

LIMESTONE COAST LHN GOVERNING BOARD MEETING MINUTES

Meeting Date: 29 January 2024 11:30am – 4:00pm

Location: Mount Gambier and Districts Health Service and Microsoft Teams video conferencing

Acknowledgement of Country: Limestone Coast Local Health Network acknowledges the Traditional Custodians of Country throughout the region and Australia. We acknowledge their connections to land, sea, waters, and community and acknowledge this land was never ceded and the ongoing impacts of colonisation. We recognise the history of First Nation Peoples vast knowledge in traditional holistic healing ways. They were our first health care workers. We pay our respects to Elders past, present and emerging, and extend that respect to all First Nation peoples today.

Member Attendance:

		Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24
Board Members	Chair: Grant King (GK)	L	L	P	P	P	P					
	Deputy Chair: Lindy Cook (LC)	P	P	P	P	P	P					
	Lisa Bishop (LB)	P	P	P	P	A	P					
	John Irving (JI)	P	P	P	P	P	P					
	Phoenix James (PJ)* *Formerly Andrew Birtwistle-Smith	P	A	P	P	P	A					
	Glenn Rappensberg (GR)	P	P	P	P	P	P					
	Dr Andrew Saies (AS)	P	P	P	P	P	P					
	Executive Members	Emma Poland (EP)	-	-	-	-	-	P				
Prof Grant Phelps (GP)		-	-	-	-	-	A					
Michelle de Wit (MdW)		-	-	-	P	-	P					
Paul Harris (PH)		-	P	P	P	P	P					
Elizabeth Marime (EM)		P	P	P	P	P	P					
Angela Miller (AM)		P	P	P	P	P	P					
Hannah Morrison (HM)		A	P	A	P	P	P					
Alex Govan (AG)		P	P	P	P	P	P					

Present **(P)** Apology **(A)** Leave **(L)** Proxy **(Pr)** Absent **(X)**

Guests: Peta-Maree France, Director People and Culture, LCLHN

Secretariat: Emily Baker (EB), Project Officer Governance & Planning, LCLHN

1. IN CAMERA SESSION		
		IN CAMERA SESSION – 11:30am – 12:20pm
2. MEETING OPENING		
Item	Topic	Discussion
2.1	Acknowledgement of Country	Grant King (GK), Governing Board Chair, provided an Acknowledgement of Country.
2.2	Apologies	An apology was provided for Phoenix James, Governing Board Member, Limestone Coast Local Health Network (LCLHN), and Prof Grant Phelps, A/Executive Director Medical Services, LCLHN.
2.3	Introduction	GK provided an introduction to the meeting of the LCLHN Governing Board, providing a formal welcome to Emma Poland having recently commenced in her role as Chief Executive Officer (CEO), LCLHN. Acknowledgement was provided for the work undertaken by Angela Miller, Director Governance & Planning, LCLHN, during her time as Interim CEO. A welcome was also extended to Michelle de Wit, A/Executive Director Nursing & Midwifery, LCLHN, and congratulations provided to Paul Harris following his formal appointment as Chief Finance Officer, LCLHN. Formal acknowledgement was provided to John Irving, LCLHN Governing Board Member, who received a Member of the Order of Australia medal in the Australia Day Awards.
2.4	Director Conflict of Interest Disclosures	There were no Conflict of Interest (COI) disclosures provided. <i>It is noted that standing disclosures are captured on the Disclosure Log.</i>
2.5	Confirmation of previous meeting minutes and actions	The minutes of the meeting held on 27 November 2023 were noted and accepted as a true and accurate reflection of the meeting held. A progress update was provided in relation to actions.
3. BOARD CHAIR REPORT		
3.1	Report from Grant King, Governing Board Chair	GK provided a summary of key activities since the last meeting of the Governing Board, including: <ul style="list-style-type: none"> An overview of the LCLHN Annual Public Meeting held in late November 2023, noting the Governing Board's desire to increase opportunities for engaging with the community across the region in 2024. Ongoing discussions with the Department for Health and Wellbeing (DHW) to explore new and innovative recruitment strategies to promote careers in SA Health and across Local Health Networks (LHNs).
4. LIMESTONE COAST LHN REPORTS		
4.1	Interim Chief Executive Officer Report	AM provided an update in relation to key activities and outcomes for the reporting period, including: <ul style="list-style-type: none"> Approval received to commence with the development of a regional clinical services and infrastructure plan for the LCLHN, and work progressing to formalise the funding allocations for the project.

		<ul style="list-style-type: none"> • Budget bids submitted for additional funding to support essential equipment and infrastructure upgrades. • Planning for a targeted recruitment campaign to support workforce attraction and retention strategies, and to highlight the benefits of a career within the LCLHN. • A recent opportunity for the LCLHNs newest medical interns to meet with the City of Mount Gambier Mayor, Lynette Martin OAM, to discuss their unique perspectives on pursuing a career in medicine and working in the Limestone Coast region. • Prof Grant Phelps return as A/Executive Director Medical Services, LCLHN, noting that Prof Phelps skills, expertise and support have been invaluable to the LCLHN as recruitment for an ongoing appointment to the role continues. • Arrangements progressing to bring together members of the clinical leadership team to provide an opportunity for open discussion and collaboration, with attendance by the medical officer Heads of Unit (HOUs) and key leadership members of the nursing and allied health cohorts. • Recognition for the ongoing stability and dedication of the specialist surgical services team, particularly during a recent period where the LHN has undertaken a review and refinement of the theatre booking systems and waitlist management processes. • Ongoing discussions with local partners regarding improvements required to the environments and experiences for consumers and their loved ones during end-of-life care. <p>RESOLUTION</p> <p>The Governing Board committed to working with local partners to identify best practice when it comes to supporting end-of-life care in the hospital setting and requested that the leadership team develop a recommendation for improvements at the Mount Gambier and District Health Service (MGDHS) site to ensure the environments utilised during this component of care were fit for purpose for consumers and their families.</p> <p>AM extended thanks to the Governing Board for the guidance and support provided during her term as Interim CEO, and welcomed EP as the incoming CEO, acknowledging her strength in leadership.</p>
<p>4.2</p>	<p>Incoming Chief Executive Officer Report</p>	<p>EP provided a summary of key activities since her commencement as CEO in January 2024, including:</p> <ul style="list-style-type: none"> • Working closely with AM during a period of handover, and an introduction to the LCLHNs leadership team, as well as meeting with peers and executives from the various LHNs and DHW. • Visiting sites across the region, including Lucindale, Mount Gambier, Naracoorte and Penola, with further plans to visit sites in the upper Limestone Coast in the coming weeks. • Meeting with members of the LCLHN clinical leadership team to open discussions and stimulate thinking in relation to the current and potential future models for the delivery of medical services. <p>EP emphasised the value in understanding the needs of both the staff and the health network as the LCLHN continues to work towards achieving it's strategic priorities, and summarised key focus areas for the upcoming period, including:</p> <ul style="list-style-type: none"> • Commencing a conversation about culture with the LCLHN leadership team including what it is and why it matters. • Recruitment to key leadership and clinical roles.

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		<ul style="list-style-type: none"> Supporting the progression of the Radiation Treatment Feasibility Study in line with the project plan provided by the independent consultant undertaking the study, Health Q Consulting. Ongoing progression of the various Election Commitment projects for the LCLHN. Progression of new and renewed formal agreements with various general practitioner (GP) and specialist service providers across the LHN. Time allocated for in depth discussions with various executive team members to continue to build robust understanding of the LCLHNs financial and activity performance, key risks and mitigation strategies, emergency management protocols, governance structures and reporting cycles. <p>EP provided an overview of early observations since her commencement in the CEO role, including an opportunity to further clarify the LCLHNs vision and purpose, and to share this with the community, as work commences later this year to develop the next Strategic Plan.</p>
5. STRATEGIC DISCUSSION		
5.1	Strategic Priority: Thriving Culture	<p>Peta-Maree France (P-MF), Director People & Culture, LCLHN, provided a progress update and a summary of activities that have been progressed under the Strategic Priority: Thriving Culture, including the alignment of many activities with the implementation of the LCLHNs Clinician and Staff Engagement Strategy 2021-2024, and actions arising from the previous whole of public sector staff survey undertaken in 2021.</p> <p>P-MF also provided a summary of priority focus areas for the coming year, including:</p> <ul style="list-style-type: none"> Embedding a focus on LCLHN Values within all levels of leadership, Effective Leadership and Wellbeing. Defining the three key pillars for staff wellbeing as recognition, systematic interventions and local interventions. Promotion of the next whole of public sector staff survey to be undertaken in early 2024, aiming to uplift the participation rate. <p>A robust discussion was held in relation to defining what 'Thriving Culture' looks like, in relation to strategies that will support the ongoing development of culture and staff wellbeing, including potential options to be considered for the routine monitoring and reporting of staff satisfaction levels via regular pulse checks through online surveys, face-to-face check ins and regular executive walk arounds.</p> <p>Further discussion was held in relation to the LHNs intention to progress with the development of a strategic workforce plan, and the need to consider the influence of the other high-level plans/strategies currently being progressed, including the DHW state-wide workforce planning process, and the development of a clinical services and infrastructure plan for the LCLHN.</p> <p>The benefits to be realised from the Restorative Just & Learning Culture project were also discussed, and the Governing Board reiterated their support for the initiative, recognising the positive impacts achieved to date.</p>
6. MATTERS FOR DISCUSSION		
6.1	Radiation Treatment Feasibility Study - Consultant Update	<p>The Radiation Treatment Feasibility Study - Consultant Update was noted, and a discussion was held in relation to key updates from the report, including:</p>

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		<ul style="list-style-type: none"> • Confirmation of the first formal meeting held between the Project Board and Health Q Consulting during January 2024, and receipt of the first Progress Report. • Work progressing to clearly define the catchment area for information/data gathering and to design a communications and engagement framework. <p>A discussion was held regarding the best approach to ensure that key stakeholders and the community continued to be engaged throughout the process, including the potential option to host a public forum to encourage open discussion.</p>
6.2	LCLHN Accommodation Requirements & Expenses	<p>EM provided a summary of key issues highlighted within the report relating to LCLHN Accommodation Requirements & Expenses, including:</p> <ul style="list-style-type: none"> • The varied requirements for accommodation types and time periods with locum and agency staff, intern and student placements, and to support recruitment initiatives such as relocation and attraction packages. • The current systems and processes in place for managing internally operated accommodation facilities, and with sourcing suitable accommodation from external providers. • Challenges relating to supply and demand for both short-term and long-term rental accommodation across the Limestone Coast region in recent years. <p>A robust discussion was held regarding the various options which could be considered to improve availability of accommodation to meet the evolving needs of the LHN, to achieve cost efficiencies through refined processes, and to reduce administrative burden on clinical staffing cohorts.</p> <p>RESOLUTION</p> <p>The Governing Board provided support for the LCLHNs executive leadership team to develop a proposal to provide efficiencies regarding systems and processes utilised to coordinate staff accommodation, and for the CEO to explore strategic opportunities to support the long-term accommodation requirements of the LHN.</p>
6.3	Grant and other Funding Opportunities	<p>The Board Briefing - Grant and other Funding Opportunities was noted, and a discussion was held in relation to key themes from the report, including:</p> <ul style="list-style-type: none"> • A summary of various grant funding sources, noting recent changes to eligibility criteria had resulted in new opportunities that had not previously been available to State Government aged care facilities. • Work progressing at a state-wide level to determine funding allocations for asset sustainment programs, and to understand requirements for repairs, maintenance and replacement of biomedical equipment. • Opportunities to submit commissioning and capital expenditure bids, seeking additional funding allocations within the annual budget process. • The intention to increase routine reporting of grant and funding programs to ensure the timely identification of suitable opportunities as they arise. • The potential to seek additional support from the Rural Support Service (RSS) with routine monitoring of opportunities on behalf of all regional LHNs, and for additional support with the application processes.

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6.4	Rural Support Service - Memorandum of Administrative Agreement	<p>The Rural Support Service - Memorandum of Administrative Agreement (MoAA) was noted. Confirmation was provided regarding the review and endorsement by the RSS Governance Committee, ahead of the MoAA being tabled for consideration by the combined LHN Chairs and CEOs, noting an opportunity for any feedback, if applicable, to be escalated via EP or GK prior to the next meeting to be held in February 2024.</p>
7. MATTERS FOR APPROVAL		
7.1	LCLHN Bank Account Signatories	<p>The proposal for changes to LCLHN Bank Account Signatories was noted.</p> <p>RESOLUTION</p> <p>The LCLHN Governing Board approved the proposed change of bank account signatories.</p>
7.2	Business Case – Clinical Coding	<p>A discussion was held regarding the Business Case relating to Clinical Coding and the potential benefits with analysing documentation, including ensuring that clinical coding was accurate and appropriately reflected each episode of care, and ultimately supported improvement in clinical quality and safety. It was noted that an improvement in clinical documentation needs to be clinician led and sponsored by the EDMS.</p> <p>RESOLUTION</p> <p>The Governing Board provided support for the LCLHN to progress with a 12-month subscription to the Health Roundtable (HRT) Code Check software and the recruitment of a 0.50 FTE ASO4 Clinical Coder for an initial 12 month period to support the implementation of this program, recognising the benefits of utilising a validation tool to ensure clinical coding accurately reflected the complexity of care provided at the LCLHN and to support an improvement in patient safety, financial sustainability and data integrity.</p>
7.3	RSS Briefing to LHN Boards - CEO Authority to execute GP Agreements	<p>The RSS Briefing to LHN Boards - CEO Authority to execute GP Agreements was noted. A discussion was held regarding the background and intention of the proposal, noting the anticipation for agreements with GP providers to exceed financial delegation limits for CEOs.</p> <p>RESOLUTION</p> <p>The Governing Board supported the proposal for special delegation to be granted to the Chief Executive Officer to execute contracts under the GP Agreement for the Limestone Coast Local Health Network.</p>
8. MATTERS FOR NOTING		
8.1	Performance Reporting Summary November 2023	<p>The Performance Reporting Summary November 2023 was noted, and a discussion was held in relation to key topics from the report, including:</p> <ul style="list-style-type: none"> • The importance of the LCLHN savings strategy to improve the anticipated end of year results. • Varied residential aged care bed occupancy rates, noting the ongoing work to leverage knowledge and best practice approaches across aged care teams throughout the LHN. • Consideration for outlier Key Performance Indicator (KPI) results, and the anticipated improvements to be realised with the various projects progressing across the LCLHN including the new Emergency Department Short Stay Unit (EDSSU) to be built at the MGDHS.

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8.2	LCLHN Invoice Payments Performance Report November and December 2023	The LCLHN Invoice Payments Performance Report November and December 2023 was noted.
8.3	LCLHN Late Payments of Interest (LPI) November and December 2023	The LCLHN Late Payments of Interest (LPI) November and December 2023 were noted. An update was provided in relation to statewide changes to payment processing terms from July 2024.
8.4	Audit & Risk Committee Minutes 27 November 2023	The Audit & Risk Committee Minutes 27 November 2023 were noted.
8.5	Finance & Performance Committee Minutes 27 November 2023	The Finance & Performance Committee Minutes 27 November 2023 were noted.
8.6	Engagement Strategy Oversight Committee Minutes 28 November 2023	The Engagement Strategy Oversight Committee Minutes 28 November 2023 were noted.
8.7	RSS Governance Committee Minutes 8 November 2023	The RSS Governance Committee Minutes 8 November 2023 were noted.
8.8	Clinical Governance Committee Agenda 29 January 2024	The Clinical Governance Committee Agenda 29 January 2024 was noted.
8.9	Finance & Performance Committee Agenda 29 January 2024	The Finance & Performance Committee Agenda 29 January 2024 was noted.
8.10	Board Briefing - LCLHN Priority Projects	The Board Briefing - LCLHN Priority Projects was noted.
8.12	Barossa Hills Fleurieu Local Health Network Annual Report 2022-2023	The Barossa Hills Fleurieu Local Health Network Annual Report 2022-2023 was noted.
9. OTHER BUSINESS		
9.1	Governance Committee Updates	<p>A summary was provided in relation to key topics discussed during the LCLHN Board Committee meetings held on 29 January 2024, including:</p> <p><u>LCLHN Finance and Performance Committee</u></p> <ul style="list-style-type: none"> A resolution by the Committee for the LCLHN to develop a long-term savings strategy over a 3-year period to address some of the more complex challenges impacting financial performance including workforce challenges. <p><u>LCLHN Clinical Governance Committee</u></p> <ul style="list-style-type: none"> Confirmation that the LCLHN was considered by the Committee to be clinically solvent. Robust discussion held in relation to the ongoing refinement of dashboard reports to improve the LHNs benchmarking capabilities and identification of key clinical trends and risks for monitoring and improvement.

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		<ul style="list-style-type: none">An update provided to the Committee by Michelle Galli, Project Lead for the LCLHN Restorative Just & Learning Culture pilot program, considered to be an important and innovative approach to supporting staff wellbeing following serious incidents and/or negative patient outcomes.
9.1	Any other business	Nil.
10.	MEETING EVALUATION AND CLOSE	
10.1	Meeting Evaluation	GR provided an evaluation of the meeting.
10.2	Next Meeting & location	26 February 2024, Bordertown Memorial Hospital.
10.3	Meeting Close	4:07pm

Limestone Coast Local Health Network

Governance and Planning

Email: Health.LCLHNGovernanceandPlanning@sa.gov.au

sahealth.sa.gov.au/limestonecoastlhn

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