

## SUMMARY OF MINUTES

Meeting of the Board of the Western Sydney Local Health District

No. 2016/66

Date: Tuesday, 13 December 2016

Venue: Executive Unit, Level 2, Westmead Hospital

# Minutes

Present: Stephen Leeder (Board Chair), Jane Spring, Peter Zelas, Paul Gibson, Narelle Bell, Bruce Turner, Paul Gibson, Richard Alcock, Jeremy Chapman, Di O'Halloran, Hadia Haikal-Mukhtar, Andrew Pesce

Ex officio: Danny O'Connor, Andrew Newton,

Teleconference: Nil

A/Secretariat: Salote Ratu Kavoa

Invited: Kim Paull, Rennie Angus (presenters)

Meeting commenced: 6.00pm

Quorum: A quorum was met.

### Item 1 Welcome and Leave of Absence

Acknowledgement to Country.

Leave of Absence: Kathy Baker, Michael Edye.

The Chair extended thanks to Corporate Communications and Michelle Wensley and Salote (Charlotte) Ratu Kova from the Office of the Chief Executive for co-ordinating the Board hosted End of Year event. The event included a surprise visit from the Hon. Jillian Skinner and a video from the Secretary, Ms Elizabeth Koff to acknowledge the achievements of the WSLHD Board under the stewardship of the outgoing Board Chair, Emeritus Professor Stephen Leeder. Richard Alcock noted Item 6.6.1 ministers comments at recent end of year board event.

Appreciation was also extended to Corporate Communications for the WSLHD *Lifeblood* compendium a digital pictorial tribute to our staff in the District. Copies were presented to the Minister and would be forwarded the Secretary, Deputy Secretaries and a number of external partners to the District.

*Actions and decision:* A letter of thanks to be sent to the Minister and Secretary for their participation in the event

## Item 2 Declarations of Changes in Material Circumstances

Members were asked to declare:

- (i) conflicts of interest in relation to the agenda or
- (ii) changes in material circumstance.

*Action and decision: No declarations NOTED*

### Item 3.1 Presentation – WSLHD Violence Prevention Program – Kim Paull and Angus Rennie, WSLHD Risk Management Unit

Following an invitation from the Board as an action from a previous meeting, Ms Kim Paull and Mr Angus Rennie provided an overview of the *WSLHD Violence Prevention Program*.

*Key discussion points:*

Members were advised the program was implemented following an incident in the neonatal intensive care unit at Westmead in September 2015. Between 2015 and 2016, a total of 449 staff members were physically assaulted. Members were advised of strategies in place to address potential and actual risks including issuing of warning letters to offenders, distribution of posters to ward areas and recruitment to a dedicated training resource to support the program. Of note, NSW Safe workplace have been involved in development of the strategies which included a video presentation raising awareness of workplace violence.

Board members enquired as to why there were large numbers incidents and were advised by the presenters of a present culture where there is almost an attitude of acceptance of workplace violence, most staff appear indifferent and therefore do not report incidences. This assumption would be tested through an evaluation process and a twelve month review. The methodology involves collating information through two methods (1) identify staff/patient incidences using the Incident Information Management system (IIMS), and (2) identifying how many staff contact the program for support. Members requested inclusion of data for *claims as a result of physical harm* to be included in the next quarterly Work Health & Safety report to the Board due in February 2017 (standing agenda item).

The Chief Executive commended the presenters for the work their work on this important strategy.

*Action and decision: Request inclusion of data for claims as a result of physical harm in quarterly Work Health & Safety report to the board in February 2017.*

*Action and decision: Presentation NOTED*

## Item 4 Business Arising

### 4.1 Correspondence

*Discussion:* Members were referred to the correspondence report.

*Action and decision: Correspondence NOTED*

## Item 5 Minutes of Previous Meeting

### Item 5.1 Acceptance of Minutes

The minutes were accepted as a true record of the 8 November 2016 Board meeting.

*Action and decision: Motion carried.*

### Item 5.1.1 Register of Actions from the Meeting

*Discussion:* Members were referred to the Register of Actions.

*Action and decision: Register NOTED.*

## Item 6 Standing Agenda Items – Reports

### 6.1 Chair's Report

*6.1.1 Discussion:* Members were referred to the report.

An amendment to the reference of “five” years to “six” years in the Chair's report was requested.

Key discussion points:

- *Changes to Government Sector Employment Legislation Amendment Act Schedule 2 (the Legislation)*

The Chair noted the changes to the membership of the WSLHD Board under *the Legislation* confirmed by correspondence from the Hon. Jillian Skinner in December 2016 where employer functions in respect to the Chief Executive of a Local Health District (LHD) is the responsibility of the Board and the position of LHD Chair is to be held by a Board member not employed by the District. The legislation commences 1 January 2017 and current Board member, Mr Richard Alcock will assume the role as the new Board Chair following the retirement of the current Chair. Members extended their thanks to Emeritus Professor Leeder for his leadership of the Board and congratulated Mr Alcock on his appointment.

New members to the Board appointed by the Minister are Michael Edye, Elizabeth Crouch, Andrew Bernard and Don Nutbeam. Andrew Pesce has been extended for a further three years, and Jeremy Chapman extended for four years. Continuing as Board members are Kathy Baker, Narelle Bell, Di O'Halloran, Jane Spring and Bruce Turner. Congratulations were extended to all on their new appointments. The Chair thanked the outgoing Board members, Hadia El Mukhtar, Paul Gibson and Peter Zelas for their commitment and dedication to the work of the board and stewardship of the District since 2011.

- *Committees of the Board*
  - *Research Development Committee:* Further discussions had occurred following the release of the Board papers, and by way of updated advice, Board member Jeremy Chapman has agreed to resume his position as the Chair for the Committee.

- *Health Care Quality Committee (HCQC)*: Members were advised Professor Kathy Baker has resigned as Chair of the Committee. Professor Baker was thanked for her highly professional contribution to the work of the WSLHD through her leadership of HCQC and commitment and passion to quality improvement. Professor Baker continues as a member of the Board under her current term of appointment.
- *Aboriginal Collaborative Committee*: The first meeting will be held 5 December 2016 with official reporting to the Board to commence from 2017.
- *Education and training Committee*: Members were advised the Committee would be reviewed in 2017 in the context of developing an Education and Training Strategy for the District noting Professor Rufus Clarke has stepped down as Chair. A paper by Professor Clarke entitled *Reflections on the Education & Training Committee* would be circulated to members after the meeting to consider, prior to a future Board meeting where the strategic intent for District Education and Training would be listed for discussion.

Members were referred to paragraph 2 of Professor Clarke's paper:

*"Strategic thinking about the future needs for education must start far beyond the field of education itself. In the first place, what will the publicly-funded health services be like in the future? Will they be increasingly focused on the high-tech, complex, expensive treatments which the private sector appears unable or unwilling to provide? What will be the contributions of artificial intelligence and of robotics to the diagnosis and management of disease in the future? How will the Local Health District deal with the needs of an ageing population suffering morbidity from multiple chronic diseases, many of which will be more effectively and economically treated in the community rather than in hospitals? To what extent will health services address the tasks of prevention, rather than continuing with the current preoccupation with biomedical solutions? A committee will be hard-pressed to think strategically without consideration of these matters, and requires strong guidance from the Board of the Local Health District"*

R Alcock advised the execution of the strategy for education is a priority for the incoming Board in 2017. Di O'Halloran expressed interest in participating in working group when convened to assist with development of the strategy.

*Action and decision*: Distribute "*Reflections on the Education & Training Committee*" by the outgoing Committee Chair, Professor Rufus Clarke for members to consider prior to 14 February 2017 Board meeting.

Members also discussed the current and future workforce planning for the WSLHD. D O'Connor confirmed a presentation on the district workforce strategy was preliminarily scheduled for the 14 February 2017 Board meeting.

*Action and decision*: Next Board Meeting 14 February 2017 for the discussion of Workforce.

*Action and decision*: Report NOTED.

## Item 6.2 Chief Executive Report

6.2.1 Members were referred to the report.

*Key discussion points*:

6.2.0 The District KPI Performance was presented by Andrew Newton, General Manager, Westmead and Auburn.

**6.2.1.1** *Emergency Treatment Performance (ETP) (target >81%)*

Members noted the ongoing challenges to meeting the performance targets for ETP and discussed the difference in performance when benchmarking Westmead's performance against peer hospitals including Royal North Shore Hospital and Royal Prince Alfred Hospital.

D O'Connor advised the ETP challenges were complex and the results are best reviewed in the context of volume of presentations, acuity of patients, seasonal factors, and bed demand and capacity and commented on the importance of continued education about targets and the performance framework.

Ongoing strategies focusing on ETP improvement include the district Whole of Hospital Program where District performance is reported to the Ministry and fortnightly teleconferences with the Ministry to discuss measures to improve performance. Members requested a report on the complexities of measuring and managing ETP including advice on benchmarking against peer hospitals and requested the report be critiqued by an external reviewer.

*Action and decision: Submit District Business Analytics Report on WSLHD Performance incorporating contextual analysis of District Performance against peer hospitals critiqued by an external reviewer.*

D O'Connor referred members to the *New South Wales Auditor-General's Report, Financial Audit, Volume Eleven 2016, Report on Health, Audit Office of New South Wales* published on 8 December 2016, noting the increased sophistication of reporting on performance matters for the district. Members were invited to review the report to identify any elements of the report at variance with advice provided to the Board regarding performance of the District over the past twelve months.

*Action and decision: Members to review the Report for advice to the Chief Executive.*

R Alcock enquired about the progress of ICT discussions. D O'Connor confirmed discussions continue with e-Health and further correspondence will be forwarded to the Secretary to progress matters related to ICT for the district.

*Action and decision: Report NOTED.*

#### **Item 6.2.1 Financial Performance Report**

Members were referred to the report.

D O'Connor advised the district is over activity and negotiations are ongoing with the Ministry to discuss district activity targets. This matter is expected to settle by the end of the calendar year in consultation with the Ministry. Members will be appraised of progress.

R Alcock enquired as to whether ICT funding was a separate budget issue; this was confirmed by D O'Connor.

*Action and decision: Report NOTED.*

#### **Item 6.2.2 Work Health & Safety (WHS)**

The quarterly WHS report is scheduled for submission to the Board on 14 February 2017.

#### **Item 6.2.3 Quality and Safety**

Members were referred to the report.

*Action and decision: Report NOTED*

**Item 6.3 Committees of the Board**

Members were referred to the report.

*Action and decision: Report NOTED.*

**Item 7.0 Appendices**

Members were referred to the Appendices.

*Action and decision Appendices noted.*

**Business Without Notice**

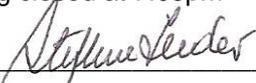
D O'Connor acknowledged the contribution of the three departing board members, Hadia Haikal-Mukhtar, Peter Zelas and Paul Gibson to the district during their tenure as Board members.

**Item 8.0 Next Meeting**

The first meeting of the 2017 WSLHD Board is scheduled Tuesday, 14 February 2017, 4.30- 7.00pm

**Item 9.0 Close**

The meeting closed at 7.05pm

Signed:  \_\_\_\_\_

(Prof Stephen Leeder, Board Chair)