

# Minutes

## CCLHD Board Meeting

Tuesday, 29 October 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:

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

### 1. Acknowledgement to Country

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

### 2. Attendance

**Board Members:**

HEALY, Mr Greg	Acting Board Chair
EBBECK, Mr Timothy	
FLINT, Mr Greg	
JENKINS, Dr Brent	via MS Teams
KING, Mr Robert	
MUNRO, Dr Bill	via MS Teams
WINTER, Ms Sarah	

**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
ROSS, Mr James	District Director Finance and Corporate Services
WILKINSON, Ms Fiona	District Director Quality Strategy and Improvement
PICKERING, Ms Mel	Acting District Director Nursing & Midwifery
SONTER, Mr Matthew (via Teams)	Aboriginal Health Partnership Advisory Council
KNOX, Dr Matthew	Wyong Medical Staff Council Chair
MIRAPURI, Ms Ann (via MS Teams)	Chief Digital Health Officer

HORNE, Mr Stephen (*via MS Teams*)  
BERRY, Ms Karen

Chair Audit & Risk Committee  
Director Corporate Governance & Assurance

### Apologies

MacLELLAN, Prof Donald  
WALTON, Dr Anne

Board Chair  
Gosford Medical Staff Council Chair

### In Attendance

PERSIANI, Ms Tracey

Board Secretariat (*minutes*)

## 3. Declaration Of Interest – Nil.

## 4. Presentations:

### 4.1 Cyber Security

Ms A. Mirapuri presented a status update on Cyber Security, 2024 attestation process of the District's compliance with mandatory cyber requirements and self-assessment. The presentation focused on topics including:

- Current cyber landscape including key threats, key initiatives and planned activities.
- Development of cyber incident role cards utilised in the event of a cyber security incident.
- The existing Information Security Management System Cyber Security framework to be replaced by a new Cyber Security Procedure based on the NSW Cyber Security policy.
- An internal self-assessment for benchmarking purposes was conducted in place of the 2024 formal Cyber Security attestation and process for 2025.

The Board held discussions following the presentation with key matters raised including staff cyber security education, composition of the internal governance committee and user engagement, status of mandatory requirement 1.4.2 Cyber Security Strategy, benchmarking with other local health districts against the mandatory requirements and resourcing, mandatory requirement 3.6.6 unprivileged accounts, critical infrastructure strategy and risk.

The 2024 Cyber Security Attestation briefing note was distributed in the Board Papers. The briefing note was **noted** and taken as read.

### 4.2 Audit and Risk Committee Chair Annual Update

Mr S. Horne and Ms K. Berry provided a 2023/24 year in review of the Audit and Risk Committee responsibilities achieved and the focus for 2024/25.

The presentation focused on matters including:

- New member Ms A. Donohoe joined the Committee in October 2024 and as a digital expert brings a wealth of knowledge and background in cyber security, digital innovation and risk.
- The work of Internal Audit and the District's response to recommendations, management of integrity matters and implementing systems to reduce corrupt conduct, the risk management and corporate governance structure, opportunities to strengthen and mature.
- Looking forward, identified priorities including opportunities to mature the District's Corporate Governance apparatus, integrity frameworks, opportunities to mature the District's Risk Management apparatus and focus on existing high-risk areas.

The Board held a detailed discussion on the presentation with key matters raised including risk mitigation, opportunity and culture; strategic, organisational, operational and clinical risk; risk alignment and integration between the front line and management level. The Board raised the importance of its involvement and development of the District risk appetite and determination of the strategic risks, strategy focus and alignment to the new strategic plan. Regular briefings and reporting will be presented to the Board.

The Corporate Governance and Risk Management realignment briefing note was distributed in the Board Papers. **Endorsed** by the Board.

## 5. Patient Story

The patient story was introduced by Ms F. Wilkinson which aligns to the District strategic priorities to enhance care in our community and optimise care in our hospitals. The patient story was delivered via voice recording from a member of the Orthopaedic Rapid Recovery Program. The patient was awaiting a total hip replacement with an initial wait time of 9-12 months. The patient was informed about the Rapid Recovery Program and within 6 weeks underwent surgery. The program has been designed to achieve early recovery from surgery and ultimately contributes to a faster recovery for the patient. The program is state wide and in its infancy with further expansion of the program expected.

## 6. Confirmation Of Minutes

The minutes of the meeting held on the 24 September 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.

**Action item 2: People and Culture Terms of Reference** – WH&S workers compensation and psychological safety strengthened focus to be included in terms of reference.

## 8 STRATEGIC MATTERS

### 8.1 Chairmans Report – October 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 agenda revised to include the new strategic priorities to allow the Board to focus on the main elements of the strategic plan with the Board sub-committees considering a similar format.
- The Chief Executive discussed the purpose of the deep dives which is to provide an update to the Board on the progress the subject matter has made towards achieving the relevant parts of the strategic plan, with an analysis of what worked and what didn't, also to stimulate discussion with the Board about the future actions intended to deliver and what are the challenges, expected risks and outcomes. Recommendation from the Board to develop a deep dive template to include key questions/discussion points for the Board at the beginning of the deep dive to ensure focus remains on the reason for the deep dive.

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

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

- The report has been amended to include the new strategic direction for the District.
- September has seen a settling of activity following a busy winter period.
- Acknowledgement of three finalists in NSW Health Awards with the Chief Executive and Board member Dr. B. Jenkins attending the awards ceremony.
- PMES survey results have been received with the District achieving the third highest completion rate across the state. There are a number of positives and opportunities to continue to engage with staff.

The following matters were raised by the Board and discussed:

- Hospital in the Home (HiTH) numbers are lower with a consultant engaged to review and identify opportunities including referral pathways and an implementation plan.
- Closure of Gosford Private Hospital birthing suite in early 2025, the expected impact to the District and capacity to accommodate the increase with models and options currently being reviewed.
- The number of presentations involving a more complex cohort and opportunities to report on and measure how the hospital is managing these patients. There is a trial in four Sydney hospitals to develop an algorithm from the triage rating which we may see as a broader option in the future.

### 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:

- The recovery aspect of the financial result relates to the strategy being employed through affordable beds, FTE and other initiatives.
- HiTH numbers will be important in driving the 45,000 days and a key focus.
- Fleet numbers have been reduced by 33 vehicles resulting in a 10% reduction.

### 8.4 CCLHD Performance Report

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

- The Ministry of Health quarterly board report tabled at agenda item 10.1 requires significant work to produce and includes key components particularly the peer ratings and assists the District performance reporting and validates the District's strategic focus areas.
- The District performance report is in the first phase of a design reformat including the new priorities with further evolution of the report with opportunities to refine with non-performing areas that need attention in the forefront and to provide greater information whilst streamlining the report. Hospital Acquired Complications and a spark line will be included in the second phase.

The following matters were raised by the Board and discussed:

- The importance of sharing performance data with the community which is a function of the Bureau of Health information and relevance of the information for Board discussion particularly peer comparison.
- The performance report provides key guidance on delivering against the service agreement with the Chief Executive report identifying the key areas that the Executive Leadership team are focused on and linkage to the strategic plan.

## 9. BOARD SUBCOMMITTEE REPORTS

### 9.1 Health Care Quality Committee Key Messages

The Health Care Quality Committee Key Messages from the meeting held on 14 October 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 15 October 2024 were distributed in the Board Papers. **Noted** by the Board. Mr R. King discussed:

- There has been a transformational change led by the Director of People and Culture seeing a stronger vision and improved organisational culture for the District.

### 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 2 September 2024 were distributed in the Board meeting papers. **Noted** by the Board.

#### 9.5 **Board Research Committee Key Messages**

The Board Research Committee Key Messages from the meeting held on 15 October 2024 were distributed in the Board Papers. **Noted** by the Board.

### 10. **OTHER REPORTS**

#### 10.1 **Ministry of Health – CCLHD Board Report April to June 2024.**

The Ministry of Health – CCLHD Board Report April to June 2024 was distributed in the Board meeting papers. **Noted** by the Board.

#### 10.2 **Patient Safety and Quality Strategy 2024-2027**

The Patient Safety and Quality Strategy 2024-2027 was distributed in the Board meeting papers. **Noted** by the Board. The strategy will include a detailed implementation plan.

#### 10.3 **Health Care Quality Committee Terms of Reference**

The Health Care Quality Committee Terms of Reference were distributed in the Board meeting papers. **Endorsed** by the Board.

#### 10.4 **Consumer and Community Committee Terms of Reference**

The Consumer and Community Committee Terms of Reference were distributed in the Board meeting papers. **Endorsed** by the Board. Align consumer strategy with annual priorities and strategic plan.

#### 10.5 **Executive Leadership Committee Terms of Reference**

The Executive Leadership 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 M. Knox reported on the following key points:

Gosford

- JMO/VMO sports initiative is assisting to improve a positive culture. The '000' cup involving Emergency Services and the District has raised \$25K for trauma and burns.
- An invitation is extended to the Board for the next Gosford meeting to be held on 26 November 2024.
- Obstetrician and Gynaecology staff challenges

Wyong

- Wyong Emergency Department will be the first accredited sustainable green ED

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

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

The Finance and Performance Committee minutes from the meeting held on 23 September 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 9 September 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 20 August 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 2 September 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 13 August 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**

The Audit and Risk Committee minutes from the meeting held on 29 August 2024 were distributed in the Board meeting papers. **Endorsed** by the Board.

**13.8 Clinical Council – Minutes**

Nil meeting held.

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

Nil meeting held.

**14. 2025 Deep Dive Schedule**

The 2025 Deep Dive schedule was distributed in the Board meeting papers. **Noted** by the Board with the following amendment:

- People and Culture Deep Dive moved to February 2025
- Digital Health Service Deep Dive moved to May 2025

**15. *In Camera* Session**

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

**Meeting Close / Next Meeting:**

The Board meeting closed at 8.00pm.

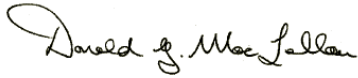
**Next Meeting:**

Tuesday, 26 November 2024 at 5.30pm  
Wyong Hospital – Education Centre

CERTIFIED AS A CORRECT RECORD

Professor Donald MacLellan

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Name



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Signature

26 November 2024

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Date