

## NSLHD Board

### MEETING DETAILS

**Date:** Tuesday 20 March 2023 commencing 4:00pm

**Venue:** Brookvale Community Health Centre or via MS Teams

**Present:**

Mr Trevor Danos AM	Board Chair NSLHD
Professor Emerita Mary Chiarella AM	Deputy Board Chair NSLHD
Mr Adam Johnston	Board Member NSLHD
Mr Andrew Goodsall	Board Member NSLHD (via MS Teams)
Mr Brad Goodwin	Board Member NSLHD (via MS Teams)
Dr Donna Lynch	Board Member NSLHD
Ms Karen Filocamo	Board Member NSLHD (via MS Teams)
Ms Kimberley Reynolds	Board Member NSLHD (via MS Teams)
Dr Michelle Mulligan OAM	Board Member NSLHD
Ms Nadia Levin	Board Member NSLHD
The Hon Patricia Forsythe AM	Board Member NSLHD
Dr Stephanie Teoh	Board Member NSLHD (via MS Teams)

**In attendance:**

Mr Lee Gregory	A/Chief Executive, NSLHD (A/CE)
Dr John Brereton	Chair MSEC, NSLHD
Ms Heather Gough	A/Executive Director Operations, NSLHD
Ms Jacquie Ferguson	Director Finance and Corporate Services, NSLHD
Ms Tegan Mitchley	A/Board Secretariat NSLHD
Ms Hayley Bell	Director Northern Region, Health Infrastructure NSW (item 3.1)
Ms Nicky Seaby	Director Places & Precincts, Health Infrastructure NSW (item 3.1)
Ms Jennifer McConnell	A/General Manager Ryde Hospital (item 3.2)
Ms Janine Carragher	Manager, Quality & Safety Unit Ryde Hospital (item 3.2)
Ms Karen Jones	Nurse Manager, Surgery & Anaesthesia Ryde Hospital (item 3.2)
Ms Paula Williscroft	Director People and Culture NSLHD (item 3.3)
Ms Leanne Crouch	A/Director Organisational Development and Capability (ODaC) NSLHD (item 3.3)
Ms Marie Hamilton-Smith	Senior Organisational Development Partner, ODaC NSLHD (item 3.3)

**Apologies:**

Mr Chris Greatrex	Board Member NSLHD
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### AGENDA ITEMS

The Board Chair welcomed the Board members and attendees to the meeting and opened the meeting with an acknowledgement of country.

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## 1. Attendance / Apologies / Conflict of Interest

Attendance and apologies were **noted**.

The Board Chair asked those present to declare any additional or new conflicts of interest. None was declared.

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## 2. Confirmation of Minutes

### 2.1. Minutes of meeting held 20 February 2023

Minutes of the meeting held 20 February 2023 were confirmed as a true and accurate record of the meeting.

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## 3. Presentations

### 3.1. Health Infrastructure NSW

This item was **noted** and taken as read.

The Director Places & Precincts and Director Northern Region, Health Infrastructure NSW presented to the Board on the history of the existing and the process for updating the RNSH Master Plan with the following highlights:

The updated RNSH Master Plan will take into account the new RNSH Clinical Services Plan, the desire to increase green spaces and to promote sustainability, the possibilities of utilising space in Herbert Street and activating heritage buildings and the desire to improve traffic flow on the campus and access from the train station, as well as aligning with the NSLHD St Leonards Health Campus: Health, Research and Education Precinct Plan.

Key to this work will be developing a stakeholder engagement plan and a communications strategy. The Board Chair noted that none of this work constituted any formal approval for any particular concept or development on the RNSH campus.

It was noted that NSLHD and Health Infrastructure NSW will continue to collaborate through the delivery of the updated RNSH Master Plan.

**Action:** A/CE to provide a briefing note to the Board on governance structures for the development of the updated RNSH Master Plan.

### 3.2. Patient Story Presentation – Ryde Hospital

This item was **noted** and taken as read.

The A/General Manager, Manager Quality and Safety Unit, and Nurse Manager Surgery & Anaesthesia, Ryde Hospital presented a remarkable and uplifting patient story to the Board.

The Board commended the Ryde Hospital staff involved in the patient's care. The support of the RNSH anaesthetic allergy clinic was also noted by the Board.

**Action:** Board to send letter of thanks and appreciation.

### 3.3. People and Culture Quarterly Update

This item was **noted** and taken as read.

#### 3.3.1. NSLHD People Plan 2022 – 2027

This item was **noted** and taken as read.

The Board **endorsed** the NSLHD People Plan 2022 – 2027. The Board commended this excellent document and encouraged strong internal and external communication.

#### 3.3.2. NSLHD Diversity, Equity, Inclusion and Belonging Strategy 2023

This item was **noted** and taken as read.

The A/Director ODaC NSLHD and Senior Organisational Development Partner ODaC NSLHD provided a detailed summary of the NSLHD Diversity, Equity, Inclusion and Belonging Strategy 2023 to the Board.

The Board **endorsed** the NSLHD Diversity, Equity, Inclusion and Belonging Strategy 2023. The Board commended this excellent document and encouraged strong internal and external communication.

#### 3.3.3. NSLHD Advancing Women in Medical Leadership - Year in Review 2022

This item was **noted** and taken as read.

A copy of this document is attached to these minutes.

#### 3.3.4. THRIVE Leadership Development Program

This item was **noted** and taken as read.

#### 3.3.5. NSLHD Workers Compensation & Injury Management Report

This item was **noted** and taken as read.

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## 4. Ongoing Business/Action Items

### 4.1. Action List – February 2023

The action list was reviewed and updated accordingly.

### 4.2. NSLHD Honour Roll Update

The Deputy Board Chair provided a verbal update on the NSLHD Honour Roll.

**Action:** Deputy Board Chair to provide a further update on the NSLHD Honour Roll (both physical display and nominations process for 2023) in June 2023.

### 4.3. NSLHD Consumer Forum

The Chair Consumer Committee provided a verbal update on the progress of the next NSLHD Consumer Forum, with further information to be provided following the NSLHD Board Consumer Committee meeting in April 2023.

### 4.4. Board Priorities for the Chief Executive Report

The A/CE provided a further verbal update on the *Board Priorities for the Chief Executive Report* to the Board.

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#### 4.5. JMO Wellbeing Committee Update

This item was **noted** and taken as read.

#### 4.6. Brookvale Community Health Centre Update

This item was **noted** and taken as read. Issues discussed include staff safety, stairwell, risks, benefits of discussions with council and other stakeholders.

**Action:** A/CE to provide a further update by way of briefing note in July 2023.

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### 5. Ryde Redevelopment Update

The A/CE provided a verbal update on the Ryde Hospital Redevelopment with the following highlights:

- Review of the Draft Final Business Case took place on 8 - 9 March 2023.
- Detailed designs for the redevelopment are 90% complete.
- Early works have commenced with the refurbishment of the Graythwaite Rehabilitation Centre.

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### 6. Voluntary Assisted Dying Update

The A/CE provided a verbal update to the Board on the progress of the Voluntary Assisted Dying Implementation project (both navigator and pharmacy). The A/CE noted that NSLHD remains on track with recruitment underway for key roles to support the initiative.

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### 7. Matters for Decision/Approval

#### 7.1. NSLHD Board Research, Innovation and Technology Committee - Terms of Reference

The Terms of Reference were **endorsed** by the NSLHD with the Board Chair and Board Member Nadia Levin authorised to make necessary minor changes.

#### 7.2. NSLHD Board Research, Innovation and Technology Committee – Appointments

The Board **resolved** to appoint Board Member Nadia Levin as chair and Board Members Adam Johnson, Chris Greatrex, Dr Donna Lynch, Kimberley Reynolds and Dr Stephanie Teoh as members of the NSLHD Board Research, Innovation and Technology Committee.

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### 8. Strategic Discussion

#### 8.1. Northern Beaches Hospital Project Deed Agreement Update

This item was **noted** and taken as read.

**Action:** A/CE to a presentation to the Board on the NBH Project in April 2023.

#### 8.2. Quarterly Risk Report

This item was **noted** and taken as read.

#### 8.3. NSLHD Organisation and Governance Structure Review

This item was **noted** and taken as read.

## 8.4. NSLHD Board Strategy Day 2023

This item was **noted** and taken as read. The communiqué from the day will be uploaded to the NSLHD website.

## 9. Standing Business

### 9.1. Board Chair Report

The Board Chair provided a verbal update with the following highlights:

- Internal Audit NSLHD were recently awarded Internal Audit Team of the Year by the nationally recognised Institute of Internal Auditors. A letter of congratulations will be sent.
- The Board Chair recently attended an exhibition hosted by the RNSH Archives team, celebrating the 75<sup>th</sup> Anniversary of the Northern Clinical School together with a Sydney University hosted event to celebrate that anniversary.
- The Board Chair attended the NSLHD Exceptional People Awards.
- The Northcare Foundation has agreed to fund a Nurse Educator position for RNSH ICU.
- NSLHD will celebrate Administrative Professional's Day on 5 May 2023.
- A project to recruit nurses from overseas was recently successfully completed.
- Mona Vale Hospital will undergo Accreditation in June 2023. This is the final NSLHD facility to undergo accreditation under the current process. The short-notice (48 hours) accreditation program will commence in July 2023.
- The Board Chair recently met with the Clinical Governance and Patient Experience team to discuss digital literacy for NSLHD consumers.
- The Board Chair attended a meeting between NSLHD and UTS to discuss further opportunities for collaboration.
- The Board Chair has attended recent meetings on opportunities to improve the amenity of the RNSH campus including the retail facilities and data analytics capabilities.
- The Board is exploring alternatives to the successful Board breakfast program.
- The Board Secretariat is looking into adopting Diligent as the platform to host board papers.
- The fifth COVID shot is now available for staff.

### 9.2. Chief Executive Report March 2023

This item was **noted** and taken as read.

The Chief Executive provided a verbal update with the following highlights:

- As per directive from the Ministry of Health, there is a focus on decreasing surgical waitlists. The A/Executive Director Operations has worked with Head of Department clinicians across NSLHD to develop a comprehensive recovery plan.
- NSLHD had its Quarterly Performance Meeting with the Ministry on 8 March 2023. NSLHD remains at Performance Level 0 – “No Performance Issues”. This is the highest Performance Level attainable, in accordance with the NSW Health Performance Framework.
- NSLHD are progressing with preparations for winter.

- Discussions are currently underway with the Executive Director Medical Services NSLHD and clinicians at RNSH regarding the management of long stay medical patients.

**Action:** A/CE to provide an update to the Board on NSLHD's Strategic and Operational plans at the April 2023 meeting.

### 9.3. Finance Risk and Performance Report

This item was **noted** and taken as read.

### 9.4. NSLHD Monthly Trends

This item was **noted** and taken as read.

### 9.5. Committee Updates

Board Audit and Risk Committee (BARC)

No further update provided.

Finance, Risk and Performance Committee (FRAP)

No further update provided.

Consumer Committee (CC)

No further update provided.

Health Care Quality Committee (HCQC)

No further update provided.

JMO Board Wellbeing

No further update provided.

Clinical and Quality Council

No further update provided.

Medical Staff Executive Council (MSEC)

No further update provided.

NSLHD Research Advisory Committee

No further update provided.

Planetary Health Committee

The NSLHD Planetary Health Committee have updated their Terms of Reference, which will be tabled at the April Board meeting for endorsement.

NSLHD Digital Health Steering Committee

No further update provided

### 9.6. NSW LHD Selected Performance Indicators – January 2023

This item was **noted** and taken as read.

### 9.7. Communications Calendar

This item was **noted** and taken as read.

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## 10. NSLHD Committee Minutes and Reports (taken as read)

### 10.1. Board Audit and Risk Committee (BARC)

Not available.

### 10.2. Finance Risk and Performance Committee (FRAP)

This item was **noted** and taken as read.

### 10.3. Consumer Committee

This item was **noted** and taken as read.

### 10.4. Health Care Quality Committee (HCQC)

This item was **noted** and taken as read.

### 10.5. JMO Wellbeing Board Committee

Not available.

### 10.6. Clinical and Quality Council

This item was **noted** and taken as read.

### 10.7. Medical Staff Executive Council (MSEC)

Not available.

### 10.8. NSLHD Research Advisory Committee

Not available.

### 10.9. Planetary Health Committee

Not available.

### 10.10. NSLHD Digital Health Steering Committee

Not available.

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## 11. Additional Reading Material

### 11.1. Internal Audit NSLHD

This item was **noted** and taken as read.

### 11.2. Healthcare Horizons - KPMG

This item was **noted** and taken as read.

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## 12. Other Business

Nil.

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## 13. Date, Time & Venue for Next Meeting

Tuesday 18 April 2023 commencing at 4:00pm, Garrigarrang, Level 14 Kolling Building  
or via MS Teams

**Meeting Closed: 7:31pm**

# Minutes

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**CERTIFIED A CORRECT RECORD**

**Trevor Danos AM, Chair**

18 April 2023

## 2023 NSLHD Board Strategy Day - Communiqué

The 2023 NSLHD Board Strategy Day was held on 11 March 2023. Over 50 people attending including NSLHD Board members, members of the NSLHD Executive, NSLHD Clinical Network Directors, representatives from the Kolling Institute, NORTH Foundation, university partners and industry partners, as well as a number of senior clinicians and researchers from across NSLHD.

### 1. Introductory remarks from Trevor Danos AM, NSLHD Board Chair

Last year's Board Strategy Day was themed around the development and sign off on NSLHD's 2022-2027 Strategy Plan. We are very proud of that document and especially the extensive consultation that went into its development. The effort of the Board is now very much directed towards implementation.

The fifth strategic outcome from the Strategic Plan is "Research, innovation and digital advances inform and improve the delivery of patient care". Thus, today's gathering is themed around Research, Innovation and Technology.

The desired outcome from today is to set a clear agenda for the Board's recently created Research, Innovation and Technology Board Committee, chaired by Nadia Levin.

A number of matters make today's theme timely:

- the hard work done in recent years in restructuring the Kolling Institute, culminating in the pleasing news last month that in the most recent peer-reviewed report published by Stanford University, 15 researchers in the Kolling Institute have been profiled as among the world's best
- the recent appointment of Professor Bruce Robinson AC as Chair of Research at NSLHD
- the recent launch of the St Leonards Health, Research and Education Precinct Plan
- the recent launch of the NSLHD Digital Strategy and the appointment of our first Chief Digital Health Officer
- the deepening relationships with our three university partners
- the increased focus of NORTH Foundation (our philanthropy arm) on raising money for the funding of research and to support innovation
- as announced only last week, the first step within the Ministry in restructuring research in NSW through the redesign of the remit and governance of the Agency for Clinical Innovation

### 2. District Research Showcase and Future Directions Address by Professor Bruce Robinson AC, Chair of Research, NSLHD followed by a Panel Discussion by Associate Professor Chris Dennis, Dr Rebeka Freckleton, Professor Jim Elliot, Julia Capper, Professor Margaret Fry and Professor Robyn Gallagher

Professor Robinson identified and spoke to four key themes and opportunities for NSLHD and RNSH: the establishment of a Functional Wellbeing Centre, the creation of a Clinical Trials Site, the establishment of a Comprehensive Cancer Centre and the need for a "moon shot" type of project possibly centred around health and population data.

The panel discussion then identified and discussed several preconditions for success for the four key themes and opportunities:

- need for definition and measurement of "functional wellbeing"
- excellence in research
- importance of basic science
- meaningful and deep partnerships and collaborations
- being willing to involve and seek input from domestic and international experts
- supporting infrastructure as well as streamlined ethics approval processes
- multidisciplinary approaches

- need for and benefits of co-design
- best practice workforce planning and retention
- benefits flowing from consumer involvement including project success and project longevity
- patient and carer education
- not addressing planetary health would be a major risk to overall success
- need to engage with philanthropy

**3. Funding and Philanthropy Presentation by Lee Gregory, Interim Chief Executive, NSLHD and Gilbert Lorquet, CEO, NORTH Foundation**

The following topics were covered:

- current trends in fundraising and philanthropy
- “grateful patient” and targeted campaigns and fundraising events
- ability of NORTH Foundation to support clinicians
- NORTH Foundation website
- staff engagement and education and training of clinicians in relation to fundraising and philanthropy
- future directions

**4. Presentation on NSW Health Perspective on Research, Innovation and Technology by Susan Pearce AM, NSW Health Secretary**

The Secretary gave an overview and update on NSW Health’s 2022-2032 Future Health decadal plan. Specifically, in relation to the theme “Research and innovation, and digital advances inform service delivery”, the Secretary noted the following matters:

- the recent restructuring of the Agency for Clinical Innovation and the Office for Medical Research
- the intended function and purpose of health precincts
- the need to minimise unnecessary duplication in research
- the importance of partnerships and collaborations

**5. Presentation on NSLHD Virtual Care by Dr Jerry Yu and Associate Professor Fiona Robinson**

The key messages from this presentation are that as all but the highest acuity cases shift away from a hospital setting:

- virtual care is and must be central to all health services (including medical and surgical) delivered by NSLHD and to all models of care
- virtual care cannot be regarded as an add-on or an afterthought but must become and be BAU in everything NSLHD does
- success will depend on deep engagement with primary care providers, the PHN and the ambulance service
- we need to have the right workforce to support virtual care
- there are important and emerging areas of research in relation to virtual care
- quality data is needed to support and grow virtual care

**6. Partnering with Industry: An Interview with Dig Howitt, CEO, Cochlear Australia**

The interview with a leading medtech CEO and local neighbour based at Macquarie University focused on how to engage meaningfully with an industry partner and the motivation for an engagement in the first place. Themes discussed included:

- the excellence of Australian research and capability
- the overall clinical and research landscape and what makes Australia attractive to industry partners
- the low conversion rate in commercialisation and how this can be changed
- visibility of NSLHD to industry
- opportunities to showcase clinical excellence as one way of attracting clinical trials or other types of commercial opportunities

7. **Presentation on the St Leonards Health, Research and Education Precinct Plan by Mick Reid AM and Troy Harvey, Executive Director, Health Infrastructure**

The first presentation covered the vision and key principles of the Precinct Plan and what differentiates it from similar plans from other LHDs. The clinical opportunities and strategic enablers from the Precinct Plan were discussed. It was noted that governance and the leadership structure for the Precinct Plan is in development.

The second presentation identified where the Precinct Plan sits with other health precinct plans across NSW and the work of the Greater Sydney Commission and the catch-up work that is required. It also explored the opportunities, risks and next steps for the Herbert Street Precinct and the strategic approach that will be required to pursue that opportunity.

8. **Word Cloud**

After lunch, the audience was broken into two groups that each addressed the question “What does success look like for NSLHD in research, innovation and technology over the next 5 to 10 years and how does NSLHD achieve that success, giving particular thought to infrastructure, workforce, partnerships and any other relevant considerations?”. The attached word cloud summarises the output of those two groups.

9. **Overview and Final Reflections by Nadia Levin, NSLHD Board Member and CEO Research Australia**

This presentation provided a high-level overview of the national funding for research and innovation, both quantum and where it is held. It included reflections on a common theme of research and innovation in clinical care as the key identifier in the world’s top ten hospitals and encouraged aspirations to see NSLHD up there with the world’s best. A draft of the Board Research, Innovation and Technology Committee’s terms of reference was also presented. The following observations were made:

- there is an opportunity for NSLHD to aim for an even higher reputation through an innovative research agenda alongside its excellent clinical care
- our partners, specifically Macquarie University, Sydney University and UTS have good links to NSLHD – how can we strengthen those links and ensure we are a partner of choice for opportunities
- identify a “light on the hill” for us to work towards (not dissimilar to the moon-shot approach) but a portfolio view

Feedback will be sought from attendees (via email) on the draft terms of reference.

Trevor Danos AM  
Board Chair  
12 March 2023

