

## Minutes of the Board of the South Eastern Sydney Local Health District

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Date:	Wednesday, 29 September 2021
Time:	4:00pm – 7:00pm
Location:	Virtual*/ Sydney Eye Hospital, 8 Macquarie Street, Sydney NSW 2000
Present:	Michael Still, Chair* Allan Spigelman* Debra Graves* Elli Baker* Greg Levenston* Helene Orr* Jonathan Doy* Liam Harte* Neville Mitchell*
Ex Officio	Tobi Wilson, Chief Executive
Invitees:	Jo Karnaghan, Director Clinical Governance and Medical Services* John Estell, Medical Staff Executive Council* Kim Olesen, A/Executive Director, Operations Karen Tuqiri, A/Director Nursing and Midwifery Services* Payal Kapoor, Director Finance
Guests:	Mark Parsons, Executive Director, SPHERE Christopher White, Director Research Lisa Altman, Director, Strategy, Innovation and Improvement Yalchin Oytam, Head of Business Intelligence and Analytics
Apologies:	Nil
Secretariat:	Susan George A/Executive Assistant to the Chief Executive

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### Focus Area - Presentations

Presentation:	Sydney Partnership for Health, Education, Research and Enterprise (SPHERE) – Ongoing Partnership Arrangements
Guest Presenter:	Mark Parsons, Executive Director, SPHERE

The Board welcomed the Executive Director, SPHERE, who provided a brief overview of his qualifications as a neurologist and researcher, working not only with SPHERE, but also with the Clinical Research Stroke Centre in South East Sydney.

SPHERE is the result of close collaboration with local indigenous communities and combines 14 leading organisations in the Sydney region, including South Eastern Sydney Local Health District. The Aboriginal

name Maridulu Budyari Gumal means 'working together for good health and wellbeing' and is SPHERE's foundational statement.

There were a number of highlights from the presentation noted and discussed, with the Board raising questions concerning SPHERE's funding and approach to commercialisation, its plan for achieving broader partnerships and whether or not SPHERE is modelled against an international peer group.

The Board was advised that SPHERE is seeking additional funding from other identified health bodies, they are undertaking a review of their governance model to facilitate additional partnerships and have confirmed and identified new members to support its growth strategy. The promotion of clinical and health manager engagement and representation was also highlighted as a key factor for long-term success. The importance of promoting a research supportive culture and building this into everyday practice was highlighted as another key factor in SPHERE's success. It was noted that international peer groups work within a different health care system model, making it difficult for SPHERE to use any one particular model to benchmark against.

The Board thanked the Executive Director, SPHERE for the presentation.

<b>Presentation:</b>	COVID-19 Response
<b>Guest Presenters:</b>	Lisa Altman, Director, Strategy and Innovation and Improvement Yalchin Oytam, Head of Business Intelligence and Analytics

The Board was introduced to the Head of Business Intelligence and Analytics (BIA). The Chief Executive and the Director, Strategy, Innovation and Improvement, expressed to the Board their confidence in the expertise of, and the work being undertaken by, the head of BIA and noted that his engagement with clinicians has been extremely positive. It was also advised that the work being undertaken, along with the improved capability of the team, is central to providing an exceptional model of care for patients both now and into the future.

The Board was presented with an overview of how SESLHD is responding from a strategic perspective to not only manage the ongoing situation, but to also plan and prepare for the future. The presentation included four key areas covering:

- Current Capability;
- Ongoing Strategy;
- Projections; and
- Expectations.

The presentation highlighted SESLHD's determination in identifying high risk areas for mitigating virus spread by implementing target areas for vaccination promotion and also effectively managing hospitalisations. In addition, the use of a pandemic model in conjunction with a social contact matrix is tools being used to support this strategy.

The Board sought clarification on the data provided by the Ministry of Health and how the work being undertaken by SESLHD differs and the effect of delays in administering the 2<sup>nd</sup> vaccine. After short discussion it was confirmed that SESLHD is dissecting and enhancing the data provided by the Ministry of Health to provide a granulated and detailed reporting tool and that it regularly refers to scientific literature to update the model. Management noted, once again, that these efforts support it to mitigate risk and manage its response in providing the best care available to its community both in hospital and in the home.

The Chair and Board thanked the Head of Business Intelligence and Analytics and Director, Strategy and Innovation and Improvement for the presentation.

At the conclusion of the presentation the Chief Executive sought the opportunity to provide the Board with a further update on the current position, highlighting some of the benefits being seen from using the model. The Chief Executive advised of a strong focus on vulnerable communities with targeted work being undertaken with Aboriginal communities. SESLHD supports five residential aged care facilities and all are performing quite well. Social Housing, Hostel and Disability Homes are also being managed to mitigate virus spread. Contact tracing remains a vital tool noting however, the process has changed to allow for increased demand. Utilising support from Private Hospitals in relation to contracted beds and staff to provide additional support is also being managed. In addition, SESLHDs staff compliance with vaccination policy was reported at 98%. Monitoring of Personal Protective Equipment (PPE) and associated fit-testing continues. Minimal disruption to community care is anticipated.

The Board congratulated management on the work being done and was pleased that management is promoting staff well-being by acknowledgement of the efforts of all staff.

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*Resolution:* The Board noted the information provided.

## 1. Opening

### 1.1 Present and Apologies

A quorum was present and the meeting opened at 4:35pm.

### 1.2 Declaration of Interests

There were no declarations of interest raised.

### 1.3 Minutes of Previous Meeting

*Resolution:* The Board resolved that the minutes of the previous meeting held on 25 August 2021 be signed as a true record of the meeting.

### 1.4 Actions from previous meeting

*Resolution:* The Board reviewed and noted the Action Log.

## 2. Committees

### 2.1 Finance and Performance Committee

The Minutes of the 23 August 2021 meeting were tabled in the papers and taken as read.

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*Resolution:* The Board noted the Finance and Performance Committee Minutes

### 2.2 Quality and Safety Committee

The Minutes of the 5 August 2021 meeting were tabled in the papers and taken as read.

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*Resolution:* The Board noted the Quality and Safety Committee Minutes

### 2.3 Strategic Community Partnerships Committee

*Resolution:* The Board noted the next meeting of the Strategic Community Partnerships Committee, scheduled for November.

## 2.4 Audit & Risk Committee

The Minutes of the 13 July 2021 meeting were tabled in the papers and taken as read.

The Board agreed to delegate to the Finance and Performance board sub-committee responsibility for the signing off the Financial Statements.

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*Resolution:* The Board noted the Audit and Risk Committee Minutes and information provided.

## 3. Standing Items

### 3.1 Patient Story

*Resolution:* The Board was provided the Patient Story.

### 3.2 Board Chair Report

*Resolution:* The Board noted the information provided by the Chair.

### 3.3 Chief Executive Report

The Chief Executive's Report was tabled in the papers and taken as read.

Additionally, the Board were advised of the following staffing departures and appointments:

- Ms Vicky Manning's appointment to the Ministry of Health's SHEOC unit.
- Ms Adrianna Scotti-Roberts appointment to corporate services.

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*Resolution:* The Board noted the Chief Executive's report.

*Action:* Letter of thanks from SESLHD Board to Ms Vicky Manning.

*Due:* 27 October 2021

### 3.4 Finance Report

The Finance Report was tabled in the papers and taken as read.

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*Resolution:* The Board noted the Finance Report.

### 3.5 Operations Report (includes COVID-19 update)

The Operations Report was tabled in the papers and taken as read.

Key highlights noted and discussed included:

- Monitoring overdue surgical patients
- Developing a plan of how we are to work in the Private Hospital space
- Mitigation strategies are in place to manage non-COVID beds, acknowledging support from the War Memorial Hospital and Calvary.

The Board thanked the Executive Director, Operations for her informative report.

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*Resolution:* The Board noted the Operations Report.

### 3.6 Performance Reporting (includes Integrated Performance Report)

The Performance Report was tabled in the papers and taken as read.

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*Resolution:* The Board noted the Performance Report.

### 3.7 Ministry of Health League Table

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*Resolution:* The Board noted the unavailability of the Ministry of Health League Table.

## 4. Regular Reporting

### 4.1 Capital Works Reporting

#### 4.1.1 Capital Works Report – June 2021

The Capital Works Report was tabled in the papers and taken as read, noting the Board will be kept updated on the Prince of Wales opening.

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*Resolution:* The Board noted the Capital Works Report.

#### 4.2 Randwick Health Precinct (RHIP) – Quarterly Update

*Resolution:* The Board noted the Randwick Health Precinct (RHIP) quarterly update.

#### 4.3 Research Directorate – Quarterly Update

*Resolution:* The Board noted the Research Directorate quarterly update.

## 5. New Business

### 5.1 SPHERE – SESLHD Contribution

The Board was asked to endorse reinvestment in SPHERE and renewal of the Memorandum of Understanding for a period of one year, with an option to extend for a further two years pursuant to the information provided and the Chief Executive's overview.

After some discussion it was agreed that the funding model's transparency and improvements in SPHEREs governance structure are key factors for SESLHD consideration.

The Board raised some queries around the wording for financial returns and management's agreement to conduct a review prior to Board submission was noted.

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*Resolution:* The Board noted the brief and provided its endorsement.

*Action:* Financial wording of board papers is to be reviewed by the Director of Finance.

*Due:* Ongoing

### 5.2 Strategy Update

The Board was provided with an update of the LHD's Strategy and was advised that many of the initiatives in relation to additional consultation with staff and stakeholders has been delayed, due to prioritisation of the COVID-19 response. It was also advised that further consultation will occur post the Annual Public Meeting and that a draft high-level Strategy will be presented at this meeting. The Board endorsed this approach.

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*Resolution:* The Board noted the brief.

### 5.3 Virtual Health Strategy

The Virtual Health Strategy was presented to the Board. It highlighted management's vision for creating innovative virtual health models across SESLHD, noting that the approach included three horizons for full implementation, scoped over three years. Funding and engagement with technology partners was discussed and it was noted that SESLHD is leading the way in this area and plans on partnering with strong academic partners. The Board expressed its interest and support, requesting an in-focus presentation at its next meeting.

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*Resolution:* The Board noted the information provided.  
*Action:* In Focus Virtual Health Strategy Presentation  
*Due:* 24 November 2021

### 5.4 Medico-legal Claim Risk Analysis

The Board noted the information provided. The Board looks forward to receiving regular updates through the Quality and Safety Board Committee. The Board congratulated SESLHD on the analysis.

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*Resolution:* The Board noted the information provided.

## 6. Matters for Noting

### 6.1 Correspondence Register

The Board thanked SESLHD on its achievements in receiving positive feedback from the Audit Office.

In response to the correspondence received from NeuRa Research Australia, the Chief Executive confirmed NeuRa Research Australia is to be separated from Mindgardens NeuroScience Network. The correspondence raised queries from a Member of the Board in relation to Board responsibilities. After short discussion, it was suggested in order for the queries to be appropriately addressed, the Board Member was invited to raise these and any other queries directly with the Chief Executive, outside of the meeting and legal advice would be sought and provided in response.

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*Resolution:* The Board noted the correspondence register.  
*Action:* Legal Advice to be provided to Board Members  
*Due:* As soon as possible

### 6.2 Register of External Board and Committee Membership

*Resolution:* The Board noted the information provided.

## 7. Meeting Finalisation

### 7.1 Business Without Notice

Board Renewal and Nominations were discussed with an approach agreed.

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*Resolution:* The Board noted the correspondence register.  
*Action:* Chair and Chief Executive to provide recommendations.  
*Due:* 27 October 2021

### 7.2 Noting of Confidential Items

There were no confidential items raised.

### 7.3 Next Meeting

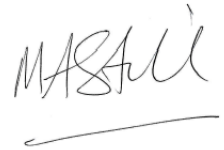
The next Board meeting is scheduled for **Wednesday, 27 October 2021** at 8 Macquarie Street, Sydney.

### 7.4 Close

The meeting closed at 7:25pm

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I certify that the foregoing is a true and correct copy of the minutes approved by Members of the Board



**Michael Still, Chair**  
27 October, 2021