

CCLHD BOARD MEETING

Date/Time: Thursday 3 November 2022 – 5:30pm

Venue: Conference Room, Conference Centre, Gosford Hospital

1. Acknowledgement to Country

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

2. Attendance/Apologies

Board Members:

MacLELLAN, Prof. Donald	Board Chair
EBBECK, Mr Timothy	(via MS Teams)
EDDY, Ms Jennifer	
FIELD, Ms Belinda	(via MS Teams)
HEALY, Mr Greg	
JENKINS, Dr Brent	
KING, Mr Robert	
LEVETT-JONES, Prof Tracy	
MUNRO, Dr Bill	

Ex Officio:

McLACHLAN, Mr Scott	Chief Executive
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Invitees:

CARR, Mr Steven	Representative District Director Asset Management, Finance and Procurement
CONSTABLE, Ms Jude	Executive Director Acute Care Services
CRUICKSHANK, Mr Adam	District Director Community Wellbeing and Allied Health
DUNN, Mr Nicholas	Acting District Director Asset Management, Finance and Procurement
INGRAM, Dr Matthew	Chair, Wyong Medical Staff Council
McARDLE, Dr Kylie	Chair, Gosford Medical Staff Council (via MS Teams)

In attendance:

BERRY, Ms Karen	Director Internal Audit and Legal
BRIGGS, Ms Nicole	Acting Board Secretariat (minutes)

Apologies:

FLINT, Mr Greg	Board Member
PERSIANI, Ms Tracey	Board Secretariat
WILKINSON, Ms Fiona	District Director Quality, Strategy and Improvement

The Board Chair welcomed Mr Nicholas Dunn, Acting District Director Asset Management, Finance and Procurement who has taken over from Mr Steven Carr until the recruitment process is completed for the role.

3. Conflicts of Interest

Nil declared.

4. **Presentation – Audit and Risk Committee Chair Annual Report**

The Audit and Risk Committee (ARC) Chair Annual Report was distributed in the Board meeting papers. The item was **noted** and taken as read. The Director Internal Audit and Legal, Ms K. Berry presented an update to the Board. Key matters highlighted:

- The ARC has been focusing on ensuring activities are linked to the committee's responsibilities and core mandate.
- The new Audit and Risk Charter which aligns with policy and peak body recommendations.
- Internal Audit achievements including the introduction of advanced data analytics usage as part of the audit process.
- Internal audit changes, challenges and processes for the future.
- The Board Chair acknowledged the process improvements implemented and Board confidence in internal audit moving forward.
- A discussion was held regarding management of cyber security and the Northern Sydney Local Health District comprehensive review of cyber security completed in 2021 incorporating Central Coast Local Health District. The review identified recommendations which are continuing to be worked through. The ARC receive quarterly updates on the recommendations. Ms Berry sits on the Cyber Security Governance Committee which reports back via ARC and remain confident processes are in place to deal with cyber events.

5. **Patient Story**

The patient story presented the care and treatment of a patient who fell off a bike while travelling around Australia. The patient presented to the emergency department (ED) and was initially assessed by the physiotherapy in ED who then referred the patient to the ED Staff Specialist and an orthopaedic consult arranged and reviewed. As the injury had occurred 18 days prior to presentation, non-surgical management was considered the best option. The patient was contacted following discharge to ensure there were no ongoing issues. The patient was impressed regarding the follow up and lengths staff went to check on their progress.

6. **Confirmation of the Minutes**

The minutes of the meeting held on the 6 October 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

Action Item 2: Refer Agenda Item 11.3

Action Item 3: Refer Agenda item 10.1.1

Progress on the out of session action item was noted.

8. **Chief Executive**

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:

- Recruitment for the District Director Workforce and Culture role will be readvertised following nil successful applicant from interviews held in October 2022.
- A discussion was held regarding whether there is an opportunity to access Residential Aged Care Facilities to support the provision of palliative care. The focus is more around increasing support in community-based palliative care services.

8.1 **Performance Report**

The CCLHD Performance Report for September 2022 was distributed in the Board papers. The item was **noted** and taken as read. The Chief Executive provided an update on the following:

- One Hospital Acquired Complication (HAC) converted to performing with continued focus remaining around hand hygiene, hospital acquired infections and respiratory complications. The falls strategy at Wyong Hospital has commenced with the Clinical Excellence Commission focusing on two aged care wards.

- The new workforce recruitment model is showing positives signs in attracting additional staff.
- The Bureau of Health Information (BHI) report to be tabled next month.

9. Matters for Endorsement

9.1 Audit and Risk Committee Charter

The Audit and Risk Committee Charter was distributed in the Board papers. The item was **endorsed** by the Board.

9.2 2023 Board Meeting Schedule

The 2023 Board meeting schedule was distributed in the Board papers. The item was discussed and **endorsed** by the Board. The change to the meeting schedule will better align the Board meeting and Finance and Performance Committee meetings.

10. Strategic Priorities

The CCLHD Annual Priorities 2022-23 were distributed in the Board Papers. The item was **noted**. A review of the Board papers is being undertaken with the aim to align to the Strategic Plan and Annual Priorities. The proposed format of the Board papers will be tabled at the December meeting for endorsement.

10.1 CARING FOR OUR RESOURCES:

10.1.1 Finance and Performance Committee Deep Dive

The Finance and Performance Committee Chair provided a detailed presentation and overview of forecasts, challenges, and opportunities for the 2022/23 financial year including the 6 areas of focus; *improving access and flow for better patient care, optimising our resource use, workers compensation, revenue opportunities, redesign and other Organisational Sustainability Program strategies and Capex key challenges and opportunities.*

The former District Director Asset Management and Procurement presented updates on COVID funding expenditure and risks for the remainder of the financial year.

The Chief Executive reported on vacancies and letters of offer sent to 256 new staff in October, with 70% being nursing staff. This is a significant change from September strengthened by the new recruitment model. The New Graduate Nursing program is a key strategy with 180 new graduate nurses commencing in February 2023. A discussion was held around the importance of staff retention strategies.

The Executive Director Acute Care Services provided a presentation regarding the focus on the planned surgery recovery noting the District is on track to recover early February/March 2023 as a result of the strategies that are in place. (Action Item 3)

The Board acknowledged the comprehensive overview provided.

10.1.2 Finance and Performance Committee Key Messages

The Finance and Performance Committee key messages from the meeting held on 24 October 2022 were distributed in the Board Papers. The item was **noted** and taken as read.

Key matters highlighted:

- The District YTD expenditure results for September 2022

10.1.3 Finance & Performance Committee Minutes

The Finance and Performance Committee minutes from the meeting held on 26 September 2022 were distributed in the Board Papers. The item was **endorsed** by the Board.

10.1.4 CCLHD Financial Report

The Financial Report for September 2022 was distributed in the Board papers. The item was **noted** and taken as read.

10.1.5 Organisational Sustainability Program Report.

The Organisational Sustainability Program (OSP) Report was distributed in the Board papers. The item was **noted** and taken as read.

Key matters highlighted:

- Additional OSP savings and activity identified.

10.2 CARING FOR OUR PATIENTS:

10.2.1 Health Care Quality Committee Key Messages

The Health Care Quality Committee key messages from the meeting held on 10 October 2022 were distributed in the Board Papers. The item was **noted** and taken as read.

Key matters highlighted:

- There is an increased focus on falls and hand hygiene with the development of a clear evaluation framework to measure the effect of the strategies in place. It was suggested to consider creating a video/patient story of a patient who has had an adverse reaction due to a Hospital Acquired Complication (HAC) to tell their story of the impact on their health and treatment plan. Professor Levett-Jones to discuss with the Director Clinical Safety, Quality and Governance. **Out of session.**

10.2.2 Health Care Quality Committee Minutes

The Health Care Quality Committee minutes from the meeting held on 10 October 2022 were distributed in the Board Papers. The item was **endorsed** by the Board.

10.3 CARING FOR OUR COMMUNITY:

10.3.1 Consumer and Community Advisory Committee Key messages

The Consumer and Community Advisory Committee (CCAC) key messages from the meeting held on 11 October 2022 were distributed in the Board Papers. The item was **noted** and taken as read.

Key matters highlighted:

- The final CCAC meeting was held in October 2022 (tenure ended). Members who served on committee were acknowledged and thanked for their dedication and participation. Planning for the way forward has commenced for the committee.

10.3.2 Consumer and Community Advisory Committee Minutes

The Consumer and Community Advisory Committee minutes from the meeting held on 13 September 2022 were distributed in the Board Papers. The item was **endorsed** by the Board.

10.4 CARING FOR OUR STAFF:

10.4.1 People and Culture Committee Key Messages

The People and Culture Committee key messages from the meeting held on 25 October 2022 were distributed in the Board Papers. The item was **noted** and taken as read.

Key matters highlighted:

- Positive survey results from the Australian Medical Association Hospital Health Check Survey.
- There has been a strong focus on compensable workplace injury educational and equipment strategies to prevent injuries in recent months.
- A Manual Handling Coordinator is working with staff and a Manual Handling expo was recently held. There are identified gaps with bariatric equipment and supports.

10.4.2 People and Culture Committee Minutes

The People and Culture Committee minutes from the meeting held on 27 September 2022 were distributed in the Board Papers. The item was **endorsed** by the Board.

10.4.3 Work Health and Safety and Workers Compensation Report

The Work Health and Safety and Workers Compensation Report briefing note was distributed in the Board papers. The item was **noted** and taken as read.

10.4.4 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 5 September 2022 were distributed in the Board Papers. The item was **noted** and taken as read. Key matters highlighted from the October meeting;

- Long standing staff retiring were acknowledged.
- 2 new Medical Directors appointed for the Health at Home service (Dr C. Palmqvist and Dr E. Warren) and 2 new Palliative Care Specialists have also been appointed.

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 11 October 2022 were distributed in the Board Papers. The item was **noted** and taken as read.

Key matters highlighted:

- A deep dive on Research will be presented at the December Board meeting
- Case studies and impacts continue to be an important tool to help market what is happening in this area.

10.5.2 Board Research Committee Minutes

The Board Research Committee minutes from the meeting held on 9 August 2022 were distributed in the Board Papers. The item was **endorsed** by the Board.

10.6. Clinician engagement

10.6.1 CCLHD Clinical Council Minutes

The ordinary Clinical Council meeting in October was not held.

10.6.2 Medical Staff Council (MSC)

Dr K. McArdle provided an update on the Gosford Medical Staff Council. Key matters highlighted:

- The next Gosford MSC meeting will be held on 29 November 2022 with Dr M. Bonning from the AMA attending.
- Training, Education and Study Leave (TESL) and Staff Specialist account matters raised at the last meeting were referred to the District Director Medical Services. The Finance team will develop education resources for the senior medical workforce and encourage departments to utilise funds to make improvements in their departments.

Dr M. Ingram provided an update on the Wyong Medical Staff Council. Key matters highlighted:

- Dr M. Bonning, AMA President attended the last Wyong MSC meeting.
- Dr T. Sherbon presented the results on the recent Activity Based Funding and National Weighted Activity Unit review and there was positive engagement from MSC for next steps.
- Aiming to hold a combined Gosford and Wyong MSC in person meeting in early 2023.

11. Compliance Monitoring:

11.1 Audit and Risk Management Committee Key Messages

The Audit and Risk Management Committee key messages from the meeting held on 14 October 2022 were distributed in the Board Papers. The item was **noted** and taken as read.

11.2 Audit and Risk Management Committee Minutes

The Audit and Risk Management Committee minutes from the meeting held on 25 August 2022 were distributed in the Board Papers. The item was **endorsed** by the Board.

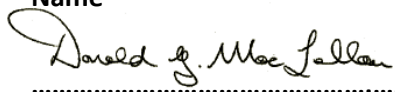
- 11.3 Enterprise-wide Risk – High and Extreme Risk Report (Action Item 2)**
 The High and Extreme Risk Report was distributed in the Board papers. The item was **noted** and taken as read. Key matters highlighted:
- Risk # 479: Ability to treat *elective* surgery patients within clinically appropriate timeframes. Amend *elective* surgery to align with District focus of *planned* surgery. **Out of session.**
- 11.4 Policy Directives (with specific Board responsibility)**
 Nil tabled.
- 11.5 Board Evaluation Survey**
 The Board Evaluation Survey will be circulated out of session and the results tabled at the December 2022 meeting.
- 12. New business**
- 12.1 Executive and Board Safety Walkaround – Wyong Hospital Paediatric Assessment Unit (PAU)**
 Dr Munro attended the recent safety walkaround at the Wyong Hospital PAU. There was discussion on future planning and a model of care to extend coverage of the service which would provide an outlet for the Emergency Department.
- 12.2 Board Planning Day**
 The Board planning day has been scheduled for 23 January 2023.
- 12.3 Annual Public Meeting**
 The District Annual Public meeting will be held virtually on Wednesday 9 November 2022 at 10.00am providing an opportunity to reflect on highlights from the past year and opportunities for the future.
- 12.4 Central Coast Local Health District Caring for the Coast Awards**
 The Central Coast Local Health District Caring for the Coast Awards will be held Wednesday 16 November 2022.
- 12.5 Board Membership End of Tenure**
 The Board Chair acknowledged the contribution of Board member Ms J. Eddy, who will be concluding her tenure period on 30 November 2022 after 5 years of Board membership.
- 13. Meeting Close**
 The meeting closed at 8.09pm.

Next Meeting:
 Thursday, 1 December 2022 at 5.30pm.

CERTIFIED AS A CORRECT RECORD

Professor Donald G. MacLellan

Name



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Signature

1 December 2022

Date