

MINUTES

Present:

Professor Carol Pollock	Chair, Board
Adjunct Professor Ann Brassil	Board Member
Mr Trevor Danos, AM	Board Member
Ms Diane Flecknoe-Brown	Board Member
Dr Michelle Franks	Board Member
Mr Andrew Goodsall	Board Member
Ms Beata Kuchcinska	Board Member
Mr Anthony Hollis	Board Member
Dr Dianne Ball	Board Member
Mr Peter Young	Board Member
Adj. Associate Professor Annette Schmiede	Board Member

In attendance:

Adj. Associate Professor Vicki Taylor	Chief Executive, NSLHD
Mr Frank Bazik	A/Executive Director Operations NSRHS & NSLHD
Mr Rob Wright	A/Director Finance & Corporate Services
Dr David Jollow	Chair, Medical Staff Executive Council - via teleconference
Ms Judith Hogan-Wright	Secretariat

Apologies:

Mr Don Marples	Board Member
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1. Presentations

1.1 Mental Health Drug & Alcohol (MHDA) Service Workplace Culture Project

Presented by Ms Helen Telford, Consultant, Ms Paula Willisroft, Organisational Development Manager, NSLHD Workforce and Culture and with acknowledgement to Ms Andrea Taylor, Director MHDA who was unable to attend this meeting

Following on from comments received from the *Your Say* Survey in late 2015, a project commenced in January 2016 to address staff concerns and build upon workplace improvements. The presentation provided background information, the project's timelines and recommendations and the measures in place that will affect improvements. In summary, of the 150 recommendations from staff; 60% are identifying initiatives that are being strengthened or have commenced, 20% of new ideas will be progressed, 15% will require more preparation, with 5% currently not progressing at this point in time. The final report and action plan will be published in late September 2016.

Already there have been improvements and strong staff engagement. Interest has been received from within and from outside agencies regarding this project and its methodology to improve workplace culture.

The Board suggested that this project and its findings be incorporated into the Annual General Meeting and other forums to publicise the positive workforce cultural changes that are occurring. It was also suggested to investigate what findings may be transferrable to other areas of the NSLHD.

The Board thanked Ms Telford and Ms Willisroft and asked that thanks be sent to Ms Taylor for this positive and informative presentation.

2. Media Update

The Chief Executive (CE) firstly thanked Mr Frank Bazik, A/Executive Director Operations NSRHS & NSLHD (AEDO) and Mr James Yeandel, Director Corporate Communications for their efforts and support during this period of intense media coverage of adverse hospital incidents. The CE provided to the Board background information on each of those matters pertaining to NSLHD. The CE expressed her sincere apologies and regret to each of the families concerned.

Further information was provided to the Board on the work that has been undertaken by the NSLHD from the investigations undertaken. NSLHD has shared with the Ministry of Health areas of strong and transferrable process improvements.

During this period of media coverage concerning NSLHD, the Chair and CE sent a message of support to staff.

The AEDO also updated the Board on the current industrial relations issue concerning security staff. The CE advised the Board that there would be additional funding provided by the Ministry of Health to strengthen security training and resourcing.

It was noted that there is a disproportionate amount of adverse media coverage compared to the positive stories that are occurring every day in our District. There will be increased focus on distributing these success stories out to the general community.

3. Attendance / Apologies / Quorum / Conflict of Interest

Attendance and apologies were noted.
There were no Conflict of Interests noted.

4. Confirmation of Minutes

Minutes of the meeting held 9 August 2016 were reviewed with one Board member commenting on a point of reporting. The Chair will hold over the signing of the Board minutes, pending review of the Board member's comment. All other Board members agreed on the contents of the minutes.

5. Ongoing Business (in conjunction with Action List)

5.1 Clinical Services Plan Implementation Report

The Board **noted** the tabled document. The report was extensive and detailed and provided an update for quarter four 2015/16. The AEDO provided additional information. There were two major risks on the tabled report to which further details were provided. The Board commented that there was no reporting on when the outstanding recommendations would be completed.

The Board asked that thanks be provided to the staff who generated this report noting on the detail, comprehensiveness and ease of reading.

5.2 Audit & Risk – External Assessment

The Board **noted** the tabled document. The document provided information to the Board on the legal requirements and the processes to undertake these external assessments.

5.3 Audit & Risk Presentation

Presented by Mr John Hunter, Chair Audit & Risk Management Committee and representing Audit NSW, Ms Sally Bond

Mr Hunter commenced his presentation by thanking Ms Louise Derley, Director Internal Audit for her excellent work since commencing in this role and the increase and expansion of audits undertaken throughout NSLHD. Mr Hunter commented on the five months of rigorous reviews and the process undertaken prior to the signing of the financial reports.

Over the last year there has been a greater emphasis on risk, improving risk management reporting and the recruiting of the Chief Risk Officer which will strengthen Internal Audit.

Ms Bond updated the Board on the audit process noting the significant improvement on the timeliness of finalisation of financial reporting. The District is well disciplined in early close procedures and met all deadlines for early close and year end deadlines. Quality was very high as reported in the Client Services Report.

From a question from the Board regarding clinical risks, Mr Hunter advised that these are considered the highest risk for this organisation. Internal Audit will undertake up to 40 audits this year covering risk throughout the District; operational, compliance, clinical, financial, IT, fraud & corruption prevention etc.

Further details on clinical risks were provided by the CE. Clinical reviews and monitoring are undertaken via three avenues within NSLHD: Clinical Governance Unit, Finance and Performance Department and Internal Audit. In addition there are three areas which generate reporting and identification of any adverse trends: Finance & Performance, Health Care Quality and Audit and Risk Management Committees. There is also external scrutiny and benchmarking by and with external organisations which provides an additional layer of risk review.

The Audit Plan for 2016/17 was discussed noting that it is an extensive internal audit program.

The Board Chair thanked Mr Hunter, Ms Bond and the Audit and Risk Management Committee members for their contribution.

One of the Board members commented on the lack of risk reporting that is being presented to the Board. This comment was not supported by other Board members. The CE requested firm and clear advice from the Board that will satisfy its risk reporting requirements, noting that the Risk Management Framework report is currently being developed pending the above advice.

5.3.1 Audit & Risk – Annual Report

The **Board** noted the attached documents.

5.4 Peak Community & Consumer Participation Council (PCCPC) Business Plan

The Board **noted** the attached Business Plan. The Board commented on the quality of the business plan covering five key PCCPC priorities for 2016-18. Ms Kuchcinska stated that PCCPC will consider at the next meeting changing its name to Consumer Advisory Council.

5.4.1 PCCPC Business Plan Presentation

Ms Beata Kuchcinska presented to the Board the Business Plan which provided more detailed information to the tabled document.

Ms Kuchcinska commenced her presentation by honouring Ms Betty Johnson AO, previous Chair of PCCPC, who was instrumental in the development of this plan. Ms Johnson had a long association promoting consumer involvement in health within NSLHD and to the wider community. Ms Kuchcinska also acknowledged Ms Marissa Dodds, Manager Community Consumer Partnerships for her contribution.

The five priorities for PCCPC are: expand consumer involvement across the NSLHD; redesign Integrated Care and co-production, refine consumer and community engagement structures, promote consumer ownership of health literacy; respond to accreditation requirements. Progress and status reporting to the Board will occur periodically on the multiple objectives/KPIs that are aligned with the five priorities and will include status tracking.

The Board suggested to alter the wording in priority No. 2 to clarify that it is about Consumer involvement i.e. improve consumer collaboration in the redesign of Integrated Care.

In response to a question from the Board on measurable outcomes of this Business Plan, Ms Kuchcinska noted that several KPIs have already been met and all KPIs were deemed to be achievable. As this is an evolving document, there is an intention to add more KPIs in the coming year as progress is made.

The CE stated that consumers had previous input to various projects and noted the value and knowledge that has flowed from the ongoing consumer involvement on key executive committees. A Board member stated that the mandatory requirement for hospital accreditation, Standard 2 of the National Safety and Quality Health Service, requires the involvement of consumers in the organisational and strategic processes that guide the planning, design and evaluation of health services.

The Board is very supportive of the involvement of consumers within NSLHD and thanked Ms Kuchcinska for this informative presentation.

6. Standing Business

6.1 Chief Executive Summary

The Board **noted** the report. The CE took questions arising from the tabled report.

The Board asked that congratulations be sent to those who have submitted two abstracts accepted as posters for the International Society for Quality in Healthcare (ISQua).

The Board Chair and CE suggested a National Disability Insurance Scheme (NDIS) update be presented to the Board.

Action: NDIS presentation to be scheduled in an upcoming Board meeting

6.2 Finance and Performance Report

The Board **noted** the Financial Summary for July 2016.

The Chair noted that the August 2016 Board minutes reflected the facts at the time of the Board meeting. Since that time the Ministry of Health has adjusted the revenue target by the Treasury Managed Fund (TMF) adjustment. Therefore referring to the August minutes, point 6.2 Finance and Performance Report where it was reported as a favourable net cost of service results for the 2015/16 financial year, with this amendment the result will be a minimal unfavourable result as noted in the 2015/16 financial accounts.

The A/Director Finance and Corporate Services (A/DF&CS) provided additional information to the tabled report as listed below.

Question was raised regarding length of stay (LoS) compared to last year's results and the CE advised that it has substantially improved and an additional improvement has also been noted on the reliance of premium labour. Current impact on LoS is due to a late surge occurring at Hornsby Ku-ring-gai and Royal North Shore Hospitals, and delays in transferring patients to rehabilitation facilities. Hospital presentations continue to increase month on month. FTE numbers reported mirror the increased hospital activities.

Ongoing business improvements previously reported as OESI will be reported via the Finance & Performance Report. The 2016/17 roadmaps fall within the portfolio of Director Performance, Innovation and Integrated Care (DPI&IC) and identified LHD leads.

6.2.1 Projected Budget Deficit Strategies / Initiatives

The A/DF&CS provided to the Board a presentation covering the strategies and initiatives that will address the predicted 2016/17 year end deficit.

An audit will be undertaken in December 2016 to ensure that there is continued robust monitoring on the level of savings achieved.

The results of the audit will be reported to the Board by the Director Finance and Corporate Services.

Action: The results of the audit will be reported to the Board by the Director Finance and Corporate Services.

The Board thanked Mr Wright for his contribution to NSLHD as acting Director Finance and Performance and Corporate Services.

6.2.2 Corporate Governance Attestation Statement 2015/2016

The **Board** noted the tabled document.

A Board member commented that the process undertaken prior to the signing of the documentation was poor and requested that this be noted in the minutes. The Board member also made comments on the form of the statement.

The Attestation Statement was agreed upon by the Board with one dissenting Board member.

7. New Business

7.1 Board Member's Review

The Board **noted** the tabled document.

The Chair outlined the areas of Board behaviour provided by Board peers that were items for improvement. This will be considered for discussion at the Board Planning Day scheduled for 2017 to align with the new Board members appointments scheduled in December 2016.

The Chair also discussed the Board member feedback on CE and Executive Team's performance over the last financial year.

8. NSLHD Committee Minutes

8.1 Audit and Risk Management Committee

The Board **noted** the endorsed June 2016 minutes.

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The Board **noted** the endorsed July 2016 minutes.

8.2 Capital Asset Planning Committee

The Board **noted** the endorsed March 2016 minutes.

8.3 NSLHD Clinical Council

The Board **noted** the endorsed July 2016 minutes.

8.4 Finance and Performance Committee

The Board **noted** the endorsed July 2016 minutes.

8.5 Health Care Quality Committee

The Board **noted** the endorsed June 2016 minutes.

8.6 Medical and Dental Appointments Advisory Committee (MDAAC)

The Board **noted** the endorsed June 2016 minutes.

8.7 Medical Staff Executive Council (MSEC)

The Board **noted** the endorsed May 2016 minutes.

8.8 Peak Community and Consumer Participation Council (PCCPC)

Nil available – next meeting October 2016.

8.9 NSLHD and Primary Health Network Executive Council

The Board **noted** the endorsed April 2016 minutes.

9. Correspondence

9.1 Letter of Appointment to NSLHD Board – Ministry of Health

The Board **noted** the letter of appointment for Mr Trevor Danos.

9.2 Welcome letter to new chair PCCPC – Chair NSLHD Board

The Board **noted** the welcome letter to Ms Beata Kuchcinska.

9.3 Work and Development Order (WDO) Program – Justice NSW

The Board **noted** the letter to the CE outlining the WDO's program of deliverables.

9.4 Forum on Respectful Culture – Ministry of Health

The Board **noted** the letter to the CE outlining Respectful Culture in Medicine.

10. Board Member Only Discussions

Non Board members left the room to enable confidential discussions to proceed on CE performance over the last financial year.

11. Date, Time & Venue for Next Meeting

4 October 2016, Ryde Hospital.

Meeting Closed: 7:40pm prior to the Board Member Only Discussions

CERTIFIED A CORRECT RECORD

Professor Carol Pollock, Chair

By Professor Carol Pollock, Chair

On 6 October 2016