

# Minutes Governing Board



Date: Thursday 13 April 2023  
 Time: 8:30am – 2:15pm  
 Location: SALHN Boardroom, Flinders Medical Centre, Level 2

- Present:** Mr Mark Butcher (Chair), Ms Jenny Richter (Deputy Chair), Ms Virginia Hickey (Member), Assoc Professor Tamara Mackean (Member), Ms Julie Mitchell (Member) (*left from 9:55 – 10:30am, departed at 2:00pm*), Ms Jill Noble (Member), Professor Judy Searle (Member), Dr Tony Sherbon (Member) (*departed at 2:00pm*)
- SALHN Executive:** Dr Kerrie Freeman (Chief Executive Officer), Ms Jani Baker (Chief Strategy Officer), Mr Matt Rooney (Interim Chief Finance Officer), Mr Wayne Gadd (Executive Director, Infrastructure Services and Digital Health), Dr Di Lawrence\* (Executive Director Medical Services)
- In Attendance:** Dr Michael Nance (Clinical Director, Mental Health Services), Mr Michael Page (Head of Unit, Older Persons Mental Health Service)  
 Mr Andrew Champion (Head of Unit, Noarlunga Acute Specialist CMHS), Ms Andrea Baas (Head of Unit, Noarlunga Psychosis Specialist CMHS),  
 Ms Kate Madigan (Nurse Practitioner Candidate, OPMHS), Ms Jenie Aikman, (Carer Consultant, Repat Neurobehavioural Unit)  
 Ms Cheryl Bejarin (Internal Audit Lead)
- Guests:** Sam Felkl (Lead Project Manager, Southern Redevelopment), Tom Bernard (Director, Rider Levett Bucknall) and Melissa Nozza (Director, Capital Projects, DHW) (*from 10:17 – 10:50am*)  
 Mr Mark Stewart (PwC Partner), Ms Kate Outen (PwC Representative), Mr Ben Stark (PwC Representative) (*from 12:11 – 1:13pm*)
- Secretariat:** Mr David Wilkins (Board Secretariat Manager)
- Apologies:** -

\*attended via Microsoft Teams

The Chair opened the meeting at 8:30am and brought forward Item 3.

### 3. In-Camera Session

The Board resolved to move in-camera.

The CSO and Mr Wilkins left the meeting. The CEO and ED, IS&DH remained.  
 The CEO and ED, IS&DH left the meeting at 9:05am.  
 Staff joined the meeting at 9:36am.

#### 1. Acknowledgement of Country

*The Chair delivered an Acknowledgement of Country.*

*We acknowledge the Kurna people are the traditional custodians of the Adelaide Plains and pay respects to Elders past, present and future.*

*We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today.*

## 2. Welcome, Present and Apologies

*The Chair welcomed Members to the meeting and remarked it was pleasing that most were able to attend in-person.*

*The Chair shared that during the in-camera session the Board discussed:*

- *the Southern Redevelopment Program: Stage 1; and*
- *The Board Committees and Board reporting..*

## 4. Meeting Business

### 4.1 Framing of meeting

*The Chair highlighted:*

- *there were multiple staff and invited guests who had been invited to present on specific items on the agenda.*
- *the Chief Digital Health Officer, DHW was unable to attend in relation to Item 8.2 – Cyber Security but that this would be rescheduled for a subsequent meeting.*
- *the Executive had requested that Item 8.4 – Consumer and Carer Engagement Strategy 2023 – 2025 be deferred to a subsequent meeting.*

### 4.2 Call for any other business

No items were raised.

### 4.3 Declarations of Interest

*Ms Hickey advised her appointment with the Public Trustee of South Australia and SportsMed has concluded.*

*Dr Sherbon noted as previously declared, his wife is providing consultancy advice to McLaren Vale Districts and Memorial Hospital.*

### 4.4 Confirmation of Minutes

The Board approved the draft minutes of the Board meeting held on 9 March 2023, as amended, as a true and correct record.

*Directors raised the draft minutes of the Board meeting held on 9 February 2023 remain outstanding for approval.*

**ACTION:** Draft minutes of the 9 February 2023 Board meeting to be submitted to the Board for approval at the next meeting.

### 4.5 Action List

As per table provided, with the following updates:

- #1: The Chair and CEO will progress this verbally with the Minister for Health and Wellbeing. Mark as completed.
- #2: The Chair has raised this with other LHN Governing Board Chairs. Mark as completed.
- #5: The CEO has written to around 45 staff on paid leave due to their vaccination status. Awaiting further advice from DHW to resolve the remaining staff. Mark as completed.

**ACTION:** Executive to circulate to the Board the update from the Chief Psychiatrist about consultation on the draft Mental Health Rehabilitation Beds Model of Care.

Ms Mitchell left the meeting at 9:55am.

## **5. Emerging Risks and Issues**

*The Chair invited the CEO to provide an update on emerging risks and issues.*

*In response, the CEO explained the two key items uppermost in her mind was ensuring there was a clear understanding by stakeholders on the issues giving rise to ramping and what actions we were taking to improve the results. Secondly, she described her concern at the lack of a commissioning model or plan for 2023/24 from the Department of Health, noting SALHN's position being ahead on activity targets this year and significant pent-up demand, evidenced by waiting lists for elective surgery and outpatients. It will be critical to have activity volumes funded next year to enable this demand to be met, and to recruit staff permanently to roles to ensure efficient operations.*

*The CEO shared while there a range of initiatives which have been implemented to address ramping, which have resulted in steady improvements, being able to articulate the narrative is critical to maintain momentum.*

*In relation to performance against budget, the CEO remarked that SALHN activity is ahead of commissioned activity, with a resultant cost impacting an overrun to the budget. The CEO confirmed this has been discussed with DHW, who have noted the over budget activity.*

*The CEO advised that DHW had yet to provide SALHN with 2023-2024 Service Agreement or budget.*

The ED, IS&DH, Mr Felkl, Mr Bernard and Ms Nozza joined the meeting at 10:17am.

The Chair brought forward Item 6.4

### **6.4 Southern Redevelopment Program: Stage 1**

*The Chair welcomed Mr Felk, Mr Bernard and Ms Nozza to the meeting and invited them to provide an update on the project.*

*Highlights of the discussion included:*

- *the process undertaken by Destravis to preparing costing estimates for the project;*
- *the considerable difference in the price per square metre, compared with other like capital works projects;*
- *the revised preliminary cost model for the project which has identified a significant forecast capital budget variance; and*
- *the recommended approach to optimising the project moving forward.*

Ms Mitchell returned to the meeting at 10:30am.

*The Board discussed next steps and suggested a special Board meeting be held to discuss the project in more detail.*

The Board noted the update on the Southern Redevelopment – Stage 1 project.

The ED, IS&DH, Mr Felkl, Mr Bernard and Ms Nozza left the meeting at 10:50am.

The meeting was suspended at 10:50am and resumed at 11:17am.

Dr Nance, Mr Champion, Ms Baas and Mr Page joined the meeting at 11:17am.

## 7.1 Excellence Spotlight: Clinical Director Mental Health

*The Chair welcomed Dr Nance, Mr Champion and Ms Bass and thanked them, along with their teams, for joining the Board for morning tea. The Chair invited Mr Champion and Ms Bass to present to the Board about the Specialist Community Mental Health Service at Noarlunga. Highlights of the discussion were:*

- *the service primarily covered the City of Onkaparinga, which has a larger percentage of people with a mental health condition compared with Greater Adelaide.*
- *there is an over representation from Aboriginal and Torres Strait Islander people, along with LGBTIQ+ people, in need of mental health care.*
- *the interface of service delivery with non-government organisations in the region.*
- *the outstanding performance on post-discharge follow-up with consumers.*
- *Dialectical Behavioural Therapy (DBT) and the considerable reduction in bed days.*
- *suicide response and safety planning, based on internationally recognised best practice, has seen a 43% reduction in suicide attempts and a substantial reduction in self-harm.*
- *whether there is a need for an Aboriginal-specific service, tailored to cultural needs.*

*The Chair thanked Mr Champion and Ms Bass for their presentation and their work in improving outcomes for mental health patients.*

Mr Champion and Ms Baas left the meeting at 11:45am.

Ms Madigan and Ms Aikman joined the meeting at 11:45am.

The CFO joined the meeting at 12:05pm.

## 7.2 Values Moment: Community Mental Health

*The Chair welcomed Ms Madigan and Ms Aikman and invited them, and Mr Page, to present to the Board about the Neuro-Behavioural Unit (NBU).*

*Highlights of the discussion were:*

- *The NBU is an 18-bed facility which was developed following the ICAC report on the Oakden Older Persons Mental Health Service.*
- *staff recruitment is values-based and critical to the delivery of care to residents, whom represent the most complex needs.*
- *changes in thinking, and focus, has helped shift the way in which residents are supported, using the example of a handover of a resident between staff; and the associated improvements this has created (e.g. in the number of Code Blacks raised).*
- *the importance of demonstrating to families, and residents, staff are listening.*

*The Chair thanks Mr Page, Ms Madigan and Ms Aikman for their presentation and commended them on their values-driven approach to care.*

Dr Nance, Mr Page, Ms Madigan and Ms Aikman left the meeting at 12:11pm.

The ED IS&DH, ED MS, Mr Stewart, Ms Outen and Mr Stark joined the meeting at 12:11pm.

## 8.1 Data Analytics Strategy

*The Chair welcomed Mr Stewart, Ms Outen and Mr Stark and invited them to present to the Board. The Chair noted the presentation from PwC had only been circulated the day before the meeting, meaning the Board had limited time to review.*

*Key highlights of the discussion were:*

- *the Data and Analytics Platform (DAP) is fit for purpose to meet SALHN's requirements, improving accessibility and considerably reducing reporting effort.*
- *17 new data visualisations were created, 2 new state-wide data sources were connected and 5 dashboards for Performance Excellence reporting were developed.*

- *the work undertaken in Horizon 1 has informed six key recommendations in approaching Horizon 2.*
- *two delivery options for Horizon 2 were presented, the first sequential and the second compressed, and the Board expressed in-principle support for the second approach, subject to confirmation from DHW about their commitment and resourcing of a central data platform with an appropriate Data Governance Framework.*
- *the requisite resourcing skill-set and its availability in the labour market*

The Board:

- noted the final report from PwC on Horizon 1 of the Data Analytics Strategy; and
- endorsed proceeding with the delivery of Horizon 2 of the Strategy roadmap in-principle, subject to gaining prior confirmation from DHW about their commitment and resourcing.

**ACTION:** The Board to write to the Department for Health and Wellbeing seeking their commitment and resourcing to the Data Analytics Platform and the development of a Data Governance Framework.

The ED MS left the meeting at 12:50pm.

## **8.2 Cyber Security**

*Ms Outen explained PwC were engaged by DHW to develop a cyber incident 'playbook' using SALHN as an example. The draft Cyber Security Incident Management Plan seeks to outline the management of three potential events and the respective roles and responsibilities. Finalisation of the Plan is expected to occur imminently.*

*A Service Level Agreement between DHW and SALHN is required to provide clarity on roles, responsibilities and deliverables, in relation to cyber security.*

The Board noted the update on the development of a Cyber Incident 'Playbook'.

**ACTION:** Executive Director, Infrastructure Services and Digital Health to provide the Cyber Security Incident Management Plan to the Board, once finalised.

Mr Stewart, Ms Outen and Mr Stark left the meeting at 1:13pm.

Ms Bejarin joined the meeting at 1:15pm.

## **8.3 Internal Audit Plan 2023 – 2025**

*The Chair welcomed Ms Bejarin and remarked the report was thorough, well-constructed and considered.*

*Members noted the Internal Audit Plan 2023 – 2025 had been submitted and endorsed by the Audit and Risk Committee, prior to coming to the Board.*

*Members suggested there should be a specific risk captured in relation to racism, in addition to the risk that relates to cultural awareness, and asked whether there was an opportunity to consider the outcomes of the recent racism audit.*

The Board approved the Internal Audit Plan for 2023 – 2025, as provided at Attachment 1.

The ED IS&DH and Ms Bejarin left the meeting at 1:23pm.

## 6.2 Finance Report

*The I/CFO provided an overview of the Finance Report, highlighting:*

- *the headline result for February 2023 is \$3.9m unfavourable to budget month to date and \$45.8m unfavourable year to date. For the end of year, SALHN is forecasting \$78.0m unfavourable to budget.*
- *the underlying EoY position is \$27.1m unfavourable to budget after adjusting for COVID related costs and programs to be funded, mostly from uncommissioned activity.*

*However, the weighted activity results for February YTD, which have just been compiled, is in the vicinity of \$30 million.*

*Members suggested there was merit in discussing the approach to preparing the 2023/24 Budget at the next Finance and Performance Committee meeting.*

The Board noted SALHN's financial performance for February 2023.

## 6.3 Performance Report

*Members remarked the report didn't provide a summary of any key recommendations or next steps. Members of the Finance and Performance Committee provided assurance that a detailed analysis of the data was undertaken at that Committee, along with the Ramping Committee.*

*Members suggested it would be useful to receive information about Category 1 and 2 over-dues for Elective Surgery.*

The Board noted the Performance Report.

The I/CFO left the meeting at 1:50pm.

## 6.5 Strategic Plan Refresh 2023-2026

*The Chair remarked the project timeframes were extremely compressed and is eager to capture the benefits from the exercise. The Executive shared the first output from the Strategic Plan refresh workshop had been received and was impressive. The second engagement session with the Board will be scheduled in June 2023.*

Dr Sherbon and Ms Mitchel left the meeting at 2:00pm.

The Board noted the SALHN Strategic Plan refresh update along with upcoming engagement and consultation to refine the draft plan.

## 5. Emerging Risks and Issues

*The Chair thanked the CEO for the earlier discussion and asked if there was anything further needed from the Board.*

*In response, the CEO offered to share the presentation that has been prepared for the Health Cabinet Committee.*

*The Chair shared an invitation had just been received from the Minister for Health and Wellbeing's Chief of Staff to attend a Ramping Sub-Committee meeting next Monday.*

## **6.1 CEO Report**

The Board noted the Chief Executive Officer's Report.

## **8.4 Consumer and Carer Engagement Strategy 2023-2025**

The Board deferred consideration of this Item.

## **9.1 Ramping Committee 23 March 2023**

*Members discussed the overlap between the Ramping Committee and the Finance and Performance Committee and canvassed improvements.*

The Board:

- noted the Ramping Committee – Summary Report.
- noted the draft minutes of the Ramping Committee meeting held on 23 March 2023.

## **9.2 Finance and Performance Committee 24 March 2023**

The Board:

- noted the Finance and Performance Committee – Summary Report.
- noted the draft minutes of the Finance and Performance Committee meeting held on 24 March 2023.

## **10.1 Correspondence**

The Board noted the letter from McLaren Vale & Districts War Memorial Hospital of 27 March 2023.

## **10.2 Media Report**

The Board noted the Media Report.

## **11. Any Other Business**

Nil.

## **12. Communication from the Board**

The Chair and CSO to progress after the meeting.

## **13. Meeting Evaluation**

*Members reflected on the two presentations and the issue canvassed about equity of service provision.*

## **14. Workplan Review – Next Meeting**

Not discussed.

## **15. Meeting close**

The Chair closed the meeting at 2:15pm.



**Approved as an accurate record of proceedings**  
**BOARD CHAIR**