

Minutes CCLHD Board Meeting

Tuesday, 24 September 2024

Time: 5:30pm to 8:00pm

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

VISION: Caring for the Coast encompasses delivering exceptional care and caring for our patients, community and staff.

VALUES: Collaboration, Openness, Respect, Empowerment.

STRATEGIC PRIORITIES 2023/24:

➤ <i>Timely Access to Care</i>	➤ <i>Create a great place to work</i>
➤ <i>High Quality, safe patient care</i>	➤ <i>Financial & Environmental Sustainability</i>
➤ <i>Deliver more Care in the community</i>	➤ <i>Planning for future growth</i>
➤ <i>Improve Aboriginal health outcomes & experience</i>	➤ <i>Building our digital health capability</i>

1. Acknowledgement to Country

The Board Chair provided the Acknowledgement to Country and paid respect to Aboriginal Elders past and present.

2. Attendance

Board Members:

MacLELLAN, Prof Donald

EBBECK, Mr Timothy

FLINT, Mr Greg

HEALY, Mr Greg

JENKINS, Dr Brent

KING, Mr Robert

MUNRO, Dr Bill

Board Chair

Ex Officio:

CONSTABLE, Ms Jude

Acting Chief Executive

Invitees:

STANBROOK-MASON, Ms Wendy

CRUICKSHANK, Mr Adam

ROSS, Mr James

WILKINSON, Ms Fiona

SONTER, Mr Matthew *(via Teams)*

Acting Executive Director Acute Care Services

District Director Community Wellbeing & Allied Health

District Director Finance and Corporate Services

District Director Quality Strategy and Improvement

Aboriginal Health Partnership Advisory Council

KNOX, Dr Matthew (*via teams*)
WALTON, Dr Anne

Wyong Medical Staff Council Chair
Gosford Medical Staff Council Chair

In Attendance

PERSIANI, Ms Tracey

Board Secretariat (*minutes*)

Apologies

PICKERING, Ms Mel

Acting District Director Nursing & Midwifery

The Board Chair and acting Chief Executive acknowledged Mr G. Flint and his contribution to the District following his retirement as a Board member.

The Board Chair welcomed Ms J. Constable as the Acting Chief Executive, Ms W. Stanbrook-Mason as the Acting Executive Director Acute Care Services and acknowledge Ms M. Pickering as the Acting District Director Nursing & Midwifery.

3. Declaration Of Interest – Nil.

4. Presentations:

4.1 Research Board Sub-Committee Deep Dive

Ms F. Wilkinson presented an in-depth overview on the District's Research governance and functions, it's key responsibilities, strategic focus and relationship with the Central Coast Research Institute. The presentation focused on topics including:

- The Clinical Trials Networking Group & Aboriginal Health Research Group are in addition to the research governance structure and played an important role in the recent accreditation process with the inclusion of the new standard on clinical trials as well as being a great source of engagement and learning for the District to enhance research in the District.
- Focus on finance performance around clinical trials with great support from the Finance team which is showing good results from grants and financial management of clinical trials.
- Clinical Trials Governance Framework and recommendations for opportunities as part of the accreditation process.
- Building our Research Support Infrastructure through communication, promotion and understanding our research impact.
- The Central Coast Research Institute (CCRI) is still in establishing years and this year has seen an increase in grant funding and projects. CCRI is governed by an affiliation agreement which is due for review. The review will refocus on the future direction and building research capability.
- New priority actions for 2024/25 in particular growing research leadership.

The Board had in-depth discussion around the future direction of research, building research through relationships and stakeholder opportunities, state model, growth in grants and funding, and ethics approvals.

4.2 Health Care Quality Committee Board Sub-Committee Deep Dive

Ms F. Wilkinson presented a detailed overview of the District's clinical safety, quality and governance systems that assures quality and safety in clinical care, which is what has just been demonstrated in the accreditation process.

The presentation focused on topics including:

- Oversight of the new Clinical Trials Governance Framework.
- Outcomes of the Health Care Quality Committee 2023/24 annual priorities which support the District strategic priorities. Priority 4 to be carried forward over to 2024/25.
- Accreditation resulted in no recommendation actions but suggestions as opportunities for improvement which will be addressed prior to the next accreditation cycle.
- Improving our surveillance and monitoring and looking forward to predict where issues will be to manage earlier.
- Strengthen our foundations through data and information to provide meaningful insights from the data.
- Harnessing opportunities and managing risk. Recent supply chain risks have resulted in significant clinical impact with the shortage of IV fluids and blood culture bottles.

5. Patient Story

The patient story was introduced by Ms F. Wilkinson and delivered via voice recording from a member of the Community nursing team about how they adapt their care to meet the needs of the community allowing care provision at home. The patient has a background of mesothelioma requiring frequent lung drainage 3 times a week resulting in concern by the family that this would have limitation on their daily routine and ability to travel for a holiday. The patient required a long term drain to be inserted and was then referred to Community nursing for care. This was a new clinical procedure for them and staff required upskilling to provide the appropriate care for the patient. This allowed the patient's quality of life to be maintained and was able to avoid readmission to hospital.

6. Confirmation Of Minutes

The minutes of the meeting held on the 27 August 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: Mental Health Service Update - Update on Mental Health Service to be provided in November per Deep Dive Schedule. Mr A. Cruickshank requested the Board to provide any specific areas for inclusion on the Deep Dive.

8 STRATEGIC MATTERS

8.1 Chairmans Report – September 2024

The Board Chairman's report was distributed with the Board meeting papers. The report was **noted** and taken as read.

8.2 Chief Executive Report on Strategic Priorities – September 2024

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

- Three District entries have been selected as a finalist for this year's NSW Health awards – Safe ways of working in Wyong Mental Health inpatient unit, the Cleaning and Enhanced Disinfection (CLEEN) Study (Health Research) and Lymphoedema Prevention and Early Intervention (under the Ministry of Health).
- Marie O'Leary, JMO Support and Wellbeing Manager was the winner of this years HETI Judy Muller Award.
- People Matters Employee Survey has closed with a response rate 61% which is 1% higher than last year. Results are due in October and will be rolled out along staff engagement.

- Access and flow has seen an improvement in August which flowed to a reduction in surge beds. September has been challenging with a higher admissions rate and industrial action activity.
- The recruitment for the General Manager for Gosford and Woy Woy Hospital role is currently being advertised.
- The shortage of blood culture bottles has largely been resolved with availability of stock. The shortage of IV fluids remains problematic with alternative supplier products required with clinical alerts
- Dr Munro raised the Orthopaedic trauma list, Endoscopy waitlist and Gynaecology only performing Category 1 as awareness for the Board.
- Mr G. Healy acknowledged and congratulated Ms J. Constable on appointment as Acting Chief Executive and asked what will be the focus during this period. The acting Chief Executive discussed three key focus areas:
 - An overview of the roadmap ahead and targeting strategic priorities, key actions, focusing on the 45,000 bed days, enhancing care and opportunities to benefit the organisation.
 - Stabilising the focus on service delivery particularly with current industrial activities and keeping a focus on patients.
 - Opportunity to streamline reporting and reducing unnecessary mandatory training.

It was noted that reference to the respiratory level was incorrect in the Chief Executive report which actual reflects the state level and will be amended.

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:

- Revenue has seen some improvement and indication of positive signs in FTE position for September. Bed numbers are a pressure point therefore success in delivering on the 45,000 bed days is critical.

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 advised there are slight changes in reporting and will be aligned to new strategic priorities.

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 September 2024 were distributed in the Board Papers. **Noted** by the Board.

9.2 People and Culture Committee Key Messages

Nil meeting held.

9.3 Consumer and Community Committee Key Messages

The Consumer and Community Committee Key Messages from the meeting held on 10 September 2024 were distributed in the Board Papers. **Noted** by the Board.

9.4 Medical & Dental Appointments Advisory Committee Key Messages

The Medical and Dental Appointment Advisory Committee Key Messages from the meeting held 5 August 2024 were distributed in the Board meeting papers. **Noted** by the Board.

9.5 Board Research Committee Key Messages

Nil meeting held.

10. OTHER REPORTS – Nil

10.1.1 People and Culture Committee Terms of Reference

The People and Culture Committee Terms of Reference were distributed with the Board meeting papers. The Terms of Reference were not endorsed.

Action: The Board requested that the focus be strengthened on Work Health & Safety workers compensation and psychological safety which should be reflected in the Terms of Reference.

The Board Chair advised that core membership on all Board Sub-committees will be reviewed once there has been confirmation from the Ministry of Health on Board appointments.

11. COMPLIANCE MONITORING

11.1 Policy Directives (with specific Board responsibility) – Nil

11.2 Annual Safety and Quality Account 2023/24 - Briefing Note

The Annual Safety and Quality Account 2023/24 was distributed with the Board meeting papers. The report was **noted** and taken as read. **Endorsed.**

11.3 High Risk Report June to August 2024 - Briefing Note

The High Risk report for June to August 2024 was distributed with the Board meeting papers. The report was **noted** and taken as read.

Risk# 4528 Management of Data Breach Incidents – Mr G. Healy questioned the review frequency of the risk and reporting requirements to the Ministry of Health. The acting Chief Executive to provide a response out of session.

12. CLINICIAN ENGAGEMENT

12.1 Medical Staff Council (MSC) Reports

Dr A. Walton and Dr M. Knox reported on the following key points:

Gosford

- Discussion across departments regarding the Quinquennial renewal process particularly with the Obstetrician & Gynaecology (O&G) Service at Wyong and to find a solution.
- Psychological safety has been raised at MSC meetings and how to communicate in the District, who do we talk to, how do we escalate and are there structures in place.
- Special Commission of Inquiry into remote and rural funding is continuing.
- Medical Officer recruitment has been completed with fantastic applications received which is a testament to the culture in the District.

Wyong

- Very similar matters to Gosford MSC including O&G solution.
- Respiratory Service recruitment of Staff Specialist with two applications received through the Medical Dental Appointments Advisory Committee.
- Great work on sustainability is occurring at Wyong Hospital Emergency Department with the recent 'Gloves off' initiative which is contributing to the positive hand hygiene results and cost savings for the District. Launch of the reusable tourniquets and an onboarding day was held for the 'Green ED' which is a sustainability accreditation programme with Wyong ED the first in Australia to undertake.

13. COMMITTEE MEETING MINUTES

13.1 Finance & Performance Committee Minutes

The Finance and Performance Committee minutes from the meeting held on 26 August 2024 were distributed with the Board meeting papers. **Endorsed** by the Board.

13.2 Health Care Quality Committee – Minutes

The Health Care Quality Committee minutes from the meeting held on 12 August 2024 were Distributed in the Board Papers. **Endorsed** by the Board.

13.3 People and Culture Committee – Minutes

Nil meeting held.

13.4 Medical and Dental Appointment Advisory Committee - Minutes

The Medical and Dental Appointment Advisory Committee minutes from the meeting held on 5 August 2024 were distributed in the Board meeting papers. **Endorsed** by the Board.

13.5 Board Research Committee – Minutes

Nil meeting held.

13.6 Consumer and Community Committee – Minutes

The Consumer and Community Committee minutes from the meeting held on 11 June 2024 were distributed in the Board meeting papers. **Endorsed** by the Board.

13.7 Audit and Risk Committee – Minutes

Nil meeting held.

13.8 Clinical Council – Minutes

Nil meeting held.

13.9 Aboriginal Health Partnership Advisory Council – Minutes

The Aboriginal Health Partnership Advisory Council minutes from the meeting held on 5 June 2024 were distributed in the Board meeting papers. **Endorsed** by the Board.

14. NEW BUSINESS

14.1 Annual Board Evaluation and Terms of Reference Review

The annual Board Evaluation and Terms of Reference review will be circulated to the Board for completion with results tabled at a future Board meeting.

14.2 Board Representation Movements

The Board Chair will be on leave for the October Board meeting. Mr G. Heally will be acting Board Chair.

Mr R. King will step in as acting MDAAC Chair following the retirement of Mr G. Flint

15. *In Camera* Session

An *In Camera* session was held following the meeting.

Meeting Close / Next Meeting:

The meeting closed at 7:46pm.

Next Meeting:
Tuesday, 29 October 2024 at 5.30pm

CERTIFIED AS A CORRECT RECORD

Mr Greg Healy

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Name



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Signature

29 October 2024

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Date