

## MINUTES

### Present:

Professor Carol Pollock	Chair, Board
Ms Ann Brassil	Board Member
Ms Diane Flecknoe-Brown	Board Member
Dr Michele Franks	Board Member
Mr Anthony Hollis	Board Member
Mr Andrew Goodsall	Board Member
Ms Judith Hopwood	Board Member
Ms Betty Johnson AO	Board Member
Professor Sue Kurrle	Board Member
Mr Don Marples	Board Member
Associate Professor Annette Schmiede	Board Member
Mr Peter Young	Board Member

### In attendance:

Dr Andrew Montague	Acting Chief Executive
Mr Lee Gregory	Director Finance
Dr Adam Rehak	Chair Medical Staff Executive Council
Ms Judith Hogan-Wright	Secretariat

### Apologies:

Adj. Associate Professor Vicki Taylor	Chief Executive
Ms Maree Hynes	Director OESI

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### Board Discussion

The Board members met in closed session for 15 minutes prior to commencement of the meeting.

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#### 1. Presentation: Ministry of Health – Overview & Update

Mr Ken Whelan, Deputy Director General, System Purchasing and Performance Division accompanied by Mr Mark Britt, Director, Systems Relations Branch, Ministry of Health (MoH).

The Board Chair sought commentary from the MoH's representatives on NSLHD performance.

Mr Ken Whelan thanked the Chair for the opportunity to address the Board and to provide feedback, answer questions and to support the Board to achieve their goals and results.

Mr Whelan outlined the current position of NSLHD and the challenges that it faced and offered support. He also commented on the pleasing NEST results and added that surgical staff should be congratulated in this area. In recent months NEAT targets have improved and he added that it was impressive to note these positive changes experienced by NSLHD, particularly over the busy Christmas period. He noted a major challenge for the NSLHD was an increase in ED presentations

Mr Whelan advised that he would be pleased to address the Board in 6 months' time to provide updated information and to continue the dialogue between these organisations.

Mr Britt reassured the Board of the ongoing Executive commitment to improving both financial and service performance.

The Chair thanked Mr Whelan and Mr Britt.

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## 2. Patient Story

Presented by Prof Carol Pollock

The Board noted the presentation and the lessons to be learned through the tabling of this patient's story.

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## 3. Attendance / Apologies / Quorum / Conflict of Interest

Attendance and apologies were noted.  
Conflict of interest: Nil

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## 4. Confirmation of Minutes

The Board accepted the minutes of the meeting held on 19 November 2013 as a true and accurate record of that meeting with two amendments: 6.7 to be changed from Audit Restructure to *Internal Audit Restructure* and The FY14 Client Service Plan should read ....*through the Audit & Risk Management Committee in defining the scope.*

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

### 5.1 Chief Executive Report

The Board **NOTED** the Chief Executive's Report as presented by Dr Andrew Montague.

There were a number of issues for consideration, seeking support and endorsement from the Board:

#### Clinical Services Plan Review

Review of this plan was endorsed at Clinical Council meeting 3 February 2014. This review is to look at service improvement, innovation and to ensure that it meets the needs of the District. The review will be for a period of 7 months with oversight from a small working group.

#### Clinical Networks Review

Review of the networks to become more effective and to have a larger role in clinical governance. To ensure that Clinical Council is the peak body responsible for approval and actioning of Clinical Services Plans and clinical governance. For consumers of NSLHD this will result in care at the right place at the right time whilst maintaining and improving standards across the District.

#### Integrated Care

The Chair commented that this was the right time to align the Integrated Care modelling, the above reviews and the Academic Health Science Centre development and the other infrastructure developments to progress positive changes to the organisation.

The Board **ENDORSED** the progress of the Clinical Services Plan. In regards to the Clinical Networks it was **ENDORSED** to go back to the senior executive of NSLHD, inclusive of the 2 general managers and 2 service directors to be progressed. High level cost modelling was to be brought back to the Board.

**Action:** Clinical Services Plan Review - It was suggested that a representative from outside the LHD be included in the working group to challenge and explore all opportunities for improvement.

**Action:** Clinical Networks Review - It was recommended that high level financial modelling be undertaken to ensure that the proposed Network changes will be cost effective and will not adversely impact on NSLHD's financial situation. This will be undertaken using the Cancer and Palliative Care Network as a pilot costing model.

**Action:** The Board recommended that consistent information be disseminated with the compilation of the Academic Health Science Centre (AHSC) and Integrated Care plans into one plan.

## 5.2 Finance and Performance Report

The Board **NOTED** the Finance and Performance Report, Unplanned Demand presentation and the updated Annual Board Calendar for 2014.

Director Finance presented the report covering finances to the end of December 2013 and following are items of note.

December has presented slightly disappointing results yet improved performance from September to December 2013. Open discussions have been undertaken with the Ministry of Health covering forecast targets.

Unplanned Demand NWAU increasing trend is still ongoing.

The question arose regarding the surge beds at Royal North Shore and the positive performance results at Ryde Hospital and whether this could be utilised but the surge beds are located throughout RNSH and there would not be any advantage undertaking this action. The Clinical Services Plan review will investigate the better utilisation of facilities and services.

The Director Finance advised commencement of negotiations with the MoH on projected increased NWAU volumes for FY 2014 / 2015.

**Action:** Director Finance to clarify the MoH's NWAU and activity volume figures.

Unplanned Demand Presentation: how NSLHD manages the increase in activities.

From this presentation the following additional information was noted: Coding issues previously impacted on results but this has been overcome. The reduction in Average Length of Stay can be attributed to NEAT targets.

The Director Finance noted the growth in Emergency Medical Admissions which in turn is driving the NWAU activity, driven by NEAT performance targets. This ultimately results in financial implications.

The Whole of Hospital Program from the MoH has assisted NSLHD in addressing this issue as well as a number of other initiatives with positive outcomes.

The Board commented on the knowledge by the Director Finance of subjects covered and the actions being undertaken to address these issues.

## 5.3 OESI / Recovery Plan

The Board **NOTED** the OESI Executive Report and the referral covering Australian dollar foreign exchange rates impacts on NSLHD contracted goods.

The Director Finance presented the OESI / Recovery Plan and noted that the focus going forward will be on inventory management at RNS and also the increase in pathology testing. A report is currently being created to provide monthly updates noting the name of

the clinician and the pathology testing requested with the implementation of an IT solution utilising traffic light approvals of pathology testings in ED.

Fleet vehicle initial reduction numbers are currently being firming with further identification ongoing to ensure better vehicle utilisation.

The OESI team is currently undertaking reviewing activity targets by each site / facility.

#### Australian Dollar / Foreign exchange rate implications

The Director Finance noted that at present and pending no fluctuations in the current exchange rate, there is no exposure to price variations until February 2015.

#### **5.4 Kolling Foundation – Constitution**

A memo from Hunt & Hunt Lawyers was tabled and **NOTED** by the Board.

The Chair updated the Board on the above issues covered in the tabled memo and the recommendations contained therein. The Board requested that the information tabled in the memo be converted to a contract with the Kolling Foundation for consideration by both the Foundation and the LHD.

**Action:** The Chair to distribute the memo from Hunt & Hunt Lawyers to Board members and to seek the Board's agreement / reluctance to endorse the above.

#### **5.5 Model By-Laws Review - Update**

The Ministry of Health has invited comments on the current Model By-laws and their application at a local level. Mr Peter Young presented a draft submission from the NSLHD for consideration by the Board. Mr Young commented that final outcome of the review by the Ministry of Health and its consequences would ultimately result in:

- greater responsibility to and accountability by the NSLHD;
- greater flexibility and agility in management of the delivery of healthcare; and
- working in an environment of even closer alignment, deep collaboration and commitment to engage with LHD stakeholders in the delivery of health care.

**Action:** Mr Peter Young to send out a request to Board members seeking comments on the draft submission by 14 February.

**Action:** The Board to be given sufficient time to debate and firm up NSLHD's final submission in respect of the Model By-laws Review at the March Board meeting.

#### **5.6 Academic Health Science Centre (AHSC) Recommendations**

The paper was distributed to the Board members via the Chair

The Chair recommended that an AHSC Steering Committee be formed to assess how to progress this project and ultimately present to MoH.

**Action:** The Chair will present to Board recommendations and suggested membership of AHSC Steering Committee.

**Action:** Refer to 5.1 Action item: Combining all projects and proposed changes into consistent and unified plan.

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## **6. Capital Planning Updates**

### **6.1 Hornsby Ku-ring-gai Hospital**

The Board **NOTED** the report.

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

The Board **NOTED** the report.

### **6.4 Northern Beaches Redevelopment – Frenchs Forest update**

The Board **NOTED** the report.

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## **7.0. New Business**

### **7.1 Patient / Carer Accommodation**

The newspaper article covering the accommodation available was tabled for comment.

Acting Chief Executive advised that the information in the article was inaccurate and outlined the additional accommodation currently available through the Social Worker Department. In addition the RNS Master Plan is to incorporate accommodation on site.

**Action:** The Local Accommodation List to be distributed to the Board.

### **7.2 NSLHD Lift Services Agreement with Link Elevator Company**

The Contract and Brief was tabled and **NOTED** by the Board.

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## **8. Standing Agenda Items**

### **8.2 NSLHD Committee Minutes**

#### **8.2.1 Health Care Quality Committee**

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

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

The draft minutes from the meeting held 4 December 2013 were **NOTED** by the Board.

#### **8.2.3 Finance and Performance Committee**

The endorsed minutes from the meeting held 26 November were **NOTED** by the Board.

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

#### **8.2.4 LHD Clinical Council**

The endorsed minutes from the meeting held 4 November were **NOTED** by the Board.

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

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

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

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

The endorsed minutes from the meeting held 28 August were **NOTED** by the Board.

The endorsed minutes from the meeting held 28 October 2013 were **NOTED** by the Board.

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

Referral note: Planning Meeting was **NOTED** by the Board.

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

The draft minutes from the meeting held 8 October 2013 were **NOTED** by the Board.

The confirmed minutes from the meeting held 10 December were **NOTED** by the Board.

#### **8.2.8 Capital Asset Planning Committee**

Nil – Meeting scheduled for December was cancelled.

#### **8.2.9 Integrated Risk Management Advisory Committee**

The confirmed minutes from the meeting held 22 October were **NOTED** by the Board.

#### **9.2.10 Audit and Risk Management Committee**

The draft minutes from the meeting held 19 November 2013 were **NOTED** by the Board.

#### **8.2.11 Education Sub-committee**

The endorsed minutes from the meeting held 5 November were **NOTED** by the Board.

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

The endorsed minutes from the meeting held 5 November were **NOTED** by the Board.

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### **9. Correspondence - tabled for the information of the Board members**

The Board **NOTED** the correspondence as listed below.

#### **9.1 Council of Social Service of NSW**

#### **9.2 NSW Health Commission**

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### **10. Items without Notice**

#### **10.1 Annual Public Meeting**

The Chair advised the Board of the upcoming Annual Public Meeting to be held 27 February 2014 in the Auditorium, Kolling Building commencing at 2:00pm.

**Action:** Secretariat to distribute invitations to Board members

#### **10.2 Strategic Planning Day**

Further details of the planning day to be sought.

#### **10.3 Volunteering**

**Action:** Ms Betty Johnson to arrange a meeting with the head of volunteering at Royal North Shore Hospital.

#### **10.4 Parking costs**

**Action:** A briefing paper to be presented covering the cost of parking at all NSLHD sites.

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

Tuesday 4 March 2014 at 4:30pm at Manly Hospital, South Wing Dining Annexe, Darley Road, Manly.

**Meeting Closed: 9:00pm**

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### **CERTIFIED A CORRECT RECORD**

**By Professor Carol Pollock, Board Chair**

**On 10 March 2014**