

MINUTES

Present:

Professor Carol Pollock	Chair, Board
Ms Ann Brassil	Board Member
Ms Diane Flecknoe-Brown	Board Member
Mr Andrew Goodsall	Board Member
Mr Anthony Hollis	Board Member
Ms Betty Johnson AO	Board Member
Professor Sue Kurrle	Board Member
Mr Don Marples	Board Member via Teleconference
Professor Annette Schmiede	Board Member
Mr Peter Young	Board Member

In attendance:

Adj. Associate Professor Vicki Taylor	Chief Executive
Mr Lee Gregory	Director Finance
Ms Maree Hynes	Director OESI
Associate Professor Kirsty Foster	Chair, Northern Sydney Medical School
Ms Judith Hogan-Wright	Secretariat

Apologies:

Dr Michele Franks	Board Member
Dr Andrew Montague	Acting Executive Director Operations
Dr Adam Rehak	Chair Medical Staff Executive Council

Pre Meeting:

Whilst at the Hornsby Hospital, the Board undertook an informative tour of the ground floor of Stage 1 STAR building and later met and discussed issues with staff members.

Resignation:

The Chair advised the Board members that Ms Judith Hopwood has resigned from the Board membership. A letter will be sent to Ms Hopwood expressing the Board's thanks and appreciation.

1. Presentation: Education Sub Committee Update

Presented by Associate Professor Kirsty Foster, Chair of Education Sub Committee.

The presentation was to update the Board on the progress of this committee since the last presentation held in 2013. In 2013 the Education Sub Committee had commenced the implementation of *Education Plan to 2016*. Since then a review of this plan has been undertaken to ensure that education is interwoven into the goals of delivering optimal health services.

Professor Foster outlined the resources that are sought to support this committee. The Chief Executive advised that this would be investigated and reported back to Professor Foster.

Questions from Board members were addressed. The Board discussed the opportunity to include Education KPIs within the NLSHD Service Agreement. Also discussed was the identification of the education spend within NSLHD.

The Chair sought from Professor Foster identification of the education KPIs to be considered to be incorporated within the Service Agreement.

The Chair and Board thanked Professor Foster for the informative presentation.

2. Patient Story

Presented by Professor Carol Pollock.

The patient story communicated to the Board centred on a complex patient who experienced poor staff interaction. The Chair advised that this matter has been addressed through the complaints handling process with Head of Department and staff contacted and the inclusion of additional training.

The Board requested an outline of the complaints handling process. The Chief Executive advised the Board of the robust complaint handling that exists at NSLHD. All complaints received, whether verbal, electronic or in a letter form, are entered into the Incident, Information Management System (IIMS).

3. Attendance / Apologies / Quorum / Conflict of Interest

Attendance and apologies were noted.

Conflict of Interest: Mr Anthony Hollis declared his interest in the Northern Beaches Public Private Partnership (NBPPP). Mr Hollis advised that two of his company's clients were associated with the NBPPP and therefore is perceived conflict of interest. This will be added to the Conflict of Interest register, noting that Messrs Goodsall and Hollis have Conflict of Interest with the NBPPP.

4. Confirmation of Minutes

The Board accepted the minutes of the meeting held on 3 June 2014 as a true and accurate record of this meeting.

5. Ongoing Business (in conjunction with Action List)

5.1 Chief Executive Summary – Update on Organisation Restructure

The Board **noted** the Chief Executive's tabled documents covering the NSLHD restructure.

The Board advised the Chief Executive that the tabled documents covered the requested detailed information sought at June's Board meeting. The Board's responsibility covers the strategic direction of NSLHD during this period of restructure.

Discussion covered the function of the existing Networks and the proposed Network structures and their function with emphasis on the enhanced strength of the Networks going forward. The Chief Executive advised the Board the structure, membership and terms of reference for the Clinical Council will be amended and this committee will provide governance to the Networks.

The Chair outlined the work undertaken by the Change Manager and the implementation plan and its schedule.

The Board requested the Change Manager provide a presentation and update on the restructure progression in 3 months.

The Board commented that NSLHD restructure should be a prime agenda item considering the risk factors associated with this project. The Board also commented on

the opportunity for transformational change within the NSLHD during this restructure process.

The Chair reiterated the confidentiality of the information provided to the Board members.

The Board **endorsed** the new NSLHD strategic direction being led by the NSLHD Chief Executive.

Action:

1. The Chief Executive will provide to the Board further information on the progression of the Change Management Plan / Overview
2. The Board to provide to the Chair their comments, suggestions post the distribution of the Change Management Plan / Overview.
3. Change Manager to provide in October, a presentation and update on the restructure.

5.2 Finance and Performance Report

The Board **noted** the Finance and Performance Report year to date 31 May 2014.

The Director Finance commented on the above report and the following items are of note:

Page 2: The projected deficit has been revised down by the amount of funding by MoH for the additional activity. May results included Motor Accident Authority ((MAA) which regulates the NSW Motor Accidents Scheme)) which is over and above funding which was received in March 2014.

Page 3: The unplanned demand activity graph indicates a moderation in this trend.

Page 4: Average Length of Stay graph indicates tracking close to the forecast. Full Year Projection graph represents that NSLHD has aligned to the original target deficit on a year to date basis.

Page 7: Staff (FTE) is reasonably stable at present and payroll is anticipated to be favourable for this current month. This can be attributed to the work commenced several months ago in the area of recruitment and utilisation of the workforce.

In answer to a question from the Board, the Director Finance advised the expenses associated with the move to the Clinical Services Building has been provided by the MoH.

The Director Finance reported that the finance team is working on modelling and forecasts for financial year 2014 / 2015 and this will be reported upon at August's Board meeting.

The Chair thanked the Director Finance for the clarity in the reports and the financial improvement achieved. In turn the Director Finance thanked the Director OESI and the teams that achieved these results. The Director Finance reported RNS Hospital's results have improved greatly over the last 3 months.

Action: Tab D - The Director Finance to clarify the SPT Northern Beaches budget.

5.2a / b Service Agreement 2014 / 15

The Director Finance provided high level information on the tabled Service Agreement and the related referral note.

Action: The Board to provide in writing by 15 July 2014 any questions relating to this agreement to the Director Finance.

5.3 OESI Executive Report

The Board **noted** the OESI Report for period ending May 2014.

The Director OESI advised the Board her confidence in the NSLHD attaining anticipated savings of \$21.19m.

The MAA funds (refer also to Item 5.2) are included in this report to offset the increase in Intensive Care Unit (ICU) expenses this financial year. Ongoing, ICU will be a focus for OESI in FY 2014 / 2015.

Of note, NSRHS has shown improvement in performance and rate of salary packaging has increased significantly since moving to an out-sourced model. Length of stay is continuing to trend down which is a pleasing result.

5.3.1 OESI Program - June Estimated Savings – Q4 Focus report

The Board **noted** the above report.

The Director OESI commented on this report and in summary it is anticipated that the savings will be \$1.7m of the target of \$1.9m.

An outside organisation is undertaking a 6 week review of medical imaging services and will also provide expert advice on tendering services.

5.4 Joint Fundraising Foundation

The Chair tabled the Fundraising Agreement which was executed 1 July 2014 by NSLHD and the Kolling Foundation. The Chair advised that all previous comments and suggestions provided by the Board have been addressed in this agreement. The agreement will commence at RNS Hospital and progress to the other sites within NSLHD.

Action: Distribute the NSLHD Fundraising Agreement, Transition Plan and briefing note to Board members.

6. Capital Planning Updates

The following referral notes were tabled.

6.1 Hornsby Ku-ring-gai Hospital Redevelopment

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.

The Chief Executive provided additional information; a robust evaluation process is currently being undertaken and proceeding well.

The Chair advised the Board that the preferred site of the Southern Community Centre has been selected and will be located in the Brookvale vicinity.

7. New Business

7.1 Board members Performance Review

The Chair advised that a performance review will be undertaken and each of the Board members will be contacted directly to undertake this analysis.

8. Standing Agenda Items

8.2 NSLHD Committee Minutes

8.1.1 Health Care Quality Committee

The draft minutes from the meeting held 8 May 2014 were **noted** by the Board.

8.1.2 Medical and Dental Appointments Advisory Committee (MDAAC)

The endorsed minutes from the meeting held 2 April 2014 were **noted** by the Board.

8.1.3 Finance and Performance Committee

The endorsed minutes from the meeting held 29 April 2014 were **noted** by the Board.

8.1.4 LHD Clinical Council

The draft minutes from the meeting held 2 June 2014 were **noted** by the Board.

8.1.5 Medical Staff Executive Council (MSEC)

Nil available.

8.1.6 Peak Community Participation Council (PCPC)

The draft minutes from the meeting held 4 June 2014 were **noted** by the Board.

8.1.7 NSLHD and Medicare Locals Consultative Council

The endorsed minutes from the meeting held 8 April 2014 were **noted** by the Board.
The draft minutes from the meeting held 10 June 2014 were **noted** by the Board.

Action: To include in the agenda for August Board meeting, an update on the future of the Medicare Locals.

8.1.8 Capital Asset Planning Committee

Nil available.

8.1.9 Integrated Risk Management Advisory Committee

Nil available.

8.1.10 Audit and Risk Management Committee

Nil available.

8.1.11 Education Sub-committee

The endorsed minutes from the meetings held 8 April and 13 May 2014 were **noted** by the Board.

8.1.12 Research and Innovation Sub-committee

The draft minutes from the meeting held 13 May 2014 were **noted** by the Board.

The Chair updated the Board on the grants that have been recently received.

9. Correspondence

The P.A.R.T.Y. (Prevent Alcohol and Risk-Related Trauma in Youth) Program is an in-hospital injury and trauma prevention program run by RNS Hospital Trauma Service. The NSLHD has

received letters of thanks from school participants addressed to the coordinator of P.A.R.T.Y. A letter of appreciation will be sent to Ms Maura Desmond.

Action: A letter of appreciation to be sent to Ms Desmond, Coordinator, P.A.R.T.Y. Program.

10. Venue, date and time for next meeting

Executive Boardroom, Building 51, Royal North Shore Hospital
Tuesday 4 August, 2014 commencing 3:00pm

Meeting Closed: 7:25pm

CERTIFIED A CORRECT RECORD

**By Professor Carol Pollock, Board Chair
On 4 September, 2014**