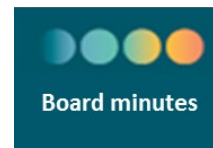


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**SALHN GOVERNING BOARD**  
**Confidential Minutes of the meeting**

**23 September 2021**

8:30 am – 1:30 pm (ACST)

Flinders Medical Centre Boardroom, Level 2

<b>INVITEES:</b>	
<b>Board Members</b>	<b>SALHN Executive</b>
Mr Mark Butcher (Chair)	Mr Wayne Gadd, Interim Chief Executive Officer
Ms Virginia Hickey	Ms Sarah Woon, Acting Chief Operating Officer
Ms Julie Mitchell	Ms Helen Tedesco, Acting Executive Director Governance & Risk
Ms Jill Noble	Mr John O'Connor, Acting Chief Finance Officer
Ms Jenny Richter	Mr Michael Francese, Chief Workforce Officer
Dr Tony Sherbon	
Dr Terry Sweeney	
<b>APOLOGIES:</b>	<b>IN ATTENDANCE:</b>
A/Professor Tamara Mackean	Professor Caroline McMillan, Chief Scientist <i>(for Item 7.0)</i>
	A/Professor Craig Whitehead, Clinical Director, Rehabilitation, Aged Care & Palliative Care <i>(for Item 8.0)</i>
	Mr David Morris, Executive Director - Southern Area Health Direction <i>(for Items 7.0, 8.0 &amp; 12.2.1)</i>
	Ms Carole Lennon, Board Secretariat

**8:30 am In-camera discussion**

~ The meeting commenced at 9:00 am ~

**1. Welcome/Apologies & Acknowledgement of Country**

Mr Butcher opened the Board meeting with the Kurna Acknowledgement of Country.

**Welcome**

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

Mr Butcher also welcomed Mr Gadd, Interim Chief Executive Officer, and Mr O'Connor, Acting Chief Finance Officer, to their first Board meeting in their interim roles.

The Governing Board also acknowledged and thanked Mr Morris for his contribution as the former Interim Chief Executive Officer, and noted his new role.

**Apologies**

The apologies of A/Professor Tamara Mackean were noted.

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**Framing of Meeting**

The Board Chair updated the Board on key themes for discussion including partnerships, digital enablement and capability, opportunities to explore connecting innovations with the Tonsley Precinct, and innovations and partnerships related to the Southern Area Health Direction and virtual Models of Care. Also, discussions on the SALHN Annual Report 2020-2021 and the Service Level Agreement 2021-2022, particularly performance sustainability strategies to manage timely elective surgery in accordance with clinical timeframes.

Mr Butcher notified the Board of a Teams meeting with Fran Thorn on 30 September 2021 to discuss a review on the governance of the Boards in relation to the Health Care Act review.

**3. Agenda Specific | Undisclosed Declarations of Interest**

There were no further interests declared.

**4. Starring of items**

Mr Butcher highlighted the items for discussion:

- 11.3 Service Agreement 2021-2022;
- 12.1 Clinical Governance Sub-committee;
- 12.3 Community Engagement Sub-committee;
- 12.4 Audit and Risk Sub-committee; and
- 13.2 Integrated Annual Compliance Certification.

**5. Minutes of the previous meeting**

The minutes were approved for the 5 and 12 August 2021 meetings as a true and accurate record of proceedings.

**6. Actions arising from the previous meeting**

Actions arising from previous meetings were noted as either completed, on track for delivery by the due date, or addressed for discussion in agenda Items.

**DECISION:** The Board noted the completed actions and items for discussion as per the agenda

*~ Professor Caroline McMillen entered the Board meeting at 9:10 am ~*

**7. Spotlight | Vision for Tonsley Precinct & Partnership with SALHN**

The Board Chair welcomed Professor McMillen to discuss the Vision for Tonsley Precinct and its partnership with SALHN.

Ms Richter provided an introduction to Professor McMillen's background, her appointment as the Chief Scientist for South Australia in October 2018, and opportunities for SALHN to connect and partner with the Tonsley Innovation Precinct.

Professor McMillen expressed her thanks for the opportunity to address the Board and have those conversations about Research and Development, Innovation, Productivity, Economic Outcomes and Emerging Technologies, particularly relating to the future of health care and its impact on the delivery of personal and population health care.

Professor McMillen explained in detail the connection between traditional industry bases that are shifting and evolving, with industry driving new technologies such as artificial intelligence, machine learning, the internet, robotics and more. Research and innovation are key drivers of economic transformation and collaboration with new technologies. Professor McMillen encourages investments in research and development to drive innovation and increase productivity in South Australia, aiding economic recovery and contributing to the State Government's overarching innovation strategy.

*~ Professor McMillen departed the meeting at 10:00 am, and A/Professor Craig Whitehead entered the meeting ~*

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**8. Values Moment | Complex & RestorativE (CARE) Program**

The Board Chair welcomed A/Professor Whitehead and Mr Morris to the meeting.

An update was provided on the progress of the Complex and RestorativE (CARE) Service, the successful operationalisation on 8 September 2021, and scenarios of those patients treated. Other key highlights discussed:

- While there have been some challenges, consumer and clinician feedback has been positive;
- Potentially extending the CARE Service hours of operation to evenings and weekends;
- Strategies to staff the CARE service on weekends;
- SALHN is working closely with the SA Ambulance Service, who are enthusiastic, supportive and engaged, with meetings held weekly;
- Future options to explore include working with residential aged care and potentially sending 'eyes on the scene' directly to the Emergency Department waiting room for transfer of patients to the CARE service for assessment;
- GEM@Home Tier 1 service to commence on 5 October 2021;
- SA Medical Imaging and access to imaging services at the Repat on weekends, and after-hours; and
- CARE service is to become digitally enabled, working closely with Telstra Health (Medtasker) to monitor a patient's health status and provide feedback to the geriatrician at the CARE Centre.

The Board discussed:

- Change management to the workforce;
- Lessons learnt; and
- CARE service resourcing.

*~ A/Professor Craig Whitehead left the meeting at 10:50 am ~*

*~ Mr Morris remained at the meeting to discuss item 12.2.1 ~*

**12.2.1 Southern Area Health Direction (SAHD) | Capital Intentions Statement**

Mr Morris provided an update on the progress and timelines associated with SALHN's submission of the Capital Intentions Statement to Infrastructure SA to consider infrastructure initiatives developed by SALHN. SALHN is proposing initial funding to progress to a detailed business case, concept design and benefits realisation for the ten-year program and will operationalise a state-wide innovation, digital translation and infrastructure renewal that addresses the current bed shortages with physical and virtual assets to meet patient needs.

In addition, it is proposed to implement Digital Command Centres providing virtual care to consumers in hospitals, community, rural and home settings, irrespective of geographical location, and virtual delivery of specialist care closer to home within rural communities, partnering with rural Local Health Networks and the SA Ambulance Service.

The Board discussed:

- Location of the Virtual Command Centre;
- Clinical governance of the virtual Emergency Department;
- Risks associated with the implementation of Southern Area Health Direction;
- Southern Area Health Direction Funding;
- Consultations with key stakeholders; and
- Support of Infrastructure SA and EY.

**DECISION: Endorsed in principle concepts and directions included in the Southern Area Health Direction**

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**DECISION:** Endorsed delegated authority of the Southern Area Health Direction Capital Intentions Statement to the Asset and Infrastructure Sub-committee for submission to Infrastructure SA via the CE SA Health

**Action:** Southern Area Health Direction Capital Intentions Statement to be included in the Resource section of Diligent  
**(Assignee:** Helen Tedesco & Carole Lennon)

~ Mr Morris left the meeting at 11:21 am ~

#### 9. SALHN Annual Report 2021-2021

Mr Butcher provided an update on the SALHN Annual Report 2020-2021 and the audited financial statements endorsed by the Board Chair, Interim Chief Executive Officer, and Acting Chief Finance Officer on 14 September 2021.

The Board discussed a change required to 'Our Purpose' in the Annual Report.

**DECISION:** Approved the draft SALHN Annual report 2020-2021 and the audited financial statements for submission to the Department for Health and Wellbeing

**DECISION:** Approved amendment to 'Our Purpose' to read *"We care for our patients 'every step of the way'. Our focus extends to contributing to addressing the social determinants of health during the first 1,000 days and the last 1,000 days of a vulnerable person's life"*

#### 10. Interim Chief Executive Officer (CEO) Report

The Interim Chief Executive Officer, Mr Gadd, highlighted, amongst other things:

- SALHN 2020-2021 4<sup>th</sup> Quarter Performance Review;
- Evaluation of the Southern Health Expansion Plan and benefits realisation;
- Budget allocation;
- Patient Flow and the Total Quality Care Program;
- Success of Research Week and partnership with Flinders University; and
- Leadership role in addressing quality associated waste in the system.

The Chief Workforce Officer, Mr Francese, highlighted, amongst other things:

- Supporting staff wellbeing due to current environment;
- Wellbeing initiatives and the development of a Wellbeing APP;
- On-site Physiotherapy service for staff has commenced;
- Strategies associated with COVID;
- Secondments of staff to other agencies;
- Progress with COVID vaccinations; and
- Nursing recruitment campaign, and rapid onboarding and orientation.

The Board discussed:

- Workforce issues;
- Decanting Noarlunga COVID Vaccination Clinic;
- NDIS Beds at Repat Health Precinct;
- Ongoing governance of the Repat Health Precinct; and
- SALHN 2020-2021 4<sup>th</sup> Quarter Performance.

**DECISION:** Noted

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**11. SALHN Performance****11.1 SALHN Finance Performance Report**

The Chief Finance Officer, Mr O'Connor, discussed, amongst other things:

- SALHN's financial performance for the period ended 31 August 2021, including the status of the 2022FY sustainability schemes;
- Underlying result excludes the impact of acknowledged adjustments, being COVID-19 response and vaccination program;
- Activity cost pressures across elective surgery, obstetrics, neonatal, renal and colonoscopy;
- COVID vaccination program estimates a full-year impact of \$11.2m (to February 2022);
- 2021-2022 financial sustainable savings targets of \$13.8m;
- SALHN was \$3.7m unfavourable to budget for August 2021; and
- The underlying end of year position is \$10.7m unfavourable to budget after adjusting for COVID related costs and programs.

The Board discussed:

- Elective Surgery Strategy; and
- SALHN Funding and NEP.

**DECISION:**            **The Board noted the update**

**Action:**                **Finance Quarterly Review to be provided at the Governing Board meeting on 4 November 2021**  
**(Assignee: John O'Connor & Wayne Gadd)**

**11.2 SALHN Operational Performance report**

The Acting Chief Operating Officer, Ms Woon, provided an overview of the SALHN Operational Report, with the highlights being:

- SALHN has delivered 116,983 COVID vaccinations, administering approximately 10,500 vaccinations a week.
- Ability to increase to 12,000 COVID Vaccinations a week by 1 November 2021;
- The decommissioning of the Noarlunga COVID Vaccination Clinic, and the implementation of mobile Vaccination Clinics;
- SALHN planning for an alternative workforce model around COVID, potentially including using nursing students to administer vaccinations;
- Expectation that SALHN will play a role with COVID activity and patients as decant support to the RAH, the primary COVID hospital;
- Sarah McRae has commenced undertaking COVID planning, improvement projects, and SHEP benefits realisation evaluation;
- Mandating of COVID vaccinations is currently under consideration;
- \$6.79m has been provided to assist in managing additional elective surgery and colonoscopies; and
- The development of a Demand Management Plan to enhance value-based care, assist with patient flow, and transfer of care, that aligns with the Total Quality Care Program.

The Board discussed, amongst other items:

- Decanting of Noarlunga COVID Vaccination Clinic;
- COVID vaccinations across the SALHN workforce;
- Demand Management plan and program;
- Patient flow improvement and alternate pathways; and
- Length of stay and targeted interventions.

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**DECISION:** Members noted the update**DECISION:** Approved Option 1, the draft resolution to enable continued management of elective surgery and colonoscopy waiting lists**11.3 SALHN Service Agreement 2021-2022**

The Interim Chief Executive Officer, Mr Gadd, updated the Board on the SALHN 2021-2022 Service Agreement following its review and further discussions with the Department for Health and Wellbeing on required amendments, expectations, and Key Performance Indicators. Also, while not reflected in the SALHN Service Agreement, a position has been agreed with the Department for Health and Wellbeing on the CARE Service funding.

The Board discussed, amongst other things:

- The Service Level Agreement between the Department for Health and Wellbeing Corporate Finance Services, the Local Health Networks, the SA Ambulance Service, and State-wide Clinical Support Services; and
- Governance arrangements for DASSA.

**DECISION:** Approved the SALHN Board Chair and Interim Chief Executive Officer signing the SALHN 2021-2022 Service Agreement on behalf of the Board**DECISION:** Approved the SALHN Board Chair and Interim Chief Executive Officer signing the DASSA 2021-2022 Service Agreement on behalf of the Board**11.4 Repat Neuro Behavioural Unit (NBU) Update**

The Acting Chief Operating Officer, Ms Woon, provided an update on the Repat Neuro Behavioural Unit following the opening of two six-bed pods in 2021. Feedback received has been positive, and the next step is to go to a Ward 18V model of care.

**DECISION:** Noted**12. Items from Sub-committees****12.1 Clinical Governance Sub-Committee**

Ms Richter, Chair of the Clinical Governance Sub-committee, provided a brief update on the launch of the Clinician Engagement Strategy, which the Governing Board approved in June 2021. Following the official launch, there will be other engagement opportunities with appropriate stakeholders about the outcomes of the Strategy.

An update on the launch of the Clinician Engagement Strategy will be provided at the Governing Board meeting on 4 November 2021.

**DECISION:** Noted**12.2 Asset and Infrastructure Sub-committee****DECISION:** The Board noted the draft minutes of the Asset and Infrastructure Sub-committee meetings on 2 and 16 September 2021**12.2.1 Southern Area Health Direction (SAHD) | Capital Intentions Statement**

This item was discussed earlier in the meeting.

**12.3 Community Engagement Sub-committee****DECISION:** The Board noted the draft minutes of the Community Engagement Sub-committee meeting on 19 August 2021

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**12.3.1 Consumer Engagement Strategy 2021-2024**

**DECISION:** The Board noted the request to the Minister for Health and Wellbeing seeking the endorsement of the Community Engagement Strategy 2021-2024

**Action:** Follow up with the Office of the Minister for Health and Wellbeing regarding endorsement of the Community Engagement Strategy 2021-2024

**(Assignees: Helen Tedesco & Carole Lennon)**

**12.3.2 SALHN Community Engagement Strategy 2021-2024 Launch & Implementation**

Ms Julie Mitchell, Chair of the Consumer Engagement Sub-committee, provided an update on the Community Engagement Strategy 2021-2024 and the community engagement activities designed to purposefully and officially launch the Strategy.

The Strategy will be launched through an eight-week program of activities to foster and strengthen relationships, build trust, and create a two-way dialogue. The community will be invited to share their ideas for imagining the future of our healthcare. A 'Community Chats' series will be held across SALHN and the Onkaparinga Council sites, commencing the first week of October 2021 and concluding the last week of November at the SALHN Board Annual Public Meeting.

The Board discussed, amongst other things:

- Timing of the 'Community Chats' at Noarlunga;
- Opportunity to notify the community at the 'Community Chats' of SALHN's priorities and Southern Area Health Direction;
- Creating an audience for the Annual Public Meeting;
- Using the Annual Public meeting to provide feedback to the community on their suggestions at the 'Community Chats'; and
- 2022 'Community Chats' to provide the community with feedback on their previous suggestions and work undertaken due to those consultations.

**DECISION:** Noted the progress of the Community Engagement Strategy and Implementation Plan

**DECISION:** Noted the 'Community Chats' program

**DECISION:** Noted that Board Members will be invited to attend all events

**Action:** Timing of the 'Community Chats' at Noarlunga to be reviewed due to the decommissioning of Noarlunga COVID Clinic  
**(Assignees: Helen Tedesco & Sarah Woon)**

**Action:** Board members to receive invitations for all events from the SALHN Board Calendar  
**(Assignees: Helen Tedesco & Sarah Woon)**

**12.4 Audit and Risk Sub-committee**

Ms Virginia Hickey, Chair, Audit and Risk Sub-committee, provided an update on the new requirement to sign-off on the SALHN Integrated Annual Compliance Certification, which was sent for Circular Resolution on 1 September 2021. At the last meeting on 12 August 2021, SALHN's Audit and Risk Sub-committee endorsed the Certification. They recommended submission to the Governing Board before submission to the Department for Health and Wellbeing.

Board members discussed, amongst other things, the key areas for improvement against compliance focus areas for 2020-2021, in particular:

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- Protective security, child protection and safety;
- Privacy and confidentiality management; and
- Conflict Management.

**DECISION:** The Board noted the Audit and Risk Sub-committee Minutes of the 12 August 2021

**DECISION:** Noted DASSA's Integrated Annual Compliance Certification

**DECISION:** Approved SALHN's Integrated Annual Compliance Certification

#### 12.4.1 Bi-Annual Risk Report

Ms Virginia Hickey, Chair, Audit and Risk Sub-committee, provided an update on the Biannual risk report to progress to the SA Health Audit and Risk Sub-committee and the Chief Executive SA Health.

**DECISION:** Endorsed submission of the Bi-Annual Risk Report to the Chief Executive, SA Health and the SA Health Audit and Risk Committee

**Action:** Minor amendment to the Bi-Annual Risk Report 3<sup>rd</sup> Paragraph to read "SALHN appointed an incumbent Internal Audit Lead an attendee", not a Standing Member  
(**Assignees:** Virginia Hickey & Helen Tedesco)

#### 12.5 Nominations and Remuneration Sub-committee

**DECISION:** The Board noted the Nominations and Remuneration Sub-committee Report

#### 12.6 COVID-19 Board Response Team (CBRT)

**DECISION:** The Board noted the CBRT Report

### 13. Items for Noting

#### 13.1 Declarations of Interest Report

**DECISION:** The Board noted the Interests Report

#### 13.2 Decisions made by Circular Resolution

**DECISION:** The Board noted the decisions made by circular resolution

#### 13.3 Clinical Incident Briefings

**DECISION:** The Board noted the Clinical Incident Briefing

#### 13.4 Media Report

**DECISION:** The Board noted the Media Report

### 14. Correspondence

### 15. Other Business

#### 15.1 Items for SALHN Executive to consider

- Focus on Southern Area Health Direction, digital and virtual;
- Patient flow and decongestion of the system, with potentially more focussed work to be undertaken;
- Upcoming Annual Public Meeting and representation from the divisions;
- Continued focus on Demand management.

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**15.2 Acknowledgement Letters**

- SA Ambulance Service for their work with the CARE program;
- Professor Caroline McMillen for her presentation on the Vision for Tonsley Precinct and its partnership with SALHN; and
- Child Protection Outreach Team on their recent “Innovation in Care” regional category award at the Inaugural Child Protection Awards.

**15.3 State Election**

Mr Francese, Chief Workforce Officer, updated the Board on the forthcoming State Election on 19 March 2022 and potential campaign issues leading up to the election.

**16. Meeting evaluation**

**17. Next Meeting**

The next meeting was confirmed as 4 November 2021 | 08.30 am – 02.00 pm, at FMC.

**18. Meeting Close**

The meeting was formally closed at 1:33 pm.

The Chair thanked all in attendance for their contribution.



8 Nov. 2021 8:48:02 PM GMT+10:30  
**Approved as an accurate record of proceedings**  
BOARD CHAIR

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