

NSLHD Board

MEETING DETAILS

Date: Tuesday 14 December 2021 commencing 4:15pm

Venue: NSLHD Boardroom, Level 14, Kolling Building or via Skype

Present:

Mr Trevor Danos AM	Board Chair
Emerita Professor Mary Chiarella AM	Deputy Board Chair (by Skype)
Mr Andrew Goodsall	Board Member (by Skype)
Mr Anthony Hollis	Board Member
Mr Brad Goodwin	Board Member (by Skype)
Dr Donna Lynch	Board Member
Ms Karen Filocamo	Board Member
Mr Keith Skinner	Board Member (by Skype)
Ms Kimberley Reynolds	Board Member (by Skype)
Dr Michelle Mulligan	Board Member
Dr Stephanie Teoh	Board Member (by Skype)

In attendance:

Ms Deb Willcox	Chief Executive, NSLHD (CE)
Dr Cesar Uy	Chair MSEC, NSLHD (by Skype)
Ms Jacqueline Ferguson	Director Finance and Corporate Services, NSLHD
Ms Brooke Barnett	Board Secretariat NSLHD
Ms Ann Mirapuri	A/Director ICT NSLHD (item 3)
Ms Paula Williscroft	Director People and Culture, NSLHD (items 4 and 5)
Mr Michael Cowell	Security Services Manager, NSLHD (items 4 and 5)
Ms Nina Trimboli	Graduate Health Management Trainee, NSLHD (items 4 and 5)
Mr Gilbert Lorquet	Chief Executive Officer, NORTH Foundation (item 6)
Mr Michael Ellies	Board Chair, NORTH Foundation (item 6)
Ms Sally Pearce	Director Financial Performance, NSLHD (item 7)
Mr James Ross	Financial Manager, RNSH (item 7)

Apologies:

Mr Lee Gregory A/Executive Director Operations, NSLHD

AGENDA ITEMS

The Board held an initial 15 minute in-camera session.

The Board Chair welcomed the Board members and attendees to the meeting.

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.

The Board Chair discussed the NSLHD Board Annual Calendar for 2022.

2. Confirmation of Minutes

2.1. Minutes of meeting held 16 November 2021

Minutes of the meeting held 16 November 2021 were confirmed as a true and accurate record of the meeting.

3. Digital Health Strategy

The A/Director Information Communication and Technology (A/DICT) NSLHD provided a presentation on the NSLHD Digital Health Strategy. The presentation included the objective and five key themes of the strategy and an overview of the consultation process in developing the strategy. The A/DICT presented the Digital Strategy Roadmap for the next five years and the governance structure, including the creation of a Digital Health Steering Committee. The Board encouraged the Committee membership to include representatives who could speak on behalf of primary care providers.

The NSLHD Board **endorsed** the NSLHD Digital Health Strategy 2021 – 2026.

Action: A/DICT to provide an update yearly. Board Secretariat to add the minutes of the Digital Health Steering Committee to the NSLHD Board reporting.

4. People and Culture Quarterly Update

4.1. Diversity, Inclusion and Belonging Update

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

The Director of People and Culture (DPC), NSLHD, highlighted the following:

- Employee networks continue to be expanded.
- NSLHD continues to embed principles of diversity into process and policies including during the recruitment and procurement processes.
- NSLHD recently celebrated NAIDOC week (delayed due to COVID-19).
- NSLHD held a virtual forum with Kirsty McKellar OAM in recognition of the 16 Days of Activism against Gender Based Violence.
- NSLHD held a virtual forum with Graeme Innes AM in recognition of International Day of People with a Disability.

The Board commended the DPC on the powerful and moving presentations by external speakers noted above and the focussed and successful work on Diversity, Inclusion and Belonging and the design and implementation of multiple new initiatives despite COVID-19 pressures.

4.2. Leadership and Talent Update

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

The DPC noted the new Senior Leadership Program that commenced this year. There are also currently three cohorts of the mid-tier Leadership Program running.

4.3. Health Safety and Wellbeing Update

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

The DPC noted over 6,000 NSLHD employees have been mask fit tested. The DPC gave an update on workforce planning for 2022 and beyond and mental health challenges for staff coming out of the pandemic.

Action: CE, Board Chair, Deputy Board Chair and DPC to meet with new EAP providers.

4.4. Speaking Up for Safety Update

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

The DPC noted over 4,000 staff have been trained in the Speaking Up for Safety Methodology. The Safe Behaviours Together program was recently launched at Ryde Hospital. The NSLHD Board endorsed Zero Tolerance policy will be initially soft launched at Ryde Hospital in early 2022.

4.5. Security Services Update

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

The DPC introduced Security Services Manager (SSM), NSLHD to the Board. The SSM provided an overview of NSLHD Security Services and the changes to the structure of the services and how recommendations of the Peter Anderson review report are being addressed.

The Chief Executive (CE) commended the work that has been undertaken since the SSM joined NSLHD.

5. People Matter Survey Results

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

The DPC provided an overview of the results of the 2021 People Matter Engagement Survey. The presentation included the participation and engagement rates of NSLHD. The presentation identified performance against sector and cluster benchmarks together with the key drivers of engagement and the most and least improved questions. Feedback on the results of the survey will be provided to the hospitals and services and next steps were advised including focus groups, targeted monitoring and communications to staff on actions that will be taken as a result of the survey results.

6. NORTH Foundation Update

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

The Chief Executive Officer, NORTH Foundation together with the Board Chair, NORTH Foundation, provided an update to the Board. The NORTH Foundation has worked over the last few years to refresh its board. The internal team has also expanded. The impact of COVID-19 has resulted in a decline of smaller donors and highlighted the importance of larger donors and bequests and clinician training. In the last 12 months, the NORTH

Foundation has progressed in establishing a Philanthropy Council and a Funding Advisory Committee.

7. RNSH Finance Update

The Director Financial Performance, NSLHD and the Financial Manager, RNSH, presented an update on RNSH Finance. The presentation included an overview of the Efficiency Improvement Plans and strategies in place.

Action: DFP NSLHD and Financial Manager RNSH to provide an update in April 2022.

8. Patient Story

8.1. HKH COVID-19 ICU

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

9. Ongoing Business/Action Items

9.1. Action List – November 2021

The action list was reviewed and updated accordingly.

9.2. RNSH Soft Services Update

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

Action: An update including risk analysis on the soft services and related topics to be provided to the Board in March 2022.

10. Chief Executive update on COVID-19 activities

The CE provided a verbal update on COVID-19 with the following highlights:

- Hospitalisations remain stable.
 - The Virtual Hospital and the Public Health Unit are prepared with increased surge capacity.
 - NSLHD is connecting with all aged care facilities to ensure staffing plans are in place for the holiday season.
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11. Update on Accreditation

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

The CE noted trial accreditations will begin in early 2022.

12. Matters for Decision/Approval

12.1. NSLHD Board Charter Review

The Board **endorsed** the NSLHD Board Charter with no changes required.

12.2. NSLHD Corporate Governance Framework and Interim Plan

The Board **endorsed** the NSLHD Corporate Governance Framework and Interim Plan. The Board congratulated the CE on the very high quality and professionalism of this document.

12.3. St Leonards Health, Research and Education Precinct Plan

The Board **endorsed** the St Leonards Health, Research and Education Precinct Plan. The Board congratulated the CE on the very high quality and professionalism of this document and on the comprehensive consultation process that had taken place.

12.4. NSLHD Strategic Plan Reporting

The Board **endorsed** the new NSLHD Strategic Plan Reporting templates.

13. Strategic Discussion

13.1. Quarterly Risk Report

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

13.2. Internal Audit Quality Assurance Review

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

The Board noted the impressive results and congratulated all involved for both the external Risk Management review and the Internal Audit Quality Assurance Review.

Action: Board Chair to send a congratulatory letter to DIA, CRO and previous CRO.

14. Standing Business

14.1. Board Chair Report

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

- The Board Chair met with the Secretary, NSW Health.
- The media statement has been released regarding the rebuild of the new Ryde Hospital on the existing campus. This outcome has been well received by the staff and public.
- The Board Chair undertook a tour of the new Hornsby Ku-ring-gai Hospital (HKH) buildings and campus.
- The Board Chair and the CE undertook a tour of the Dalwood Community Health Centre.
- The Board attended a postponed farewell afternoon tea for retired Board member Adjunct Professor Annette Schmiede.
- The NSLHD Board Strategy Day for 2022 will be held in February.
- The Board Chair attended a Council of Board Chairs meeting.
- NSLHD held its Annual Public Meeting in November.
- The 2021 Year in Review has been published.
- The Board Chair continues to progress the work within NSLHD and with the Royal Australian College of Surgeons (NSW Division) in improving female medical staff representation in leadership positions and in surgery.
- Public consultation for the Herbert Street Precinct project is expected to commence in the first quarter of 2022 led by Property NSW.

14.2. Chief Executive Report December 2021

The CE provided a verbal update with the following highlights:

- The NSLHD remain at Ministry of Health (MoH) performance level 0
- HKH Emergency Department (ED) has relocated to its new building

- The Manly Adolescent and Young Adult Hospice (AYAH) work is progressing
- Associate Professor Chris Dennis has been appointed to the role of Executive Medical Director for 12 months in a new hybrid role model. Recruitment is underway for an Associate Director Medical Services.
- The RNSH ED won the 2021 Australasian Emergency Department of the Year Award at the College of Emergency Nursing Australasia Awards

Action: The Board Chair to write a congratulatory letter to the RNSH ED.

Action: NSLHD Board to receive a presentation on the Real Time Patient Experience Survey (RTPS) and the Service for the Treatment and Rehabilitation of Torture and Trauma Survivors (STARTTS) program in 2022.

14.3. Finance Risk and Performance Report

This item was noted and taken as read.

The Director Finance and Corporate Services provided an update on NSLHD financial position for the financial year to date.

The NSLHD Finance Risk and Performance (FRAP) Committee Chair provided an update on the recent FRAP meeting.

14.4. 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)

The CC Chair provided an update on the recent meeting. The Committee reviewed the year and the strategic direction going forward.

The Board Chair and the CE commended the leadership of the CC Chair and the progress of the Committee under this leadership.

Health Care Quality Committee (HCQC)

The HCQC Chair provided an update on the recent meeting. The Real Time Patient Survey is progressing well with good data results and will be implemented on a wider scale in 2022.

JMO Board Wellbeing

The Board Chair advised he and other Board members attended the recent JMO committee meeting. There was proposal to restructure the Committee with positive reaction. This will be progressed in 2022.

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

No further update provided.

Health Education and Research Precinct

No further update provided.

14.5. NSW LHD Selected Performance Indicators – October 2021

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

14.6. Communications Calendar

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

15. NSLHD Committee Minutes and Reports (taken as read)

15.1. Board Audit and Risk Committee (BARC)

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

15.2. Finance Risk and Performance Committee (FRAP)

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

15.3. Consumer Committee

Not available

15.3.1. Consumer Committee STRA2P Report

Not available.

15.4. Health Care Quality Committee (HCQC)

Not available.

15.4.1. HCQC STRA2P

Not available.

15.4.2. HCQC Safety and Quality Report

Not available.

15.5. JMO Wellbeing Board Committee

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

15.6. Clinical and Quality Council

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

15.7. Medical Staff Executive Council (MSEC)

Not available.

15.8. NSLHD Research Advisory Committee

Not available

15.9. Planetary Health Committee

Not available.

15.10. Health Education and Research Precinct

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

16. Additional Reading Material

16.1. CEC – Measurement for Quality Improvement for Board Members and Executives

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

16.2. Research Paper – How do hospital boards govern for quality improvement?

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

16.3. MoH and Nous Group – Statutory Governed Boards Orientation Program slides

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

17. Other Business

The Board Chair advised this would be the last meeting for Mr Keith Skinner, Board Member and Chair of the NSLHD FRAP Committee. The Board Chair thanked Mr Skinner on behalf of the Board for his contribution to the Board, FRAP and NSLHD in his time on the Board.

The Deputy Board Chair expressed thanks to the Board Chair on behalf of the Board for his leadership and commitment to NSLHD throughout 2021.

The Board Chair noted that the CE would be taking leave over the Christmas holidays.

18. Date, Time & Venue for Next Meeting

Tuesday, 15 February 2022, commencing at 4:00pm, Level 14, Kolling Building, RNSH.

Meeting Closed: 8:00pm

CERTIFIED A CORRECT RECORD

Trevor Danos AM, Chair

15.02.2022