

LIMESTONE COAST LHN GOVERNING BOARD MEETING MINUTES

Meeting Date: 28 November 2022 11:00am – 4:35pm
Location: Mount Gambier and Districts Health Service and Microsoft Teams

Acknowledgement of Country: Limestone Coast Local Health Network acknowledges Traditional Custodians of Country throughout the region and recognises the continuing connection to lands, waters and communities. We pay our respects to Aboriginal and Torres Strait Islander cultures; and Elders past and present.

Board Members:	Chair: Grant King (GK) Lindy Cook (LC)	Andrew Birtwistle-Smith (ABS) John Irving (JI)	Glenn Brown (GB) Dr Andrew Saies (AS)	
Members:	Ngaire Buchanan (NB) Tjaart Van Der Westhuizen (TV) Elizabeth Marime (EM)	Dr Elaine Pretorius (EP) Angela Miller (AM)	Dr Darren Clarke (DC) Hannah Morrison (HM)	Akhil Kapoor (AK) Alex Govan (AG)

Guests: Karen Harris (KH), Executive Director of Community and Allied Health, LCLHN
 Pauline Beach, Director of Mental Health, LCLHN
 Kirsty Egan (KE), Regional Manager, Disability & Child Health, LCLHN
 Kelly Borlase (KB), Project Manager Keith and District Hospital Transition, LCLHN
 Aunty Michelle Jacquelin-Furr, Aboriginal Elder, Boandik Country

Secretariat: Emily Baker, Senior Administrative Officer, Governance & Planning, LCLHN

1. IN CAMERA SESSION

IN CAMERA SESSION – 11:10am – 11:50am

2. LIMESTONE COAST LHN ANNUAL PUBLIC MEETING

Aunty Michelle Jacquelin-Furr provided a Welcome to Country.
 Grant King, Governing Board Chair, Limestone Coast Local Health Network (LCLHN) provided a welcome to the LCLHN Annual Public Meeting.
 A snapshot was provided in relation to the role of the Governing Board, and an introduction was provided for all Board Members, including an acknowledgement provided for recently retired member Dr Anne Johnson.

GK provided an update in relation to progress made towards key priority areas of the LCLHN Strategic Plan 2021-2025, including;

- The ongoing development of a dynamic workforce, highlighting staff flexibility and responsiveness, even with the various challenges presented by COVID-19.
- Acknowledgement for the lead role played by Dr Elaine Pretorius, Executive Director of Medical Services (EDMS), LCLHN, as the face of the LHNs COVID-19 response and for her expertise and guidance throughout the pandemic.
- Efforts to ensure a thriving culture for staff and volunteers, underpinned by strong partnerships with various stakeholders, including other government agencies, healthcare services, education providers, local councils and media services across the region.
- An ongoing focus on consumer, community and staff engagement guided by the LHNs engagement strategies.
- The transition of private services into the public health system following the closure of the Mount Gambier Private Hospital, and with work progressing to develop a new model for healthcare services in the Keith region.
- Work progressing to strengthen Aged Care services across the region.
- Election commitments to fund key infrastructure projects, with plans progressing for improvements at the Naracoorte site, and for the Emergency Department in Mount Gambier.

Acknowledgement was provided for ongoing workforce challenges experienced by the LHN, and across various industries, particularly in relation to attracting new staff to the region, and with sourcing accommodation & transport for those relocating or travelling to the region for work.

Ngairé Buchanan, Chief Executive Officer (CEO), LCLHN reflected on the achievements for the LHN in the previous year, and since the beginning of the COVID-19 pandemic, including:

- The confidence and capabilities staff have gained, to successfully manage new waves of COVID in the community and outbreaks within a healthcare setting, and the ability to transfer the emergency management skills staff have gained if a future need were to arise.
- An increase in specialist medical staff, including the commencement of a second oncologist, and improving respiratory expertise within the General Medicine workforce, and with the intention for ongoing strengthening of capabilities.
- Planning for a cancer care suite to provide holistic support for consumers undergoing various treatments, to be co-located with the current chemotherapy suite in Mount Gambier, with the ability to provide telehealth consultations, as well as additional lifestyle and wellbeing support.

- Ongoing work towards embedding a hub and spoke model for services in the region, including the expansion of surgical services from Mount Gambier to support services at Millicent and Naracoorte.
- Plans for the expanded rollout of Electronic Medical Records (EMR) at all sites across the region, with Mount Gambier having undergone transition as a pilot site.

Additionally, acknowledgement was provided for the work undertaken by key partners for the LCLHN including:

- Bensons Radiology Mount Gambier, with recent upgrades to facilities, including the installation of a second CT machine and additional X-Ray machines, improving the capacity and contingency planning during periods of equipment maintenance and repair.
- Uni SA, with targeted education programs to ensure that the clinical workforce is capable and well supported in the provision of best practice healthcare.

Pauline Beach, Director of Mental Health, LCLHN, provided a presentation in relation to the key achievements and future direction of mental health services, including:

- Current services provided including inpatient services, intensive community programs and support services, and the consultation liaison and triage service provided through the Mount Gambier Emergency Department (ED).
- Workforce capability with 44.81 Full Time Equivalent (FTE) staff servicing consumers across the Limestone Coast region.
- Increased demand for mental health services in recent years and work undertaken to improve access and flow through the ED, and to improve services provided to inpatients receiving intensive support in the hospital setting.
- Ongoing work to reduce the stigma associated with mental healthcare and the potential impacts for individuals who may be deterred to seek support.
- Work progressing to prepare for the implementation of the Towards Zero Suicide strategy, developed by the Office of the Chief Psychiatrist and aimed at reducing suicides and suicide attempts and to empower and support both consumers and clinicians.
- The introduction of Restorative Just Culture principals with plans for ongoing training and support for leadership and frontline staff, and intended to improve engagement, healing and organisational learning.
- Planning in progress to develop an extended hours model for the Consultation Liaison Service, and to progress election funding commitments for 6 new mental health beds, and for additional community mental health staff.

An opportunity was provided for community members and guests to raise questions and/or comments for the panel, topics raised included;

		<ul style="list-style-type: none"> • Opportunities for the Health Advisory Councils (HACs) to support sub-clinical programs for communities across the region such as positive programs promoting proactive mental health. • Anticipated time to the opening of the cancer care suite to be able to support patients currently undergoing treatment. • Available pathways for domestic violence support for LHNs consumers. • The ability to connect consumers to Mental Health services via the Consultation Liaison Service. • A desire to continue to define the role of the HACs, working in partnership with the LHNs, that is beneficial for the local communities, with a proposal to further explore ways of supporting community education and outreach programs.
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3. MEETING OPENING

Item	Topic	Discussion
3.1	Acknowledgement of Country	GK provided an Acknowledgement of Country.
3.2	Apologies	An apology was provided for Andrew Birtwistle-Smith, Governing Board Member, LCLHN.
3.3	Introduction	GK provided an introduction to the meeting of the LCLHN Governing Board.
3.4	Director Conflict of Interest Disclosures	Nil Conflict of Interest (COI) disclosures were provided.
3.5	Confirmation of previous meeting minutes and actions	<p>The minutes of the meeting held on 31 October 2022 were noted and accepted as a true and accurate reflection of the meeting held.</p> <p>An update was provided in relation to the progression of action items, with a desire to consolidate and progress some longer standing items prior to the commencement of meetings in the new year.</p> <p>Discussion was held in relation to the Governing Boards desire to understand the organisational plan to support key pieces of work to be progressed in the coming months, including the varying projects relating to election commitments, and to understand how each project aligned to the Strategic Plan.</p> <p>Additionally, the Governing Board expressed a desire to develop a formal plan for engaging with key stakeholders, including General Practitioners (GPs), local members of parliament and local council representatives.</p>

4. BOARD CHAIR REPORT

4.1	Report from Grant King, Board Chair	GK provided a summary in relation to key themes presented at the Annual Public Meeting, with a public session held at Item 2, and an additional public session to be held at Item 13, of the meeting.
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5. LIMESTONE COAST LHN REPORTS		
5.1	<p>CEO Report</p> <p>a) General update</p>	<p>The CEO Report – General Update was noted.</p> <p>Updates were provided in relation to key activities during the reporting period including:</p> <ul style="list-style-type: none"> • The successful management of the most recent wave of COVID, with a slight increase in admissions to the infectious diseases ward during this period. • Work progressing with ongoing improvement works at Moreton Bay House in Naracoorte, with the introduction of RIAM software highlighted as progressing well. • Progression of an in depth review of security with a focus on potential enhancements. • A presentation provided to the Legislative Review Committee in relation to ambulance resourcing. • Confirmation of timeframes and the development of a project plan for the new building to house Country Health Connect (CHC) in Bordertown. <p>NB acknowledged the dedication and commitment of Dr Elaine Pretorius during her tenure as EDMS for the LCLHN and extended well wishes as she moves on to her next engagement in the ACT.</p> <p>EP thanked the Governing Board, reflecting on her time working in the region with affection, and acknowledging the personal and professional growth she has achieved during this time.</p>
	<p>b) Performance Reporting Summary September 2022</p>	<p>The Chief Finance Officer (CFO) provided a summary of key points from the September 2022 Finance Report, including:</p> <ul style="list-style-type: none"> • End of Year (EOY) projected result for Net Cost of Service (excluding revaluations) reported \$9.5m unfavourable to budget, with the potential for an additional \$1.0m of expenses relating to a contribution towards funding for the Royal Flying Doctor Service (RFDS). • Cost pressures were attributed to additional activity above commissioned levels and the relative comparison of the additional expenditure against funding received at a reduced proportion of the National Efficient Price (NEP) per activity unit, resulting in an estimated cost saving of \$7.0m. <p>Discussion was held in relation to key results within the performance reports, with a summary provided for the impact of the COVID response to the FTE results reported, and the desire for improved systems to collect and interpret workforce data.</p> <p>The need to develop a savings strategy to address the projected unfavourable result to budget was discussed, and the Board requested a report detailing various options for consideration to address the overspend, and to detail the actual and potential impacts of each option, for tabling and discussion early in the new year following review by the Strategic Leadership Committee.</p>

	c) Key Performance Indicator (KPI) Summary September 2022	<p>The Key Performance Indicator (KPI) Summary September 2022 was noted, and key topics from the report were discussed, including:</p> <ul style="list-style-type: none"> • Work progressing to address excess leave across all staffing cohorts • Persistent increased ED activity levels, and admission rates compared to metropolitan sites
6. KEITH & DISTRICT HOSPITAL TRANSITION		
6.1	Health Care Hub Transition Plan	<p>Kelly Borlase (KB), Project Manager Keith and District Hospital Transition, LCLHN, joined the meeting to provide a progress update in relation to key activities for the Keith & District Hospital (KDH) Transition project, including:</p> <ul style="list-style-type: none"> • Recruitment activities: <ul style="list-style-type: none"> ○ The successful recruitment to one of two Intensive Community Paramedic positions. ○ Options being explored to recruit a second paramedic to support the proposed model. ○ Successful recruitment to the senior Registered Nurse position. ○ Annabel Schwarzrock announced as the newly appointed Executive Officer/Director of Nursing for the Keith & District Hospital (KDH). • Progress made to prepare a submission to Cabinet, seeking to formalise arrangements for the transfer of KDH into the public health system, and under the governance of the LCLHN. <p>The need to consider the increased demand for specialist clinicians in the upper South East region was discussed, including the potential impacts of recruitment to new positions in Keith, and with awareness for the potential upcoming General Practitioner vacancies in the Kingston, Robe and Bordertown areas.</p>
7. GOVERNING BOARD COMMITTEE UPDATES		
7.1	Audit & Risk Committee Summary	<p>An update in relation to key topics discussed at the Audit & Risk Committee (ARC) meeting held on 28 November 2022 was provided, including:</p> <ul style="list-style-type: none"> • Detailed discussion relating to the capital works and maintenance program, with the lack of funding allocation for required work escalated to a significant risk for the LHN, and the intention to prepare a report to formally escalate the risk to the Minister for Health and Wellbeing (MHW). • The Audit & Risk Committee requested the Governing Board Chair raise concerns relating to the reallocation of funding for maintenance programs to fund election commitments at the Regional Board Chairs meeting, seeking to understand the impacts across all regional LHNs.
7.2	Clinical Governance Committee Summary	<p>An update was provided in relation to key considerations for the Clinical Governance Committee (CGC) since the last meeting held on 31 October 2022, including:</p> <ul style="list-style-type: none"> • Updated sterilisation requirements and potential impacts for the LHN

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		<ul style="list-style-type: none"> Ongoing risks relating to workforce shortages and recruitment challenges
7.3	Engagement Strategy Oversight Committee	<p>An update from the Engagement Strategy Oversight Committee (ESOC) was provided following the previous meeting held on 27 September 2022, including:</p> <ul style="list-style-type: none"> Acknowledgement for the recent resignation of Dr Anne Johnson, Governing Board Member and Committee Chair as of 18 November 2022. Confirmation for the appointment of Lindy Cook, Governing Board Member as the new Committee Chair. An updated date for the next planned meeting of the ESOC to be held on Tuesday 31 January 2023.
7.4	Finance & Performance Committee Summary	<p>It was noted the last meeting of the Finance and Performance Committee (FPC) was held on 28 November 2022, with no additional updates from the Committee to report.</p>
7.5	Rural Support Service Governance Committee Summary	<p>An update was provided in relation to the Rural Support Service (RSS) Governance Committee, including:</p> <ul style="list-style-type: none"> The recent announcement relating to the resignation of Dr Hendrika Meyer, Chief Clinical Advisor, RSS, from February 2023. An upcoming Stakeholder Forum to be held in Adelaide in early December, with confirmation that LCLHN representatives would be in attendance.
<p>8. TOPIC OF THE MONTH – MILLICENT & DISTRICT HOSPITAL & HEALTH SERVICE</p>		
8.1	Mental Health Update	<p>Pauline Beach, Director of Mental Health, LCLHN, joined the meeting to provide an update regarding recent activities and key opportunities for the LCLHN in relation to Mental Health services, including:</p> <ul style="list-style-type: none"> A proposal to investigate an alternative plan for the election commitment to create six new mental health beds located adjacent to the Mount Gambier Hospital ED, with consideration for: <ul style="list-style-type: none"> The positive results achieved following implementation of the consultation liaison model in the Mount Gambier Hospital ED, including a consistent reduction in demand for urgent care inpatient beds. The potential benefits of a prevention and recovery care model, to support a wider spectrum of mental health needs. Consideration for the ongoing challenges faced nationally with sourcing suitably qualified specialist mental health nurses, and the potential for recovery care to be supported by a broader range of mental health clinicians. The potential to explore alternative locations on site for the proposed build closer to the existing Integrated Mental Health Inpatient Unit (IMHIU) and incorporating an outdoor space, and with consideration for the beds to be used to support a step-down model.

8.3	NDIS Presentation & Accreditation Update	<p>Kirsty Egan, Regional Manager Disability & Child Health, LCLHN, and Karen Harris, Executive Director of Community and Allied Health, LCLHN, joined the meeting.</p> <p>KE provided a presentation relating to the National Disability Insurance Scheme (NDIS) Accreditation process, and detailed work progressing by the LHN to prepare for the accreditation anticipated in March 2023 and to include interviews with frontline and executive staff members, and board members.</p> <p>KH provided an overview of the various services delivered by the CHC team, including FTE staffing information, types of services provided and the numbers of clients receiving services from each portfolio area.</p> <p>An update was provided in relation to key challenges and opportunities for CHC, including:</p> <ul style="list-style-type: none"> • Work progressing to prepare for community Aged Care reforms and a new model to replace the Home Care Package (HCP) scheme from 1 July 2024, noting there was limited information available at this time. • Development of a business case seeking to implement a new position in Community Aged Care to lead and support the team through the changes relating to the reforms. • Expanding the reach of Allied Health services into aged care sites, increasing physiotherapy, speech and dietetics support for residents. • Increasing services provided in the acute care settings, including confirmation of funding to implement an additional 0.5FTE palliative care support. • Reviewing community services currently provided under arrangements with private providers. • Ongoing challenges relating to recruitment of qualified clinical staff. • Development of internal pathways for Allied Health support workers to undertake training towards clinical qualifications. • Ongoing planning to ensure infrastructure across the region is fit-for-purpose, with a particular focus on progressing plans for a new CHC building in Bordertown.
<p>9. MATTERS FOR DISCUSSION</p>		
9.1	LCLHN Governing Board Self-Evaluation Survey results	<p>Key themes from the LCLHN Governing Board Self-Evaluation Survey results were discussed.</p> <p>It was decided that any additional comments or feedback would be sent to the Secretariat for collating.</p>
9.2	LCLHN Future Capital Works Plan	<p>It was noted the LCLHN Future Capital Works Plan was discussed in length during the LCLHN Audit & Risk Committee meeting on 28 November 2022, with plans for a risk assessment to be undertaken, and to be included within the correspondence that is to be prepared for the MHW.</p> <p>The Governing Board requested an update on progress to be provided at the January meeting for further discussion.</p>

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9.3	Aged Care Update: Moreton Bay House Naracoorte	<p>DC provided an update on progress made with improvement works at Moreton Bay House in Naracoorte, including:</p> <ul style="list-style-type: none"> • The significant investment in equipment for the site and the need for further investment for infrastructure improvements being a priority for the LHN. • Ongoing challenges with skill mix and to ensure sufficient senior nursing staff ratios, including a desire for two Assistant Nurse Unit Managers (ANUMs). • Work progressing under the guidance of the Nurse Advisor and the commencement of the LCLHN Aged Care Lead in mid December ensuring an adequate handover period.
10. MATTERS FOR NOTING		
10.1	LCLHN Payment Performance Report October 2022	The LCLHN Payment Performance Report October 2022 was noted.
10.2	LCLHN Late Payments of Interest (LPI) October 2022	The LCLHN Late Payments of Interest (LPI) October 2022 were noted.
10.3	Finance & Performance Committee Minutes 31 October 2022	The Finance & Performance Committee Minutes 31 October 2022 were noted.
10.4	Audit & Risk Committee Agenda 28 November 2022	The Audit & Risk Committee Agenda 28 November 2022 was noted.
10.5	Finance & Performance Committee Agenda 28 November 2022	The Finance & Performance Committee Agenda 28 November 2022 was noted.
10.6	RSS Governance Committee Minutes 28 September 2022	The RSS Governance Committee Minutes 28 September 2022 were noted.
10.7	Board Briefing: Historical Aged Care Funds	The Board Briefing: Historical Aged Care Funds was noted, and the Governing Board requested the report be tabled at the January meeting to provide an opportunity for further discussion.
10.8	Incoming Correspondence – RMCLHN Rural Generalist Training Program	Incoming Correspondence – RMCLHN Rural Generalist Training Program was noted.
11. OTHER BUSINESS		
11.1	Any other business	Nil.
12. MEETING EVALUATION AND CLOSE		

12.1	Meeting Evaluation	AS provided an evaluation of the LCLHN Governing Board Meeting.
12.2	Next Meeting & location	30 January 2023.
12.3	Meeting Close	4:35pm
13. LIMESTONE COAST LHN ANNUAL PUBLIC MEETING		
		<p>A second session of the LCLHN Annual Public Meeting was held between 5:00-6:00pm, replicating the Agenda of the session held earlier in the day.</p> <p>Additional topics raised during the questions and/or comments component of this session included;</p> <ul style="list-style-type: none"> • The Head 2 Health satellite service, with the location being subject to the outcome of the tender process. • Benefits of midwifery lead care for mothers and babies, with challenges for the LHN to progress this type of service heavily dependent on the ability to attract and recruit midwives to the region. • Barriers relating to transport for fly-in fly-out workers, with acknowledgement for the shared experience across many industries impacted by persistent flight delays in recent months. • A recent review of menus at the Naracoorte Health Service, and Moreton Bay House aged care site, which had included a change of meat supplier, including a summary of key factors taken into consideration.

For more information

Limestone Coast Local Health Network

Governance and Planning

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