

minutes

CARING FOR THE COAST – EVERY PATIENT EVERY TIME

CCLHD BOARD MEETING

Date/Time: Tuesday 27 August 2024 – 5:30pm

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 and experience</i>	➤ <i>Building our digital health capability</i>

1. ACKNOWLEDGEMENT OF COUNTRY

Mr Matthew Sonter provided the Acknowledgement to Country and paid respect to Aboriginal Elders past and present.

2. WELCOME/ATTENDANCE/APOLOGIES

Board Members:

MacLELLAN, Prof Donald Board Chair

EBBECK, Mr Timothy

FLINT, Mr Greg

HEALY, Mr Greg

JENKINS, Dr Brent *Teams*

KING, Mr Robert

MUNRO, Dr Bill *Teams*

WINTER, Ms Sarah *Teams*

Ex Officio:

McLACHLAN, Mr Scott Chief Executive

Invitees:

CONSTABLE, Ms Jude Executive Director Acute Care Services

CRUICKSHANK, Mr Adam District Director Community Wellbeing and Allied Health

ROSS, Mr James District Director Finance and Corporate Services

SONTER, Mr Matthew Committee Member – Aboriginal Health Partnership Council

STANBROOK-MASON, Ms Wendy District Director Nursing & Midwifery

WILKINSON, Ms Fiona

District Director Quality, Strategy and Improvement

In attendance:

LAING, Ms Corinne

Board Secretariat (*minutes*)

Apologies:

KNOX, Dr Matthew

Wyong Medical Staff Council Chair

WALTON, Dr Anne

Gosford Medical Staff Council Chair

3. DECLARATION OF INTEREST – Nil.

4. PRESENTATIONS:

4.1 Finance and Performance Committee Deep Dive

Mr J. Ross presented an in-depth overview of the District's current financial position and movement to achieving financial sustainability, noting a key focus of ensuring alignment with the Strategic Plan and the District's Service Agreement.

The presentation focused on topics including:

- Strategic Objective – Achieving financial sustainability and key points for accomplishment
- FY25 NSW Health Fiscal Environment – Budget / National Health Reform Agreement (NHRA) / Asset Management
- Current Forecast Result
- Forecasted Scenarios and Goal
- Challenges in maintaining sustainability and hospital activity
- Financial Sustainability Plan (FSP) – Budget, expense reduction, revenue maximisation and technical adjustments
- Q1 and Q2 strategy and looking ahead to Q3 and Q4

The Board had in-depth discussion around performance objectives, focus on ensuring excellent care is delivered, communication of strategies and empowering staff in process improvements and strategies to achieve financial sustainability.

5. PATIENT STORY

The patient story was introduced by Ms F. Wilkinson and delivered via voice recording about a 3-year-old who was admitted to Gosford Hospital for an elective tonsillectomy and adenoidectomy. The patient was admitted to D4 Paediatric In-Patient Unit to await surgery and her parents were advised it was an overnight stay.

Whilst awaiting surgery, the patient was orientated to the unit by nursing staff, consulted by Anaesthetics who provided a practice oxygen mask and engaged by the play therapist who assisted to minimise any stress or anxiety with diversional activities. On the way to the operating theatres, there were dinosaurs on the wall for the patient to spot and distract her. Through this use of play, the team created a positive experience in the healthcare environment for the patient.

After surgery, when the patient was in recovery staff assisted with pain relief, comfort, distraction and of course, ice cream. All staff utilised distraction and re-focusing strategies that assisted in providing a strong positive patient experience. The patient left hospital the following day with no fear to return, only positive words and stories to share at daycare. The patient's parents were thankful to all staff who created a supportive environment, tailoring the care with a paediatric focus of support, play and engagement.

6. CONFIRMATION OF MINUTES

The minutes of the meeting held on the 30 July 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: CCLHD Strategic Plan - Finalised Strategic Plan to be presented to Board for endorsement. [Refer Agenda Item 8.5.](#)

Action item 2: Trauma/Planned Sessional Allotment Surgery Review - Update to be provided in the August Chief Executive Report. [Refer Agenda Item 8.2.](#)

Action item 3: Mental Health Service Update - Update on Mental Health Service to be provided in November per the amended Deep Dive Schedule and Board Calendar.

8 STRATEGIC MATTERS

8.1 Chairmans Report – August 2024

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

- The Caring for the Coast Awards night held at Mingara Recreation Club on 15 August 2024 was an excellent evening that show-cased the talent and dedication of our District's staff. Thank you to the Board members who attended.

8.2 Chief Executive Report on Strategic Priorities – August 2024

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

- District Quarterly Performance Meeting – MoH confirmed the District has retained Performance Level 1
- The Caring for the Coast staff awards was a significant celebration and opportunity to recognise the District's staff and volunteers
- The impacts of winter are decreasing with Influenza and COVID numbers declining
- Acute Inpatient Unit services are still experiencing pressure with timely access to care performance remaining an ongoing focus for the District
- Blood culture vial and IV product shortage has continued – the District continues to manage the issue well.
- The Special Commission Enquiry – The Commissioner and some of his team visited a few of the District's sites with two roundtable events held last week resulting in positive feedback including appreciation of our strategy and focus areas.

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.

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 J. Constable noted the new hospital access targets will come into effect on 1 October 2024. These are being tracked in advance and improvement trajectories are being established.

8.5 CCLHD Strategic Plan 2024-2028 – Briefing Note

The CCLHD Strategic Plan 2024-2028 was distributed with the Board meeting papers. The plan was noted and taken as read. **Endorsed.**

The Chief Executive highlighted some data to support the overall strategy and the five focus areas within the plan. The Board had an in-depth discussion and provided feedback on the finalised Strategic Plan, noting the improvements made since the Board reviewed it in draft form.

The Board expressed their appreciation to the Chief Executive and Executive Team on the work done to develop the Strategic Plan for 2024-2028.

It was observed that the Board was not mentioned amongst stakeholders consulted under “consultation process” in the briefing note. The Board will be added to this section to reflect the consultation that has taken place.

9. BOARD SUBCOMMITTEE REPORTS

9.1 Health Care Quality Committee Key Messages

The Health Care Quality Committee Key Messages from the meeting held on 12 August 2024 were distributed in the Board Papers. **Noted** by the Board.

9.2 People and Culture Committee Key Messages

The People and Culture Committee Key Messages from the meeting held on 20 August 2024 were distributed in the Board Papers. **Noted** by the Board.

9.3 Consumer and Community Committee Key Messages

Nil meeting held.

9.4 Medical & Dental Appointments Advisory Committee Key Messages

The Medical and Dental Appointment Advisory Committee Key Messages from the meeting held 1 July 2024 were distributed in the Board meeting papers. **Noted** by the Board.

- Mr G. Flint acknowledged the work done by Prof. Steevie Chan, District Director Medical Services on the quinquennium process.

9.5 Board Research Committee Key Messages

The Board Research Committee Key Messages from the meeting held on 13 August 2024 were distributed in the Board Papers. **Noted** by the Board.

10. OTHER REPORTS - Nil

11. COMPLIANCE MONITORING

11.1 Policy Directives (with specific Board responsibility) – Nil

11.2 Corporate Governance Attestation Statement - Briefing Note

The Corporate Governance Attestation Statement was distributed with the Board meeting papers. The report was **noted** and taken as read. **Endorsed**.

12. CLINICIAN ENGAGEMENT

12.1 Medical Staff Council (MSC) Reports

Dr A. Walton and Dr M. Knox meeting apologies were noted. The Board Chair advised Dr M. Knox provided him with a report in advance of the meeting with the following key points:

- Recent accreditation by the Australian Council on Healthcare Standards (ACHS) was passed, however recent severe surge situation with staffing shortages did result in some staff making notifications to Safe Work. One visit from Safe Work was completed the following week but no recommendations have been received.

- Pleased to accept election as chair of the Wyong MSC. Sincere apologies for not being able to make it to the first Board meeting. Many thanks to Dr M. Ingram for three years of excellent work in the position.

13. COMMITTEE MEETING MINUTES

13.1 Finance & Performance Committee Minutes

The Finance and Performance Committee minutes from the meeting held on 29 July 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 15 July 2024 were Distributed in the Board Papers. **Endorsed** by the Board.

13.3 People and Culture Committee – Minutes

The People and Culture Committee minutes from the meeting held on 18 June 2024 were Distributed in the Board Papers. **Endorsed** 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 1 July 2024 were distributed in the Board meeting papers. **Endorsed** by the Board.

13.5 Board Research Committee – Minutes

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

13.6 Consumer and Community Committee – Minutes

Nil meeting held.

13.7 Audit and Risk Committee – Minutes

Nil meeting held.

13.8 Clinical Council – Minutes

The **Clinical Council** minutes from the meeting held on 13 June 2024 were distributed in the Board Papers. **Endorsed** by the Board.

13.9 Aboriginal Health Partnership Advisory Council – Minutes

Nil meeting held.

14. NEW BUSINESS

14.1 Finance and Performance Committee Annual Terms of Reference Review – Briefing Note

The Finance and Performance Board Sub-Committee terms of reference were distributed in the Board meeting papers. **Endorsed** by the Board.

14.2 Board Meeting Schedule 2025 – Briefing Note

The draft Board Meeting Schedule for 2025 was distributed in the Board meeting papers. **Endorsed** by the Board.

The Board Chair noted that the Board Sub-Committee membership will require review once the Board receives advice from the MoH on revised statewide District Board membership numbers.

14.3 Board Secretariat

The Board Chair congratulated Ms C. Laing, A/Board Secretariat on being appointed to the People and Culture Executive Officer role and thanked her for the support provided to the Board. Ms T. Persiani will be returning to the role and will provide support to the Board.

14.4 Aboriginal Community

Mr M. Sonter raised he has been part of discussions around places and spaces where health concerns of Aboriginal Community members can be captured and addressed before they escalate to unnecessary Emergency Department presentations. Investigation is underway to obtain insight and information on this issue and discussions held amongst the Aboriginal community to identify possible ways of early intervention, ensuring professionals consult with these patients rather than unskilled people to ensure appropriate clinical care and advice is provided.

15. In Camera Session

An In Camera session was held following the meeting.

Meeting Close / Next Meeting:

The meeting closed at 7:24pm.

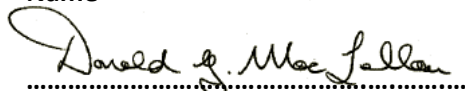
Next Meeting:

Tuesday, 24 September 2024 at 5.30pm

CERTIFIED AS A CORRECT RECORD

Professor Donald G. MacLellan

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Name



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Signature

24 September 2024

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Date