

SALHN GOVERNING BOARD

Minutes of the meeting

16 June 2022

8:00 am – 1:30 pm (ACST)

FMC Boardroom, Level 2, Flinders Medical Centre

INVITEES:

Board Members	SALHN Executive
Mr Mark Butcher (Chair)	Mr Wayne Gadd, Interim Chief Executive Officer
Ms Virginia Hickey	Mr Michael Francese, Chief Workforce Officer
Associate Prof Tamara Mackean (<i>via TEAMS</i>)	Mr Matt Rooney, Acting Chief Finance Officer
Ms Julie Mitchell	Ms Sarah Woon, Acting Chief Operating Officer
Ms Jill Noble	Ms Helen Tedesco, Acting Executive Director Governance & Risk
Ms Jenny Richter	Ms Sarah McRae, Executive Operations Support
Dr Tony Sherbon (<i>via TEAMS</i>)	

APOLOGIES:

IN ATTENDANCE:

	Ms Yasmin Jordan	<i>Item 7.0</i>
	SALHN Nurse Unit Manager	
	Dr Chris Moy	<i>Item 8.0</i>
	Chair, Voluntary Assisted Dying Taskforce	
	Ms Emily Pumpa	<i>Item 8.0</i>
	Project Lead, Voluntary Assisted Dying Taskforce	
	Ms Kate Swetenham	<i>Item 8.0</i>
	Clinical Lead, End of Life Care Team, DHW	
	Ms Helen Walker	<i>Item 8.0</i>
	Laurel Palliative Care NUM, RAPC	
	Dr Peter Allcroft	<i>Item 8.0</i>
	Senior Consultant, RAPC	
	Dr Tim To	<i>Item 8.0</i>
	Head of Unit, Palliative Care, RAPC	
	Ms Carole Lennon, Board Secretariat	

8:30 am In-camera discussion

~ The meeting commenced at 9:13 am ~

Mr Butcher opened the Board meeting by highlighting some key concerns, amongst other things, including:

- Pressures on the overall health system, ramping, blockages and capacity concerns;
- Volume of demand and efficiency measures;
- Acknowledgement of the work of the Executive team in addressing those pressures;
- Change in leadership with the new Chief Executive Officer commencing on 18 July 2022; and
- Culture change impacting clinicians and the community, particularly around discharges, patient flow, admissions, ramping, and Emergency Department flow.

1. Welcome & Acknowledgement of Country

Mr Butcher recognised the Kurna Acknowledgement of Country.

Mr Butcher, on behalf of the Governing Board, acknowledged:

- The enormous contribution of Mr Gadd as the Interim Chief Executive Officer, a role he has fulfilled exceptionally, and the Board's admiration for what Mr Gadd has achieved in the interim position. While Dr Freeman will have a huge task as the new Chief Executive Officer, the stability and ability of the Executive team will set the pace for dealing with the key priorities of ramping, access and flow, demand, blockages, and patient flow.
- Ms Tedesco, as the Acting Executive Director of Governance and Risk, and her contribution to the Board, the quality of papers and reports provided have been excellent. The Board wished Ms Tedesco all the best in her new role in the private sector.
- Ms Woon, as the Acting Chief Operating Officer, and her huge commitment to fulfilling the role and building those relationships with clinicians. Ms Woon would return to her substantive role as Executive Director of Governance and Risk on 4 July 2022.
- The Chief Operating Officer position replacement process has been put on hold until Dr Freeman commences, with some interim measures currently being established.
- The commitment and work of our staff, who are going above and beyond to care for our consumers;
- The pressures on the system and work by SALHN to help and support our consumers and improve how we best serve our community; and
- The refresh of the Integrated Management System is an important change to address some of the cultural issues.

Mr Butcher welcomed Board members and all those in attendance to the meeting. Mr Butcher also noted the early departure of Ms Virginia Hickey at 12:30 pm and the late attendance of Dr Tony Sherbon at 9:30 am.

Associate Professor Tamara Mackean and Dr Sherbon attended the meeting by Microsoft Teams.

Apologies

There were no apologies.

Agenda items were reordered to enable the Values Moment to occur first, followed by the Voluntary Assisted Dying Legislation Spotlight.

~ Ms Yasmin Jordan joined the meeting at 9:25 am

8. Values Moment | McLaren Vale & Districts War Memorial Hospital (MVDWMH)

The Board Chair welcomed Ms Yasmin Jordan to the meeting to discuss MVDWMH after her secondment to the hospital in March 2022, following a significant staffing crisis with no site leadership.

Ms Jordan provided an overview of her 'Eyes on the Scene' and opportunities for SALHN to utilise MVDWMH to enhance SALHN activities. She also discussed the advantages of having a SALHN lead on site.

~ Dr Tony Sherbon joined the meeting via Teams at 9:36 am ~

Mr Butcher thanked Ms Jordan for attending the Board meeting and acknowledged her work in identifying significant hospital governance and operational vulnerabilities and enabling opportunities for enhanced SALHN activity.

DECISION: Noted the MVDWMH update and that the Executive will continue to have discussions with the MVDWMH Board regarding the future relationship with SALHN

Action: Letter of thanks to Ms Jordan for presenting her findings on MVDWMH
(Assignee: Ms Carole Lennon and Ms Sarah Woon)

~ Ms Jordan left the meeting at 9:45 am ~

~ Dr Chris Moy, Ms Emily Pumpa, Ms Helen Walker, Ms Kate Swetenham, Dr Tim To & Dr Peter Allcroft joined the meeting at 9:46 am ~

7. Voluntary Assisted Dying | Spotlight SALHN VAD Implementation Progress Update

The Board Chair welcomed Dr Chris Moy, Ms Kate Swetenham, Ms Emily Pumpa, Ms Helen Walker, Dr Tim To and Dr Peter Allcroft to the meeting to discuss the progress in implementing VAD within SALHN, focusing on the legislation, governance structure, project plans, risks and mitigation strategies, and next steps.

The Board discussed, amongst other things:

- Understanding the eligibility of VAD and the decision-making;
- Importance of the spiritual side of health and healing for Aboriginal and Torres Strait Island peoples and undertaking engagement with Ngangkari, the traditional healers of the NPY lands;
- Undertaking engagement with the Elders of the Aboriginal and Torres Strait Island peoples in South Australia; and
- VAD Communication Strategy.

The Board Chair thanked Dr Moy, Ms Pumpa, Ms Walker, Ms Swetenham, Dr To and Dr Allcroft for attending the Board meeting to educate the Board on the VAD implementation. It acknowledged the significant work, the extensive planning, and the next steps.

DECISION: Noted the progress and next steps of VAD implementation

~ Dr Moy, Ms Pumpa, Ms Walker, Ms Swetenham, Dr To & Dr Allcroft left the meeting at 10:27 am ~

~ Break at 10:28 am | Board meeting reconvened at 10:40 am ~

3. Agenda Specific | Undisclosed Declarations of Interest

There were no interests disclosed

4. Starring of items

Items starred for discussion:

- Patient Journey Collaborative, Agenda item 13.0.

5. Minutes of the previous meeting

The minutes of 12 May 2022 were approved as a true and accurate record of proceedings.

6. Actions arising from the previous meeting

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

The Board Chair discussed action 27 regarding the Monaghan Report Executive response and framework and an update on progress.

Action 27: Monaghan Report Executive Response and Framework

Ms Richter provided a brief update on the structure of the lessons learnt from SHEP and observations and examinations made from all the Board and Sub-committee reports. The areas of focus will be:

- Models of care;
- Decision-making processes;
- Benefits realisation;
- Governance; and
- Culture.

The report highlights ten lessons learnt and, over the next four weeks, will be finalised, reviewed and discussed at the next Board meeting on 4 August 2022.

DECISION: Noted the completed actions and the update on the Monaghan Report Executive Response and Framework

Action: Report on Lessons Learnt from SHEP to be provided at the 4 August 2022 Board meeting (Assignees: Ms Julie Mitchell and Ms Jenny Richter)

9. 2022 Accreditation Report

The Board Chair welcomed Ms Richter to address the Board regarding the preliminary pre-accreditation assessment undertaken by Governance Plus, indicating that SALHN has a risk of not achieving full Accreditation if conducted in November 2022. The expectation that several standards could achieve 'not met' outcomes.

Of particular concern is the outcome of an infection control review required to assess SALHN's readiness to meet the specific 'Prevention and Controlling Infections' standard. The factors determining the final recommended date will be the infection control review report and a further evaluation of the full Governance Plus report.

Mr Gadd reported that further work still needs to occur on infrastructure changes, Aboriginal and Torres Strait Islander health and mental health.

The Board discussed, amongst other things:

- Ensuring that Accreditation is part of business as usual.

DECISION: Noted the summary of the current accreditation preparedness

DECISION: Endorsed the recommendation that the accreditation survey planned for November 2022 be deferred to a date yet to be determined.

DECISION: Noted that a further report will be provided at the next Board meeting

Action: 2022 Accreditation Report to be provided at the 4 August 2022 meeting (Assignees: Mr Wayne Gadd and Ms Jenny Richter)

10. Southern Area Health Direction (SAHD)

The Board Chair outlined discussions from the Asset and Infrastructure Planning meeting on 2 June 2022 on the State and Federal Election Commitments regarding the SALHN infrastructure upgrade and the work that has been undertaken on the SAHD. Items discussed included, amongst other things:

- Significant work will be required to progress Gates 1 and 2 rapidly;
- Challenges of maintaining consistent service capacity during infrastructure development; and
- Importance of having a high-level reporting structure.

The Board Chair welcomed Mr Gadd to address the Board on SAHD and progress to date.

Mr Gadd discussed the workshop with the Department for Health and Wellbeing infrastructure team on Monday, 20 June 2022, on '*Designing for Integrated Governance and High Performing Teams*' for consideration of timeframes, governance, project support and resourcing.

The Board discussed, amongst other things:

- The level of complexity of multiple projects across multiple sites and associated risks;
- Having an experienced Project Director;
- Commencement of the new Chief Executive Officer and potential changes to the definitions of roles, responsibilities and structure;
- Supporting and monitoring the implementation of any new Clinical Models of Care;
- Diversity, service planning and Models of Care;
- Workforce critical to the planning process and development of an alternative model; and
- Lessons Learnt.

The Board Chair notified the Board of an invitation extended to the Minister for Health and Wellbeing to attend a future SALHN Governing Board meeting. The purpose is to allow the Minister to share his vision for an integrated system and provide his reflection on SALHN's role in the system.

DECISION: The Board discussed and noted the SAHD proposed integrated governance and reporting structure for stage 1 of the SAHD and the State Election Commitments

DECISION: Noted the invitation to the Minister for Health and Wellbeing to attend a future SALHN Governing Board meeting

Action: Liaison to occur with the Office of the Minister for Health and Wellbeing to schedule a date for the Minister to attend a SALHN Governing Board meeting
(Assignees: Ms Sarah Woon and Ms Carole Lennon)

Action: An update on SAHD, its reframing, decision making, budget, and set-up to be provided at the SALHN Governing Board meeting on 4 August 2022
(Assignees: Mr Wayne Gadd and Ms Sarah Woon)

11. Interim Chief Executive Officer (CEO) Report

The Board Chair welcomed Mr Gadd to address the Board.

Mr Gadd provided an update on his report, including information relating to COVID, SALHN Executive Recruitment, the Virtual Care Service, the retirement of some staff, and a Safety Inspection of the Flinders Medical Centre Emergency Department by SASMOA, with the findings yet to be received.

The Board discussed, amongst other things:

- Access to Flinders Medical Centre Emergency Department by SASMOA and their findings;
- Cultural changes across SALHN;
- Flinders University Statement of Intent;
- SA Health internal audit to assess the maturity of cyber security and responsibilities for cyber security between Digital Health SA and the Local Health Networks; and
- Ramping and clinical leadership across SALHN.

Dr Sherbon raised concerns about SALHN's ramping performance and the potential risks to our consumers, the Executive and the Board. Immediate action is required, including a review of clinical leadership to affect real change in addressing the response to ramping and patient demand.

Ms Jenny Richter concurred with Dr Sherbon's comments.

DECISION: The Board discussed and noted the content of the Interim CEO Report

DECISION: The Board noted the meeting of the Board Chair, Dr Sherbon, Ms Richter, Mr Gadd and Ms Woon on the 23 June 2022 on SALHN's ramping performance and clinical leadership

Action: Statement of Intent with Flinders University to be provided to the SALHN Governing Board Out of Session
(Assignees: Mr Wayne Gadd and Ms Carole Lennon)

Action: The outcome of discussions at the meeting on 23 June 2022 is to be reported to the next Governing Board meeting on 4 August 2022
(Assignees: Mr Wayne Gadd and Ms Carole Lennon)

12. SALHN Performance

12.1 SALHN Finance Performance Report

Mr Rooney, Acting Chief Finance Officer, provided an analysis of the headline and underlying results for the period, including divisional performance, agency costs, FTE, and end-of-year financial position, which should be around \$8m.

DECISION: Noted the Finance Report

12.2 SALHN Budget 2022-2023

The Acting Chief Finance Officer, Mr Rooney, provided an overview of the Funding and Commissioning approach for 2022-2023, which will form the basis for the 2022-2023 budget allocation. While the total budget is to be advised, SALHN has received an activity-based funding increase of \$71.5m.

The Board discussed, amongst other things:

- Focus on ramping, bed blocking, patient flow, and financial performance;
- Achievement in meeting activity targets;
- Long stay patients and patient's length of stay in the Emergency Department;
- Transferral of patients from SA Ambulance into the Emergency Department;
- Transfer of patients from Noarlunga Hospital to Flinders Medical Centre by SA Ambulance, resulting in a delay on the ramp;
- Minimising ramping by moving patients into the Emergency Department, if safe to do so;
- The potential inclusion of a clinical leader to attend the Governing Board meetings;
- Potential half-day strategy session with the SALHN Governing Board and SALHN Executive;
- Goodwill of the Board to help, make a difference, and achieve a cultural change.

The Board Chair thanked everyone for the useful discussion and highlighted the significant risk to patient care, the SALHN Governing Board and the Executive on the abovementioned issues.

DECISION: **Noted the SALHN Budget 2022-2023 update**

Action: **Agenda to be prepared for the 23 June 2022 meeting on SALHN's ramping performance and clinical leadership, and to include**

- **Clinical leadership on the SALHN Governing Board**
- **Half-day strategy session with Board and Executive**

(Assignees: Mr Wayne Gadd and Ms Carole Lennon)

Action: **2022-2023 Budget to be sign-off at the Board meeting on 4 August 2022**
(Assignees: Mr Wayne Gadd and Mr Matt Rooney)

~ Break at 12:20 pm | Board meeting reconvened at 12:30 pm ~

~ Ms Virginia Hickey left the meeting at 12:30 pm ~

12.3 SALHN Operational Performance report

The Acting Chief Operating Officer, Ms Woon, provided an overview of the operational performance report, including access and flow deterioration, access to inpatients beds, elective surgery and the impact of the influenza season and the creation of additional capacity at both Ashford and Memorial Hospitals.

The Board discussed, amongst other things:

- Influenza season, current and a future state; and
- Funding for additional influenza capacity.

DECISION: **Noted the Operational Performance Report**

12.4 SALHN Q3 Performance report

The Board Chair highlighted the 2021-2022 Quarter 3 Performance Level, with SALHN's overall performance at level 2.

DECISION: **Noted the SALHN Q3 Performance Report**

13. Patient Journey Collaborative

The Executive Operations Lead, Ms McRae, provided an overview of the Patient Journey Collaborative, including the progress of improvement work undertaken to date and the SALHN urgent care improvement sprints and its effectiveness in delivering the additional rapid intervention and improvement support required across the six priority streams.

The Board discussed, amongst other things:

- SPRINT engagement and the importance of clinical leadership;
- Transfer issues for Noarlunga Hospital and rural; and
- Hierarchy assessment process with RMO, the registrar, and a senior clinician.

DECISION: Noted the proposed deliverables outlined by each Sprint Workstream

DECISION: Noted the SALHN COVID-19 Health System Response (inclusive of winter planning) 2022 and the next steps of the plan to include ongoing monitoring of strategies and effectiveness through regular consultation with internal and external stakeholders

DECISION: Noted the ongoing reporting of the SALHN COVID-19 Health System Response (inclusive of winter planning) will be reported through the Patient Journey Collaborative

DECISION: Noted the Patient Journey Collaborative communication strategy.

14. Items from Sub-committees

14.1 Clinical Governance Sub-committee

The Chair of the Clinical Governance Sub-committee, Ms Richter, highlighted discussions on the maternity and gynaecology service issues, with work occurring to address them.

DECISION: The Board noted the Clinical Governance Sub-committee update

14.2 Asset and Infrastructure Sub-committee

This item was discussed under Southern Area Health Direction above.

DECISION: The Board noted the Asset and Infrastructure Planning Sub-committee update

DECISION: The Board noted the Asset and Infrastructure minutes of the 2 June 2022 meeting

14.3 Community Engagement Sub-committee

DECISION: The Board noted the Community Engagement Sub-committee Report

14.4 Audit and Risk Sub-committee

This item was discussed under the Southern Area Health Direction.

DECISION: The Board noted the Audit and Risk Sub-committee minutes of the 11 March 2022 meeting

14.5 Nominations and Remuneration Sub-committee

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

15. Items for Noting

15.1 Declarations of Interest Report

DECISION: The Board noted the Interests Report

15.2 Decisions made by Circular Resolution

DECISION: The Board noted the decisions made by circular resolution

15.3 Clinical Incident Briefings

DECISION: The Board noted the Clinical Incident Briefings Report

15.4 Media Report

DECISION: The Board noted the Media Report

15.5 Review of the Health Care Act 2008

DECISION: The Board noted the Health Care Act review findings and recommendations

16. Correspondence

Items of correspondence sent relating to the Governing Board Chair were noted.

DECISION: The Board noted the correspondence

The Board Chair thanked Mr Gadd once again for stepping into the Interim Chief Executive Officer role and for his exceptional contribution.

16.1 Board | Key Messages

- Update on McLaren Vale and Districts War Memorial Hospital and recognition of up-to-date, contemporary governance improving its circumstances;
- Discussion on Voluntary Assisted Dying and consultation with broader stakeholders and staff at SALHN;
- The Board is looking forward to the start of the new SALHN Chief Executive Officer and is cognisant of the pressures across the system, including bed pressures
- Acknowledged the work of our clinicians in providing safe and reliable care;
- Board cognisant of the pressures on staff and clinicians and the work of the Executive;
- Acknowledged the planning and efforts going into improving the patient journey and infrastructure plan;
- Ramping and working with clinicians to improve; and
- Acknowledged the planning related to the Monaghan Review recommendations.

Action: **Communique to be prepared from the Governing Board on key messages**
(Assignees: Ms Sarah Woon)

The Board Chair updated the Board on the appointment process for Professor Judy Searle to the SALHN Governing Board. While the Minister for Health and Wellbeing has approved her appointment, it will go to Cabinet on 27 June 2022 for final approval.

17. Next Meeting

The next meeting was confirmed as 4 August 2022 | 08.30 am – 01.30 pm

18. Meeting Close

The meeting was formally closed at 1:31 pm.

The Chair thanked all in attendance for their contribution.



Approved as an accurate record of proceedings
BOARD CHAIR

Date: 4 August 2022