

CCLHD BOARD MEETING

Date/Time: Thursday 1 September 2022 – 5:30pm

Venue: Boardroom, Level 10, Central Coast Research Institute, Gosford Hospital

1. Acknowledgement to Country

Ms Belinda Field provided the Acknowledgement to Country in Darkinjung language, Yadhya gayi-gu Darkinyung ngura “Welcome to Darkinyung Country” and paid respect to Aboriginal Elders past, present and emerging.

2. Attendance/Apologies

Board Members:

| | |
|--------------------------|---|
| HEALY, Mr Greg | Acting Board Chair |
| EBBECK, Mr Timothy | (via MS Teams – left the meeting at 7:00pm) |
| EDDY, Ms Jennifer | |
| FIELD, Ms Belinda | (via MS Teams) |
| JENKINS, Dr Brent | (via MS Teams) |
| KING, Mr Robert | (via MS Teams) |
| LEVETT-JONES, Prof Tracy | |

Ex Officio:

| | |
|---------------------|-----------------|
| McLACHLAN, Mr Scott | Chief Executive |
|---------------------|-----------------|

Invitees:

| | |
|---------------------|--|
| CARR, Mr Steven | District Director Asset Management, Finance and Procurement |
| INGRAM, Dr Matthew | Chair, Wyong Medical Staff Council |
| MARTIN, Ms Jenny | Acting District Director Community Wellbeing and Allied Health |
| McARDLE, Dr Kylie | Chair, Gosford Medical Staff Council (via MS Teams) |
| PEARSON, Mr Ron | Acting Executive Director Acute Care Services |
| WILKINSON, Ms Fiona | District Director Quality, Strategy and Improvement |

In attendance:

| | |
|---------------------|--------------------------------------|
| PERSIANI, Ms Tracey | Board Secretariat (<i>minutes</i>) |
|---------------------|--------------------------------------|

Apologies:

| | |
|------------------------|--------------|
| MacLELLAN, Prof Donald | Board Chair |
| FLINT, Mr Greg | Board Member |
| MUNRO, Dr Bill | Board Member |

3. Conflicts of Interest

Nil declared.

4. Presentation – Central Coast Research Institute

Professor Nick Goodwin, Director Central Coast Research Institute (CCRI) provided a tour of the facilities including the Medical School rooms and equipment for Board members prior to the Board meeting. Professor Goodwin at the Board meeting gave an update on the activities and performance of the CCRI following its establishment in 2020 including current research projects, service projects, education and training projects, and the future for CCRI. The Board acknowledged the tremendous facility and its future growth opportunities for the Central Coast which will benefit our staff and the community.

5. Patient Story

The Carer Support unit presented a story on a patient and their family who were provided support during and after their cancer treatment through the Carer Retreat service. The Carer Support staff also linked the family with the WigWam program and provided information on other options for carers to support their family.

6. Confirmation of the Minutes

The minutes of the meeting held on the 4 August 2022 were confirmed as a true and accurate record of the meeting.

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

Action Item 1: Refer Agenda Item 8 – incorporated in the Chief Executive report.

Action Item 2: Refer Agenda Item 10.3.2

8. Chief Executive Report

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 next quarterly performance review meeting with the Ministry of Health will be tomorrow 2 September 2022.
- There has been a heightened demand experienced across services with continued challenges in workforce shortages.
- The surgery waitlist recovery program is continuing with some reduction improvement.
- The Bureau of Health report is due for release in mid-September.
- The District Director Nursing and Midwifery will take on the additional role of the recently vacated District Director Workforce and Culture role whilst the recruitment process is completed.
- Master Planning for the Gosford Hospital site is progressing. Consultation for Building B in the Gosford Health and Wellbeing Precinct is progressing and the Health Infrastructure Development and Precinct team is assisting with planning.
- Junior Medical Officer (JMO) recruitment initiative and a General Practitioner (GP) training model were discussed.

8.1 Performance Report

The CCLHD Performance Report for July 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:

- Medication Hospital Acquired Complications (HACs) has moved to a performing target level which now sees 10 out of 14 HACs at performing level.
- Engagement with the Clinical Excellence Commission is continuing for Falls-Related injuries.
- National Weighted Activity Unit (NWAU) opportunities to improve accuracy of documentation, improve uplift through the Health Roundtable, coding reviews and audits.
- New initiatives have been identified and plans to be developed to improve hand hygiene.

9. Matters for Discussion

9.1 Elderly and Frail Model of Care – Briefing Note

The Elderly and Frail Model of Care briefing note was distributed in the Board papers. The item was **noted** and taken as read. The District Director Quality Strategy and Improvement highlighted the following:

- The Ministry of Health have confirmed the funding commitment for FY23 for the Elderly and Frail Model of Care.
- Detailed implementation planning is now underway to deliver the model in early 2023.

10. Strategic Priorities

10.1 CARING FOR OUR RESOURCES:

10.1.1 Finance and Performance Committee Key Messages

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

10.1.2 Finance & Performance Committee Minutes

The Finance and Performance Committee minutes from the meeting held on 25 July 2022 were distributed in the Board Papers. The item was **endorsed** by the Board.

10.1.3 CCLHD Financial and Activity Report YTD.

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

The Director Asset Management Finance and Procurement provided an update on the July 2022 financial position of the District. The following was highlighted:

- The 2022/23 budget summary and facility budgets have been allocated and published.

10.1.4 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 CARING FOR OUR STAFF:

10.2.1 People and Culture Committee Key Messages

The People and Culture Committee key messages from the meeting held on 23 August 2022 were distributed in the Board Papers. The item was **noted** and taken as read.

10.2.2 People and Culture Committee Minutes

The People and Culture Committee minutes from the meeting held on 26 July 2022 were distributed in the Board Papers. The item was **endorsed** by the Board.

10.2.3 People and Culture Committee Deep Dive

The role and purpose of the People and Culture Committee is to report on, monitor and oversee with regard to culture, values and behaviours, workplace safety, learning environment and performance frameworks to support the District in relation to people and culture.

The District's workforce and culture remains under significant pressure due to the pandemic and the community demand on services. Significant work is in progress across the District. A detailed presentation by the People and Culture Committee Chair and Chief Executive highlighted staffing challenges locally, a comparative of districts across the state, the areas occupying the Committee's focus, the many programs in place and the progress in key focus areas.

Workforce and culture are key elements to the success of the District and the standard of service delivery to our community. Current challenges include the current tight labour market, the high number of staff furloughed and on sick leave, overtime being worked, staff fatigue, increasing leave accruals, workers compensation and the challenges attracting and retaining staff.

Workforce challenges face our health system across the state and nationally, however it is imperative we get it right. Priorities include improvement to the recruitment process to attract and retain staff, innovation in recruiting to difficult roles, market our point of difference to be an employer of choice, a positive culture in which staff feel respected, appreciated and safe and have the skills and tools to perform to their personal best.

The Ministry of Health recently published the NSW Health Workforce Plan 2022-2032 to support the state's health workforce to deliver safe, reliable and person-centred care, delivering the best outcomes and experiences. The Plan will guide collaboration across NSW Health to develop state-wide initiatives for the system, and a workforce plan developed for local actions.

10.2.4 Work Health Safety and Workers Compensation Report

The Work Health Safety and Workers Compensation report and Briefing Note was distributed in the Board papers. The item was **noted** and taken as read.

10.2.5 Workforce Performance Report

The Workforce Performance report was distributed in the Board papers. The item was **noted** and taken as read. The Board acknowledged and commended the new format of the report.

10.2.6 Workers Compensation Quarterly Monitoring Report

The iCare NSW Workers Compensation quarterly monitoring report for the period to June 2022 was distributed in the Board papers. The item was **noted** and taken as read.

10.2.7 Workforce and Culture Report

The Workforce and Culture report August 2022 was distributed in the Board papers. The item was **noted** and taken as read.

10.2.6 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 4 July 2022 were distributed in the Board Papers. The item was **noted** and taken as read.

10.3 CARING FOR OUR COMMUNITY:

10.3.1 Consumer and Community Advisory Committee

The Consumer and Community Advisory Committee meeting in August was not held. **Noted**.

10.3.2 Action Item 2: Implementation Plan – Caring for Our Community Plan 2021-2031

The Implementation Plan – Caring for Our Community Plan 2021-2031 was distributed in the Board Papers. The item was **noted** and taken as read.

The Acting District Director Community Wellbeing and Allied Health highlighted the following:

- The implementation plan is a living document and will be reviewed and updated annually to ensure currency and alignment with the Annual Priorities and strategic directions.

10.4 CARING FOR OUR PATIENTS:

10.4.1 Health Care Quality Committee Key Messages

The Health Care Quality Committee key messages from the meeting held on 15 August 2022 were distributed in the Board Papers. The item was **noted** and taken as read. The District Director Quality Strategy and Improvement highlighted the following:

- A presentation on the new Digital Health Strategy was provided to the committee.
- The inclusion of the Director ICT in the committee membership has been beneficial.

10.4.2 Health Care Quality Committee Minutes

The Health Care Quality Committee minutes from the meeting held on 18 July 2022 were distributed in the Board Papers. The item was **endorsed** by the Board.

10.5 CARING FOR OUR FUTURE:

10.5.1 Board Research Committee Key Messages

The Board Research Committee key messages from the meeting held on 9 August 2022 were distributed in the Board Papers. The item was **noted** and taken as read.

The Chief Executive highlighted the following:

- The 2022 Research and Innovation Symposium will be held on 1 December 2022.

10.5.2 Board Research Committee Minutes

The Board Research Committee minutes from the meeting held on 14 June 2022 were distributed in the Board Papers. The item was **noted** and taken as read.

10.6. Clinician engagement

10.6.1 CCLHD Clinical Council Minutes

The CCLHD Clinical Council minutes from the meeting held on 14 July 2022 were distributed in the Board Papers. The item was **noted** and taken as read.

10.6.2 Medical Staff Council (MSC)

Dr K. McArdle, Chair Gosford Medical Staff Council provided an update to the Board from the recent Gosford MSC meeting. Dr Elly Warren attended to present on general practice on the Central Coast. The update provided a better understanding and appreciation of the challenging GP situation and the value in linking the community, public health network and GP specialists with acute care service clinicians

Dr McArdle informed the Board of her re-nomination as Chair and that there will also be some additional staff assisting and providing support. The Board congratulated Dr McArdle on the fantastic work she has done with the Council.

Dr M. Ingram, Chair Wyong Medical Staff Council informed the Board that he attended a recent state-wide Council of MSC Chairs meeting. Dr Ingram expressed his gratitude on the openness and responsive approach of the Executive team and a Board that is deeply invested in what is happening in our local health district.

11. Compliance Monitoring:

11.1 Audit and Risk Management Committee

There was no Audit and Risk Management Committee in August.

11.2 Policy Directives (with specific Board responsibility)

The Ministry of Health Policy Directive PD2022_022 Internal Audit was distributed in the meeting papers. The item was **noted** and taken as read.

12. New business

There was no new business.

13. Meeting Close

The meeting closed at 8.20pm.

Next Meeting:

Thursday, 6 October 2022 at 5.30pm.

CERTIFIED AS A CORRECT RECORD

Mr Greg Healy



Date: 6 October 2022