

## MINUTES

### Presentation:

Operational Excellence-Finance & Performance – Mr Michael Still  
The Board agreed to defer this item to the next meeting

### Patient Story

Deferred to next meeting

### 1. Present:

Ms Ann Brassil	A/Chair
Ms Betty Johnson AO	Board Member
Mr Peter Young	Board Member
Dr Michele Franks	Board Member
Mr Anthony Hollis	Board Member
Mr Michael Still	Board Member
Ms Diane Flecknoe-Brown	Board Member
Associate Professor Sue Kurrle	Board Member

### Teleconference:

Ms Judith Hopwood	Board Member
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### In attendance:

Dr Andrew Montague	Acting Chief Executive
Mr Lee Gregory	Acting Director Operations
Ms Jacqueline Ferguson	Acting Director Finance
Ms Carol Parker	A/Secretariat
Dr Adam Rehak	Chair Medical Staff Executive Council

### Apologies:

Associate Professor Annette Schmiede	Board Member
Professor Carol Pollock	Chair, Board
Adj. Associate Professor Vicki Taylor	Chief Executive

### Conflict of Interest

Nil

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### 2. Confirmation of Minutes

The Board accepted the minutes of the meeting held on 2 July 2013 as a true and accurate record of that meeting with the following amendment;

In reference to 3.4 External Auditor Follow – up

The fourth paragraph should read - *'The Board requested that the Chair of the External Audit Committee attend the August Meeting to provide feedback on the Audit Plan'* as indicated in the Action List.

A question was raised regarding Item 3.1 Update on Board Recovery Plan - The Board noted that the minutes indicated that the OESI review was to be forwarded to the Board. The report was tabled at this Board meeting.

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

#### 3.1 Finance and Performance Report

The Director Finance presented the end of financial year results as per report.

It was noted that the major issues for the financial result in 2012/13 are unplanned/emergency demand, own-source revenue and commissioning of the new Royal North Shore Hospital.

The Board **NOTED** the efforts to contain the demand growth which realised an improvement in episode length of stay, reduction in avoidable admissions and reduced levels of readmissions for both general and mental health patients. However, the significant increase in unplanned demand has had a negative impact on the fiscal position in 2012/13.

Own source revenue has shown an improvement in results this financial year, with an increase in private health insurance uptake. It was also noted that there is a rise in the proportion of patients recorded as having private health insurance.

The Board was advised that discussions have occurred with the Ministry of Health regarding additional cost for the commissioning of the new Royal North Shore Hospital. The Ministry of Health has confirmed that funding will be provided in regard to the additional costs.

June FTE Levels increased by 28.5 FTE, with the majority being in the corporate areas. This increase was due to the commencement of administration staff in place of contractors at RNSH, and recruitment to positions in the new Mental Health facility at Hornsby Hospital.

The Board **NOTED** the service agreement activity volumes. The 5% presentations not receiving an NWAU have been resolved. Coding figures are in line with Ministry of Health activity timelines, trainee coders have been recruited into RNSH vacancies.

The Board was advised that a member of the Ministry of Health attended today's Finance and Performance meeting and will continue to attend the meetings for a period of time. It was noted that the Ministry is pleased with progress to date, and has spoken well of the Finance teams efforts.

#### **Board Payments**

Defer to next meeting – see action sheet

#### 3.2 Update on OESI/Recovery Plan

The Board **NOTED** the OESI Executive Report which was tabled, July results are not available at present. The project is now moving from diagnostic into implementation phase with performance tracked against targets.

#### **Potential divestment strategies**

Ms Brassil and Dr Montague reported initial discussions have occurred regarding options to look at which services we could consider looking at either to be provided more cost effectively by an external provider or disinvesting in. Discussion with ACI around potential models to assess such divestment strategies. Scoping and risk management will be an intricate part of this process.

It was also suggested that Telehealth may be a service that can be considered for investment. It is Commonwealth funded, and provides far reaching services.

### **3.3 Clinicians Reference Group Update**

The Board **NOTED** the RNSH Clinician Reference Group (CRG) draft minutes of 26 June 2013.

Dr Rehak advised that a meeting was held with the General Manager, North Shore Ryde Health Service to discuss the ongoing relevance of the CRG. A number of clinicians have raised concerns that they cannot add any more to the process. As the meetings are weekly, there is not enough time to action the items from the previous meeting, as there is not enough time to collect data. The CRG recommended that it would be better to embed the workings into existing committees, but would like to continue to be part of the long term changes, and are looking at how this can be made sustainable. There was agreement that existing structures need to be utilised within RNSH. There was discussion on how to engage and improve communication with clinicians.

The Board **AGREED** that Dr Rehak, Dr Montague and Ms Shilbury meet to further discuss these issues and work together to identify what the strategy will be. It was raised that consideration could be given to acquiring the services of an external party to help coach through the process.

**Action:** Dr Montague to report back to the August meeting on progress.

### **3.4 OESI Program Communication Strategy**

The Board **NOTED** the Communication Strategy

**Action:** Mr Young to email views to Dr Montague

### **3.5 NSW Ministry of Health and NSLHD Service and Performance Agreement**

The Board was advised that the majority of changes were from page 29 onwards. The deadline for final sign off is 31 August 2013. A brief, including risks, will be provided to the August Board meeting.

The issues around block funding services have been raised in the draft response to the Ministry of Health. Superannuation is accelerating, and has been factored into the figures.

It was requested that the Board provide comment on the Agreement to the Acting Director of Finance by 9 August 2013.

### **3.6 Capital Planning Updates**

#### **Capital Developments**

#### **3.6.1 Royal North Shore Developments / Master Plan**

The Board **NOTED** the report

The Board requested an update on the RNSH CSB project

**Action:** Director Operations to provide update on the CSB project to the August meeting.

#### **3.6.2 Hornsby**

The Board **NOTED** the report

#### **3.6.3 Hornsby Mental Health**

The Board **NOTED** the report

The Board was advised that once staffing is finalised adolescent patients will be able to be admitted to the Unit. Commissioning funding charges will be recouped from HI.

### **3.6.4 Graythwaite**

The Board **NOTED** the report

### **3.6.5 Northern Beaches Redevelopment Frenchs Forest Update**

The Board **NOTED** the report

## **Probity Plan – Conflict of interest forms**

### **EOI Process**

Dr Franks presented information on the EOI Process.

Following the advertising of the Expression of Interest (EOI) four EOIs were received; Ramsay Health Care, Healthscope, Macquarie University Hospital Operations and Adventist Healthcare Ltd (Sydney Adventist Hospital).

The evaluation criteria and processes were noted. Submissions from sub panel leads were received on Monday, with EOI registrant presentations to panels on Wed/Thursday this week. Consensus/issue to be provided to the NSLHD Board sub panel, with peer review by NSLHD Board Sub-Committee on 15 August.

The PCG endorsement is due on 19 August, with the PDB endorsement due on 29 August, with release RFP end September 2013.

## **4. New Business**

### **4.1 Board Planning Day**

Mr Still, Ms Brassil and Professor Pollock met with Norman Swan regarding the agenda for the day. Mr Swan was clear that he would like to interview all Board members and will seek views on priorities for the day and what is expected to be gained on the day. The agenda will then be formed following interviews. Mr Swan also discussed the process for the dinner the night before the planning day, and interaction with the NSLHD Executive. It was suggested that a working meal with the Executive would be valuable, this to be confirmed. The Executive will then attend in the morning of the planning day, with the Board to have in-camera sessions following this.

### **4.2 Medicare Locals Initiative**

The Board **NOTED** the paper and was advised that the Joint Committee of NSLHD and Medicare Locals agreed on a joint focus to obtain outcomes. A working group of the committee will table an action plan on joint priorities to be endorsed.

The Board was advised that consumers on the Northern Beaches are working with Medicare Locals, and have formed a group with the Medicare locals and are asking a few others to join. This is a positive outcome for consumers who are interested in providing input into these initiatives.

### **4.3 Clinical Services Plan Traffic Light Report**

The Board **NOTED** the report.

The following queries were raised and reported on;

*Item 43 – single linear accelerator radiotherapy unit in the new Northern Beaches Hospital.*

- This is at present amber as there are discussions around the EOI on the Northern Beaches.

*Item 44 – chemotherapy for the Northern Beaches*

- This is amber as it is included in discussions for the new site.
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*Item 56 – Interventional Neuroradiology*

- NSLHD and four other LHDs in the State are involved in a tender process for this service. An EOI has gone out for provision of the service. Interim arrangements with existing RNSH specialists have been put in place for the remainder of 2013.

Target dates noted in the report are calendar years. It was noted that most of the greens are pending and projects have been started.

The Board suggested that this information be placed on the intranet for staff information.

The Board congratulated the Service Development Managers on the work done on this project. **Action:** Acting Board Chair to draft congratulatory letter to Service Development Managers.

The Board was advised that an evaluation of the Pixus machines will be provided to the F&P Committee in September.

## 5. Standing Agenda Items

### 5.1 Chief Executive Report

The Board **NOTED** the Chief Executive's Report, in particular the improved NEAT results in June 2013.

The draft report by the Clinical Excellence Commission, following the 2012 Quality Systems Assessment, will be provided to the Board within the next two weeks.

The Board noted that the NSLHD was the best performing metropolitan LHD in relation to Emergency Access Performance (EAP) for Mental Health/Drug and Alcohol admissions.

Both APAC and ACAT Units, within Primary and Community Health, continue to meet the MoH KPIs. The Board congratulated both teams on this excellent result.

**Action:** A/Chief Executive to draft appreciation letter to Primary and Community Health

The Board **NOTED** and congratulated Professor Carol Pollock who was successful in her Australian Research Council Linkage application, and Dr Siri Kannangara, VMO in Rheumatology, Northern Beaches, who received an award in the Queen's Birthday Honours of an AM for significant service to medicine, particularly in the field of sports medicine and rheumatology.

**Action:** A/Chief Executive to draft a letter of congratulations to Professor Pollock and Dr Siri Kannangara

### 5.2 NSLHD Committee Minutes

#### 5.2.1 Health Care Quality Committee

The draft minutes from the meeting held 6 June 2013 were **NOTED** by the Board.

The Board requested clarity around what the highest level of clinical governance is, and who does the IRMAC committee report to.

**Action: Ms Flecknoe-Brown to discuss with Dr Montague outside of the meeting**

#### **5.2.2 Audit and Risk Management Committee**

The draft minutes from the meeting held 14 June 2013 were **NOTED** by the Board.

The endorsed minutes from the meeting held 22 February 2013 were **RATIFIED** by the Board.

#### **5.2.3 Medical and Dental Appointments Advisory Committee (MADAAC)**

The draft minutes from the meeting held 5 June 2013 were **NOTED** by the Board.

A question was raised regarding a Diversity Policy, does the LHD have such a policy. Dr Kurrle advised that all interview processes are followed under the EEO policy.

#### **5.2.4 Finance and Performance Committee**

The draft minutes from the meeting held 25 June 2013 were **NOTED** by the Board.

The endorsed minutes from the meeting held 28 May 2013 were **RATIFIED** by the Board.

#### **5.2.5 LHD Clinical Council**

The draft minutes from the meeting held 3 June 2013 were **NOTED** by the Board.

The Board **NOTED** the tabled Clinical Council Minutes of 1 July 2013

#### **5.2.6 Education Sub-committee**

The draft minutes from the meeting held 2 July 2013 were **NOTED** by the Board.

The endorsed minutes from the meeting held 28 May 2013 were **RATIFIED** by the Board.

The Board was advised that Dr Kirsty Forster and Ms Betty Johnson recently met to discuss education for consumers. It was a very informative meeting, and a small group of consumers will be organised to take this matter forward.

#### **5.2.7 Research and Innovation Sub-committee**

Nil - next meeting 6 August 2013

#### **5.2.8 Peak Community Participation Council (PCPC)**

The draft minutes from the meeting held 26 June 2013 were **NOTED** by the Board.

The endorsed minutes from the meeting held 24 April 2013 were **RATIFIED** by the Board.

#### **5.2.9 Medical Staff Executive Council (MSEC)**

The draft minutes from the meeting held 20 May 2013 were **NOTED** by the Board.

#### **5.2.10 NSLHD and Medicare Locals Consultative Council**

The draft minutes from the meeting held 11 June 2013 were **NOTED** by the Board.

The endorsed minutes from the meeting held 9 April 2013 were **RATIFIED** by the Board.

#### **5.2.11 Major Capital Asset Planning Committee (MCAP)**

The draft minutes from the meeting held 17 June 2013 were **NOTED** by the Board.

The endorsed minutes from the meeting held 18 March 2013 were **RATIFIED** by the Board.

#### **5.2.12 Integrated Risk Management Advisory Committee (IRMAC)**

The draft minutes from the meeting held 18 June 2013 were **NOTED** by the Board.

The endorsed minutes from the meeting held 21 May 2013 were **RATIFIED** by the Board.

The Board expressed appreciation for the new summary reports attached to each meeting.

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## **6. Venue and time for next meeting**

Tuesday 27 August 2013 at 3.00pm in the Executive Board Room, Building 51, Royal North Shore Hospital

**Meeting Closed: 7:10 pm**

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**CERTIFIED A CORRECT RECORD**

**By Professor Carol Pollock Board Chair  
On 28 August, 2013**