



Minutes of Meeting

Agenda Item 5.0

Board Meeting

Date:	7 November 2019	Start:	9.05am
Location	FMC Boardroom, Level 2, Flinders Medical Centre		

INVITEES:

Board Members	SALHN Executive
Professor Chris Baggoley	Adjunct Professor Susan O'Neill, Chief Executive Officer
Mr Mark Butcher (Chair)	Mr David Morris, Chief Operating Officer
Ms Virginia Hickey	Mr Wayne Gadd, Chief Finance Officer
Associate Professor Tamara Mackean	Ms Julie Bowman, I/Executive Director Governance & Reform
Ms Julie Mitchell	Ms Rebecca Badcock, Executive Director, Nursing and Midwifery for Agenda Item 6.
Ms Jill Noble	Mr Tim Hulsinga, Nurse Unit Manager for Agenda Item 6.
Ms Jenny Richter	Mr Michael Francese, Chief Workforce Officer for Agenda Item 8.1.

Acknowledgement of Country

"Ngadlu tampinhi, Kurna Miyurna yaitya yarta-mathanya Wama Tarntanyaku. Ngadlu tampinhi purkarna pukinangku, yalaka, tarrkarritya. Parnaku yaitya, parnaku tapa purruna, parnaku yarta ngadlu tampinhi. Yalaka Kurna Miyurna itu yaitya, tapa purruna, yarta kuma puru martinhi, puru warri-apinhi, puru tangka martulayinhi."

"We acknowledge the Kurna people are the traditional custodians of the Adelaide Plains and pay respects to Elders past, present, and future. We recognise and respect their cultural heritage, beliefs, and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today."

~ An in-camera session was held and concluded at 9.05am; no minutes were recorded.~

MEETING INTRODUCTION

1. WELCOME/APOLOGIES AND ACKNOWLEDGEMENT OF COUNTRY

Mr Butcher welcomed Board members and all those in attendance to the meeting. The apology of Ms Hickey was noted. Mr Butcher paid respect to Traditional Owners and the continuing connection of the Kurna people to Country.

2. DECLARATIONS OF CONFLICT OF INTEREST

Board member interests were noted.

3. STARRING OF ITEMS

Items 9.1 and 10.2 were starred for discussion.

8. FOR DISCUSSION AND DECISION

~ Mr Francese, Chief Workforce Officer, was invited to present the quarterly People and Culture Report at 10.43am. ~

8.1 People and Culture Report

The Chief Workforce Officer provided an overview of:

- Workforce safety;
- Workforce development strategy; and
- Themes of issues relating to the governance of public resources and associated actions taken over the last three years and planned for 2020.

The Board discussed a number of items including:

- Impact of legislative changes;
- Governance of public resources including audits conducted and management responses enacted following audit findings;
- Opportunities and challenges associated with improving equity in access to Professional Development across all staff groups;
- The industrial framework;
- Effectiveness of the Performance Review and Development program and leveraging it to enhance staff engagement; and
- The value proposition of the SALHN brand in developing a People strategy.

DECISION: The People and Culture presentation was noted.

ACTION: The Chief Workforce Officer to provide SALHN's management agenda for Enterprise Bargaining Agreement negotiations in the next quarterly People and Culture report.

ACTION: The I/Executive Director Governance and Reform to distribute the presentation slides on Governance of Public Resources presentation slides and the ICAC 'Looking Back' report to Board members out of session.

ACTION: The Chief Workforce Officer to include in each quarterly People and Culture report an action plan and progress report within the Integrated Governance Framework structure outlining improvements in the governance of public resources.

8.2 SALHN Finance Report

The Chief Finance Officer (CFO) provided an overview of the financial position as at the end of September 2019. The CFO identified the end of year forecast position as \$4.4M. Contributing factors to the deterioration in the forecast position were summarised and included:

- Repat reactivation costs; and
- SA Pathology billing challenges.

The CFO outlined strategies being considered to address the shortfall, including:

- Car parking fee restructure;
- Out of hospital strategies; and
- Hotel services' savings, noting the restrictions of the current Enterprise Bargaining Agreement.

The Board discussed:

- Their concerns regarding the achievability of the sustainability schemes' financial targets within this financial year;
- The risk of unfunded activity growth;
- Ongoing challenges in managing activity surges;
- Barriers to the achievement of the budget;
- Benchmarking of non-patient facing services;
- Industrial Relations strategy;
- Balance sheet and Cash flow responsibilities in the public sector; and

The Chair of the Capital Projects Sub-committee outlined the discussions of the Sub-committee meeting on 5 November 2019, including the accelerated pace of DHW's preparation of a Cabinet Submission outlining capital expenditure requirements for reactivating the Repat Health Precinct. The Submission will have multiple components. One component is the refurbishment and fit-out of Ward 20. A refurbished Ward 20 is the first and pivotal step in the Emergency Department Services Strategy.

The COO provided an outline of the Emergency Department Services Strategy including:

- Anticipated benefits including the projected mitigation of escalating patient and staff safety risks and service inefficiency risks in advance of the 2020 winter surge in activity;
- Forecast capital costs of each step in the strategy's implementation; and
- Recurrent costs arising from staffing and consumables associated with the resultant capacity, capability, and patient acuity profiles of FMC, NH, and RHP.

The Board discussed the:

- The current absence of a confirmed commissioning plan with the DHW;
- Anticipated Health system benefits from the strategy's implementation;
- 2020 winter demand-related risks anticipated to be mitigated if each step of the strategy is completed within the stated time frames;
- Recurrent financial risks associated with the strategy, in the absence of a confirmed commissioning agreement; and
- Importance of the connection of this strategy with the infrastructure Master Plan.

DECISION:

The Board:

- **Endorsed the strategy and business proposal;**
- **Endorsed ED activity as Executive's highest commissioning priority; and**
- **Requested Executive develop an implementation plan based on the proposal and present it to the Board.**

ACTIONS:

Executive to:

- **Submit the business proposal to the Executive Director, Infrastructure, DHW;**
- **Present the final Destravis Infrastructure Master Plan at the next meeting; and**
- **Develop an implementation plan for the strategy, including commissioning dependencies and risk management framework.**

9. ITEMS FROM SUB-COMMITTEES

9.1 Clinical Governance Sub-committee

The Clinical Governance Sub-committee is due to meet on 14 November 2019. The Chair spoke to the development and importance of the Innovate Reconciliation Action Plan 2019-2021 (RAP 2019-21). The RAP 2019-21 was considered by Sub-committee members out of session as part of SALHN's overall framework of supporting the improvement of health care for Aboriginal and Torres Strait Islander peoples. The Sub-committee recommended the Board endorse the Plan.

The Board discussion included:

- The time required to address differences in understanding of reconciliation across SALHN;
- The importance of language;
- The conditional endorsement by Reconciliation Australia of the Plan;
- The potential for the Plan to evolve over time and to be used to underpin improvements in:
 - Education;
 - Leadership; and
 - Broader health and healing within SALHN.
- The need for regular reporting to the Sub-committee on progress against each of the actions and deliverables of the RAP 2019-21; and an annual report to the Board;

11. ANY OTHER BUSINESS

11.1 Diligent

The Interim Executive Director Governance and Reform gave an update on progress with Diligent implementation. It is anticipated that Diligent will be in use to support Board governance from the 5 December 2019 meeting. Board members will be receiving emails to arrange times to enable connection to the SALHN Diligent workspace and any required training.

11.2 Board member attendance

The apology of Associate Professor Mackean for the 5 December 2019 meeting was noted.

The apology of Ms Noble at the Annual Public Meeting was noted.

11.3 Executive recruitment

The CEO advised the Board of status and plans with respect to the recruitment to the roles of Executive Director Nursing and Midwifery; and the Executive Director Governance and Risk.

13. MEETING EVALUATION

The Board discussed the format of the meeting and requested suggestions for how the agenda can be managed to contain the meeting to 5 hours.

14. NEXT MEETING

Thursday 5 December 2019; 8:30am to 1:30pm.

15. MEETING CLOSE

The Chair thanked all parties for attending and contributing to the Board Meeting. The meeting was closed at 2.34pm.



BOARD CHAIR

DATE: 5 / 12 / 2019