



## Agenda Item 4.0

### Minutes for Board meeting

04/06/2020 | 9:24 AM - 01:23 PM - ACST

Board Room, 2nd Floor, FMC

#### Invitees

| Board Members                      | SALHN Executive   |
|------------------------------------|---|
| Professor Chris Baggoley           | Professor Susan O'Neill, Chief Executive Officer        |
| Mr Mark Butcher (Chair)            | Ms Julie Bowman, Executive Director Governance & Risk   |
| Ms Virginia Hickey                 | Mr Wayne Gadd, Chief Finance Officer                    |
| Associate Professor Tamara Mackean | Mr David Morris, Chief Operating Officer                |
| Ms Julie Mitchell                  | Ms Sarah Woon, A/Chief Operating Officer                |
| Ms Jill Noble                      | Mr Michael Francese, Chief Workforce Officer for Item 6 |
| Ms Jenny Richter                   |   |

#### 1. Welcome/Apologies & Acknowledgement to Country

Mr Butcher welcomed Board members and all those in attendance to the meeting.

Mr Butcher paid respect to Traditional Owners, the continuing connection of the Kaurna people to Country, and highlighted the significance of this week being National Reconciliation Week and SALHN's activities to promote and support the week's theme of *'in this together'*.

Mr Butcher also recognised 'Crazy Socs for Docs' day on 5 June 2020, raising awareness of mental health of all medical practitioners.

#### 2. Declarations of Interest

Interests were noted.

#### 3. Starring of items

Item 9.4 was starred for discussion.

#### 4. Minutes of previous meeting

**DECISION:** The Minutes of the meeting held on 7 May 2020 were endorsed as a true and accurate record of proceedings.

## 5. Actions arising from previous meeting

'Pending' Actions arising from previous meetings were discussed at relevant Agenda items, or held over until their due date. With respect to Action 48: *Reactivation of the Financial Governance Oversight Committee*, the tentative date of the next meeting on 16 June 2020 was noted.

**DECISION:** The Board noted the completed Actions.

**ACTION:** *Placeholders to be confirmed for all Financial Governance Oversight Committee members.*

*(Assignee(s): Wayne Gadd, Julie Bowman; Due Date: 10/06/2020)*

## 6. Spotlight session: People and Culture Report – COVID-19

The Chief Workforce Officer (CWO), Mr Francese, outlined SALHN's People and Culture initiatives during the COVID-19 response including those to support and ensure:

- Safety;
- Staff well-being;
- Staff engagement;
- Workforce availability and mobility, in compliance with Federal, State and DHW directives; and
- Learnings identified for consideration in the development of SALHN's People Strategy.

The Board discussed the:

- Comprehensive workforce planning and staff support initiatives activated to ensure staff felt safe and supported during the COVID-19 response;
- Challenges of multiple tiers of employment directives that emerged during the pandemic, and challenges of application in the Health context;
- Importance of direct in-person conversations between leaders and front-line staff in underpinning effective staff engagement and support of well-being and a positive culture;
- Benefits of SALHN's Integrated Management and Governance system to enable effective communication and performance monitoring up, down and across all levels of SALHN;
- Reduction in numbers of industrial and misconduct matters;
- Board's role in staff well-being; and
- Elements of SALHN's COVID-19 response for integration into the 'new normal'.

**DECISION:** The Board noted the report, and acknowledged the efforts of the CWO and the Workforce team throughout the COVID-19 response.

**ACTION:** *Board Chair to send letters of acknowledgement to the Workforce team and Ms Fran Gallardo, Manager Media and Communications, for their work during the COVID-19 response. (Assignee(s): Julie Bowman, Mark Butcher; Due Date: 02/07/2020)*

~ Mr Francese left the meeting at 10.00 am. ~

## 7. Chief Executive Officer's Report

The CEO, Professor O'Neill outlined:

- Current status of SALHN's COVID 19 response, and planning for 'enduring operations';
- External influences on our strategic direction and operations;
- Strategic activities accelerated during the COVID campaign including SHEP and those supporting our Digital Health strategy;
- Opportunity for SALHN-specific legal counsel;
- Relationship with and role of DHW; and
- Performance against key safety, quality, delivery, people, cost metrics.

The Board discussed amongst other items:

- The principles of governance reform in the SA public health sector and experience pre/during/emerging from the COVID-19 response;
- The need for inclusion within the service agreement:
  - Strategic priorities for the SA Health system;
  - Role and obligations of DHW;
  - Role and obligations of SALHN;
- SALHN's 2019 'readiness assessment' for Board governance and current state;
- The Board evaluation and its utilisation to assist in identification of target future state;
- The CE SA Health directive regarding Elective Surgery reactivation; and
- The influence of operational performance on the evolution of strategy.

**DECISION:** The Board noted the report.

**ACTION:** Board evaluation consultant to be advised of expanded scope including:

- Comparison of current state with 2019 Board governance 'readiness assessment';
- Identification of aspirational future state;
- Interviews with CE SA Health and Minister.

*(Assignee(s): Julie Bowman; Due Date: 02/07/2020)*

**ACTION:** SHEP report to be distributed to Board members.

*(Assignee(s): David Morris, Julie Bowman; Due Date: 02/07/2020)*

**ACTION:** Board chair to send letter to SAPOM Division acknowledging achievements during COVID-19 including elective surgery reactivation.

*(Assignee(s): Mark Butcher, Julie Bowman; Due Date: 02/07/2020)*

**ACTION:** Briefing to DHW regarding achievements with respect to CE SA Health directive - Elective Surgery, to be distributed to Board members.

*(Assignee(s): David Morris, Julie Bowman; Due Date: 02/07/2020)*

## 8. SALHN Financial Performance

The Chief Finance Officer, Mr Gadd highlighted:

- The management account's end of month position for April;
- The projected management account's end of year position against budget;
- COVID-19 related expenditure and projections for end-of-year COVID cost centre position, noting the rapidly changing environment;
- SALHN's sustainability schemes and status as communicated to DTF;
- SALHN's internal 2020-21 budget setting process referencing high-level verbal principles advised by DHW and influence of:
  - budget delays;
  - enterprise bargaining agreement outcomes and associated provisioning;
  - additional costs of state-wide services; and
  - implications of DHW's maintenance of 'rebalancing grants' to CALHN and WCHN;
- The goal to achieve 2019-20 activity in 2020-21 budget, noting the unlikely provision for any growth funding;
- The challenges with quality of DHW data; and
- An outline of financial governance learnings shared with other metropolitan LHNs.

The Board discussed amongst other items:

- April performance and end of year forecast position as per management accounts;
- Statutory financial statements;
- Management's preliminary forecast for savings requirement 2020-21;
- Risks associated with DHW's commissioning model;
- Need for transparency in the commissioning and budget-setting process;
- DHW's commentary regarding 'approved expenditure' vs 'funding';
- Preferences for style and sequence of data and analysis in Financial reports;
- Controllable and non-controllable elements of financial performance and some balance sheet items; and
- Role of Financial Governance Oversight Committee in providing clarity regarding financial accountabilities.

**DECISION:** The Board noted the Finance report.

**ACTION:** *Redesign future Finance reports' Executive summary to commence with non-adjusted end of month financial position, followed by position adjusted for DHW 'approved' expenditures.*  
(Assignee(s): Wayne Gadd; Due Date: 02/07/2020)

**ACTION:** *Reconciliation report aligning actual, adjusted for DHW 'approved' expenditure; and statutory account measures, to be provided on a quarterly basis.*  
(Assignee(s): Wayne Gadd; Due Date: 06/08/2020)

**ACTION:** *Documentation of financial obligations via service agreement and Financial Governance Oversight Committee minutes.*  
(Assignee(s): Wayne Gadd, David Morris; Due Date: 02/07/2020)

## 9. Items from Sub-committees

### 9.1 Clinical Governance Sub-Committee

The Chair of the Sub-committee, Ms Richter outlined the:

- Discussions at the 20 May 2020 meeting, including the comprehensive planning and continued COVID-19 response activation undertaken by the Executive team; and
- Continued focus on provision of safe, quality and reliable care throughout the campaign, as evidenced by performance metrics against key quality and safety measures.

The Board discussed the:

- Stability and, in some areas, improvement in performance against safety and quality of care metrics; and
- Benefit of discussing Board engagement as part of the development process of the Clinician Engagement Strategy.

**DECISION:** The Board noted the Sub-committee's report.

**ACTION:** *Clinician engagement strategy development to be agenda item at next meeting.  
(Assignee(s): Julie Bowman, Jenny Richter, Diana Lawrence; Due Date: 02/07/2020)*

### 9.2 Capital Projects Sub-committee

The Chair of the Sub-committee, Mr Butcher, highlighted:

- The discussions and actions arising from the meeting held on 28 May 2020;
- Benefits of having the sub-committee meeting at Noarlunga Hospital; and
- 'Reset' and next steps in relation to SHEP.

The Board discussed:

- SHEP and associated capital works, service movements, community and clinician engagement; and
- FPH and impact of COVID-19 on the private health industry.

**DECISION:** The Board noted the report.

**ACTION:** *Session to be held with Clinical Directors and members of Capital projects Sub-committee to expand community/industry stakeholder identification and preferences for capital development.  
(Assignee(s): David Morris, Erin Burke; Due Date: 02/07/2020)*

### 9.3 Community Engagement Sub-committee

**DECISION:** The Board noted the Sub-committee had not met since the last Board meeting with its next meeting scheduled for 25 June 2020.

#### **9.4 Audit and Risk Sub-committee**

The Chair of the Sub-committee, Ms Hickey outlined the:

- Key steps in development of draft and finalised, audited statutory accounts, as discussed at the meeting held on 3 June 2020.

The Board discussed:

- Timelines, processes and sequence for authorising and adopting the statutory accounts in the lead up to final submission on 16 September 2020; and
- The two opportunities for statement consideration prior to submission:
  - first week in August 2020 prior to submission to Auditor General's Department; and
  - week of 10 September - 16 September for consideration of audited accounts.

**DECISION:** The Board noted the report.

**ACTION:** *Executive to diarise meetings and days for review of financial statements to ensure adherence to mandated submission dates.*

*(Assignee(s): Wayne Gadd, Julie Bowman; Due Date: 02/07/2020)*

~ Ms Hickey left the meeting at 1.03pm ~

#### **9.5 COVID-19 Board Response Team (CBRT)**

The Board acknowledged the support provided by the CBRT to the CEO during the COVID-19 response.

**DECISION:** The Board noted the Team's meeting notes are available on Diligent.

### **10. Items for Noting**

#### **10.1 Declarations of Interest Report**

**DECISION:** The Board noted the Interests report.

#### **10.2 Decisions made by Circular Resolution**

**DECISION:** The Board noted no decisions had been made by Circular Resolution since the last meeting.

#### **10.3 Operations Report**

**DECISION:** The Board noted the report

#### **10.4 Media Report**

**DECISION:** The Board noted the report.

#### **10.5 Work plan/calendar**

**DECISION:** The Board noted the calendar.

**10.6 Board evaluation**

**DECISION:** The Board noted the selection of Jane Jeffreys to undertake the evaluation.

**ACTION:** *Scope of the evaluation to be distributed to Board members.  
(Assignee(s): Julie Bowman; Due Date: 02/07/2020)*

**11. Correspondence**

**DECISION:** The Board noted the correspondence.

**12. Other Business**

**12.1 National Health Reform Agreement**

The Board discussed the 29 May 2020 media release relating to the new National Health Reform agreement and associated risks to SA Health funding as a result of 'private patient neutrality' provisions.

**DECISION:** The Board noted the media release.

**12.2 Aboriginal and Torres Strait Islander peoples**

The Board discussed the:

- Events in US in relation to protests associated with police brutality of black members of community, and impact on Aboriginal and Torres Strait Islander peoples;
- Higher number of deaths of Aboriginal and Torres Strait Islander people in custody in Australia compared to the number of deaths of black and indigenous people in the US; and
- Burden of trauma on Aboriginal and Torres Strait Islander populations.

**DECISION:** The Board noted the escalating challenges for Aboriginal and Torres Strait Islander peoples.

**ACTION:** *Seek the advice of SALHN's Aboriginal and Torres Strait Islander Consumer and Community group regarding recommended course of action.  
(Assignee(s): Sarah Woon; Due Date: 02/07/2020)*

**13. Meeting evaluation**

The Board discussed the upcoming Board evaluation process.

**14. Next Meeting**

The next meeting was confirmed as 02 July 2020; 08.30am – 1.30pm.

**15. Meeting Close**

The meeting was formally closed at 1.23 pm.

The Chair thanked all in attendance for their contribution.

**Approved as an accurate record of proceedings:**

BOARD CHAIR



Date: