

Meeting of the Board of the Western Sydney Local Health District

No. 2019/97

Date: Tuesday, 10 December 2019

Venue: Boardroom, Westmead Institute for Medical Research

Minutes

Present:	Richard Alcock (Chair) Jeremy Chapman (Deputy Chair) Narelle Bell Don Nutbeam Andrew Bernard Kathy Baker Michael Edye Mick Reid Elizabeth Crouch Diana O'Halloran Adam Stuart
Medical Staff Council:	Mark Priestley, Chair, Westmead Medical Staff Council Chair Mark McLean Chair, Blacktown and Mount Druitt Medical Staff Council
Chief Executive:	Graeme Loy
Ex Officio Invitees:	Emma McCahon, Executive Director Medical Services WSLHD Robynne Cooke, Executive Director Operations WSLHD Barry Mitrevski, Director of Finance WSLHD Carol Farmer, Executive Director Nursing & Midwifery and Clinical Governance Tiffany Sly, Director Office of the CE
Invited Guests:	Allan Cook, Chair Audit and Risk Committee WSLHD Kayla Blanksby, ACHSM Intern Christopher Brown, Western Sydney Leadership Dialogue Adam Leto, Western Sydney Leadership Dialogue Alexander Wendler, Transport NSW David Harding, Arup Kieron McGarry, Digital Health Services Peter Croll, eHealth
Apologies:	Andrew Pesce Keith Hartman
Secretariat:	Joyce Semaan
Meeting commenced:	3:00pm
Quorum:	A quorum was met

Item 1.1 Welcome

The Chair welcomed members, attendees and invited guests to the meeting of Tuesday, 10 December 2019.

Item 1.2 Acknowledgement of Country

Tiffany Sly delivered the Acknowledgement of Country. Tiffany spoke of her experiences growing up in Cowra and the juxtaposition between the town's relationships with the Aboriginal and Japanese communities.

Item 1.3 Declarations of Changes in Material Circumstances

Members were asked to declare:

- i. Conflicts of interest in relation to the agenda and
- ii. Changes in material circumstance.

Action and decision: No declarations of conflict of interest or changes in material circumstances were advised by members at the WSLHD Board meeting held on 10 December 2019. Mick Reid said he had previously advised he is no longer consulting for GE Healthcare and requested that the record be updated to reflect this.

Item 1.4 Patient Story

The Executive Director Nursing Midwifery and Clinical Governance read a patient story, describing the experiences of a patient with a disability and his carer when coming to hospital for dental care. Carol confirmed the story had been shared with key people in the facility and that a number of changes have taken place to improve the experiences for people with a disability.

Action and decision: The patient story was noted by members.

Item 1.5 Minutes from meeting 8 October 2019

The Chair asked members for comments on the 8 October 2019 board meeting minutes. No comments were made.

Action and decision: The minutes were endorsed as a true record of the 8 October 2019 Board meeting.

Item 1.6 Actions arising from previous meeting

The previous action log was reviewed and updated.

Item 2 Strategy

Item 2.1 Learnings from the East London Study Tour

Christopher Brown and Adam Leto from the Western Sydney Leadership Dialogue and David Harding from Arup presented to the Board on the East London Study Tour and lessons applicable to the development of Western Sydney and in particular the Westmead Health Precinct.

Chris shared findings from the study tour, including:

- the importance of collaboration and good governance
- the benefit of seeking out foreign investors
- leveraging on health as the generator of smart jobs

David discussed some of the key London precincts that were visited by the delegation and aspects fundamental to their success including:

- designing spaces for children – “if you build it for children, everyone will love it”
- a human-centred framework for development

In response, the CE noted the importance of having a good plan as a foundation and that is the work that is happening at the moment.

Action and decision: Members thanked the guests for their presentations.

Item 2.2 Central Precinct Draft Strategic Vision

Alexander Wendler from Transport NSW described the department’s plans for the Central Precinct noting that infrastructure has a social and economic impact and transport is more than just about connecting people from A to B. Alex gave an overview of how the Central Precinct may transform into the future, noting there is a big focus on infrastructure being pedestrian-friendly.

The CE noted there are similarities between health and transport and how large infrastructure projects need to consider their impact on and how to enhance the community.

Action and decision: Members thanked the Alex Wendler for his presentation.

Item 2.3 Cybersecurity

Kieron McGarry, Digital Health Services and Peter Croll, eHealth, presented to the board on the importance of stringent cybersecurity, noting every district has an obligation to address its cybersecurity challenges. They noted some of the key challenges in cybersecurity for health and some elements of mitigation of these challenges.

Elizabeth Crouch asked whether there is a clear understanding of the critical information that the district needs to protect and whether there is confidence it is adequately protected. Kieron advised the district has a well-rehearsed response to possible breaches and incident management process.

Jeremy Chapman also noted that user-friendliness is critical because staff may resort to workarounds if they encounter difficulties which could introduce risk to the organisation.

There was a suggestion that the Audit & Risk Committee periodically monitor progress of cybersecurity activity and the Chair of that committee, along with the CE, report back to the Board.

Action and decision: The CE to obtain details for the Board on what information we need to protect, to ensure investment is being directed appropriately.

Item 3 Standing Items

Item 3.1 Chief Executive's Report

The Chief Executive referred to his written report provided at item 3.1.

The CE highlighted the business leader's lunch which he described as an important opportunity to talk about ways we can work together with other sectors.

The Westmead Innovation Centre is progressing strongly. There was some discussion about funding for collaborative commissioning activity and MBS items.

The CE noted that at the last SEF there was ongoing discussion around JMOs and overtime. WSLHD is ensuring staff are properly claiming and being paid for the hours worked.

Finally, the CE mentioned the departure of the Executive Director Mental Health (EDMH) and the six-month appointment in the role.

Action and decision: Send a letter to the former EDMH from the Board thanking her for her service to WSLHD.

Item 3.2 Finance Report

Executive Director Finance noted the October report in the papers and spoke to the November report. Employee Related Expenses continues to be the biggest cost factor, however beds and FTE numbers improved in the month.

The various specialities are having meetings to discuss and improve coding in eMR to accurately capture activity.

The number of "Did Not Waits" increased exponentially across the district which translates to lower NWAU.

Action and decision: Members noted the report provided.

Item 3.3 Safety & Quality Report

The Executive Director Nursing Midwifery & Clinical Governance advised a lot of work is being done to catch up on RCA investigations and reporting to the Ministry.

For accreditation, Auburn will be revisited on 28 February 2020. The Commission on Safety & Quality in Healthcare agreed to defer Westmead's accreditation for three months, so this has been scheduled for early July.

Other items of note include fewer mental health patients absconding and the continued progress of the ims+ roll out.

The CE mentioned Tiffany is leading a project to develop a district-wide focus on how we deal with complaints and consumer feedback more broadly. There is no visibility of local complaints at the executive level.

Action and decision: Members noted the report provided.

Item 3.4 Operations Report

The Executive Director Operations noted that ETP has deteriorated across all facilities, in particular Westmead. Late discharges are having a flow on effect on the ED. The EDO and the CE both stated there is a lot of work being done in Westmead and meetings with the facility executive are happening weekly. Twenty extra beds are available to aid patient flow. Time to see patients has improved at Westmead, particularly for category 2 patients.

Action and decision: Members noted the report provided.

Item 3.5 Mental Health Service Report

The CE noted that the mental health management team is in transition, with recent resignations, which provides an opportunity to reconnect staff back into the organisation. There is confidence that staff are being adequately supported and that the acting Director Nursing and Executive Director have strong support from the executive.

It was noted all efforts should be made to provide support to senior mental health staff, especially those in new roles.

Action and decision: Members noted the report provided.

Item 4 New Business

Item 4.1 Industrial Relations

The CE mentioned that there are some issues at the moment, mainly with nursing staff in the ED, acknowledging their concerns are not unreasonable and conditions are very difficult. Similar challenges exist in Blacktown. Other issues are with surgery at Westmead; ICU has been an ongoing issue and the mental health and Parramatta light rail matter.

Action and decision: Members noted the information, recognising the District is juggling a number of challenging issues simultaneously.

Item 4.2 Board self-evaluation – review of results

It was noted the Board was asked to pilot the survey. It is necessary to be clear about the purpose of the survey and how responses can be used constructively for the benefit of the Board.

The Governance sub-committee in conjunction with the CE and Director OCE will look at the results of the survey and themes that have emerged to draft a development plan and program for the Board. The Board 2020 calendar will be reviewed simultaneously, to create a single document.

It was also noted there will be a gap in the Governance committee with Kathy Baker's departure.

Action and decision: Governance committee to meet prior to February Board meeting if possible, to have recommendations ready for the Board. Director OCE to send the draft Board calendar to Committee Chair. Chair Governance Committee and Chair Nominations Committee to discuss options for a nominee to the Governance committee.

Item 4.3 Review of Board Charter

The Chair delegated the task of annual review of the Board Charter to the Governance committee. Board members are asked to send comments/feedback to Director OCE.

Action and decision: Members send comments/feedback about the Board Charter to Director OCE. Governance Committee to present draft Charter at February Board meeting.

Item 4.4 Westpac Concerns & Response Plan

The Chair noted that the Westpac matter was addressed in the attached papers. There needs to be confidence that we have an organisation in which people feel safe to speak up if they have concerns, which was an issue that contributed to the Westpac situation.

Action and decision: Members noted the report provided.

Item 4.5 Audit & Risk Committee 2019/20 Charter

Audit & Risk Committee (ARC) Chair noted the Charter is reviewed annually, which gives the ARC an opportunity to fine tune the document. In addition to the Charter, the committee uses a control sheet which lists responsibilities to ensure they are met over a 12 month period. The committee agenda is designed to address every item in the Charter. The ARC function is to monitor, review and advise and the actual work is done by staff and the executive.

An external agency has been engaged to conduct a review of WSLHD enterprise risk management. The review will also cover the organisation's risk tolerance and risk appetite. Board level risks will map to different sub-committees of the Board. Risk is on every agenda and the ARC has regular presentations about this matter. The ARC regularly reviews risks, not waiting for the external review to cover that function.

The ARC considers a critical indicator to be whether the CE and EDO attend meetings and ARC Chair was pleased to confirm they attend every meeting. ARC Chair also noted the Chief Audit Officer has completed significant amounts of high quality work in the past 12 months, including audits and updating or developing policies & procedures.

Together with an updated risk management framework, ARC Chair believes the organisation has a very good corporate governance structure.

Action and decision: Members noted the report provided. ARC Chair will report back to the Board on the current number of Public Interest Disclosure requests with the District.

Item 5 Committees of the Board

Item 5.1 Finance, Performance and Asset Management Committee

The Chair FP&A noted there has been a drop in the use of private health insurance. There are some challenges to meet the end of financial year target.

Action and decision: Members noted the report provided.

Item 5.2 Audit & Risk Committee

Covered in 4.5

Item 5.3 Health Care Quality Committee

No report

Item 5.4 Nominations Committee

The Chair Nominations Committee mentioned comments made in the Board evaluation relating to diversity issues in Board composition; the issue of gender diversity has been addressed but ethnicity and background also need to be considered. Another comment was about the size of the Board and whether it needed to be smaller to improve its ability to govern. Committee Chair noted that this conversation will continue in the next meeting.

The Committee has reviewed its Terms of Reference and has agreed that it will expand its role to promote leadership within and outside the Westmead precinct, linking staff with opportunities for Committee membership.

New Board nominees are on the agenda for Cabinet review and we are waiting on official endorsement.

Action and decision: Members noted the report provided.

Item 5.5 Research Development Committee

The Chair Research Development Committee advised the executive position has been rotated and the Committee has endorsed the Research Code of Conduct document.

ANSTO, Australia's Nuclear Science and Technology Organisation, has engaged at the CE and Board level and, along with the CSIRO, the Commonwealth Scientific and Industrial Research Organisation, is keen to establish relationships and increased involvement in the precinct.

Action and decision: Members noted the report provided.

Item 6 Items for Noting

No discussion required

Item 7 Other Business

Item 7.1 Thoughts for the future – Kathy Baker

Outgoing Board member Kathy Baker was given the opportunity to provide her thoughts on where the Board should focus its efforts in the coming 2-3 years.

Action and decision: Members noted Kathy's report.

Item 7.2 Thoughts for the future – Andrew Pesce

Outgoing Board member Andrew Pesce was invited to provide his thoughts on the Board's future focus. As Andrew was an apology for the meeting, he sent these to the Chair who shared them at the meeting.

Action and decision: Members noted Andrew's report.

Item 7.3 Responses to the above and a vote of thanks

Andrew and Kathy are both founding members of the Board and both have taken strong leadership roles, within and outside the organisation, using leadership as a way to achieve change.

They have both shown a strong commitment to healthcare and better quality patient care and integrated care, maximising the potential of health professionals. They have been a driving force behind closing the gap between clinicians, executive and the community.

We can be very grateful for all they have done and were heartily thanked on behalf of the Board.

In Camera Session

The Chair introduced an in camera session for members and the CE to attend. Board ex-officio invitees were excused from the meeting.

Next meeting

The joint meeting with WentWest is taking place on 23 January 2020 at the WentWest premises in Blacktown.

The next Board meeting is scheduled for 20 February 2020, venue to be confirmed.

Close

Meeting closed at 6:50pm

Signed: _____
(Mr Richard Alcock AO, Board Chair)