

NSLHD Board

MEETING DETAILS

Date: Tuesday 21 November 2017 commencing 4:30pm

Venue: South Wing Dining Annex, Manly Hospital.

Present:

Mr Trevor Danos AM	Board Chair
Dr Dianne Ball	Board Member – via teleconference
Adjunct Professor Ann Brassil	Board Member
Professor Mary Chiarella	Board Member – via teleconference
Mr Andrew Goodsall	Board Member
Mr Brad Goodwin	Board Member
Mr Anthony Hollis	Board Member
Ms Beata Kuchcinska	Board Member – via teleconference
Mr Don Marples	Board Member
Dr Harry Nespolon	Board Member
Adj. Associate Professor Annette Schmiede	Board Member
Mr Keith Skinner	Board Member

In attendance:

Mr Graeme Loy	Acting Chief Executive NSLHD
Mr Christopher Thomson	A/Director Finance & Corporate Services
Ms Elizabeth Curran	Executive Director Operations, NSRHS & NSLHD
Dr David Jollow	Chair, Medical Staff Executive Council
Ms Judith Hogan-Wright	Secretariat

Apologies:

Dr Michelle Mulligan	Board Member
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The planned tour of the Northern Beaches Hospital was cancelled on short notice and a future date in the first quarter of 2018 will be arranged for the NSLHD Board to inspect this new facility planned to open in late 2018.

Prior to the commencement of the Board meeting, the Board enjoyed a tour of Manly Hospital led by archivist Julie Stacker who provided background on the items of historical significance. The Manly Hospital Historical Memorabilia Committee has been formed and a strategy has been developed to identify historical artefacts and to determine the preservation, future location and display of these items, as well as to celebrate with the staff and with the public the achievements of Manly Hospital. It was noted that paper records will be dealt with under the Archives Act. Accompanying the Board members were the executives of Manly Hospital; General Manager Northern Beaches Health Service Mr Frank Bazik, Director Nursing and Midwifery Jacinta Kilpatrick and Director Medical Services Dr Nicola Ward.

The Board encouraged the Manly Hospital Historical Memorabilia Committee to consider submitting a monthly update to the public via the local newspaper.

Action: The Secretariat to arrange another tour of the Northern Beaches Hospital for the Board's information in early 2018.

MEETING DETAILS

The Board Chair, Mr Trevor Danos AM welcomed the Board members and attendees to the meeting.

The Board members presented a gift of appreciation to Mr Graeme Loy, Acting Chief Executive (A/CE) NSLHD on what was his last day in that role.

The Board members were advised of the resignation of Mr Christopher Thomson, A/Director Finance & Corporate Services, NSLHD and thanked him for his contribution over the past six months and wished him well in his future endeavours.

Mr Keith Skinner's presentation was postponed until the December 2017 Board meeting.

1. Presentation

1.1 Kolling Foundation

Ms Julie McDonald, Chief Executive Officer and assisted by Mr Greg Isaacs, Chairman, Kolling Foundation provided a presentation titled the *Vision for Fundraising in the NSLHD* which was **noted** and taken as read by the Board. The tabled document detailed the Foundation's fundraising model, strategy and projections.

Ms McDonald provided additional information on the proposed branding of the Foundation (as the North Foundation) and the rationale for such branding, its structure and governance, its operating costs, its alignment with the Kolling Institute, its alignment with the District's strategic plan and potential fundraising targets, as well as comparisons of such matters to other health based fundraising organisations. The personalisation of the fundraising efforts via the Royal North Shore Hospital's 2017 Christmas Miracles and the Gift of Thanks are proving to be very successful. This alignment of giving to a facility or a special cause will be undertaken throughout the NSLHD.

The Board noted that a decision on fundraising direction and strategy was expected to be made at the December 2017 meeting. A briefing note from the Chief Executive will be included in the board pack for the next meeting. The Board requested that the briefing note contain a strong focus on governance issues associated with the recommended direction and strategy, as well as details of applicable Ministry policies.

Although Ms McDonald has tendered her resignation, she has agreed to be a board member of the Foundation. A suitable person has been identified from the NSLHD to undertake a secondment to the position of A/Chief Executive Officer, Kolling Foundation until a permanent replacement is identified. The A/CE cautioned the Board to ensure that the fundraising should align with the strategic direction of the NSLHD.

After Ms McDonald and Mr Isaacs left the meeting, these matters were discussed in further detail. The Board agreed to exercise the option to extend the current contract with the Foundation by a further six months, from 22 January 2018.

2. Patient Story

2.1 Letter of Appreciation

The letter of appreciation was **noted**. The A/CE spoke to the tabled letter written by the mother of a young patient at Mona Vale Hospital and noted the exemplary communication and bedside manner by the staff.

3. Attendance / Apologies / Quorum / Conflict of Interest

Attendance and apologies were noted.

The Chair requested all attendees to declare any conflicts of interest at this meeting.

There were no conflicts of interests declared.

4. Confirmation of Minutes

4.1 NSLHD Board meeting held 17 October 2017

4.2 Clinical Quality Improvement Workshop held 3 November 2017

4.3 Strategic Priority Setting Workshop held 4 November 2017

Minutes of the above meetings were confirmed as a true and accurate record of these meetings.

5. Ongoing Business (in conjunction with Action List)

5.1 Staff Communication

The referral prepared by the Director Corporate Communications was **noted** by the Board. The Board Chair commented that further detail is required to address the quality assurance processes applied to internal and external communications including vetting by Corporate Communication Department and how communication is effected for those who do not have a health email address e.g. Visiting Medical Officers (VMOs).

The Board then discussed the large amount of email communication received by staff and whether this might be having an undesirable effect on effective communications of key and important messages and whether other communications pathways should be utilised.

A presentation on digital and social media and on the District's communications strategy including website development is already scheduled for March 2018.

Action: The Director Corporate Communication to prepare a note to the Board covering: a) quality assurance processes for internal and external communication, b) effective communication to those who do not have a health email address e.g. VMOs, c) an overview of staff communications including the amount of emails delivered to staff over a period of a week, d) investigation of communication pathways and best methods and utilisation to deliver key and important advice, and e) how these matters link to communications with and by the Kolling Institute, the Kolling Foundation, Northern Beaches Hospital, the Sydney North Primary Health Network and relevant non-government organisations (NGOs); due December 2017.

5.2 Northern Sydney Home Nursing Services

The Board read and **noted** the referral prepared by the Director Primary and Community Health NSLHD.

The paper answered the questions previously raised by the Board. The Board commented upon the high satisfaction rates noted in the paper. The Board requested further information on this service specifically in relation to the projected increase in activity.

Action: Adj. Associate Professor Schmiede and Dr Nespolon to discuss with the Chief Executive the best method to inform the Board in relation to the home nursing and related integrated care service provisions; findings due by December 2017 Board meeting.

5.3 Ryde Hospital Data Reporting

The Board **noted** the tabled document. Although both hospitals are fully separated by financial, performance, quality and safety and risk reporting, both hospitals fall under the North Shore Ryde Health Service and share a common newsletter. The A/CE advised the Board on the proposed operational and organisational changes which will further separate these two hospitals. This matter is now closed.

5.4 NSLHD Media and Communication Plan and Production of Staff Newsletters

The Board **noted** the tabled documents. The Chair sought further details on the communication strategies covering the Kolling Foundation and Institute, Northern Beaches Hospital post operationalization, Primary Health Network and non-government organisations (NGOs).

A Board member commented on the collection and data analysis of feedback from NSLHD patients/consumers their families and carers in real time. This will be addressed by a presentation in the New Year by the Director Corporate Communications and the work being undertaken by the Teaching, Innovation, Research and Education (RITE) Committee and the tabling of this information for the Board.

It was recommended that the Chief Executive, Director Corporate Communications and the Chair RITE committee discuss all the points brought up by the Board regarding communication to ensure that this is covered in the presentation.

Action: The Director Corporate Communications to include the following in his communication presentation planned for March 2018: Kolling Foundation and Kolling Institute, Northern Beaches Hospital post operationalization, Sydney North Primary Health Network and NGOs and other matters raised at the meeting between the Chief Executive and the Chair RITE committee.

5.5 Annual Public Meeting (APM) 2017

The information provided on the referral was **noted**. The Chair advised that at the APM a publication called *A Year in Review* and a handout on the NSLHD financials for the past year will be distributed.

5.6 Management of Patient Complaints

The Board **noted** the tabled document and the Chair sought further details on the work being undertaken to ensure that NSLHD correspondence aligns with the Minister for Health's directive on plain English writing and contains empathy and understanding. The Executive Director Operations NSLHD outlined the training that is currently being undertaken across the NSLHD, the review of the complaint reporting and the operational structure to ensure that complaints and responses are reviewed in a timely manner.

5.7 Graduate Management Trainees

Details on the action item were contained within the Chief Executive's Report. The Chair spoke of the benefits to NSLHD of this initiative. The A/CE updated the Board on the final selection of candidates with the commencement of these graduates commencing in early February 2018 and the induction process. Graduates will be paired with Sydney Local Health District until a specific program is developed for NSLHD.

5.8 NSLHD Asset Strategic Plan 2017

The tabled referral note, the Asset Strategic Plan for 2017 and attachments were **noted** by the Board. The A/CE advised that work has commenced on the Asset Strategic Plan for 2018. This draft plan will be presented at the May 2018 Board meeting. In June 2018 the Board will endorse the plan for submission to the Ministry of Health in July 2018. The Board requested that this be a "fresh" report rather than an update.

The Chair commented on the condition of Hillview Community Health building and the A/CE responded to advise that community health infrastructure is an area for consideration and review by the NSLHD.

The Board discussed the organisational structure and resourcing of the District's capital works department, as well as the pros and cons of externalising maintenance. The Board requested the A/CE to take account of these comments as strategies are being developed.

Action: The Board was invited to undertake a walk around at the Hillview Community Health Centre; Secretariat to arrange as soon as possible.

Action: The Chief Executive to present a paper covering the status of all plans required by the District; due December 2017.

Action: The A/Director Finance and Corporate Services to present a paper covering the timeline, resourcing and methodology of the Asset Strategic Plan 2018; due December 2017 with an update in February 2018.

5.9 Aboriginal & Torres Strait Islander Health Plan 2017-2022 - Draft

The tabled referral note and the draft Aboriginal & Torres Strait Island Health Plan were **noted**. Mr Brad Goodwin provided background information on the large amount of consultation in the preparation to this plan and the good news stories arising from the work of the Aboriginal Health department. Mr Goodwin recommended that this plan be approved by the Board.

The Board **approved** the plan with the following proviso: that the Chief Executive liaises with Adjunct Professor Brassil and with Mr Goodwin regarding the comments raised at the meeting and if approved by the Chief Executive, incorporate these into the plan. The Board noted that no further referral to or approval by the Board is required if those amendments are not material.

Action: The Board requested a six monthly traffic light report on the progress of the implementation of the Aboriginal & Torres Strait Islander Health Plan 2017-2022 be provided to the Board; due each June and December until 2022.

5.10 Junior Medical Officers (JMO) Wellbeing

The Board **noted** the tabled document and Dr Nespolon provided further details regarding the meeting with NSLHD executives regarding the working group. The Board reinforced its position that there be a Board working group that takes an active and leadership role in relation to these matters.

Action: Dr Nespolon to present to the Board at the December 2017 Board meeting details of the working group (composition and terms of reference) and a work plan and the priority areas for the working group covering JMO wellbeing.

6. Standing Business

6.1 Board Chair Report

The Board Chair updated the Board on the following:

- The Chair will be attending the upcoming quarterly meeting with the Chief Executive Officer of Healthscope and advised the Board on the issues that will be raised at this meeting.
- The Chair has attended the Sydney North Primary Health Network (SNPHN) Annual General Meeting held on 9 November 2017.

- The Chair advised the Board of the appointment of Dr Nespolon to the position of Chair of the SNPHN Board. The NSLHD Board congratulated Dr Nespolon.
- The Northern Beaches Health Service (NSHS) Redevelopment Program health check report by PwC was distributed to the Board members for their information. Overall the report was positive. The Chair outlined the oversight of the NBHS via the FRAP committee and various other committees and the regular communications with the Ministry of Health on the high priority project. The Chair also outlined the organisational and operational structures that support this project.

Action: A Board meeting referencing Northern Beaches Hospital to be held in May 2018 to update the Board on the work prior to and post opening and the impacts on NSLHD; to be arranged by the Chief Executive and secretariat.

- The Chair updated the Board on the proposed development of the area identified as 4B located within the Royal North Shore southern campus area and the meetings that have been held.
- The Chair updated the Board on the work he is doing with regard to clinician engagement.
- The Chair has attended the second meeting of the interim management committee of the Kolling Institute. A Chief Operating Officer has been appointed as well as an independent chair. The Chair updated the Board on the progress regarding recruitment, office space reallocation and the governance and funding of research undertaken within and external to the Kolling Institute.
- The Board Chair outlined his concern regarding cultural issues and unacceptable conduct at NSLHD (including complaints that had been made to him), the risk implications for the District and the need for a timely strategy and an holistic approach. This will be a focus of discussion between the Board Chair and the Chief Executive to ensure this is a priority and that there is follow up to the work already done by EY.
- The Board Chair circulated to the Board for their information a brochure covering the Dexus, North Shore Health Hub to be located adjacent to the North Shore Private and the Royal North Shore campus.

Action: The CE to prepare a paper on the Dexus, North Shore Health Hub and the implications for NSLHD; date to be confirmed.

- The Board Chair thanked Professor Mary Chiarella on the Safety & Quality Workshop held on 3 November 2018 and requested at the February 2018 Board meeting an update on the transition from Safety I to Safety II and the work to be undertaken by the Health Care Quality Committee (HCQC). The Chair noted that he and Professor Chiarella would be meeting with Kim Reynolds (consumer attendee/presenter on 3 November 2017) in the New Year.

Action: The Chair HCQC to update the Board on Safety & Quality as listed above; due February 2018.

- The Board Chair noted a paper he had received on the Vanderbilt University program on improving behaviour among medical officers. He requested this be copied to Board members.

Action: Copy to be included in Board papers for December 2017.

6.1.1 Hornsby tour

The tabled document was **noted** and was taken as read. Please refer to the response to this document, referenced as item 6.2.1.

6.1.2 Senior Medical Engagement

The tabled document was **noted** and was taken as read. The questions raised regarding website redevelopment will be covered in the presentation by the Director Corporate Communication schedule in early 2018.

6.1.3 Surgical Education, Research and Teaching (SERT) Institute

The tabled document was **noted** and was taken as read. The Board Chair advised that the SERT Institute is being progressed and work is currently being undertaken to identify a suitable physical location within the NSLHD.

6.2 Chief Executive Report

The Board **noted** the report and the A/CE added additional detail on several items; the capital works currently being undertaken Hornsby Redevelopment, the award ceremony for the Exceptional People Awards, and encouraged the Board to optimise their attendance at the Board *Walkabouts*.

6.2.1 Board Chair Report to Hornsby Ku-ring-gai Health Service

The tabled document was **noted** and the Board Chair added that further details on the proposed helipad works and the funding of this development.

Action: The A/CE to provide a paper on the proposed helipad at Hornsby Ku-ring-gai Hospital; due December 2017.

6.2.2 NSLHD Exceptional People Awards

The Board **noted** the tabled document and was mentioned in Item 6.2.

6.2.3 Kolling Institute – Performance Reports

The Board **noted** the tabled document and attachments. The Board supported an approach where research outcomes are measured and publicly reported.

6.3 NSLHD Board – Finance Risk and Performance (FRAP) Report

The Board **noted** the report and was taken as read.

6.3.1 Financial Impact due to Extraordinary Winter Activity

The report was **noted** and taken as read. The A/CE acknowledged the work that has been undertaken to address the impacts on the District, and advised that the roadmaps are indicating that traction is occurring which is now being reflected in the performance and financial reporting.

6.3.2 FY17/18 Roadmap Performance & Forecast

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

6.3.3 2018/19 Service Agreement Development Timeline

The referral was **noted** and taken as read.

6.3.4 Risk Report update

The referral was **noted** and discussion was centred on the high importance of culture improvement required in District. The Board Chair recommended to the A/CE that culture is elevated to within the top 10 in the risk report.

Action: The Chief Executive to communicate to the Chief Risk Officer the recommendation from the Board to increase the rating of NSLHD culture to a top 10 risk item.

6.3.5 Northern Beaches Hospital Update

The referral was **noted** and the Board discussed the Northern Beaches Redevelopment under Item 6.1, Board Chair Report.

6.3.6 NSLHD Capital and Asset Planning Major Projects 2017

The referral was **noted** as taken as read.

6.3.7 Northern Beaches Hospital Financial Impact update – Paxon Financial Modelling Tool

The referral and the modelling tool provided by Paxton were **noted** as taken as read. This modelling tool has been reviewed by the FRAP committee and gave confidence to both the members of FRAP and to the Board.

6.4 Performance Report

The Board **noted** the report and was taken as read. The Chair of FRAP acknowledged the work undertaken by the Executive Director Operations to reduce length of stay which is positively impacting on performance and financial results.

6.5 NSLHD Risk Report – Board update

The Board **noted** the report. Refer to Item 6.3.4 and the action item regarding the Board's recommendation to increase the rating of NSLHD culture to a top 10 risk item.

6.5.1 Enterprise Risk Management Report by District

6.5.2 Enterprise Risk Management Report by Site

The Board **noted** the above tabled reports.

6.6 MoH Performance summary of all LHDs – September 2017

The referral, report and the letter from the Ministry of Health covering performance were noted. The NSLHD remains on Level 0.

6. New Business

7.1 Future of Manly Hospital site post 2018

The Board **noted** the referral. The Board Chair outlined the community consultation being undertaken on the future the hospital, but ultimately any decision will be made by NSW Government.

7. NSLHD Committee Reports

8.1 Board Audit & Risk Committee (BARC)

Nil available – next meeting December 2017

8.2 Clinical Council

The Board noted the endorsed September and October 2017 minutes. The Board requested confirmation be included in those minutes on how previous feedback from the Board on the timeliness of patient contact has been addressed.

Action: Executive Director Operations NSLHD to update the Board on the Board's previous feedback regarding the September 2017 Clinical Council minutes concerning timeliness of patient contact; due December Board meeting.

8.3 Consumer, Community, Carer & Communication (4Cs) Committee

Nil available – next meeting 22 November 2017

8.4 Finance, Risk and Performance (FRAP) Committee

The Board **noted** the endorsed September 2017 minutes.

8.5 Health Care Quality Committee (HCQC)

Nil available – next meeting 24 November 2017.

8.6 Medical Staff Executive Council

Nil available – next meeting 13 November 2017

8.7 NSLHD & Sydney North Primary Health Network Executive Council

Nil available – no further meeting dates confirmed as yet.

8.8 Research, Innovation, Teaching and Education (RITE) Committee

Nil available – next meeting December 2017

8. Date, Time and Venue for Next Meeting

Tuesday 19 December 2017:

4:00pm Board meeting, Boardroom, Douglas Building, Royal North Shore campus

Meeting Closed: 7:50pm

CERTIFIED A CORRECT RECORD

By Mr Trevor Danos AM, Chair

On 21 December 2017