

## Minutes CCLHD Board Meeting

Tuesday, 17 December 2024

**Time:** 5:30pm to 8:00pm

**Venue:** Gosford Hospital, Conference Room, Conference Centre, Level 2

**VISION:** **Trusted care. Better health for everyone.**

We are unwavering in providing our community with care they trust and that matters most to them, and where all people can enjoy fulfilling lives.

**VALUES:** Collaboration, Openness, Respect, Empowerment.

**STRATEGIC PRIORITIES 2024/25:**

➤ <i>Enhance care in our community and clinics</i>	➤ <i>Build trust and improve care with Aboriginal patients</i>
➤ <i>Optimise care in our hospitals</i>	➤ <i>Our people feel valued, trusted and inspired to deliver their best</i>
➤ <i>Enable people to live healthy and fulfilling lives</i>	➤ <i>Financial sustainability</i>

### 1. Acknowledgement to Country

Mr Steve Ella, District Director Aboriginal Health provided the Acknowledgement to Country and paid respect to Aboriginal Elders past and present.

### 2. Attendance

#### Board Members:

MacLELLAN, Prof Donald	Board Chair
EBBECK, Mr Timothy	
HEALY, Mr Greg	
JENKINS, Dr Brent	
KING, Mr Robert	
MUNRO, Dr Bill	

#### Ex Officio:

CONSTABLE, Ms Jude	Acting Chief Executive
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#### Invitees:

STANBROOK-MASON, Ms Wendy	Acting Executive Director Acute Care Services
CRUICKSHANK, Mr Adam	District Director Community Wellbeing & Allied Health
PICKERING, Ms Melissa	Acting District Director Nursing & Midwifery
ROSS, Mr James	District Director Finance and Corporate Services
WILKINSON, Ms Fiona	District Director Quality Strategy and Improvement
KNOX, Dr Matthew (via Teams)	Wyong Medical Staff Council Chair
WALTON, Dr Anne	Gosford Medical Staff Council Chair

#### Apologies

WINTER, Ms Sarah	Board member
SONTER, Mr Matthew	Aboriginal Health Partnership Advisory Council

#### In Attendance

ELLA, Mr Steve	District Director Aboriginal Health
BENNETT, Ms Shanell	Acting Manager Nunyara Aboriginal Health Unit
PERSIANI, Ms Tracey	Board Secretariat ( <i>minutes</i> )

### 3. Declaration Of Interest

Mr Rob King informed the Board that he is no longer a Branch Committee member of the Pharmacy Guild of Australia – NSW.

### 4. Presentations:

#### 4.1 Aboriginal Health Deep Dive

The Aboriginal Health Deep Dive presentation was distributed with the meeting papers. The presentation was **noted** and taken as read.

Mr Steve Ella, District Director Aboriginal Health and Ms Shanell Bennett, Acting Manager Nunyara Aboriginal Health Unit provided an in-depth collective overview on the Aboriginal Health and Workforce Strategic Plan, how it aligns and supports the District Strategic Plan and 2024-25 annual priority to 'build trust and improve care with Aboriginal patients', the achievements of the Aboriginal Health Unit over the past year, the challenges that are ahead for our Aboriginal Health Service and community, opportunities and solutions.

The following was discussed:

#### Key achievements

- Development of the Aboriginal Health Work Force Strategic Plan 2024-27.
- Restructure of the Nyiyang Aboriginal Pregnancy service from Women Children and Families to now sit under Aboriginal Health.
- NAIDOC week has now been running for 27 years and biggest event on the Central Coast. Youth Screening service has been introduced as part of the NAIDOC community day providing tailored screening for 12 to 24 year olds.
- Facilitation of the Jarjums health screening children entering kindergarten which has been a key area in closing the gap and making a difference for this age group.
- MOU agreement signed with Bungree Aboriginal Association and initiation to facilitate an Aboriginal GP service located the Nunyara.
- Cultural practices conducted in hospitals and community settings with Aboriginal Health workers trained to provide smoking ceremonies and providing a feeling of being connected.

#### Key workforce achievements

- The Aboriginal Hospital Liaison officers are building a presence and enhancing capabilities in our emergency departments as well as across the District facilities and in the community.
- Aboriginal Palliative Care Manager has played a major role in supporting Aboriginal palliative and voluntary assisted dying patients.
- Nyiyang Aboriginal Health workers have been trained in baby massage. The service is also able to provide naming ceremonies to bring together a culturally naming ceremony.
- The Aboriginal Complex Care team has transitioned their focus from chronic disease to complex care.

#### Key service achievements

- The Nyiyang Aboriginal Maternal Infant Health Service culturally supports Aboriginal patients giving birth, antenatal care and quit smoking during pregnancy. The service is also looking at initiatives to support fathers.
- The Building Strong Foundations services is doing really well under the guidance of the new manager and is really supporting the team.
- The early child screening clinic and vaccination clinics continue to provide services for Aboriginal organisations and the community.
- The Youth health service is delivered by only two Aboriginal Health workers supporting Aboriginal youth which has a large demographic number in this age group.
- Public health unit Aboriginal worker was integral to the roll out of the state-funded RSB preventative immunization to Aboriginal babies.

#### Key challenges for 2024/25 include:

- Aboriginal workforce challenges in recruiting to clinical roles across the district in high end critical areas and working on strategies to increase roles in clinical areas.
- Growing CCLHD staff cultural capability through RTD and providing other opportunities.
- CCLHD staff and managers understanding the importance of Aboriginal staff roles in teams.

Following the deep dive, Board discussion focused on the Aboriginal workforce plan and how it will support the Aboriginal Health Service in the future. Mr S. Ella expressed that one of the key challenges for the Aboriginal Health Service is that it is a small team and keeping up with the demand of the community needs with limited capacity and with the anticipated increase in the Aboriginal community in the coming years, weighs heavily on the Aboriginal staff and their wellbeing.

## 5. Patient Story

The patient story from the Nyiyang team was introduced by Ms. S Bennett. The patient came through the Aboriginal Maternal Infant Health service (AMIHS) and transitioned to the Building Strong Foundations service. Ms Jainarri Lake, AMIHS Aboriginal Health worker was key in supporting and guiding this family in community, in the patient setting, in birthing and back out into community and was there through the whole journey supporting the family with a lot of the challenges they faced.

The voice recording of the patient story will be provided to the Board members out of session.

## 6. Confirmation Of Minutes

The minutes of the meeting held on the 26 November 2024 were confirmed as a true and accurate record of the meeting.

## 7. Board Action Items

The Board Chair noted the following actions for submission to future meetings:

**Action item 1: People and Culture Terms of Reference** – WH&S workers compensation and psychological safety strengthened focus to be included in terms of reference – due February 2025.

## 8 STRATEGIC MATTERS

### 8.1 Chairmans Report – December 2024

The Board Chairman's report was distributed with the Board meeting papers. The report was **noted** and taken as read. The following key points were discussed:

- Board appointments and re-appointments notified by the Ministry of Health.

### 8.2 Chief Executive Report on Strategic Priorities – December 2024

The Chief Executive Report was distributed in the Board meeting papers. The report was **noted** and taken as read. The Chief Executive discussed:

- An extraordinary Medical Staff Council meeting was held regarding the obstetritian and gynaecology (O&G) service and important foundations for the future.
- Notification received from RANZCOG that they are proposing to suspend Gosford Hospital's accreditation for O&G training for six months from early February 2025.
- October and November 2024 activity was fairly slow though seeing an uplift for December 2024.
- Surgery waitlist was challenged in the last month with significant number of category 1 cases at the end of November due to high volume of trauma activity, nursing industrial action impact, and gynaecology service impact.
- A positive achievement has been the recovery on the overdue unreported x-ray films completed by the December 2024 due date. The Board Chair will write to the Radiology department acknowledging their efforts and great achievement.

Discussion was held regarding the reduction in emergency department (ED) presentations and initiatives such as the usage of the urgent care services (UCS) and Safehaven models by patients who may otherwise would have presented to ED. The ability to access GP services is still being seen and also a lack of awareness and knowledge of alternative care pathways.

### 8.3 CCLHD Finance Report

The CCLHD Financial Performance Report was distributed with the Board meeting papers. The report was **noted** and taken as read. Mr J. Ross discussed:

- Allocation of \$10.4M in recurrent funding received in October and additional \$4.3M in non-recurrent funding in November.
- The improvement processes in activity works and dashboards have supported the District.

#### 8.4 CCLHD Performance Report

The CCLHD Performance Report was distributed in the Board meeting papers. The report was **noted** and taken as read. Ms F. Wilkinson discussed:

- The new refined format report allows a focus on the areas that need attention. Areas not performing will contain additional graphed detailed information within the report.

### 9. BOARD SUBCOMMITTEE REPORTS

#### 9.1 Health Care Quality Committee Key Messages

The Health Care Quality Committee Key Messages from the meeting held on 9 December 2024 were distributed in the Board Papers. **Noted** by the Board.

Key area discussed:

- Hip Fracture Committee, hip fracture surgery access and orthopaedic trauma services improvement.

#### 9.2 People and Culture Committee Key Messages

The People and Culture Committee Key Messages from the meeting held on 10 December 2024 were distributed in the Board Papers. **Noted** by the Board.

#### 9.3 Consumer and Community Committee Key Messages

Nil tabled.

#### 9.4 Medical & Dental Appointments Advisory Committee Key Messages

The Medical and Dental Appointment Advisory Committee Key Messages from the meeting held 14 October 2024 were distributed in the Board meeting papers. **Noted** by the Board.

#### 9.5 Board Research Committee Key Messages

Nil meeting held. Meeting will move to a quarterly meeting frequency in 2025.

### 10. OTHER REPORTS

#### 10.1 Central Coast Research Institute

The Central Coast Research Institute (CCRI) Board update was distributed in the Board meeting papers and **noted** by the Board. Key areas discussed:

A planning session regarding the research growth of CCRI was held with a conclusion that CCRI broaden its focus so that it is not just pure research but becomes 'innovation and research' and look at mechanisms that are working well to consolidate into CCRI, for example the Living Lab and ALICE program, in addition to research projects.

Agreement was reached to move forward and that the 'I' in CCRI becomes 'Innovation' to broaden the remit and to include the Living Lab. The agreement to move to an innovation and research focus will require changes to staffing models as well as budget and funding commitments with work to be done in early 2025 to complete the process and finalise the structure.

**Action: F. Wilkson to provide an update on the revised CCRI structure to the Board.**

#### 10.2 Aboriginal Health Partnerships & Advisory Committee Terms of Reference

The Aboriginal Health Partnerships & Advisory Committee Terms of Reference were distributed in the Board meeting papers. **Endorsed** by the Board.

### 11. COMPLIANCE MONITORING

#### 11.1 Policy Directives (with specific Board responsibility) – Nil

### 12. CLINICIAN ENGAGEMENT

#### 12.1 Medical Staff Council (MSC) Reports

Dr A. Walton, Gosford MSC Chair reported

- An extraordinary MSC meeting was held, called by the MSC specifically to understand the obstetrician and gynaecology concern about care and service impacts. Discussion focused around how did we get to this point, the engagement and communication breakdown points, and how can we as a District explore (similar a root cause analysis) the system and processes that led to

disharmony potentially causing a critical impact on the service. The Chief Executive was supportive of this review and will work with the MSC Chair.

Dr M. Knox, Wyong MSC Chair reported

- Testimonial dinner was held recently was a big success and is a great initiative of working at Central Coast Local Health District.

### **13. COMMITTEE MEETING MINUTES**

#### **13.1 Finance & Performance Committee Minutes**

The Finance and Performance Committee minutes from the meeting held on 25 November 2024 were distributed with the Board meeting papers. **Noted** by the Board.

#### **13.2 Health Care Quality Committee Minutes**

The Health Care Quality Committee minutes from the meeting held on 11 November 2024 were distributed in the Board Papers. **Noted** by the Board.

#### **13.3 People and Culture Committee Minutes**

The People and Culture Committee minutes from the meeting held on 15 October 2024 were distributed in the Board Papers. **Noted** by the Board.

#### **13.4 Medical and Dental Appointment Advisory Committee Minutes**

The Medical and Dental Appointment Advisory Committee minutes from the meeting held on 4 November 2024 were distributed in the Board meeting papers. **Noted** by the Board.

#### **13.5 Research Committee Minutes**

The Research Committee minutes from the meeting held on 8 October 2024 were distributed in the Board Papers. **Noted** by the Board.

#### **13.6 Consumer and Community Committee Minutes**

The Consumer and Community Committee minutes from the meeting held on 8 October 2024 were distributed in the Board Papers. **Noted** by the Board.

#### **13.7 Audit and Risk Committee Minutes**

Nil meeting held.

#### **13.8 Clinical Council Minutes**

The Clinical Council minutes from the meeting held on 10 October 2024 were distributed in the Board meeting papers. **Noted** by the Board.

#### **13.9 Aboriginal Health Partnership Advisory Council Minutes**

The Aboriginal Health Partnership Advisory Council minutes from the meeting held on 10 October 2024 were distributed in the Board meeting papers. **Noted** by the Board.

### **14. New Business**

#### **Board Appointments**

The Board Chair reported that the Ministry of Health has provided notification of the Board member appointments and re-appointments commencing 1 January 2025 with the following changes for existing Board members:

Dr Brent Jenkins was not re-appointed. The Board Chair acknowledged his contribution since commencing on the Board since 2022 and particularly in supporting the Research Board Sub-committee as the Chair. Over the past year Brent has been very generous of his time in supporting the area of research and improvements in the Board Research Sub-committee.

Mr Greg Healy did not seek re-appointment following his end of tenure after commencing in 2017. The Board Chair acknowledged his time as Deputy Chair over this time and the changes that have occurred has been as a result of his contribution. He has provided an enormous contribution to the Board particularly through the Finance and Performance Board Sub-committee which has immeasurably changed over the years as a very effective sub-committee for the Board.

Mr Greg Healy provided his thanks and reflected on his time as a Board member for Central Coast Local Health District.

The Chief Executive and Executive Leadership team thanked and acknowledged both Board members for their contribution.

**15. *In Camera* Session**

There was *In Camera* session held following the Board meeting.

**Meeting Close / Next Meeting:**

The Board meeting closed at 8.01pm.

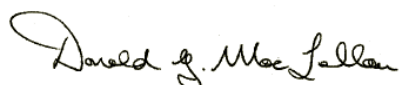
**Next Meeting:**

Tuesday, 25 February 2025 at 5.30pm  
Gosford Hospital – Conference Centre

**CERTIFIED AS A CORRECT RECORD**

**Professor Donald G. MacLellan**

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**Name**



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**Signature**

**25 February 2025**

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**Date**