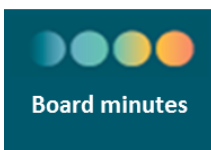


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## Agenda Item 5.0

## Minutes for Board meeting

05/11/2020 | 9:02 AM – 13:02 PM - ACST

Group room, Ground Floor, Noarlunga GP plus

## Invitees

Board Members	SALHN Executive
Professor Chris Baggoley	Professor Susan O'Neill, Chief Executive Officer (CEO)
Mr Mark Butcher (Chair)	Ms Julie Bowman, Executive Director Governance & Risk (EDGR)
Ms Virginia Hickey	Mr Wayne Gadd, Chief Finance Officer (CFO)
Associate Professor Tamara Mackean	Mr David Morris, Chief Operating Officer (COO)
Ms Julie Mitchell	Observers/advisors
Ms Jill Noble	Ms Angie Goodrich, Director, Continuous Improvement Programs, for Item 6
Ms Jenny Richter	Professor Andrew Bersten, Director Research Strategy for Item 7
	Professor Rob Padbury, Executive Lead for Continuous Improvement for Item 7
	Dr Diana Lawrence, Executive Director Medical Services (EDMS) for Item 7
	Ms Karen Mugford, A/Manager, Corporate Governance and Risk, Secretariat Support

## 1. Welcome/Apologies &amp; Acknowledgement to Country

Mr Butcher welcomed Board members and all those in attendance to the meeting. Professor Chris Baggoley's apology was noted. Mr Butcher paid respect to Traditional Owners and the continuing connection of the Kaurna people to Country.

Mr Butcher invited the CEO, Professor O'Neill to provide some introductory remarks. Professor O'Neill outlined the connection of the people plan spotlight at the last meeting to SALHN's developing community and clinician engagement strategies, and emerging integrated operational plans as context to today's spotlight sessions on SALHN's research vision, and enterprise risk management, and decisions in relation to the service agreement with the DHW.

The Board considered Agenda Items 6 and 7 in advance of Agenda Items 2, 3, 4, and 5.

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**6. Values Moment**

*~ Ms Goodrich, Professors Padbury and Bersten, and Dr Lawrence entered at 9.14 am~*

- Ms Angie Goodrich, Director, Continuous Improvement Programs, provided an overview of:
  - The Continuous Improvement Unit and its dual foci of capability building in SALHN's 8 step problem-solving and continuous improvement approach, and the Integrated Management System; and
  - The four poster presentations by SALHN at the recent Stanford Academic Lean Healthcare Conference in the US.

The Board discussed:

- SALHN's contribution to such a high profile international conference;
- Consistency in application of lean methodology as reflected in the A3 visual of poster presentations; and the
- Importance of data accuracy in informing sound process and outcome.

**DECISION:** The Board noted the values moment, thanked Ms Goodrich for her presentation, and acknowledged the role of the continuous improvement program in driving a positive and improvement-oriented culture.

**ACTION:** *Mr Butcher to send on behalf of the Board a thank you note to Ms Goodrich. (Assignee(s): Mark Butcher; Julie Bowman; Due Date: 3 December 2020)*

*~ Mr Goodrich left at 9.21 am~*

**7. Research spotlight**

Mr Butcher invited Professors Padbury and Bersten to present and Dr Lawrence to observe the session.

Professor Padbury spoke to the research findings of Macquarie University into SALHN's Continuous Improvement Program, the program's critical success factors, the impact of the program on building a positive culture and empowerment of frontline staff;

Professor Bersten (Director Research Strategy) presented the vision for research at SALHN, including the importance of starting with the creation of a culture of enquiry; research and better health outcomes as authentic products of the four fields of enquiry approach; and the concept of a Southern Health Research Precinct.

The Board discussed amongst other items:

- The research vision;
- The cultural value of research;
- The range of potential partners that could assist;
- The connection of research to the continuous improvement approach; and
- How realising the vision could drive a new era for SALHN;
- Opportunities for leveraging networks to develop partnerships;
- The importance of the relationships that exist with Flinders University and its various institutes and colleges; and
- Setting SALHN's research agenda

**DECISION:** The Board endorsed the research vision.

**DECISION:** The Board supported the CEO's realignment of funds within budget to establish the foundations of SALHN's research pillar.

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**DECISION:** The Board supported the Research Council concept and its connectivity with Flinders University and the Board.

**ACTION:** *Executive to progress with implementation of its Research vision and report back to the Board on progress (Assignee(s): Sue O’Neill; Andrew Bersten; Due Date: August 2021)*

*~ Professors Bersten and Padbury and Dr Lawrence left at 10.24 am~*

*~ The meeting adjourned at 10.25am.~*

*~ The meeting resumed at 10.35am, returning to Agenda Item 2. ~*

**2. Declarations of Interest**

Interests were noted.

**3. Starring of items**

No additional items were starred for discussion.

**4. Minutes of previous meeting**

**DECISION:** The Minutes of the meeting held on 1 October 2020 were endorsed as a true and accurate record of proceedings.

**5. Actions arising from previous meeting**

‘Pending’ Actions arising from previous meetings were discussed at relevant Agenda Items, held over until their due date, or noted as follows:

Action #	Update
#106	Mr Luke Shepperd and associated research has been connected to the Aged Care Hub.
#109	Performance reporting and dashboard carried over to 3 December 2020 meeting.
#111	Board and Sub-committee meeting calendar and work plan were updated as a result of feedback received, and endorsed.
#97	Aboriginal and Torres Strait Islander related research to be shared at a meeting with CEO and Chair on 12 November 2020.

All other actions have been completed.

**DECISION:** The Board noted the completed Actions.

**DECISION:** The Board endorsed the 2021 workplan.

*The meeting continued from Agenda Item 8.*

**8. Risk spotlight**

Ms Bowman (EDGR) provided a summary of the 2-year journey thus far in implementing Enterprise Risk Management (ERM) across SALHN; current state of strategic risk exposure and Risk Appetite Statement development.

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The Board discussed, amongst other items:

- The progress in relation to maturing ERM across SALHN;
- The recent release of the SA Health Risk Assessment tables and the re-evaluation of strategic risks to be undertaken;
- Current risk exposure;
- Influences on risk appetite; and
- The collaborative session with Executive to progress the risk appetite statement development on 19 November 2020.

**DECISION:**

**The Board:**

- **Reaffirmed its support for continued implementation of ERM;**
- **Acknowledged the current state of strategic risk exposure; and**
- **Noted its obligations in relation to risk management oversight as per the System-wide policy directive.**

***ACTION: Pre-reading material and new SA Health risk matrix to be distributed in advance of the 19 November 2020 collaborative Board – Executive session (Assignee: Julie Bowman 13 November 2020).***

**9. CEO Report and 10. Service Agreement**

Agenda Items 9 and 10 were considered concurrently.

The CEO, Professor O'Neill outlined:

- Progress on SALHN's strategic direction;
- Current significant issues and risks;
- Major key performance indicators in light of the proposed Service Agreement 2020-21;
- Ministerial priorities;
- DHW imperatives; and
- Status with respect to the EMR and digital maturity program.

The Board discussed amongst other items:

- Reporting outcomes with the Minister in relation to revitalisation of FMC;
- Financial Governance Oversight Committee consideration of activity risks in relation to colonoscopy and elective surgery;
- Current points of negotiation with the DHW in relation to some elements of the Service Agreement;
- Importance of reciprocity of KPIs of each party in the Agreement;
- Evolving maturity in the Agreement's design and format, and opportunity for further development moving forward;
- Current "Level 2" status of SALHN performance.

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

**DECISION: The Board supported the Chair and CEO signing the DHW-SALHN and DHW-SALHN (DASSA) agreements, with associated communication regarding a commitment to continue 'in year'**

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**finalisation of outstanding outcomes, and a commitment to continue the progression in form and structure of the document for 2021-22.**

**ACTION:** *Board Chair and CEO to sign the Service agreements (Assignee(s): Mark Butcher; Sue O'Neill; Due Date: 13 November 2020)*

## **11. SALHN Financial Performance**

The Chief Finance Officer, Mr Gadd highlighted:

- The management account's end of month position for September 2020;
- The management account's end of year forecast position for 2020-21;
- SALHN's 2020-21 Budget status;
- Budget items still to be finalised with the DHW; and
- The potential process to wind up the RGH SPTF and the transfer of funds balance to the FMC Clinicians SPF.

The Board discussed, amongst other items:

- September's performance and end of year forecast position as per management accounts;
- Risks to realising the end of year forecast position;
- Elective surgery and emergency department performance to date; and
- The delivery of system-wide strategies which may not have a full year affect.

**DECISION:** *The Board noted the financial performance report for the first quarter to the 30 September 2020.*

**DECISION:** *The Board approved, in principle, the winding up of the RGH SPTF and transfer of the funds balance to the FMC Clinicians SPF, pending verification of the Board's authority to do so.*

**ACTION:** *Executive to report monthly to demonstrate the status of the delivery program against the Service Agreement 2020-2021 (Assignee: David Morris, 3 December 2020)*

**ACTION:** *CFO to provide briefing to the Board verifying authority, consultation undertaken and management of transfer of SPF (Assignee: Wayne Gadd, 3 December 2020)*

**ACTION:** *CFO to revise FMC Clinicians SPF Deed to reflect current context if required, with consideration given to renaming as SALHN SPF (Assignee: Wayne Gadd, 3 December 2020)*

## **12. Items from Sub-committees**

### **12.1 Clinical Governance Sub-Committee**

**DECISION:** *The Board noted the (draft) minutes of the meeting held on 24 September 2020.*

### **12.2 Capital Projects Sub-committee**

The Chair of the Sub-Committee, Mr Butcher outlined:

- Immediate infrastructure and maintenance priorities to enable current business;
- Future infrastructure needs to better position SALHN to deliver models of care and cater to predicted evolution in population needs;
- The integration of work from Sub-Committees and management planning to enable informed discussions with the DHW and Minister;

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- Intention to develop a structured campaign to communicate to a diverse range of stakeholders the urgency and scale of infrastructure needs across SALHN campuses;
- Importance of maximising opportunities in current economic environment.

**DECISION:** The Board noted the (draft) minutes and decisions/actions arising from the meeting on 8 October 2020.

**ACTION:** *Draft Minutes and decisions/actions of the meeting held on 8 October 2020 to be circulated out of session to members for noting (Assignee: Erin Burke; Due Date 3 December 2020)*

### **12.3 Audit and Risk Sub-committee**

The Chair of the Sub-Committee, Ms Hickey highlighted the presentation made by the EDGR on the development to date of the enterprise risk management approach.

The Board discussed the internal audit operating model; acknowledging the approach of internal 'business as usual' audits augmented by externally conducted audits where specific expertise is required.

**DECISION:** The Board endorsed the Internal Audit Operating Model.

**ACTION:** *Draft Minutes of the meeting on 28 October 2020 to be circulated out of session to members for noting (Assignee: Erin Burke; Due Date 3 December 2020)*

### **12.4 Community Engagement Sub-committee**

The Chair of the Sub-Committee, Ms Mitchell summarised:

- Discussions regarding a structured campaign to communicate across a targeted and diverse range of stakeholders the urgency and scale of infrastructure requirements and capital priorities;
- General Practice Integration Unit and GP engagement strategy and progress to date;
- Progress with the Community and Consumer Engagement Strategy development; and
- Preparations for the Annual Public Meeting.

**DECISION:** The Board noted the decisions/actions arising from the meeting on 13 October 2020.

**ACTION:** *Draft minutes of the meeting on 13 October 2020 to be circulated out of session to members for noting (Assignee: Erin Burke; Due Date 3 December 2020)*

### **12.5 CBRT**

**DECISION:** The Board noted the CBRT report and that CBRT will meet on an as needed basis.

## **13. Items for Noting**

### **13.1 Declarations of Interest Report**

**DECISION:** The Board noted the Interests report.

### **13.2 Decisions made by Circular Resolution**

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

### **13.3 Media Report**

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

## **14. Correspondence**

**DECISION:** The Board noted the correspondence.

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**15. Other Business**

**15.1 Branding**

The Chair sought Board discussion on branding SALHN and its services.

The Board discussed:

- How to achieve 'one team' messaging;
- Natural migration through major projects and strategies being implemented such as SHEP;
- Views of community and clinicians through development of engagement strategies; and
- Appropriate timing.

**DECISION:**       **The Board to revisit discussion following the completion of a diagnostic stage via different bodies of work by the Sub-Committees and Executive.**

**16. Meeting evaluation**

The Board discussed the improved quality of the Board pack targeted to the Board's level of consideration, the preparedness of members and Executive, the balance of discussion to each item, the tone of meeting proceedings, and the connections of the presentations to SALHN's vision and mission in the present as well as in the context of longer term planning.

**17. Next Meeting**

The next meeting was confirmed as 3 December 2020; 08.30am – 1.30pm, at FMC

**18. Meeting Close**

The meeting was formally closed at 12:58 pm. The Chair thanked all in attendance for their contribution.



10/12/2020 12:17 PM

**Approved as an accurate record of proceedings:**

BOARD CHAIR