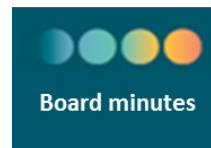


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## SALHN GOVERNING BOARD

### Confidential Minutes of the meeting

17 June 2021

8:30 am – 1:30 pm (ACST)

Board room, Level 2, FMC

INVITEES:	
Board Members	SALHN Executive
Mr Mark Butcher (Chair)	Professor Susan O'Neill, Chief Executive Officer
A/Professor Tamara Mackean	Mr David Morris, Interim Chief Executive Officer
Ms Julie Mitchell	Mr Wayne Gadd, Chief Finance Officer
Ms Jill Noble	Ms Sarah Woon, Acting Chief Operating Officer
Ms Jenny Richter	Mr Michael Francese, Chief Workforce Officer
Ms Virginia Hickey	
APOLOGIES:	IN ATTENDANCE:
	Professor Andrew Bersten, Clinical Director, Medicine, Cardiac & Critical Care
	A/Professor Craig Whitehead, Clinical Director, Rehabilitation, Aged Care & Palliative Care
	Ms Carole Lennon, Board Secretariat

#### No In-camera discussion held

~ The meeting commenced at 8:35 am ~

#### 1. Welcome/Apologies & Acknowledgement to 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 recognised that it was the final meeting for Professor O'Neill. Mr Butcher expressed the Board's gratitude and acknowledged the contributions of Professor O'Neill during her tenure at SALHN. Her professionalism, interpersonal style and commitment were outstanding.

Mr Morris was also recognised for committing to the role of Interim Chief Executive Officer, a considerable obligation. Mr Butcher also acknowledged the Board's confidence in Mr Morris as Interim Chief Executive Officer.

Professor O'Neill reflected on SALHN's achievements during her tenure, and the Governing Board's inception in 2019, and moving into 2021/2022 and beyond.

Professor O'Neill thanked the Board for their support, wisdom and kindness, and that she would watch with pride and satisfaction that she had some part in creating a solid and broad foundation for a great future ahead for SALHN.

**Decision:** Members noted the update

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**Apologies**

No apologies were received.

**2. Framing of Meeting**

The Chief Executive Officer updated the Board on the Southern Area Health Direction 'Case for Change'. Professor Bersten and A/Professor Whitehead are attending to present the first step through the CARE Program.

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

Ms Richter, Board Member, advised of her appointment as Chair of SA Oral Health Plan Monitoring Group (SAOHPMH).

**Decision:** Noted

**Action:** SALHN Governing Board Declarations of Interest Register to be updated  
(Assignee: Ms Lennon: Due Date 23 June 2021)

**4. Starring of items**

Mr Butcher highlighted key items for discussion and advised that all items will be taken as read.

**5. Minutes of the previous meeting**

The minutes were approved at the 6 May 2021 meeting 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 Bersten & A/Professor Whitehead entered the meeting at 8:38 am ~

**7. Values Moment | Personas and the Complex Restorative Evaluation (CARE) Program**

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

Mr Morris, Professor Bersten and A/Professor Whitehead updated the Board on the Personas and the CARE Program. In particular, the model may change clinical practice in the future. The key highlights being, amongst other things:

- The potential, once scaled, to provide alternate care pathways for up to 25% of all the South Australian Ambulance Service (SAAS) activity within the SALHN catchment area;
- The development of a proof of concept pilot would incorporate a digitally enhanced and integrated healthcare ecosystem and include a virtual Interdisciplinary triage model aimed at facilitating Emergency Department alternatives for up to 25% of SALHN SAAS activity.
- Having a Flying Squad (mobile Clinical Team) for eyes on the scene linked with senior clinician virtual care assessment and home/community diagnostics, and a pilot CARE Centre at the Repat Health Precinct with assessment spaces for 'face-to-face' rapid diagnostic support, senior clinical decision-making, and community treatment option pathways; and
- Virtual Geriatric Evaluation and Management, including home-based face-to-face and virtual monitoring, for patients that require a level of restorative care and support to substitute and prevent current and future hospitalisation requirements.

The Board discussed,

- Funding models to support innovation and new models;
- Understanding the clinical and corporate governance of the CARE Program; and
- SALHN's partnership with SA Ambulance.

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**DECISION:** The Board noted the Values Moment and thanked Professor Bersten and A/Professor Whitehead for their presentation

**ACTION:** The 'Complex Restorative Evaluation (CARE) Program' to be presented to the Clinical Governance Sub-committee meeting on 3 August 2021, in particular around clinical governance, risks and the evaluation framework for the service  
(Assignees: Ms Richter & Mr Morris: Due Date 26 July 2021)

**ACTION:** Presentation of the 'Total Quality Care Program' to be presented at the next Board meeting on 5 August 2021  
(Assignees: Mr Morris & Ms Woon: Due Date 26 July 2021)

The Board Chair thanked Professor Bersten and A/Professor Whitehead for attending the meeting.

~ Professor Bersten & A/Professor Whitehead left at 9:53 am ~

#### 8. 'Spotlight' | Southern Area Health Direction 'Case for Change'

The Chair updated the Board on initial discussions that had occurred with the key stakeholders, which was positively received.

Professor O'Neill, Chief Executive Officer and Mr Morris, Interim Chief Executive Officer, provided an update on the Southern Area Health Direction 'Case for Change'.

- Having virtual and digitally enhanced care models; and
- Addressing the digital workforce translation element of the service.

The Board discussed:

- Stakeholder engagement plan for the Southern Area Health Direction;
- To establish a 'Case for Change' secretariat or office, with an Executive sponsor, to drive the project;
- Submission of a proposal to the Department for Treasury and Finance for funding and planning;
- Board proposal from SALHN Executive on the support requirements for the Southern Health Solution Plan;
- Aboriginal and Torres Strait Islander peoples and the opportunity for digitally enhanced care in the community for this cohort of consumers, and having a more flexible approach around multi-disciplinary planning of care; and
- Opportunities for a pilot project for Aboriginal and Torres Strait Islander peoples.

**DECISION:** Approved the Southern Area Health Direction 'Case for Change' and progressing to engagement with key stakeholders

**ACTION:** Further development of a proposal to occur through the Assets and Infrastructure Sub-committee  
(Assignees: Mr Morris: Due Date 26 July 2021)

**ACTION:** Brett Morris to be invited to meet the Board to discuss Department for Health Wellbeing partnering with SALHN and our Digital Strategy  
(Assignees: Mr Morris: Due Date 26 July 2021)

**ACTION:** Communications and implementation plan to be considered for the Southern model, including timelines, key steps, and milestones in moving forward  
(Assignees: Mr Morris: Due Date 26 July 2021)

#### 9. Chief Executive Officer (CEO) Report

The Chief Executive Officer, Professor O'Neill, highlighted:

- Sunrise EMR Stage 2 Activation (Outpatient services) went live on Monday 7 June 2021;
- Sunrise EMR Stage 3 (inpatients) is planned for six weeks, with a tentative date of 21 July 2021;

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- Work is progressing with increasing vaccinations in the community, including a mobile service;
- SALHN's lead role in planning for Research Week;
- Targeted work occurring within the Activity Stream of Total Quality Care to reduce internal queueing commencing with the longest stay patients on aged care or NDIS pathways; and
- SALHN Safety Council is looking at a safety culture across SALHN and opportunities for further development of safety messaging.

Professor O'Neill also acknowledged and thanked Ms Woon and Ms Lennon for supporting her during her tenure at SALHN.

The Board discussed, amongst other things,

- SALHN Executive acting arrangements:
  - Dr Vanessa Ellison, Acting Clinical Director, Women's and Children's Division; and
  - Ms Sam Kruger, Acting Executive Director, Allied Health and Intermediate Care Services.
- 'I Work for SA' survey, which was distributed through the Office of the Commissioner for Public Sector Employment;
- Acknowledged the Order of Australia Award for Professor Phil Aylward;
- Acknowledgment of two 'Excellence in Practice' Awards for Ms Leanne Davies, Motor Neurone Clinic, and Ms Melissa MsDonald, Women's Health Clinic, at the Nursing and Midwifery Excellence Awards;
- Ceasing the Financial Governance Oversight Committee with the Department for Health and Wellbeing; and
- Recommending occasional attendance of Board Members at the Tier 3 Huddle.

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

**ACTION:** The development of an operational performance report which would include key risks and issues within SALHN  
(Assignee: Ms Woon; Due Date: 26 July 2021)

**ACTION:** Board members to notify Ms Lennon of their interest in attending the Tier 3 huddle  
(Assignee: Board Members; Due Date: 26 July 2021)

## 10. SALHN Performance

### 10.1 SALHN Sustainability Program Evaluation Report

The Interim Chief Executive Officer, Mr Morris, discussed, amongst other things:

- The Sustainability Program continuing in FY22 with the medical, nursing, procurement and pathology workforce schemes;
- Continued tracking and reporting controls across network-wide schemes; and

The Board discussed:

- SALHN's achievement in meeting 94% of its target of \$14.3m; and
- FY22 initiatives in development

**DECISION:** The Board noted the Sustainability Program Evaluation Report

### 10.2 SALHN Quarterly Performance Summary

The Chief Executive Officer provided an update on the SALHN Quarterly Performance Summary provided by the Department for Health and Wellbeing as a positioning of SALHN's performance.

The Board discussed, amongst other items:

- Key Performance Indicator results against the SA Health Performance Framework;
- Elective Surgery overdue position.

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**DECISION:** Members noted the SALHN Quarterly Performance Summary**DECISION:** Endorsed the change in Elective Surgery overdue position at 30 June 2021**10.3 SALHN Finance Performance Report**

The Chief Finance Officer, Mr Gadd, provided an update on SALHN's Finance Performance, the key highlights being:

- The management account's end of month position for May 2021 and provided a verbal update on the end of month position;
- The management account's end of year forecast position for 2020-2021;
- Activation of Sunrise EMR has impacted the March activity results;
- Delays in coding have resulted in strategies are being implemented to coding to increase capacity, including an accelerated Training Program for coders, which commences on 14 July 2021;
- Financial pressures and activity relating to Medicine, Cardiac and Critical Care;
- Ongoing discussions with the Department for Health and Wellbeing on commissioning priorities and activity targets for 2021/2022;

The Board discussed, amongst other items:

- Activity pressures in Obstetrics.

**DECISION:** Members noted the update**10.4 SALHN Elective Surgery Strategy | Performance**

The Interim Chief Executive Officer, Mr Morris, provided an update on SALHN's Elective Surgery Strategy, in particular:

- The new projection is that there will be approximately 100 overdue patients as of 30 June 2021;
- Revised trajectory has been discussed with the Department for Health and Wellbeing; and
- Plans are in place for zero overdue by the end of the 2021 calendar year.

**DECISION:** Members noted the SALHN Elective Surgery Strategy**11. Items from Sub-committees****11.1 Clinical Governance Sub-Committee**

Ms Richter, Chair of the Clinical Governance Sub-committee, provided an update on discussions at the 3 June 2021 meeting:

- Consumer Story focussing on the impact of Emergency surgery demand and subsequent pressures on quality of care and patient satisfaction;
- Restraint and seclusion and the improvement work occurring on restrictive practices events within non-mental health units;
- April and May 2021 Quality reports, particularly about serious adverse events, hospital-acquired complications, mental health restraint and Aboriginal discharge against medical advice;
- Strategic and Operational Clinical Risks; and
- Attestation Fact Sheet information and Checklist for Assessors.

**DECISION:** The Board noted the Clinical Governance Sub-committee Update

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**11.1.1 Clinician Engagement Strategy**

Ms Richter, Chair of the Clinical Governance Sub-committee, provided an update on the Clinician Engagement Strategy, which provides a clear pathway for clinician engagement.

The launch strategy is under consideration, with an anticipated launch date of September 2021; and the Operational Engagement Plan to be launched simultaneously.

Mr Butcher thanked Ms Richter and the Clinical Governance Sub-committee on the development of the Clinical Engagement Strategy.

**DECISION: Approved the SALHN Clinician Engagement Strategy**

**DECISION: Supported the development of a launch and Operational Engagement Plan**

**11.2 Asset and Infrastructure Sub-committee**

**DECISION: The Board noted the Capital Projects Sub-committee Minutes of the Meeting of 20 and 27 May 2021, and the Out of Session paper of 9 June 2021**

**11.3 Audit and Risk Sub-committee**

**DECISION: The Board noted the Audit and Risk Sub-committee Minutes of the 13 May 2021**

**11.4 Community Engagement Sub-committee**

**DECISION: The Board noted the Community Engagement Sub-committee Minutes of the 27 May 2021**

**11.4.1 Community Engagement Strategy**

Ms Mitchell, Chair of the Consumer Engagement Sub-committee, provided an update on the Sub-committee's work in developing the Community Engagement Strategy, which had been endorsed by the SALHN Executive.

The Board discussed,

- Incorporating Measures of Success in the Community Engagement Strategy;
- Incorporating definitions from the Clinician Engagement Strategy into the Community Engagement Strategy; and
- How the Clinician Engagement Strategy and the Community Engagement Strategy link together.

Mr Butcher thanked Ms Mitchell and the Consumer Engagement Sub-committee on the development of the Community Engagement Strategy.

**DECISION: Approved the SALHN Community Engagement Strategy, with further work to occur on governance oversight and measures to be determined and incorporated at the discretion of the Chairs of the Clinical Governance Sub-committee and Consumer Engagement Sub-committees**

**DECISION: Approved updated SALHN Community Engagement Strategy to be provided with a briefing to the Minister for Health and Wellbeing**

**ACTION: Ms Mitchell and Ms Richter to discuss incorporating some text from the Clinician Engagement Strategy into the Community Engagement Strategy  
(Assignee: Ms Mitchell & Ms Richter: Due 26 July 2021)**

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**ACTION:** SALHN Community Engagement Strategy to be recirculated to Board members for information, once updated  
(Assignee: Ms Mitchell: Due 26 July 2021)

#### 11.5 Nominations and Remuneration Sub-committee

The Chair provided an update on:

- Reappointment of Board Members and term of appointment; and
- Appointment of two new Board Members.

Mr Butcher congratulated those Board members on their reappointed to the Board for a further term.

**DECISION:** The Board noted the update on the SALHN Governing Board Vacancies and reappointments

**ACTION:** Orientation packs to be developed for new Board members  
(Assignee: Mr Morris & Ms Woon: Due 26 July 2021)

Mr Francese provided an update on the progress of the search for a Chief Executive Officer, with the highlights:

- The procurement process was undertaken with Hardy Group International appointed as the successful search organisation for Australia and New Zealand only;
- Position Description and Job Pack prepared;
- Applications close on 2 July 2021;
- Planning is occurring on the next steps;
- Interview panel to be convened, and short-listing and interview date yet to be scheduled.

**DECISION:** Noted

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

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

**DECISION:** Members noted the CBRT Update

### 12. Items for Noting

#### 12.1 Declarations of Interest Report

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

#### 12.2 Decisions made by Circular Resolution

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

#### 12.3 Media Report

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

### 13. Correspondence

#### 13.1 Risk of Fraud

**DECISION:** The Board noted the Assistant Auditor General's request to access Risk of Fraud within SALHN

#### 13.2 SALHN Service Agreement Outstanding Matters

**DECISION:** The Board noted the response to the Department for Health and Wellbeing on the SALHN Service Agreement Outstanding Matters, and their response

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**14. Other Business**

**14.1 Tour of the 'See & Treat' area of the FMC ED Redevelopment**

Mr Butcher updated the Board on an invitation to tour the new 'See and Treat' area of the Flinders Medical Centre Emergency Department redevelopment on 6 July 2021, before the official 'Go Live' on 7 July 2021

**DECISION:** Noted

**ACTION:** 'Go Live' date for 'See and Treat' area to be confirmed  
(Assignee: Mr Morris: Due 30 June 2021)

**ACTION:** Board members to advise Ms Lennon of their availability to tour the 'See and Treat' area  
(Assignee: Board Members: Due 30 June 2021)

**14.2 Planning for Board Meetings**

Mr Butcher discussed the opportunity of having future Board meetings and Noarlunga and the Repat Health Precinct, with dates to be confirmed.

**DECISION:** Noted

**15. Meeting evaluation**

**16. Next Meeting**

The next meeting was confirmed as 5 August 2021 | 08.30 am – 02.00 pm, at FMC.

**17. Meeting Close**

The meeting was formally closed at 1:24 pm.

The Chair thanked all in attendance for their contribution.



9 Aug 2021 6:26:09 PM GMT+9:30  
**Approved as an accurate record of proceedings**

BOARD CHAIR

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