

# NSLHD BOARD MEETING

TUESDAY, 4 MARCH 2014, 4:30PM  
DINING ROOM ANNEXE, MANLY HOSPITAL



Health  
Northern Sydney  
Local Health District

## MINUTES

### Present:

Professor Carol Pollock	Chair, Board
Ms Ann Brassil	Board Member
Ms Diane Flecknoe-Brown	Board Member
Dr Michele Franks	Board Member
Mr Anthony Hollis	Board Member
Ms Judith Hopwood	Board Member
Ms Betty Johnson AO	Board Member
Professor Sue Kurrle	Board Member
Mr Don Marples	Board Member
Professor Annette Schmiede	Board Member
Mr Peter Young	Board Member

### In attendance:

Adj. Associate Professor Vicki Taylor	Chief Executive
Dr Andrew Montague	Director Operations
Mr Lee Gregory	Director Finance
Ms Maree Hynes	Director OESI
Dr Adam Rehak	Chair Medical Staff Executive Council
Ms Judith Hogan-Wright	Secretariat

### Apologies:

Mr Andrew Goodsall	Board Member
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### 1. Presentation: Health Care Quality Committee (HCQC): Assuring achievement of the District's Strategic Plan

Adj. Associate Professor Vicki Taylor presented an overview of the HCQC projects and achievements for the past 12 months and what the focus will be during 2014.

Adj. Associate Professor Vicki Taylor commented that the HCQC's role will be strengthened for the monitoring and regulatory roles it undertakes to ensure that NSLHD meets all compliance issues. As the NSLHD moves towards Integrated Care with the patient at the centre of all that NSLHD undertakes, clinical governance will be owned within the Clinical Networks rather than the current method via the various committees.

The Chair acknowledged the work that HCQC undertakes.

**Action:** The presentation to be distributed to the Board members by the secretariat.

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### 2. Patient Story

Presented by Prof Carol Pollock

The Board **noted** the presentation and the lessons to be learned through the tabling of this patient's story with positive and good outcomes for the patient.

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### 3. Attendance / Apologies / Quorum / Conflict of Interest

Attendance and apologies were noted.

Conflict of interest: Nil

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#### 4. Confirmation of Minutes

The Board **accepted** the minutes of the meeting held 4 February 2014 as a true and accurate record of that meeting.

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#### 5. Ongoing Business (in conjunction with Action List)

##### 5.1 Model By-laws Review - Update

The Board **noted** the referral note and the draft submission.

Mr Peter Young recapped changes in this updated version of the LHD's draft submission as a consequence of feedback from Board members since the last Board meeting. The variations were included and expanded upon in the referral note.

Ms Betty Johnson suggested we highlight in our submission the role of consumers as stakeholders in the management and delivery of healthcare. Ms Johnson suggested the inclusion of the NSLHD Peak Community Participation Council as a mandatory committee.

Mr Young referenced the submission, indicating that there is currently no limitation on the creation of LHD committees under the Model By-laws and therefore no impediment to the creation of a committee representing consumer stakeholder interests. Mr Young further indicated that the draft submission already argued for:

- a less prescriptive / more flexible approach to membership of committees constituted under Part 5 of the model By-laws to enhance agility and collaboration between LHD committees and to ameliorate any difficulties in attracting committee members of calibre and to ensure membership is representative of consumer stakeholders in healthcare, including patients, their carers and the community, as appropriate; and
- membership of the 'LHD Consilium' to include LHD clinicians' plus patients, carers and community representatives, Board and LHD Executive stakeholders.

The Board agreed that a contextual statement be included in the document to include consumer engagement and participation: *NSLHD is committed to ensuring its governance and operations are focused on maximising the health service benefits to our health service constituents, especially our consumers.*

The Chair and Board thanked Mr Peter Young for his work and input into this submission.

**Action:** Mr Peter Young to include a contextual statement to reference consumer engagement and participation as noted above.

##### 5.2 Kolling Fundraising - Update

The Chair advised that the legal advice previously tabled noted that NSLHD should enter into an agreement with the Kolling Foundation to undertake fundraising for the NSLHD with the initial project commencing with Royal North Shore Hospital. The draft agreement has been received and has been distributed to relevant stakeholders seeking their comments.

**Action:** The draft agreement will be tabled at the April Board meeting seeking Board endorsement.

### 5.3 AHSC Recommendations – Update

The Chair advised that comments have been received and noted in particular: *If NSLHD is moving towards Integrated Care modelling, the AHSC should be aligned with this care modelling.* An AHSC committee has been formed which will investigate future opportunities. Meetings will be held monthly with a sunset date of September 2014 for completion. The committee's role is to firm up governance, outline the role of this organisation and the incorporation of Integrated Care within AHSC.

At the initial meeting of the AHSC committee it was agreed that a tripartite higher level of representation from University of Sydney, Macquarie University and the University of Technology be sought and this has been arranged.

Preparation of a Case for Change in plain language will be created covering the role of and aims of AHSC to ensure that all parties are aligned. Also an Education document will be presented to the AHSC committee for their comments.

The Board commented on the impact to the workload of those involved in the committee some of whom are Executive Leaders and the implementation of AHSC, in addition to the transformational change initiatives foreshadowed. The Chair advised that financial assistance from the Office of Health and Medical Research (OHMR), Ministry of Health will be forthcoming to assist with the Hub project management. An offer of assistance in the form of personnel has been received from the Universities.

**Action:** Agenda item for April meeting – Resources for projects, prioritising projects.

### 5.4 Chief Executive Summary and Presentation

The Board **noted** the Chief Executive's Report.

The following items expanded on the Chief Executives Report:

Dr Andrew Montague added additional information covering Integrated Care and potential partners with an upcoming meeting to be held next Monday and therefore Confidentiality Agreements will be arranged.

The Chief Executive advised that a meeting with the Executive Team and key stakeholders was held recently to provide feedback to the group from NSLHD Board planning sessions held late in 2013. This meeting was also to update the group on Integrated Care, Clinical Networks and the AHSC matters. Further updates will be given to this group as these projects develop.

Dr Andrew Montague updated the Board on the progress of Clinical Networks transformational reform: A meeting was held with the General Managers and a Service Director and of note no new items were raised that were not previously identified as a risk to the success of this project. A facilitated workshop will be arranged with a group of senior clinicians across the District covering the Clinical Networks and the AHSC projects. A survey pertaining to the Clinical Networks will be distributed this week with results to be tabled at the workshop.

Dr Andrew Montague also updated the Board on the progress of the Clinical Services Plan: The Steering Committee had an initial meeting last week with the result of confirmed Terms of Reference and, a Gantt chart compiled. The confirmation of an independent member for the committee is progressing.

Mr Lee Gregory noted that a presentation covering VMoney and Activity Based Management will be provided at the April Board meeting.

The Chair and Board thanked the Chief Executive for her report and the updates.

**Action:** The Chief Executive Report to be distributed to the Board members by the secretariat.

A presentation covering VMoney and Activity Based Management to be held at the April's Board meeting.

## 5.5 Finance and Performance Report

The Board **noted** the Finance and Performance Report.

The Board discussed the full Year Projection and the adverse monthly variance to budget. Concern was expressed by the Board members that the expected favourable monthly variance in January did not occur and sought more detailed explanation from the Executive. The Chief Executive, Finance Director, Director Operations and Director OESI will be reporting back to the Ministry of Health on 24 March 2014 providing further information on the progress of the OESI strategy.

A further meeting with the Ministry of Health will occur 7 March 2014 to discuss Activity Targets and the potential to receive additional activity funding for the Clinical Services Building and the inclusion of the additional Mental Health beds and further Mona Vale Rehabilitation beds.

The Finance Director noted two initiatives currently underway:

1. Meeting with RNS to be held 5 March 2014 to investigate whether there were missed opportunities between December 2013 to January 2014 with the aim of using these lessons learned within the additional strategies in place for April and May 2014.
2. Work is underway covering activity management between this financial period and financial year end with the discussion with each Health Service to better balance surgery and unplanned demand.

The Chair stated the position of the NSLHD in performance compared to other LHDs.

The Chair noted that private patients constitute 34% of patients within NSLHD.

The Board requested the LHD Executive to consider additional initiatives that could be implemented to achieve a further minimum \$2m savings in 'Net Cost of Service' by 30 June 2014, noting that we are committed to the delivery of healthcare of benefit and consequence that does not compromise the care or safety of patients, their carers and the community.

**Action:** The Finance Director to compare and advise on the variation between the MoH activity levels versus target results compared to NSLHD's results and in conjunction with the LHD Executive, to develop an action plan including initiatives that could be implemented to achieve a further minimum \$2m savings in 'Net Cost of Service' by 30 June 2014 for consideration by the Board.

The Board agreed that an additional Board meeting is to be arranged for 18 March 2014 to consider the financial situation and various initiatives to address the financial performance and forecast full year result and the risks involved.

## 5.6 OESI Executive Report

The Board **noted** the OESI Executive Report.

The Director OESI presented the OESI / Recovery Plan and added that January's result was disappointing considering the amount of work undertaken to monitor the activity and labour across the LHD. In answer to this result, monitoring will now be undertaken on a daily basis, ward by ward. Over the next two months labour management will be a key target monitoring unrostered overtime expenses.

From discussions and comments received consideration to be given to time and location of surgery, rostering of surgical staff during daytime as opposed to evenings and any other initiatives that could deliver benefits.

The Board noted the achievements by OESI but sought detailed information and the risks involved regarding the above action item and what additional strategies could be implemented to achieve a further minimum \$2m saving by year end.

**Action:** The Chief Executive sought comments from the Board and Executives on suggestions to address the financial situation.

## 5.7 Parking Costs

This item to be held over to the April 2014 Board Meeting.

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## 6. Capital Planning Updates

### 6.1 Hornsby Ku-ring-gai Hospital

The Board **NOTED** the report.

### 6.2 Royal North Shore Developments / Master Plan

The Board **NOTED** the report.

### 6.3 Northern Beaches Redevelopment – Frenchs Forest update

The Board **NOTED** the report.

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## 7. New Business

### 7.1 Volunteering – update on discussions

This item to be held over to the April 2014 Board Meeting.

### 7.2 Communications from Board to Staff / Community

Positive feedback was received at the Annual Public Meeting held 27 February 2014. Board communication to be distributed to staff members at the end of the following months; March, July and November.

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## 8. Standing Agenda Items

### 8.2 NSLHD Committee Minutes

#### 8.1.1 Health Care Quality Committee

The endorsed minutes from the meeting held 14 November were **noted** by the Board.

#### 8.1.2 Medical and Dental Appointments Advisory Committee (MADAAC)

The endorsed minutes from the meeting held 4 December were **noted** by the Board.

#### 8.1.3 Finance and Performance Committee

Nil update. Next meeting 25 February 2014

#### 8.1.4 LHD Clinical Council

The endorsed minutes from the meeting held 2 December 2013 were **noted** by the Board. The draft minutes from the meeting held 3 February 2014 were **noted** by the Board.

#### 8.1.5 Medical Staff Executive Council (MSEC)

Nil update. February meeting postponed.

**8.1.6 Peak Community Participation Council (PCPC)**

The endorsed minutes from the meeting held 11 December were **noted** by the Board. The draft minutes from the meeting held 5 February 2014 were **noted** by the Board. The endorsed minutes from the PCPC Planning meeting held 5 February were **noted** by the Board.

**8.1.7 NSLHD and Medicare Locals Consultative Council**

The endorsed minutes from the meeting held 10 December were **noted** by the Board. The draft minutes from the meeting held 11 February 2014 were **noted** by the Board.

**9.2.8 Major Capital Asset Planning Committee**

Nil update. Next meeting 17 March 2014.

**9.2.9 Integrated Risk Management Advisory Committee**

Nil update. Next meeting 26 February 2014.

**9.2.10 Audit and Risk Management Committee**

Nil update. Next meeting 12 March 2014.

**9.2.11 Education Sub-committee**

Nil update. Next meeting 13 February 2014.

**9.2.12 Research and Innovation Sub-committee**

Nil update. Next meeting 18 March 2014.

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**9. Correspondence**

Nil

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**Venue and time for next meeting**

Additional Board Meeting: Tuesday 18 March 2014 at 4:00pm in the Executive Board Room, Building 51, Royal North Shore Hospital

**Meeting Closed: 8:45pm**

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**CERTIFIED A CORRECT RECORD**

**By Professor Carol Pollock, Board Chair  
On 13 May, 2014**