

SUMMARY OF MINUTES

Meeting of the new Board of the Western Sydney Local Health District

No. 2017/67

Date: Tuesday, 14 February 2017

Venue: Seminar Room C & D

The Westmead Institute for Medical Research

Minutes

Present:	Richard Alcock (Board Chair), Jeremy Chapman (Deputy Chair), Jane Spring, Narelle Bell, Bruce Turner, Di O'Halloran, Andrew Pesce, Kathy Baker, Michael Edye, Elizabeth Crouch, Don Nutbeam, Andrew Bernard.
Ex officio:	Danny O'Connor, Andrew Newton, Joanne Edwards, Natalie McDonald
Teleconference:	Nil
Secretariat:	Neeli Sharma / Michelle Wensley
Invited:	Helen Emmerson and Ros Crampton (presenters)
Meeting commenced:	4.30pm
Quorum:	A quorum was met noting all members in attendance.

Item 1 Welcome and Leave of Absence

The Chair welcomed all new members and ex-officio members to the first meeting of the refreshed Western Sydney Local Health District (WSLHD) Board.

The Chair extended thanks to Michelle Wensley and Neeli Sharma from the Office of the Board Chair for coordinating the successful Board and Executive Dinner Meeting on 13 February 2017.

Leave of Absence: Nil

The Chair advised the Agenda would be re-ordered to permit the early departure of Jeremy Chapman and Don Nutbeam. The re-ordered Agenda was TABLED and distributed.

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.

Members noted:

- Kathy Baker advised of stepping down from the role of President of the Australian College of Nursing (ACN).
- Narelle Bell has been appointed to the role of Aircraft Noise Ombudsman.
- Elizabeth Crouch will submit declarations to the Board Secretariat out of session.

Action and decision: NOTED.

Item 3 Business Arising

Item 4 Correspondence

Discussion: Members were referred to the correspondence report.

Action and decision: Correspondence NOTED

Item 5 Acceptance of Minutes

The minutes were accepted as a true record of the 13 December 2016 Board meeting with one amendment endorsed by the former Board Chair, Emeritus Professor Stephen Leeder:

Action and decision: Motion carried.

Item 6 Register of Actions from the Meeting

Discussion: Members were referred to the Register of Actions.

Action and decision: Register NOTED.

6.1 Presentation – WSLHD Junior Medical Officer (JMO) Bullying and Harassment Strategy - Ms Helen Emmerson and Dr Ros Crampton

A verbal update on progress of the *WSLHD JMO Bullying and Harassment Strategy* was provided following an action from the November 2016 Board meeting.

Key discussion points:

Members were advised the district strategy is referred to as the *Platinum Program* and includes charters for respectful behaviours of Junior Medical Officers (JMO) and Senior Medical Officers (SMO). Initiatives to support awareness-raising of the Strategy include videos and short stories, the rollout of a scaled intervention framework, development of a communication plan and implementation of an anonymous reporting tool. The Board commented on difficulties with managing an anonymous complaint where the behaviour might be moderated, however not entirely eliminated.

Members discussed the importance of engagement between senior clinicians and JMOs to discuss respectful behaviours, how to ensure there is zero tolerance within the organisation, and how to define bullying in the context of the performance review process or issuing a directive at the appropriate time, for example when there is a risk to patient safety. Discussion continued on the willingness of senior clinicians to moderate behaviour, how to best support staff in positions involved with the implementation of anti-bullying policy, and how the effectiveness of the program will be measured and monitored.

Members recommended undertaking further research on organisations at a national and international level where anti-bullying programs had been successfully implemented to inform the District strategy. Examples referred to included the work from the [Vanderbilt University](#) and the [NASA](#) flight program.

The presenters advised consultation with the Cognitive Institute was underway and visits were planned to review related programs in Queensland and Victoria. Jeremy Chapman also referred members to the [armed forces](#) program, raised by a conversation with Liz Broderick, the former Australian Sex Discrimination Commissioner from 2007 to 2015 who was consulted by the WSLHD Board working group in 2016 to assist with the development of the local strategy.

Members requested a further update on progress at a future Board meeting.

Action and decision: Report progress of implementation of the Strategy to a future Board meeting.

Item 7 Chair and Deputy Chair Report

Discussion: Members were referred to the report.

Action and decision: Report NOTED.

Item 7.0.1 Consumer Council Meeting – 7 February 2017

Kathy Baker provided an overview of the first District Consumer Council Meeting of 2017 held on 7 February 2017 at Westpoint Blacktown also attended by the Board Chair. Over 50 consumers were present to hear the opening presentation on the Blacktown and Mount Druitt Carer Program delivered by Sue-Anne Redmond, General Manager, and Peter Rophail, Director of Operational Design, Blacktown and Mount Druitt Hospitals. The consumers discussed the following matters of interest:

1. District management plan for the pre-diabetes/diabetes conditions noting the 30% increase in presentations to the WSLHD.
2. District management plan for the increasing numbers of refugees utilising WSLHD services.
3. District approach to establishing leadership positions representing Culturally and Linguistically Diverse (CALD) populations noting Western Sydney has the highest in Australia.
4. The 7 Habits of a Highly Engaged Community to be launched in March 2017 was noted as a very positive initiative.

The Board acknowledged Coralie Wales' ongoing contribution to District consumer engagement and encouraged members to attend at least one meeting per year. D O'Halloran advised members of her presentation to the Council on the Primary Health Network (PHN) and relationship with the District in 2016 which was well received.

Several successful District initiatives involving consumer engagement, including consultation on the capital development program, were noted. Members agreed the Council would be a valuable forum to seek advice on increasing consumer attendance to the District 2017 Annual Public meeting.

Action and decision: Issue Consumer Council meeting schedule to members.

Item 8 Chief Executive Report

Discussion: Members were referred to the report

8.1 Operating Performance

Members noted the new format for the Operating Performance report which will be refined over the next three months with input from the Board and the Executive. The ex-officio members from the Executive presented matters of key interest to the Board.

Andrew Newton, General Manager, Westmead and Auburn Hospitals

- Legionella was detected in the new cooling towers located on top of the pathology building at Westmead Hospital. The Board was assured that all routine maintenance and testing had been undertaken since installation. The towers have been cleaned and chemically treated and the results are now within normal parameters. These will be closely monitored.
- On Saturday 11 February 2017 outdoor temperatures reached the mid-40's Celsius. All facilities in the LHD managed well with the exception of Mount Druitt Hospital. A power interruption was experienced in the Mount Druitt suburb which caused the back-up generator to start-up. Due to the excessive heat, the protection mechanism in the generator kicked-in and it came to a halt. This left Mount Druitt Hospital without any power for a period of approximately 90 minutes. This was managed under internal disaster procedure, and all ambulances were directed into Blacktown for 2 hours (noting that Mount Druitt expects only approximately 10-15 ambulance presentations each day). There were no adverse outcomes for any staff or patients.
- *Emergency Treatment Performance (ETP) (target >81%) – WSLHD sitting at 63%*

Emergency Treatment Performance (ETP) remains under target, partly due to increased volume of activity and acuity through the emergency departments, and also due to some bed realignments at Westmead due to refurbishment of the medical oncology/palliative care ward. These beds will reopen in July 2017. To better enable the Board to understand the ETP story a narrative will be developed which puts the WSLHD performance into context with peer LHDs.

Joanne Edwards, Executive Director, Nursing and Midwifery and Clinical Governance

- There were several serious incidents in the past month which will proceed to have a Root Cause Analysis undertaken. Upon initial review there does not appear to be any causal link(s) between these events

Natalie McDonald, Executive Director, Finance

The financial projection for the District is expected to be \$15m unfavorable. The Chief Executive and Executive Director of Finance are meeting with the Chief Financial Officer, NSW Health and Deputy Secretary Systems Purchasing and Performance to ensure the budget build for 2017/18 is closely aligned with expected activity levels.

Discussion points:

J Chapman suggested an analysis be prepared to outline anticipated capacity challenges associated with the building program at Blacktown and Westmead to provide support for review of performance targets over the life of the redevelopment.

ICT D O'Connor advised there is a \$100m funding shortfall for ICT into Westmead Hospital and discussions continue with the Ministry regarding the policy position on ICT.

Feedback from members

Members noted the report and advised as the Board's focus is on matters of governance and risk, contextual information to assist with members' understanding of operational matters would be beneficial to also include:

- comparison with peer Local Health Districts
- trended performance
- trends with the use of expensive labour (locums)
- advice as to whether the financial and ETP risks are unique to the WSLHD or also indicative of performance across other metropolitan Local Health Districts.
- workforce strategy around labour management and the availability of workforce planning data

The Board commended the Chief Executive and Executive on the continued positive relationship with the Ministry.

Action and decision: Report NOTED.

Action and decision: A narrative explaining the current and projected District position with regards to ETP be submitted with the Board papers for the March 2017 meeting and discussed as part of the Operations Report.

Action and decision: An analysis to be prepared to outline anticipated capacity challenges associated with the building program at Blacktown and Westmead to provide support for review of performance targets over the life of the redevelopment.

8.2 External Compliance Reporting and Accountability Report

Discussion: Members were referred to the report.

Action and decision: Report NOTED and no comments made.

8.3 Strategy Report

Action and decision: Report NOTED.

8.4 Policy Report

Discussion: Members were referred to the report.

Action and decision: Report NOTED.

Item 9

Standing Agenda Item - Work Health & Safety (WHS)

9.1 Members were referred to the report.

The next quarterly WHS report is scheduled for submission to the Board on 13 June 2017. Due to cancellation of the 13 June 2017 meeting, the report will be submitted at the 11 July 2017 meeting.

Action and decision: Report NOTED.

Item 10 Committees of the Board

Members were referred to the report.

Action and decision: Report NOTED.

Item 10.1 Committees of the Board – Audit and Risk Committee (ARC)

10.1.1 ACTION from ARC – Executive Summary to the Board: Audit of Enterprise Risk Management 2016 – Action from the ARC Meeting December 2016

The Audit and Risk Committee (ARC) Annual Performance Report was noted. Bruce Turner acknowledged the significant efforts of Belle Mangan to manage the District risk management program over the past five years. Members noted the receipt of appropriate information on operational risks which are reflected on the risk register.

Members were referred to the recommendations from the District's Audit of Enterprise Risk Management (ERM) outlined in the report to the Chief Executive, which were endorsed:

1. *The Chief Executive through the Board be provided with the PPT developed as a supporting document;*
2. *A Board Working Group be convened to identify the District's high level risks as a means of shaping the reporting on risk to the Board in the future;*
3. *The Board assess and determine the appropriate WSLHD Enterprise Risk Management Maturity Level going forward, that is, Consistently Designed, Consistently Implemented and Optimised, and*
4. *The Board, through the Executive consider funding requirements for the above agreed improvement initiatives*

Bruce Turner proposed a working party be convened with the following membership subject to their agreement: Elizabeth Crouch, Jeremy Chapman, Andrew Bernard, Belle Mangan (Executive Representative) and Bruce Turner. At the request of the Board Chair, a summary of Bruce Turner's comments are attached for the information of members (HPRM: 17/9868-2)

Action and decision: ARC Audit recommendations ENDORSED.

Item 11 New Business

Members were referred to the report.

Action and decision: Report NOTED.

Item 12 Appendices

Members were referred to the Appendices.

Action and decision Appendices noted.

Item 13 Next Meeting/Meet & Greet/Future Meetings

Members were referred to the following reports.

- 13.1 Next Meeting: 14 March 2017, 4.30-7pm, WMRI
- 13.2 Board/Staff Meet and Greet: 14 March 2017, 3.30-4.15, Cumberland Hospital
- 13.3 Site Visit: 14 March 2017 –2.30-3.30pm Cumberland Hospital (to be confirmed)
- 13.4 Presentations/Invitations for future 2017 Board meetings

Action and decision Reports NOTED.

Item 14 In Camera Session Quarterly or as requested

In camera session (15 minutes) with Ministerally-appointed members of the Board and the Chief Executive.

Business Without Notice

Due to the WSLHD Strategy Planning Day for Board and Executive scheduled on 14th and 15th June, members agreed to cancel 13th June 2017 Board Meeting.

Next Meeting

The next meeting of the 2017 WSLHD Board is scheduled Tuesday, 14 March 2017, 4.30- 7.00pm at WMRI.

Close

The meeting closed at 6.45pm. The in camera session closed at 7pm.

Signed: 
(Mr Richard Alcock, Board Chair)