

SHI Board Communiqué – April 2023

The SHI Board met on 4th of April 2023 and discussed the following matters:

Board Chair – topics for discussion

- The Chair opened the meeting and welcomed Dr Malindi Haggett as the new Registrar Observer.

Strategic planning

- The Chair thanked all Board members for their contributions at the recent strategic planning session and acknowledged Dr Damien Angus and the CEO for their presentations.
- The Board discussed next steps and agreed the SHI strategic plan would be formally refreshed later in the 2023 calendar year and launched as the 2024- 2027 Strategic Plan. The revised plan will incorporate key themes endorsed at the planning session.
- The Board agreed the Financial Sustainability Plan would remain the focus at this time.
- The Board supported SHI's values being expanded by adding 'Collaboration' to the current values of Excellence, Innovation and Compassion. It was noted this would support improvement activities to address issues identified in previous staff surveys.

Collaboration with the Skin Hospital

- The CEO briefed the Board on a recent collaboration and site visit with the Skin Hospital, NSW.
- SHI's current operational priorities were the focus of this collaboration workshop, including practice management systems, billing processes, and debtor management.
- The Board discussed the Skin Hospital's sophisticated commercial operation, key success factors, and the opportunities for improvement in SHI approaches. The Board noted work underway to review SHI's fee arrangements, including pre-payments for some services.

Operational updates

- Surgery volumes and activities underway to increase theatre utilisation.
- Activities to increase engagement with GPs.
- New corporate website and streamlined online pathway for patient referrals.
- Progress update on the Australasian Dermatology Registry, due for completion by June 2023.
- Staffing matters including the nursing support model for clinics and upcoming All Staff forum.
- Desktop review of clinics. The Board noted the Medical Director and CEO would be meeting with Clinical Leads to discuss the options to improve clinic financial performance.
- International Medical Graduates, and opportunities for SHI to provide support to this cohort.

Sub-committee reports – Finance, Audit and Risk Management committee

- The Board discussed the committee's focus on accountability and oversight of the financial sustainability plan objectives; and reaffirmed the Board's ongoing support for the strategy currently underway.

- FARM Chair Jim Power, briefed the Board on YTD performance compared to budget, noting the persistent shortfall in clinical services revenue compared to budget.
- The Board discussed the recent improvement in surgery volumes and the impact/timing of this trend on financial performance.

Sub-committee reports – Governance committee

- The Board supported the Governance Committee's recommendation that a Board review be undertaken in the second half of 2023. The Board also endorsed plans to update the Board Charter.
- The Board endorsed key performance indicators and deliverables for senior management.

Approved by A/Prof Rosemary Nixon AM, Chair of the SHI Board