

## MINUTES

### Present:

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

### In attendance:

|                                       |                                      |
|---------------------------------------|--------------------------------------|
| Adj. Associate Professor Vicki Taylor | Chief Executive                      |
| Dr Andrew Montague                    | Acting Executive Director Operations |
| Mr Lee Gregory                        | Director Finance                     |
| Ms Maree Hynes                        | Director OES                         |
| Ms Judith Hogan-Wright                | Secretariat                          |

### Apologies:

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| Professor Sue Kurrle | Board Member                          |
| Dr Adam Rehak        | Chair Medical Staff Executive Council |

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### Board Discussion

The Board members met in closed session for 60 minutes prior to commencement of the meeting.

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## 1. Presentations

### 1.1 Mona Vale Hospital Master Plan

Assoc Professor Annette Schmiede, Board Member and Chair of Capital Asset Planning Committee, presented an update on the planning for Mona Vale Hospital.

The presentation focused on the master plan study of the Mona Vale Hospital as part of the new Northern Beaches Hospital Redevelopment. The Board acknowledged the Referral Note and the two attachments which covered the issues of the current site and the recommendations from the consultation which culminated in several Zonal Master Plans for the delivery of health services at this site.

The purpose of the Zonal Master Plan (ZMP) was to look at the future development and utilisation of the Mona Vale Hospital and how this facility responds to current and future needs of the service population. The Master Planning took into account the requirement not to duplicate, but to augment services that are proposed for the Northern Beaches Hospital.

The vision is to deliver integrated health services for the benefit of the community in a health and wellness precinct that supports public / private / NGO organisations.

In conclusion ZMP Option 4 was identified as the preferred option.

The Board members received acknowledgement that this plan aligns with the Clinical Services Plan of the NSLHD.

The Chair thanked Professor Schmiede for the presentation on the future of Mona Vale Hospital.

The Board **endorsed** the progression of ZMP Option 4 for Mona Vale Hospital.

## **1.2 Medicare Locals**

Presented by Ms Ann Brassil, Board Member and committee member of NSLHD & Medicare Locals Consultative Committee.

Within the NSLHD there are two Medicare Locals; Sydney North Shore & Beaches and Northern Sydney. Joint meetings have occurred since 2011 with the focus on high level strategic directions between these health-centred organisations.

The presentation outlined the purpose, membership, principles and responsibilities of this committee and covered in detail the activities achieved and those activities progressing. The committee limited the number of activities to ensure focus and achievement. Limiting the number of activities has also enabled the building of relationships and goodwill between Medicare Locals and NSLHD.

In line with the 2014 Federal Government budget decision to cease funding of the Medicare Locals, Primary Health Networks (PHN) will replace the current organisational model. The presentation outlined the focus of the PHN and the anticipated relationship with the NSLHD. The Board recommended continuing with the current meeting structure and focus. The Chair on behalf of the Board, thanked Ms Brassil for this presentation and the amount of work undertaken by this committee and requested that this be relayed to the other committee members. In turn Ms Brassil added comment to the level of commitment by the NSLHD to this committee.

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## **2. Patient Story**

Presented by Adj. Associate Professor Vicki Taylor

The story relayed is an update to a patient story previously presented to the Board. The collaboration and cooperation of NSLHD with other health organisations has resulted in a good outcome for this complex patient. The Chief Executive read to the Board a message of congratulations addressed to senior management of NSLHD outlining the extensive work undertaken to achieve such a positive result for this patient.

The processes undertaken with this patient have resulted in the funding of the care required to maintain this patient living at home.

The Chair thanked the Chief Executive for this patient story.

A Board member also added a patient story centred on Hornsby Hospital and the quality of care by staff and clinicians and requested that this be forwarded to those involved.

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

Attendance and apologies were noted.

Conflict of Interest: Nil, other than those already documented.

#### 4. Confirmation of Minutes

The Board accepted the minutes of the meeting held on 6 May as a true and accurate record of this meeting. The minutes for the meeting held 1 April 2014 are awaiting finalisation of the wording covering the audit timetable on page 1 and once completed, will be signed as a true and accurate record of this meeting.

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

##### 5.1 Chief Executive Presentation – Update on Organisation Restructure

The Board **noted** the Chief Executive's presentation and listed below are addition items of note.

A Clinical Governance Workshop is planned for 27 June with invitees from Clinical Networks, Directors Medical Services, Directors of Nursing, General Managers and senior executives from NSLHD in attendance. The purpose of this Workshop is to disseminate the information covering the Integrated Care modelling and the involvement by the various Networks as well as the proposed Network model.

To facilitate the change in structure, a Change Manager has been engaged to commence 16 June to assist with the process and implementation. To assist with process, the two largest Divisions - Surgery and Anaesthesia and Medicine & Critical Care will each employ an Operations Manager.

The structure going forward will be for each Division / Network to have ownership of budget and with this strengthening the financial analysis / reporting for these areas, reducing the number of management layers to enhance accountability with each of the Divisions / Networks. The Chief Executive advised that this would be a staged process finalising in 2018 to coincide with the commissioning of the Northern Beach Hospital.

The Board requested further information on the: case for change in the strategic direction of NSLHD; the staged implementation; an overarching organisational chart for the NSLHD reflecting current and future structure; and the strategic view of the NSLHD after implementation.

**Actions:** The Chief Executive to provide to the Board members: case for change in the strategic direction of NSLHD; information on the staged implementation; an overarching organisational chart for the NSLHD reflecting current and future structure; and the strategic view of the NSLHD after implementation.

##### 5.2 Finance and Performance Report

The Board **NOTED** the Finance and Performance Report year to date 30 April 2014.

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

Page 2: The result for the month was a budget surplus as a result of acknowledgment and funding by MoH of the continued unplanned activity volumes. The year to date result remains in deficit.

Page 3: The unplanned demand activity trend seen in previous months continues with the increase per month ranging from 4% to 7%.

Page 4: Information was listed covering the additional activity purchased by the MoH and the disbursement of these funds to each hospital according to activity above target.

Page 6: The 2014/15 activity target negotiation and offer from the MoH was discussed. The table summaries clearly the increased growth across the various funding streams. At present

there is no indication from the MOH on the price for activities listed, however the proposed targets are a good outcome for the LHD.

Page 8: A simplified FTE table was presented in response to an action item from May's Board meeting.

Questions were taken and in response the Director Finance advised that budget process for Financial Year (FY) 2014 / 2015 is under review and included in 2014 / 2015 budget process will be a rebasing of revenue budgets to ensure they align with current activity trends for compensable patients.

### **5.3 OESI Executive Report**

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

The Director OESI noted that the results are close to the anticipated savings of \$21.19m and is confident that this target will be realised at end financial year 2014.

The Chief Executive commented on the achievements noted in the above report taking into account the increased demand on the District.

The Board sought discussion on the next financial year's focus by the OESI team. The Director OESI advised that planning is underway and this will be covered at the August Board meeting.

**Action:** Presentation at the August Board meeting by the Director OESI covering the FY2014 / 2015 OESI targets and focus.

#### **5.3.1 OESI Program - May 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 \$1.81m of the target of \$2.13m.

### **5.4 Joint Fundraising Foundation**

The Chair advised the Board that there are two issues of concern and awaiting information on the respective legal counsels for each party to this foundation.

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## **6. Capital Planning Updates**

Progress update provided by the Chief Executive

### **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.

The Chief Executive updated that Board on the power supply issues and advised the cause has been identified and resolution is imminent. There has been no impact on patients during these incidents.

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

The Board **noted** the report.

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## **7. New Business**

### **7.1 Federal Budget 2014-15: Health Impacts**

The tabled document was **noted** by the Board

The Chair advised that this document was presented at the Ministerial Advisory Committee and was produced by the Government Relations Branch and dated May 2014.

## **7.2 National Health Performance Authority**

Two documents were tabled and **noted** for the information of the Board. These documents covered average length of stay for *heart failure and knee replacement and hip replacement in a major and large public hospitals, 2011-12*.

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## **8. Standing Agenda Items**

### **8.2 NSLHD Committee Minutes**

#### **8.1.1 Health Care Quality Committee**

The endorsed minutes from the meeting held 13 March 2014 were **noted** by the Board.

#### **8.1.2 Medical and Dental Appointments Advisory Committee (MDAAC)**

The draft 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 25 March 2014 were **noted** by the Board.

#### **8.1.4 LHD Clinical Council**

The draft minutes from the meeting held 5 May 2014 were **noted** by the Board.

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

The endorsed minutes from the meeting held 18 November '13 were **noted** by the Board.

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

Nil available. Next meeting 4 June 2014

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

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

#### **8.1.8 Capital Asset Planning Committee**

The draft minutes from the meeting held 17 March 2014 were **noted** by the Board.

#### **8.1.9 Integrated Risk Management Advisory Committee**

Nil available. May meeting is to be rescheduled.

#### **8.1.10 Audit and Risk Management Committee**

Nil available. Next meeting 18 June 2014

#### **8.1.11 Education Sub-committee**

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

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

Nil available. Next meeting 20 May 2014.

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## **9. Correspondence**

The newsletter, Compass from NSW Health Pathology Department, was distributed to the Board.

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**10. Venue, date and time for next meeting**

Room 1, Education Centre, Building 3, Hornsby Hospital  
Tuesday 1 July 2014 commencing 3:00pm

**Meeting Closed: 7:40pm**

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**CERTIFIED A CORRECT RECORD**

**By Professor Carol Pollock, Board Chair  
On 2 July, 2014**