

## CCLHD BOARD MEETING

**Date/Time:** Thursday 1 December 2022 – 5:30pm

**Venue:** Conference Room, Conference Centre, Gosford Hospital

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### 1. Acknowledgement to Country

The Board Chair acknowledged the Traditional Custodians of the land and paid respect to Aboriginal Elders past, present and emerging.

### 2. Attendance/Apologies

#### Board Members:

MacLELLAN, Prof. Donald	Board Chair (via MS Teams)
EBBECK, Mr Timothy	(left at 8:00pm)
EDDY, Ms Jennifer	
FLINT, Mr Greg	
HEALY, Mr Greg	Acting Board Chair
JENKINS, Dr Brent	
KING, Mr Robert	
MUNRO, Dr Bill	

#### Ex Officio:

CHAN, Prof. Steevie	Acting Chief Executive
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#### Invitees:

CONSTABLE, Ms Jude	Executive Director <b>Acute Care Services</b>
<b>CRUICKSHANK, Mr Adam</b>	<b>District Director</b> Community Wellbeing and Allied Health
DUNN, Mr Nick	Acting District Director Asset Management, Finance and Procurement
INGRAM, Dr Matthew	Chair, Wyong Medical Staff Council
McARDLE, Dr Kylie	Chair, Gosford Medical Staff Council (via MS Teams)
WILKINSON, Ms Fiona	District Director Quality, Strategy and Improvement

#### In attendance:

PERSIANI, Ms Tracey	Board Secretariat ( <i>minutes</i> )
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#### Apologies:

FIELD, Ms Belinda	Board Member
LEVETT-JONES, Prof Tracy	Board Member
McLACHLAN, Mr Scott	Chief Executive

The Board Chair acknowledged Mr Greg Flint, Dr William Munro and Mr Robert King on re-appointment as Board members. A replacement for Ms Jennifer Eddy is currently being arranged by the Ministry of Health.

### 3. Conflicts of Interest

Nil declared.

#### 4. **Presentation – Board Research Committee Deep Dive**

Dr B. Jenkins, Board Research Committee Chair and Board member presented a deep dive into the Board Research Committee and provided an overview on the following:

The benefits from being involved in research including, the ability to improve quality and safety of care, and improve care experiences and outcomes for patients; increases evidence-based, efficient, cost-effective practices; expands knowledge and builds skills.

The role and purpose of the Board Research Committee is to advise the Board and Chief Executive on research governance and strategies to promote and support research in the District. The research governance structure and framework is a strong collaboration involving the Central Coast Research Institute, the Board Research Committee, the District Operational Research Committee and NSW Regional Health Partners.

Key responsibilities include the monitoring of ethics compliance; implementation of the District's Strategic Research Plan; key risks associated with research, the overseeing of research governance and to support philanthropy and fundraising and new strategic partnerships.

Challenges for the future include increasing philanthropy and grant funding; capacity and skills for developing successful grant applications; grant/finance management and research/ clinical trials support services.

The Board acknowledged Dr Jenkins for the detailed presentation.

#### 5. **Patient Story**

The patient story presented to the Board was on the Renal Supportive Care unit which offers an end of life pathway for patients on dialysis using patient report measures and experience to guide and improve outcomes for the patient. The patient story was **noted**.

#### 6. **Confirmation of the Minutes**

The minutes of the meeting held on the 3 November 2022 were confirmed as a true and accurate record of the meeting.

#### 7. **Business Arising from Previous Meetings as per Action Sheet.**

Progress on the out of session action items was noted.

#### 8. **Chief Executive**

The Chief Executive Report was distributed in the Board meeting papers. The item was **noted** and taken as read. The Chief Executive provided an update on the following:

- The surgery waitlist recovery plan is progressing and reduced to below 1,000 overdue surgeries.
- The Research and Innovation Symposium was held on 1 December 2022 and was very successful with approximately 60 participants.
- An Urgent Care Services expression of interest is seeking proposals for virtual and community typed based services as options as part of the model with submissions due Friday 9 December 2022. The District is working with the Primary Healthcare Network to submit a proposal.
- There has been an increase in emergency department presentations during November with challenges including an increase in COVID cases and staffing shortages.
- A recent external consultant review of the emergency departments identified key areas around escalation plans, focus needed across the facilities on early discharge strategies. Commendation for staff on their work, transfer of care escalation process and early capacity initiatives in the wards. Challenges and recommendations identified which will be provided in a report.
- The People Matters Survey action plan will be implemented in February 2023 to address key areas with culture, collaboration and communication and engagement with senior managers being a key element.

- The recent ACI statewide roundtable on the impacts to access and flow identified ideas and initiatives to progress as a result of the roundtable which are yet to be received from ACI.
- Discussion was held regarding engagement with emergency department clinicians who are seen as having a strong foundation in ways of working together and building in a collaborative way, building innovative solutions for the challenges faced and response to demands. Clinician engagement is ongoing, reviewing strategies, continuing to work and scale up initiatives and seeing better recovery from challenging days. Focus between clinicians, senior management and executive is a critical partnership. Challenges continue with funding, financial performance and staffing.
- The Clinical Services Plan is due for submission to the Board in April 2023 and publication in May 2023.

## 1. Performance Report

The CCLHD Performance Report for October 2022 was distributed in the Board papers. The item was **noted** and taken as read. The District Director Quality Strategy and Improvement provided an update on the following:

- The 4 non-performing hospital acquired complications (HACs) has seen improvement programs initiated involving multi-disciplinary teams. The HAC risk is not able to be downgraded at this point in time with improvement needed in the falls area.
- There are 80 KPIs in the service level agreement and some are immeasurable. The Board and Executive planning day to provide an opportunity to identify the true KPI drivers to review on a regular basis and the others to be less regular.

## 9. Matters for Discussion/Endorsement

### 9.1 Board Reporting Principles

The Board Reporting Principles presentation was distributed in the Board papers. The item was **noted** and taken as read. Mr T. Ebbeck presented the paper and led a discussion which covered the following key points:

- The Board is seeking a refresh of the information and reporting received at Board meetings into a format that is aligned to our strategies that has substance and core succinct information over copious amounts of data.
- The first Board paper should be the strategy and every subsequent paper should reference the strategy. Every report to start with a one page executive level summary with the author identified and attributed to an executive member with any additional details to be located in an appendix.
- Executive thinking on trends and future planning of key areas should be a focus.

**Action: Board reporting to be included as an agenda item at the Board and Executive planning day to review and refine.**

### 9.2 2023 Board Meeting Schedule

The 2023 Board deep dive meeting schedule was distributed in the Board papers. The item was **endorsed** by the Board. Any further suggestions to be submitted to the Board Chair.

### 9.3 Organisational Improvement Strategy

The Organisational Improvement Strategy briefing note was distributed in the Board papers. An additional presentation was provided by the District Director Quality, Strategy and Improvement outlining the improvement model to put in place the building blocks to become an improvement organisation and deliver our Caring for the Coast vision and strategic priorities. The item was **endorsed** by the Board.

### 9.4 Council of Board Chairs Communique

The Council of Board Chairs 14 November 2022 meeting communique was distributed in the Board papers. The item was **noted** and taken as read.

## 9.5 Annual Public Meeting Minutes

The Annual Public Meeting minutes held 9 November 2022 were distributed in the Board papers. The item was **endorsed** by the Board.

## 10. Strategic Priorities

CCLHD Annual Priorities 2022-23

The CCLHD Annual Priorities 2022-23 were distributed in the Board papers. Nil to report.

### 10.1 CARING FOR OUR FUTURE:

#### 10.1.1 Board Research Committee

There was no Board Research Committee meeting held in November 2022.

### 10.2 CARING FOR OUR RESOURCES:

#### 10.2.1 Finance and Performance Committee Key Messages

The Finance and Performance Committee key messages from the meeting held on 28 November 2022 were distributed separately. The item was **noted** and taken as read.

- Dr Sherbon attended and acknowledged Dr Kylie McArdle and Dr Matt Ingram on their engagement and work with the clinicians to improve understanding of activity based funding.

#### 10.2.2 Finance & Performance Committee Minutes

The Finance and Performance Committee minutes from the meeting held on 24 October 2022 were distributed separately. **Endorsed** by the Board.

#### 10.2.3 CCLHD Financial and Activity Report YTD.

The October 2022 Finance Report was circulated with the meeting papers. The item was **noted** and taken as read.

Key matters highlighted:

- A key risk is the level of COVID funding available from the Ministry of Health for the remainder of the financial year and expenditure will need to be continually monitored.

#### 10.2.4 Organisational Sustainability Program Report.

The Organisational Sustainability Program (OSP) Report was distributed in the Board papers. The item was **noted** and taken as read.

#### 10.2.5 Ministry of Health (MoH) – CCLHD Board Report April to June 2022

The MoH – CCLHD Board Report for April to June 2022 was distributed in the Board papers. The item was **noted** and taken as read.

### 10.3 CARING FOR OUR PATIENTS:

#### 10.3.1 Health Care Quality Committee Key Messages

The Health Care Quality Committee key messages from the meeting held on 14 November 2022 were distributed in the Board Papers. The item was **noted** and taken as read.

#### 10.3.2 Health Care Quality Committee Minutes

The Health Care Quality Committee minutes from the meeting held on 10 October 2022 were distributed in the Board Papers. **Endorsed** by the Board.

### 10.4 CARING FOR OUR STAFF:

#### 10.4.1 People and Culture Committee Key Messages

The People and Culture Committee key messages from the meeting held on 22 November 2022 were distributed in the Board Papers. The item was **noted** and taken as read.

#### **10.4.2 People and Culture Committee Minutes**

The People and Culture Committee minutes from the meeting held on 25 October 2022 were distributed in the Board Papers. **Endorsed** by the Board.

#### **10.4.3 Health Safety and Workers Compensation Report**

The Health Safety and Workers Compensation Report was distributed in the Board papers. The item was **noted** and taken as read.

**Action: Investigation and follow up on iCare workers compensation data will be completed and reported.**

#### **10.4.4 Medical and Dental Appointment Advisory Committee Key Messages and Minutes**

The Medical and Dental Appointment Advisory Committee key messages and minutes from the meeting held on 10 October 2022 were distributed in the Board Papers. The item was **noted** and taken as read.

#### **10.5 CARING FOR OUR FUTURE:**

##### **10.5.1 Consumer and Community Advisory Committee**

There was no Consumer and Community Advisory Committee meeting held in November 2022.

#### **10.6. Clinician engagement**

##### **10.6.1 CCLHD Clinical Council Minutes**

The CCLHD Clinical Council minutes from the meeting held on 8 September 2022 were distributed in the Board Papers. **Noted** by the Board.

##### **10.6.3 Medical Staff Council (MSC)**

Dr K. McArdle provided an update on the Gosford Medical Staff Council. Key matters highlighted:

- The Gosford MSC meeting held on 29 November 2022 was successful with over 60 attendees. Presentations by Dr Michael Bonning, Australian Medical Association (AMA) and Mr Tony Sherbon were very valuable.
- The District and AMA will be sponsoring the next combined MSC meeting on 7 February 2023 to be held at the Reef Restaurant with Dr Gordon Reid, MP attending as a speaker.

There was no update for the Wyong Medical Staff Council.

#### **11. Compliance Monitoring:**

##### **11.1 Audit and Risk Management Committee**

There was no Audit and Risk Management Committee meeting held in November 2022.

##### **11.3 Enterprise-wide Risk – High and Extreme Risk Report**

The High and Extreme Risk Report was distributed in the Board papers. The item was **noted** and taken as read.

##### **11.4 Policy Directives (with specific Board responsibility)**

Nil

#### **12. New business**

##### **12.1 2022 Board Evaluation**

The 2022 Board Evaluation summary results were circulated in the meeting papers. The item was **noted** and taken as read. Key matters highlighted:

- The evaluation, comments, deep dive presentations, committee key messages and MSC participation were seen as positive.

**13. Meeting Close**

The meeting closed at 8:20pm.

**Next Meeting:**

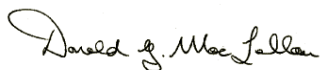
Tuesday 28 February 2023 at 5.30pm.

**CERTIFIED AS A CORRECT RECORD**

**Professor Donald G. MacLellan**

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**Name**



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**Signature**

**28 February 2023**

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**Date**