date: 04/06/2020)

ACTION: Discuss seeking of legal opinion with respect to authority hierarchy of Board; LHN CEO and OCP. (Assignee(s): Mark Butcher; Due Date: 02/04/2020)

ACTION: Pathways for recording of risks on the risk register to be reviewed. (Assignee(s): Julie Bowman; Due Date: 04/05/2020)

ACTION: Advise Board Chairs' group regarding status of external review report conducted by the OCP in late 2018. (Assignee(s): Mark Butcher; Due Date: 02/04/2020)

7. Chief Executive Officer's Report

The CEO, Professor O'Neill outlined:

- Progress on SALHN'S strategic direction;
- Current significant issues and risks including COVID-19 and SALHN response;
- Key performance indicators, including current financial position and actions implemented to achieve the end of year balanced budget position.

The Board noted the report, and discussed, amongst other items:

- COVID-19 and challenges associated with operationalising public policy, in light of FMC's available infrastructure and rooms fit for purpose with respect to Public's Health's and DHW's infection control directives;
- Communications with DHW;
- The financial sustainability of the organisation, including assumptions used in projecting End Of Year position and controls in place;
- Implications of options considered to balance budget in short term to patients, staff and culture;
- Risk appetite;
- Duty of care to patients and staff;
- Critical success factors in building a sound platform for sustained positive financial performance; and
- Capital expenditure needs.

DECISION: The Board supported Executive's approach and focus in balancing obligations to patients, the community and staff, while operating in a fiscally responsible manner.

ACTION: Communications from DHW to be discussed with LHN Board Chairs' group (Assignee(s): Mark Butcher; Due Date: 02/04/2020)

ACTION: Pathology and Medical Imaging costs to be raised at LHN Board Chairs' group (Assignee(s): Mark Butcher; Due Date: 02/04/2020)

ACTION: Response received from CE SA Health with respect to Service Agreement and Financial issues to be distributed out of session to Board members. (Assignee(s): Julie Bowman; Due Date: 02/04/2020)

ACTION: Communication to the CE SA Health regarding the options of service closures (in the short term) and their implications in order to achieve a balanced budget. (Assignee(s): Wayne Gadd, Julie Bowman, Mark Butcher; Due Date: 02/04/2020)

ACTION: Continue current controls with goals to achieve a balanced budget by end of financial year 2019-2020. (Assignee(s): David Morris, Wayne Gadd; Due Date: 30/06/2020)

8. SALHN Financial Performance

The Chief Finance Officer, Mr Gadd, highlighted:

- Details regarding January's financial position, the projected end of year position against budget and controls in place;
- New financial sustainability schemes in development, and projected time frames for savings realisation.

The Board discussed the content of the report in combination with the CEO report at Agenda Item 7.

DECISION and ACTIONS: Refer to Agenda Item 7. CEO report Decisions and Actions arising.

9. SALHN Performance against National Efficient Price

The Chief Finance Officer, Mr Gadd, summarised the key issues identified in the DHW's DCE's advice regarding performance relative to the 2017-18 NEP and provided analysis of the drivers of SALHN's performance against the NEP and national average cost in 2017-18.

The Board discussed:

- LHN performance across the SA Health system with respect to the NEP;
- Methodology of NEP determination;
- Variability in interpretation of 'cost buckets' across states and associated challenges in benchmarking; and
- Terms of Federal agreement between Health and NDIS.

DECISION: The Board noted the report.

ACTION: Discussion at LHN Board Chairs' group regarding legislative requirements of Federal agreement between Health and NDIS and financial obligations of NDIS once individual with disability's NDIS participant status is confirmed. (Assignee(s): Mark Butcher; Due Date: 02/04/2020)

10. Items from Sub-committees

10.1 Clinical Governance Sub-committee

DECISION: The Board noted the Sub-committee has not met since the last Board meeting, and will meet on 26 March 2020.

ACTION: Draft Clinical Engagement Strategy to be discussed at the April meeting. (Assignee(s): Jenny Richter; Due Date: 02/04/2020)

10.2 Capital Projects Sub-committee

DECISION: The Board noted the Capital Projects Sub-committee will meet on 16 March 2020.

10.3 Community Engagement Sub-committee

DECISION: The Board noted the (draft) Minutes and Decisions/actions arising from the meeting on 20 February 2020, including steps to develop a Community Engagement Strategy.

ACTION: *Draft Community Engagement Strategy to be discussed at the April meeting. (Assignee(s): Julie Mitchell; Due Date: 02/04/2020)*

10.4 Audit and Risk Sub-committee

The Board discussed the (draft) Minutes and Decisions/Actions arising from the meeting on 13 February 2020, including:

- Status of identifying an independent member for the Sub-committee;
- Progress with Internal Audit program development, including Board Risk Appetite-setting via EY engagement;
- Current state risk assessment of SALHN and associated improvement activities with respect to concerns expressed in the Troubling Ambiguity report by ICAC;
- Risk # 74: *Service impacts due to breakdown of washer disinfectors*; and
- Liability of risks when escalated to DHW.

DECISION: The Board noted the (draft) Minutes and Decisions/Actions arising from the meeting on 13 February 2020.

ACTION: *Board Risk Appetite session to be scheduled early/mid- April with EY. (Assignee(s): Julie Bowman; Due Date: 02/04/2020)*

ACTION: *Register to be established of what has been escalated to DHW. (Assignee(s): Julie Bowman; Due Date: 07/05/2020)*

ACTION: *Flinders Foundation to be requested for funds to purchase washers to mitigate Risk 74. (Assignee(s): David Morris; Due Date: 02/04/2020)*

11. For noting

11.1 Media Issues report

DECISION: The Board noted the report, and acknowledged the proactive nature of SALHN media over the last month.

ACTION: *Fran Gallardo, Manager Media and Communications, to be acknowledged for proactive media over the last month. (Assignee(s): Julie Bowman; Due date: 02/04/2020)*

11.2 Declarations of Interest report

DECISION: The Board noted the report.

11.3 Decisions made by Circular Resolution

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

11.4 Minute to LHN Boards – TI 14 exemption

DECISION: The Board noted the exemptions and associated terms.

11.5 Digital Health Strategy

DECISION: The Board noted the report.

11.6 Southern Health Expansion Plan

DECISION: The Board noted the report.

12. Correspondence

12.1 To CE SA Health – 2019-20 Service Agreement

DECISION: The Board noted the correspondence.

12.2 From CE SA Health – Emergency Pressures

DECISION: The Board noted the correspondence.

13. Other business

Neurobehavioural Unit EOI

The outcome of the submission of EOI and next steps for the Neurobehavioural Unit were discussed.

14. Meeting evaluation

A number of items were discussed including:

- Executive reports;
- Value of spotlight sessions; and
- Length of time of meetings.

15. Next meeting

Thursday, 2 April 2020; 8.30am - 1.30pm; with Spotlight session on the Commissioning and Budget-setting process.

16. Meeting close

The meeting was closed at 2.25pm. The Board Chair thanked all attendees for the contribution at the meeting.

Approved as an accurate record of proceedings:

Mad Butcher

02/04 /2020

BOARD CHAIR