

NSLHD Board

MEETING DETAILS

Date: Tuesday 17 July 2018 commencing 4:30pm

Venue: Boardroom, Executive Unit, Douglas Building, Royal North Shore campus

Present:

Mr Trevor Danos AM	Board Chair
Ms Annette Schmiede	Deputy Board Chair
Dr Dianne Ball	Board Member
Adjunct Professor Ann Brassil	Board Member
Professor Mary Chiarella	Board Member – via teleconference
Mr Andrew Goodsall	Board Member
Mr Brad Goodwin	Board Member
Dr Donna Lynch	Board Member
Mr Don Marples	Board Member
Dr Michelle Mulligan	Board Member
Dr Harry Nespolon	Board Member
Mr Keith Skinner	Board Member

In attendance:

Ms Jacqueline Ferguson	Acting Chief Executive, NSLHD
Ms Elizabeth Wood	Acting Executive Director Operations, NSLHD
Ms Lavena Ramdutt	Director Strategic Operations, NSLHD
Dr Bruce Cooper	Chair, Medical Staff Executive Council
Ms Judith Hogan-Wright	Secretariat

Apologies:

Mr Anthony Hollis	Board Member
Ms Deb Willcox	Chief Executive, NSLHD

BOARD MEETING DETAILS – commencing at 4:30pm

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

Ms Jacqueline Ferguson, Director Finance is currently Acting Chief Executive, NSLHD whilst Ms Willcox is on sick leave.

The Board Chair introduced Ms Elizabeth Wood, A/Executive Director Operations, NSLHD to the Board meeting.

At the invitation of the Board, Mr Keith Skinner provided a brief autobiographical introduction for the information of those in attendance. Dr Donna Lynch has agreed to present at the next Board meeting.

1. Presentations

1.1 Safe Wards

Mr Graeme Miller, Deputy Director of Nursing, Mental Health Drug and Alcohol (MHDA) and supported by Ms Andrea Taylor, Director MHDA were welcomed to the Board meeting.

The paper was **noted** and taken as read. Mr Miller provided detailed information on the development of the Safewards model at Macquarie Hospital, its implementation and outcomes including reduced aggression.

The Board members were impressed by the noted improvements benefitting staff, consumers and the hospital as a whole. The Board enquired whether this model could be implemented in other departments throughout NSLHD.

The Board thanked Mr Miller and Ms Taylor for such a positive presentation.

Action: The Director MHDA to be invited to present to the Board on the MHDA facilities and services throughout NSLHD.

1.2 Alcohol Related Harm among Older Women in NSLHD

The Board Chair welcomed Mr Paul Klarenaar, Director Health Promotion NSLHD. The paper was **noted** and taken as read. This paper is in response to past adverse media coverage regarding higher than average rates of alcohol-related harm to women residing on the Northern Beaches.

The Director Health Promotion provided information on the literature review as a first step to analyse the data and scale of alcohol harm in this demographic during early 2018. A population survey will be undertaken and the findings will be incorporated into the 2018-19 Alcohol Program Plan.

The Chair invited the Director Health Promotion NSLHD to update the Board on the findings, recommendations, actions and interventions undertaken to reduce the incidents of alcohol-related harm amongst this demographic.

Action: The Director Health Promotion NSLHD to present the findings of the work of reducing alcohol-related harm among older women in NSLHD; due late 2019.

2. Patient Story

2.1 Patient Story – Hornsby Hospital

The referral prepared by the General Manager, Hornsby Ku-ring-gai Health Service was **noted**. The Board acknowledged the learnings, highlights and improvements as contained in the referral note.

3. Attendance / Apologies / Quorum / Conflict of Interest

Attendance and apologies were **noted**. The Chair advised the Board of the apology of the Chief Executive NSLHD.

The Board Chair requested all attendees to declare any conflicts of interest at this meeting. There were no conflicts of interest declared.

4. Confirmation of Minutes

4.1 NSLHD Board meeting held 19 June 2018

Minutes of the above meeting were **confirmed** as a true and accurate record of the meeting.

5. Standing Business

5.1 Board Chair Report

The Board Chair updated the Board on the following.

- Northern Beaches Hospital (NBH) Annual Notice has been issued.
- An additional Finance, Risk & Performance Committee meeting has been convened for the end of the month to update the committee on various financial matters pertaining to the NBH.
- The Director Primary & Community Health, NSLHD will be invited to present to the Board in the near future. Also to be incorporated within this presentation will be alternatives for admitted or outpatient care.
- The NSLHD Clinical Services Plan as it relates to Ryde Hospital will be discussed at a future Board meeting before the end of 2018.
- Kolling Foundation Affiliation Agreement is close to being finalised.
- Recruitment to the role of Chief Executive Officer, Kolling Foundation is close to finalisation.
- Kolling Institute will remain as an un-incorporated joint venture. Redrafting and renegotiation of the joint venture agreement will commence within the current month.
- Kolling Institute has commenced multiple process and functionality improvements within the Kolling Building.
- Recruitment for the role of Director of Research, Kolling Institute is continuing.
- Recent staff promotions within NSLHD were noted.
- Discussions are continuing on improving site access and the amenity of the Royal North Shore Hospital precinct. A presentation to the Board will be scheduled for later this year.
Action: The Chief Executive to arrange a presentation on improving site access and the amenity of the Royal North Shore Hospital precinct; due before end of 2018.
- Sydney North Primary Health Network (SNPHN) and NSLHD have clarified and improved the governance arrangements the engagement between these two organisations. The meetings will now be at an operational level. The Chief Executive will continue to report to the Board on relevant developments.
- The current People Matter survey has been finalised with pleasing staff participation rates noted. The Board asked that their congratulations be passed on to the Chief Executive.
- The status of the Dexus development. An update from the Chief Executive via a presentation to the Board will be scheduled for the next meeting.
Action: A presentation covering the status of the Dexus development to be arranged by the Chief Executive: due August 2018.

5.1.1 Value Based Health Care

The tabled document was **noted** and taken as read. This paper was well received by the Board acknowledging that this was the future of health care. The Board was invited to provide to the Chief Executive their suggestions and recommendations for the implementation of Value Based Health Care at NSLHD.

Action: The Board to provide to the Chief Executive their suggestions and recommendations for the implementation of Value Based Health Care at NSLHD; due ASAP.

There was discussion between the Board members and the Executives regarding the introduction, funding and operationalisation of Value Based Health Care and the next steps. The Board Chair advised that a full presentation on the above will be discussed and arranged with the Chief Executive.

Action: A presentation covering Value Based Health Care; introduction, funding and operationalisation to be arranged by the Chief Executive: due ASAP.

5.2 Chief Executive Report

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

5.3 NSLHD Board – Finance Risk and Performance Committee Report

The Board **noted** the report for the month of May 2018.

The Director Finance advised that the 2017-2018 year end results was \$9.3m unfavourable: Expenditure \$100k, Revenue \$6.4m, Write Offs \$2.8m. The details of the year end results were discussed at length. The Chair, Finance, Risk and Performance Committee provided background information on the matters that adversely affected the final result. It was noted that financial performance will be a focus for the 2018-2019 year.

The Board made a number of comments and requests:

- The Board would like to see firm action taken to avoid a repeat of an unfavourable result.
- The Board would like senior staff appointments to be made using an investment-return approach.
- Following a number of suggestions for reducing costs and increasing revenue, including improved coding and outsourcing some services to NGOs, the Board would like the Chief Executive to identify a means to call for and capture suggestions from staff, and to report on these to the Board.
- The Board would like management to set its short, medium and long-term priorities, including by reference to the Strategic Plan and the Service Agreement, and flow these down into NSLHD-wide action plans and KPIs and then report on progress to the Board.

5.3.1 Service Agreement – Covering Letter

The Board **noted** the comments as listed on the covering letter.

5.3.2 Service Agreement 2018-2019

The Board **noted** the agreement and the Director Finance provided detailed information on the variations from the Ministry of Health's negotiation meetings to the final service agreement. Further details were discussed on the impacts to the revenue and expense budgets. It is expected that this topic will be revisited at the next Board meeting, upon the return of the Chief Executive.

Action: The Service Agreement and the impacts to the revenue and expenses budgets will be discussed at the August Board Meeting by the Chief Executive.

5.3.3 Facility & Service Level Budgets and Roadmaps

This matter was deferred for comment from the Chief Executive at the August 2018 Board meeting.

5.4 NSLHD Risk Report

The Board **noted** the referral prepared by the NSLHD Chief Risk Officer (CRO).

5.3.1 Strategic Risk Register for NSLHD

5.3.2 Operational Risk Register by Site / Service

5.3.3 ERM Plan 2017-2019

5.3.4 Board Risk Attitude – Summation

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

The Board requested a presentation by the CRO on the findings of the Board Risk Attitude Workshop and the identification of the top 10 Risks for each facility and service within NSLHD. This will be discussed with the Chief Executive.

Action: Consideration for a presentation by the CRO on the findings of the Board Risk Attitude Workshop and the identification of the top 10 Risks for each facility and service within NSLHD by the Chief Executive; August Board meeting.

5.5 Ministry of Health (MoH) Performance summary of all LHDs

The report from the MoH was **noted** by the Board.

5.3.5 MoH May 2018 Performance Update letter

The Board **noted** the above letter from the MoH.

6 Ongoing Business (in conjunction with Action List)

The Board **noted** the Action List.

6.1 NSLHD & Sydney North Primary Health Network Executive Council - Update

This matter was deferred for comment from the Chief Executive at the August 2018 Board meeting.

Action: The Chief Executive to provide an update to the NSLHD & Sydney North Primary Health Network Executive Council; August Board meeting.

7 New Business

7.1 NSLHD Safety & Quality Account 2016/17

This matter was deferred for comment by the Chair, HCQC at the August 2018 Board meeting.

Action: The NSLHD Safety & Quality Account 2016/2017 to be represented at the August Board meeting for comment by the Chair, HCQC.

8 NSLHD Committee Reports

8.1 Board Audit & Risk Committee (BARC)

The Terms of Reference, Charter and Attestation Statement were endorsed by the Board. The Board **noted** the endorsed March and April 2018 minutes.

8.2 NSLHD Clinical Council

The Board **noted** the endorsed June 2018 minutes.

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

Nil available. At the August 2018 Board meeting the Terms of Reference for the new Consumer Committee will be presented for endorsement.

8.4 Finance, Risk and Performance Committee

The Board **noted** the draft June 2018 minutes.

8.5 Health Care Quality Committee (HCQC)

The Board **noted** the draft HCQC Terms of Reference and the draft 10 July 2018 minutes. The Chair HCQC added that there will be better alignment between the HCQC and the Consumer (4Cs) Committee. Also discussed was the separation of the strategic and operational committees covering quality and safety. The Board acknowledged and agreed upon the direction of HCQC. A final version of the revised draft HCQC Terms of Reference will be brought to the next Board meeting for consideration and approval.

Action: The final version of the HCQC Terms of Reference to be represented at the August Board meeting.

8.6 Medical Staff Executive Council

The Board **noted** the endorsed May 2018 minutes.

8.7 NSLHD & Sydney North Primary Health Network (SNPHN) Executive Council

No further minutes will be presented to the Board as this committee is now an operational committee.

9 Date, Time and Venue for Next Meeting

Tuesday 21 August 2018

4:30pm Boardroom, Executive Office, Douglas Building, Royal North Shore campus

Meeting Closed: 7:05pm

CERTIFIED A CORRECT RECORD

Mr Trevor Danos AM, Chair

On 21 August 2018