

CENTRAL COAST LOCAL HEALTH DISTRICT (CCLHD/DISTRICT) ANNUAL PUBLIC MEETING

Date/Time: Tuesday 28 November 2023, 4:00pm to 5:00pm

The meeting was held at Wyong Hospital (Conference Room) and online via Microsoft Teams.

Welcome to Country

Professor Donald MacLellan acknowledged the Traditional Custodians of the land and paid respect to Aboriginal Elders past, present and emerging.

The 2023 CCLHD Annual Public Meeting was opened by Professor Donald MacLellan, Chair of the CCLHD Board.

Attendance in person:

McLACHLAN, Mr Scott	Chief Executive, CCLHD
MacLELLAN, Professor Donald	CCLHD Board Chair
BOLTON, Dr Katherine	Research Manager, CCLHD
CHAN, Dr Steevie	District Director Medical Services, CCLHD
CONSTABLE, Ms Jude	Executive Director Acute Care Services, CCLHD
CRUICKSHANK, Mr Adam	District Director Community Wellbeing and Allied Health, CCLHD
EBBECK, Mr Tim	CCLHD Board Member
FIEDLER, Mr Carl	Healthcare Services Integration manager, CCLHD
HEALY, Mr Greg	CCLHD Board Deputy Chair / Chair Finance and Performance Committee
JENKINS, Dr Brent	CCLHD Board Member
KESTEL, Ms Bonnie	District Director People and Culture (Workforce), CCLHD
LAING, Ms Corinne	A/Governance Officer, CCLHD
MOORE, Ms Tracey	Corporate Communications, CCLHD
OWEN, Mr Aaron	M365 Digital Workspaces Project Manager, NSLHD and CCLHD
PICKERING, Ms Melissa	A/District Director Nursing and Midwifery
POLLARD, Ms Kara	Health Information Manager, CCLHD
POOLE, Ms Victoria	Corporate Communications, CCLHD
RYAN, Ms Sharna	Corporate Communications, CCLHD
ROSS, Mr James	District Director Finance and Corporate Services, CCLHD
TUKAVKIN, Ms Colleen	A/Fundraising Manager, CCLHD
VERHOEVEN, Mr John	Pastoral Care Practitioner, Catholic Care
WANG, Ms Yin	Research Governance Officer, CCLHD
WARWICKER, Ms Jill	Corporate Communications Manager, CCLHD
WILKINSON, Ms Fiona	District Director Quality, Strategy and Improvement, CCLHD

Attendance online: 45 participated online including Board members, staff and community members.

Apologies:

HARRIS, Mr David	MP, Member for Wyong
KING, Mr Robert	Board Member
MEHAN, Mr David	MP, Member for the Entrance
MUNRO, Dr Bill	Board Member
REID, Dr Gordon	MP, Member for Robertson

The minutes from the CCLHD Annual Public Meeting held Wednesday 9 November 2022 were approved as a true and accurate record by the CCLHD Board on 1 December 2022. **Accepted** with no amendments requested.

Board Chair Address - *presented by Professor Donald MacLellan, Board Chair, CCLHD*

Professor MacLellan acknowledged there have been many changes over the past year. At a local level the Board has welcomed new members who bring their expertise in nursing, community, business and research, thus strengthening our governance function. Our Executive Team led by Mr Scott McLachlan, Chief Executive is also seeing major management enhancements in the workforce, nursing, Aboriginal health, and community directorates. Many of our medical, nursing and allied health vacancies that occurred during the covid outbreaks over the last year are being filled with high calibre staff. All these changes have brought about advances in our District's performance.

We are in an early phase of achieving our goal to provide the best care there is for the benefit of the Central Coast community. We aim to deliver uniquely superior treatment, care and wellbeing to our community and the quality of our executive, managers and wonderful frontline staff continue to deliver this. The future looks very bright for our local health District.

Chief Executive Address - *presented by Mr Scott McLachlan, Chief Executive, CCLHD*

The Chief Executive acknowledged the traditional owners of the land and paid respect to elders past, present and emerging. The Chief Executive shared his determination and deep commitment to make a difference in the lives of the 17,000 aboriginal community members across the Central Coast.

The Chief Executive commenced with a reflection on the dynamic of the Central Coast community, a rapidly growing and evolving area comprising of some of the most idyllic places to live and offering a beautiful lifestyle and a lot of opportunity for people living here.

The Chief Executive provided an overview of District's performance over the last 12 months.

Our Community

The rapidly growing community and aging population on the Central Coast brings some particular challenges for the health services in meeting demand and supporting people to lead a healthy and happy life. Across the entire region there are pockets of vulnerable community members with a high need for an open-door health service that is there to support them. The Central Coast has a rapidly growing Aboriginal and Torres Strait Islander community with a young and changing population of over 17,000 people. The District is committed to improving culturally appropriate services and support solutions.

The health landscape on the Central Coast is complex, with a high rate of alcohol consumption, smoking, obesity and other lifestyle factors such as high psychological distress that requires the need for support services to assist community members throughout their lives. The District is committed to a preventative and proactive approach to healthcare with a large focus on preventative care through the support services we offer in addition to the acute care services we provide. Health promotion and early intervention support services in the community are a large focal point. Services in place include physical activity programs, early identification and screening programs and wellbeing programs. The Central Coast

has high rates of childhood immunisation, being one of the highest in Australia and rates are particularly higher in Aboriginal children.

Delivering More Care in the Community

A range of new services have been initiated in the last 12 to 18 months to support the community in different settings such as in their homes or clinics. Care provided in the community amounts to over 242,508 occasions of home-based service. Key improvements in community services provided include:

- The launch of the Central Coast Health Care at Home program - a partnership providing virtual care and medically led Hospital in the Home service (HiTH). The District is dedicated to providing more complex care and other support to help people stay at home and not have to go to hospital.
- New Rapid Access Clinics have been initiated for Cancer, Neurology, Respiratory and Elderly and Frail – these are dedicated, responsive services that operate on a consistent basis.
- Virtual care solutions are growing rapidly.

In focusing on creating a great start to life for our over 50,000 young people on the Central Coast, a range of services are being implemented in maternal and child health services including:

- Midwife led care, Shared care with GPs and Ngiyang Aboriginal Pregnancy, Child and Family Health Service.
- Brighter Beginnings Service – 4-year-old early childhood screening
- New Homebirth Service established
- New Women's Health Clinics to enhance care at Wyong Hospital
- First 2000 days of life strategy

Improve Aboriginal health outcomes and experiences

A high priority area is providing services focused on improving culturally safe environments and improving Aboriginal health outcomes and experiences. We are proud to offer:

- Healthy Jarjums (4 and 5 year old Screening Program)
- Range of Early Childhood Screening Clinics
- Opened Gawal Matjarr – Aboriginal cultural and outdoor therapy garden at Headspace Lakehaven
- Women's Health Clinics
- Palliative Care coordination
- Integrated chronic care coordination.
- Dedicated Aboriginal Liaison at Gosford and Wyong Hospitals and Cancer Services.
- Wyong Nunyara – A new service development which is connected to the third stage of the redevelopment of Wyong Hospital.
- Over 234 Aboriginal staff - growing to 280 or 4%

A range of mental health service enhancements have been implemented across the past 12 months including:

- New Wyong headspace satellite centre established, and Lake Haven headspace upgraded to full centre with renovation to create culturally safe spaces.
- Child & Adolescent Safeguard out of hours crisis team established.
- Head to Health for Kids funding to establish a hub for mental and physical health for kids. Planned for opening mid-2024.
- Peer-led Safe Haven at Gosford Hospital opened June 2023. Wyong Safe Haven due to open in March 2024.
- Specialist Dementia care unit opened by Hammond Care in Erina and supported by LHD Mental Health Service.

- Eating Disorders service expansion - support working across Child and Adolescent Mental Health Service, medical wards and headspace.

Timely Access to Care

A number of initiatives have been developed over the past 12 months in a range of different settings to fast-track patient care and diagnosis and improve timely access to care including:

- Rapid access clinics introduced across cancer, neurology and respiratory services
- Dedicated services for frail and elderly patients
- Fast tracked surgery for 2,400 patients. At 30 June 2023 – there were no surgical patients waiting longer than clinically appropriate
- Fast tracked dental care for 10,000+ patients
- Urgent care services commenced across the Central Coast (Long Jetty Urgent Care Centre)

Across the Central Coast there is a growing population and a growing need for acute and emergency care. More patients are coming into our emergency departments each year, with the Central Coast receiving more presentations per capita than any other urban or semi urban region across NSW. Challenges have presented with finding good primary care and alternatives to hospital-based care as well as the need for acute inpatient hospitalisation and coordination of complex acute care.

Significant improvements have been achieved with Gosford and Wyong Hospitals improving transfer of care rates and have moved from one of the worst performing to best performing in the state.

Improvements include:

- Rapid decrease in the time patients are waiting on an ambulance trolley for transfer to the Emergency Department.
- Short stay units have been opened – a great environment where patients that don't require admission to a hospital bed overnight, but need further treatment past the treatment provided by the emergency department rapid care team can receive care.
- Growth in the number of patients and timeliness of patients being admitted to hospital within 4 hours of presentation.
- Decrease in the length of stay of patients in hospital.

High Quality, Safe Patient Care

There has been a significant improvement in the rates of hospital acquired complications with substantial progress made across 10 Health Acquired Complications (HACs) through implementation of:

- Specific focus is placed on falls, respiratory complications, healthcare associated infections and delirium
- Clinicians owning local improvements
- Improved Information sharing and monitoring
- HAC's dashboard implemented

Create a Great place to Work

The challenges experienced throughout the COVID period exposed some areas requiring improvement in our workforce. From the fatigue and impact the period had we saw some staff leave not only our organisation, but healthcare organisations in the state, country and around the world. This created challenges for our workforce and focus has been placed on having a clear workforce pathway to lead clinicians and support staff into our organisation to care for our community. Ongoing recruitment challenges are being experienced and continue to be prioritised. Enhancements include:

- Fast tracked recruitment process

- Aboriginal workforce recruitment and support
- Increased staff engagement and record high staffing numbers of 7,400 staff including 450 new staff
- Solid commitment to creating a place where staff are proud to work

Building our Digital Health Capability

A range of new technology has come into healthcare including technology in screening and diagnostic services, electronic clinical records, and front-end technology. Digital investments include:

- \$1M investment in Workstations on Wheels to allow clinical teams better mobility, availability and upgraded kit
- \$0.8M to replace 600 desktop PCs
- \$200k investment in network, server and Wi-Fi kit

Financial Sustainability

Balancing financial resources with delivering optimal health services is a challenge we continue to face. By identifying priorities, we continue to deliver financially sustainable services. We have a strong focus on removing waste, streamlining practice, maintaining our asset base and seeking and improving strategic procurement initiatives to allow for greater investment in improving clinical care delivery.

Our Financial sustainability program delivered \$17M in savings during FY23. An example of where progress was made was in the Pharmacy Department. A range of initiatives were implemented including the NSW medicines formulary and the department accomplished cost savings of \$1.7 million.

Financial Report 2022/23 - *presented by Mr James Ross, District Director Finance and Corporate Services*

- Financial statements were prepared for the twelve months to 30 June 2023 and reflect the consolidated position of the District.
- The District achieved its annual priority to meet Expenditure, Revenue and Activity targets, with all three falling in the performing bounds
- Net assets increased by \$136M on prior year with the revaluation of the District's land and buildings
- The annual financial audit for 2023 was performed by the Audit Office of NSW and resulted in an unqualified audit opinion.
- Total expenditure for the financial year was \$1.08B which was on budget and included the following spend:
 - \$745M on our staff (69%)
 - \$21M on health care facility improvements
 - \$40.4M on the response to the COVID-19

Health Care Facility Improvements

The following significant investments were made in improving our facilities and the way that consumers interact with our facilities:

Major Projects:

- Headspace Lake Haven - \$950K
- Roof replacement program for Wyong and Woy Woy Hospitals - \$1.6M
- Commenced Gosford Hospital Linear Accelerator Replacements - \$7.5M

Equipment:

- Therapeutic Endoscopic Ultrasound scopes and processor - \$568K
- Birthing Beds - \$182K

- Endoscopy Tower -\$187K
- Mobile X-ray -\$148K

Financial Environment

- Solidified financial recovery with two successive years of on budget performance.
- FY24 & FY25 will be significantly challenging as State looks to reset post COVID and under a new Government.
- Strive to grow services to meet the demands of the population via:
 - sound expenditure management
 - maximising opportunities under activity based funded environment.
 - exploring new funding alternatives

Environmental Sustainability

The NSW Government has targeted a 50% reduction in carbon emissions by 2030 and has a net zero by 2050 target. The Central Coast Local Health District was one of four health districts that partnered with the Office of Energy Climate Change to have their carbon footprint assessed throughout the year. Following completion of the carbon footprint assessment we now have a Net Zero Action Plan. An Environmental Sustainability Officer has been recruited and the inaugural staff environmental sustainability forum recently held with positive response from staff.

Environmental Sustainability pathway initiatives include:

- Completion of car park PV solar system at Wyong Hospital
- Installation of electric charging stations at Gosford Hospital - expanding to Wyong FY24 with \$300k funding allocation
- 10 EV Vehicles + 100 Hybrids
- LED lighting program
- Reverse osmosis plant
- Cloud based data storage
- Telehealth / Virtual Health
- Clinical product swaps
- Medical gas swaps

Planning for Future Growth

Forecasting for the next 5 years has been conducted taking into account the growth of our clinical services. A new Clinical Services Strategy has been developed along with:

- Gosford Hospital - Master Plan developed.
- Wyong Hospital – palliative care unit in development, stage 3 redevelopment includes expanded cancer services, Nunyara Aboriginal health service.
- Long Jetty facility upgrade –Community and Urgent Care
- Living Labs –a three-year initiative with focus on healthy ageing
- ALICE –to support older people stay healthy and independent.

Reflection on the year

The Chief Executive reflected that with 350,000 community members we are still incredibly challenged to provide timely care. Over the last 12-18 months impressive improvements have been made showcasing our dedication to provide exceptional care to the Central Coast community. The organisation is committed to providing a great place to work for staff, closing the gap in health

outcomes and issues people face and providing better services for the community closer to home. The Board, Executive Leadership Team and our 7,400 staff are committed to providing better health outcomes.

Questions from the floor:

Question: How might plans for the Palliative Care Unit be affected by the recent State budget review or Voluntary Assisted Dying legislation?

Response (provided by Chief Executive)

This will not be impacted. Planning is well underway for the Palliative Care Unit at Wyong with architects involved as well as community members in designing the space.

Question: Why aren't surge beds staffed, why aren't theatres cancelled when surge beds are opened to deploy safe staffing to wards

Question: Why isn't emergency adequately resourced? I have had 3 instances in the past 12 months of 8+ hour wait times.

Response (provided by Chief Executive)

The Chief Executive acknowledged that there are some gaps in being able to staff the unit to the desired level in some of the teams. Although this has improved significantly in the past 12 months there is still a 2-3% gap to close and have our wards and units fully staffed. Over 300 new nurses have been recruited in the last 12 months in addition to 180 new graduate nurses. More new graduate nurses will commence in January/February 2024. Recruitment initiatives are still underway to close this gap.

Question: How will you fix the waiting times at Emergency? I've had 4 experiences at Wyong Hospital within 16 months where we experienced wait times > 8 hours, including for a 92-year-old man who was sent home twice before finally being admitted and he ended up staying in hospital for 2 weeks + 2 weeks in rehab. There is no point having a shiny new Emergency facility if it's inadequately resourced (competency and quantity).

Response (provided by Chief Executive)

The Chief Executive expressed this is not a case that we would like to see occur for any of our patients and apologised that this occurred. The Chief Executive acknowledged that at times there is more pressure on our services with the number of patients presenting continuing to grow. There have been significant improvements in timeliness of care and quality of care provided and this continues to be a priority for improvement.

Question: Why don't you protect patient privacy and confidentiality? Medical staff, particularly doctors, come into shared wards and speak loudly sharing private and confidential health and other information. Males and females are in shared wards, in challenging personal situations. My dog gets treated with greater respect for his privacy when we go to the vet.

Response (provided by Chief Executive)

There is no question that patient privacy and confidentiality is of high importance and there is a need to protect patient privacy in these instances. A high bar of patient confidentiality is held at Central Coast Local Health District and if this has not occurred in this case it will be reflected upon.

Question: A month ago, I would have fallen in your "transfer of care within 30 mins" category, but I was transferred from an ambulance to the cattle pen in Emergency. No care was provided. Not even a glass of water. It was 8 hours before I saw a doctor. You're not measuring the right things.

Response (provided by Chief Executive)

Central Coast Local Health District is determined to see positive changes and improvements in the areas of timeliness of care and quality of care for patients.

Meeting Close

The Chief Executive reiterated the commitment of the Board, the Executive and CCLHD staff to continue to focus on providing a quality health service for the Central Coast community.

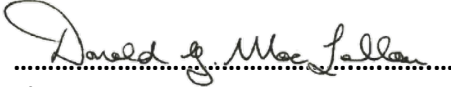
In closing the meeting, Professor MacLellan acknowledged and thanked all for their attendance and for the questions provided at the Annual Public Meeting. On behalf of the Board, Chief Executive and his management team may all have a safe and enjoyable Christmas and best wishes for the new year.

The meeting closed at 10.46am.

**CERTIFIED AS A CORRECT RECORD
(CCLHD Board meeting – 19 December 2023)**

Prof. Donald MacLellan
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Name



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Signature

19 December 2023
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Date