

## SALHN GOVERNING BOARD EXTRAORDINARY MEETING

### Minutes of the meeting

7 April 2022

12:30 pm – 2:00 pm (ACST)

Flinders Medical Centre, CEO Meeting Room / TEAMS

#### INVITEES:

##### Board Members

Mr Mark Butcher (Chair)  
Ms Virginia Hickey (via TEAMS)  
A/Professor Tamara Mackean (via TEAMS)  
Ms Jill Noble (via TEAMS)  
Ms Jenny Richter (via TEAMS)  
Dr Tony Sherbon (via TEAMS – late arrival)  
Dr Terry Sweeney (via TEAMS)

##### SALHN Executive

Mr Wayne Gadd, Interim Chief Executive Officer  
Ms Helen Tedesco, Acting Executive Director Governance & Risk  
Ms Sarah Woon, Acting Chief Operating Officer

#### APOLOGIES:

Ms Julie Mitchell

#### IN ATTENDANCE:

Dr Mark Monaghan  
Professor Chris Baggoley, Member Clinical Governance  
Sub-committee  
Ms Fran Gallardo, Director of Communications  
Ms Carole Lennon, Board Secretariat

~ The meeting commenced at 12:30 pm ~

### 1. Welcome/Apologies & Acknowledgement of Country

Mr Butcher opened the Board meeting with the Kurna Acknowledgement of Country.

Mr Butcher welcomed Board members, Professor Chris Baggoley, the Interim Chief Executive Officer, the Acting Executive Director of Governance and Risk, the Acting Chief Operating Officer, Director of Communications, and the Board Secretariat to the meeting.

Mr Butcher also welcomed Dr Mark Monaghan to the Board meeting.

Mr Butcher acknowledged the work of Dr Monaghan and the enormous thought and effort that has gone into completing the report, which involved meeting with SALHN staff and key stakeholders and undertaking direct observations in the Emergency Department and other clinical areas.

Mr Butcher also acknowledged that the report highlighted what SALHN should and could do.

#### Framing of Meeting

The Board Chair and the Interim Chief Executive Officer, Mr Wayne Gadd, discussed the Monaghan Report and highlighted:

- The delivery, dedication and focus of staff and clinicians in providing quality care; and
- Staff operating with a focus on our consumers and placing them at the centre of every decision.

~ Dr Monaghan was invited to address the Board at 12:30 pm ~

## 12. Monaghan Review

Dr Mark Monaghan provided an insight into the findings of his report and highlighted, amongst other things:

- Findings were based on five days of observation;
- His fondness of Flinders Medical Centre (FMC) and staff being invested in achieving a good outcome;
- Dedicated staff, ethos, and excellent care provision;
- Challenges moving forward in addressing the inpatient work of FMC;
- While critical within the report of the Emergency Department, the caveat was focused on processes and the environment within which staff are working;
- Good work undertaken by the Continuous Improvement Unit on bed flow and capacity;
- Data on hospital capacity across FMC and sufficient capacity to meet demand;
- Capacity issues in the Emergency Department specifically relating to process issues;
- Drivers within the Emergency Department;
- Importance of reiterating to staff that it is a system-wide issue, not just ED.

The Board, Professor Chris Baggoley and members of the Executive discussed, amongst other things:

- Monaghan Report becoming a public report with the potential for media interest;
- Communications Plan prepared in preparation for the release of the Monaghan report;
- In principle, acceptance of the 19 recommendations within the report and next steps;
- Commitment by the Governing Board to improving patient care;
- Empowering staff across the Network in delivering the recommendations;
- Workforce capacity and financial implications and modelling;
- Clinically driven changes in conjunction with the Acting Chief Operating Officer, senior management and staff;
- Dialogue with the Department for Health and Wellbeing regarding 24/7 support;
- Communications Plan and consultation with the Department and Minister for Health and Wellbeing;
- Southern Health Expansion Plan (SHEP) completion and outcomes against expected benefits;
- Management of inpatient ramping inside the ED;
- Management of ramping for patients outside of the ED under the care of SA Ambulance; and
- Hospital capacity and demand.

**DECISION:**        **Endorsed, in principle:**

1. **Recommendation 1, Developing required models of care for unplanned patient ingress into the hospital; and**
2. **Recommendation 11, Building and optimising a culture for change and resolving issues regarding ED Culture, cohesion and leadership**

**DECISION:**        **Accepted and supported the remaining 17 recommendations within the Monaghan Report**

**DECISION:**        **Endorsed the SALHN Executive categorising the recommendations of immediate, short-term, medium-term and long-term**

**DECISION:**        **Media and Communications to prepare for a release of the Monaghan Report more broadly on or around Monday, 11 April 2022**

**DECISION:**        **Endorsed dissolving the Demand and Access Sub-committee**



**DECISION:** Endorsed the appointment of Sarah McRae as Executive lead for overseeing the implementation of the report's recommendations and reporting progress to the SALHN Executive and Governing Board

**DECISION:** Endorsed creating a SALHN Monaghan Report Oversight Committee, led by Sarah McRae, that will report to the SALHN Executive, who will have responsibility for implementing the report recommendations

**DECISION:** Endorsed creating Leadership Workgroups involving Dr Mick Cusack, senior clinical leads and consumer representation, chaired by SALHN's Chief Operating Officer and SALHN Chief Workforce Officer in building and optimising a culture for change and resolving issues regarding ED Culture, cohesion and leadership

**Action:** Dr Monaghan to edit the Monaghan Report and include reference to the management of ramping and hospital capacity and demand  
**(Assignee: Dr Mark Monaghan)**

### 13. Communications Plan

Mr Butcher invited Ms Fran Gallardo, Director of Communications, to discuss the Communications Plan.

Ms Gallardo discussed, amongst other things:

- Communications Plan developed with a focus on informing staff about the Monaghan Report;
- Working with the Department and Minister's office in preparing for the release of the Monaghan report;
- Working on tactics and timelines for the report's release, including 'Live Stream', communication with key internal and external stakeholders, including the Unions; and
- Message is to reinforce a system-wide issue and shared ownership.

The Board Chair discussed, amongst other things:

- Using the opportunity to achieve real change and better outcomes for our staff and patients;
- Managing perceptions and reinforcing the system-wide issue;
- Revisiting the Models of Care and making processes and systems easier for our staff to use; and
- Staff dedication to their work and our patients.

*~ Dr Monaghan left the Board meeting at 1:25 pm ~*

The Board, Professor Chris Baggoley and members of the Executive discussed, amongst other things:

- Providing SALHN Executive with the opportunity to review the Monaghan Report and provide feedback on any factual errors;
- Updating the pathway and timeframes to accommodate feedback by SALHN Executive;
- Meeting with key staff to run through the Monaghan Report before its release; and
- Financial and workforce impact of having a 24/7 service.

**Action:** Interim Chief Executive Officer to meet with Professor Andrew Bersten and Dr Andrew Blyth to run through the Monaghan Report  
**(Assignees: Mr Wayne Gadd and Ms Helen Tedesco)**

**Action:** Interim Chief Executive Officer to meet with Professor Rob Padbury to run through the Monaghan Report  
**(Assignees: Mr Wayne Gadd and Ms Helen Tedesco)**

**Action:** Extra-ordinary SALHN Executive meeting to occur on 8 April 2022 to discuss the Monaghan Report  
**(Assignees: Mr Wayne Gadd and Ms Helen Tedesco)**

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**Action:** Following the meeting with SALHN Executive, a copy of the report to be provided in Diligent Boards for their feedback by COB Monday, 11 April 2022  
(Assignees: Mr Wayne Gadd and Ms Helen Tedesco)

**Action:** Briefing a the Monaghan Report to be provided to the Minister for Health and Wellbeing on Friday, 8 April 2022  
(Assignees: Mr Wayne Gadd and Ms Helen Tedesco)

**14. Other Business**

**15. Next Meeting**

The next meeting was confirmed as 5 May 2022 | 08.30 am – 01.30 pm

**16. Meeting Close**

The meeting was formally closed at 1:52 pm.

The Chair thanked all in attendance for their contribution.



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

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