

CCLHD BOARD MEETING

Date/Time: Tuesday 19 December 2023 – 5:30pm
Venue: Conference Room, Education Centre, Wyong Hospital

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:

➤ <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

Professor Donald MacLellan 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	<i>Via Teams</i>
FLINT, Mr Greg	
HEALY, Mr Greg	
JENKINS, Dr Brent	<i>Via Teams</i>
KING, Mr Robert	<i>Via Teams</i>
LEVETT-JONES, Prof Tracy	<i>Via Teams</i>
MUNRO, Dr Bill	

Ex Officio:

McLACHLAN, Mr Scott	Chief Executive
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Invitees:

CONSTABLE, Ms Jude	Executive Director Acute Care Services
CRUICKSHANK, Mr Adam	District Director Community Wellbeing and Allied Health
DUERDEN, Dr David	Acting Director Mental Health
INGRAM, Dr Matthew	Gosford and Wyong Medical Staff Council Chair
ROSS, Mr James	District Director Finance and Corporate Services

WARDROPE, Ms Niki Mental Health Emergency Services and Suicide Prevention Pathways Manager
WILKINSON, Ms Fiona District Director Quality, Strategy and Improvement

In attendance:

LAING, Ms Corinne Board Secretariat (*minutes*)

Apologies:

FIELD, Ms Belinda Board Member

WINTER, Ms Sarah Board Member

3. DECLARATION OF INTEREST – Nil.

4. PRESENTATIONS:

4.1 Mental Health Deep Dive

Dr David Duerden and Ms Niki Wardrope presented an in-depth review of the Mental Health Services provided by Central Coast Local Health District (the District) with a focus on care across the lifespan, spectrum of care, geographical locations, treatment types, healthcare settings and collaboration with other organisations.

The presentation focused on topics including:

- Services Delivered in the hospital and community including Headspace, Child and Adolescent Services, Acute Services, Community Services, Allied Health Services and health equity in vulnerable populations.
- Current Mental Health Service Staffing and Bed Capacity at Wyong and Gosford Hospitals
- Service Agreement Key Performance Indicators and Service Agreement Initiatives including current programs and development.
- Statistics of Suicide on the Central Coast from 2018 to 2022
- Mental Health Care provided by the District from 2021 to 2023
- Aboriginal People’s Service Access
- Service Enhancements accomplished during 2023 including:
 - 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.
 - Specialist Dementia care unit opened by Hammond Care in Erina supported by the District’s Mental Health Service.
 - An Early Intervention Clinician started with the Eating Disorders Team. The position provides support working across Child and Adolescent Mental Health Service, Medical wards and headspace.
- Research Projects, Programs and Partnerships
- Clinical Services Plan 2023-2028 (including projected demand to 2036).
- Mental Health Strategic Plan 2023 to 2026 – key focus areas
- Safe Haven Gosford - an alternative to the Emergency Department:
 - Part of a suite of initiatives in the NSW Towards Zero Suicides Initiatives which seek to provide best practice care and support to build on local community resilience and improve systems and practices to reduce the suicide rate in NSW.
 - Aims to offer a comfortable, accessible, peer-led service that helps individuals feel less alone and better equipped to manage their suicide crisis. Provides a supportive and non-judgmental space where individuals can share their experiences and receive support from people who have been through similar situations.
 - Empowers people to take an active role in their recovery, by providing information, skills, and resources.
- Safe Haven Wyong – New Wyong Headspace Satellite Centre established. Due to open in March 2024. Aboriginal Led Safe Haven - open to all of the Wyong community.

- Lake Haven Headspace – Gawal Matjarr – *Many Hands*. Lake Haven headspace upgraded to full centre with renovation to create culturally safe spaces.

[Action: Update on Mental Health Service to be provided mid-2024.](#)

5. PATIENT STORY

Mr David Duerden introduced the patient story which was presented via YouTube video about a 16-year-old male (Ayden) who attended Headspace at Gosford and spent three years (on and off) accessing services due to issues with feelings of anxiety, suicidal ideation, and depression.

Ayden described himself as cheerful, happy and an extraverted person throughout year 7 to 10 at high school, being quite academic and always excelling. When he commenced year 11, he attended a different school, where he lost his established friendship group and proceeded to experience a drop academically. This collision of events caused him sadness, depression, and a lot of anxiety. He recollected that each day he woke up he had a feeling of dread that the day would be bad.

During his Higher School Certificate (HSC) he experienced panic attacks from challenging questions in the exams and even left the room of one exam in tears because he did not understand what the question was asking. He became anxious to take the bus home, often asking friends to drive him so that he did not have to go alone.

Thoughts experienced during that time were “was it going to be like this forever?” and “is this the new me?” feeling like he had lost himself. Ayden recalled sobbing in his bedroom one day as his mother walked past when she heard him, to which she approached and asked him what was wrong, comforted him and asked if he was suicidal to which the patient “let it all out for the first time and acknowledged it” responding with “yes”. He explained this experience was greatly beneficial and his mother said to him that they would find help and get through this, to which she then discovered Headspace and they made an appointment.

Ayden expressed that Headspace taught him tools he could use to help him deal with things such as when he was feeling certain ways that he still uses even today. The patient emphasised that the biggest help for him was talking to his parents about it and that it is amazing how just talking about things can get you through tough times.

An important message in closing was that the first thing someone should do if experiencing a mental health issue is to tell someone and “get it off your chest,” remembering that the issue is not you and not a part of you. Experiencing the emotions is part of the process and to know that “it will not be like this forever and it never is.”

6. CONFIRMATION OF MINUTES

The minutes of the meeting held on the 28 November 2023 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: Home Birthing Service Implementation Update to be presented to the Board in the form of an evaluation 100 days following commencement of the service.

November Update: First home birth took place on 25 November 2023. Update on how the service is functioning to be provided at the March 2024 Board meeting.

Action item 2: Our Path to Excellence Program - update to be presented to the Board in the first quarter of 2024.

Action item 3: Further update on the Foundation Business Case to be provided in 2024.

Action item 4: Clinical Services Plan progress report to be presented to the Board in February and July of each year.

Action item 5: Update to be provided on how the Voluntary Assisted Dying (VAD) Service is functioning in February 2024.

8 STRATEGIC MATTERS

8.1 Chairmans Report

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

8.2 Chief Executive Report on Strategic Priorities

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

- Performance Report (November 2023) - all 14 Hospital Acquired Complications (HAC's) are now performing.
- Access and flow improvements continue.
- Increased demand experienced in December 2023 with the summer period and more visitors to the Central Coast.

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 District financial position for YTD November 2023.
- Financial sustainability strategies
- Organisational Sustainability Program forecast

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 F. Wilkinson discussed:

- During the reporting period the reporting systems have changed, and reconciliations have been undertaken to see the difference in the two systems with slight variations found, though despite this all Hospital Acquired Complications would still be performing.
- The report demonstrates continuous improvement.
- Increased presentations to the Emergency Department in the last month however targeted improvement programs across the District looking at timely access to care, length of stay and readmissions.

Dr B. Munro raised concern about the number of trauma patients and wait time for surgery in theatres and the need for increased resources to improve patient care. Ms J. Constable agreed more trauma access is required and a structured action plan implemented. A proposal linked to the Surgical Services Plan is currently under review to prioritise trauma with some steps forward.

Action: Update on the Orthopaedic Trauma Service to be provided at the February 2024 Board meeting.

8.5 Strategic Planning for 2024

- The Board Planning Day is scheduled for Tuesday, 30 January 2024. Further communication will be provided prior to the day.

8.6 People Matter Survey

The CCLHD People Matters Survey (PMES) Agency Report was distributed in the Board meeting papers. The report was **noted** and taken as read.

The Chief Executive discussed:

- The PMES is one of the most important pieces of feedback received
- Increase in survey completion (almost doubled from previous year)
- Staff engagement increased by 4%
- Next Steps - managers provide a simple action to implement going forward.

9. BOARD SUBCOMMITTEE REPORTS

9.1 Health Care Quality Committee Key Messages

The Health Care Quality Committee Key Messages from the meeting held on 11 December 2023 were distributed in the Board Papers. **Noted** by the Board.

9.2 People and Culture Committee Key Messages

Nil key messages.

9.3 Consumer and Community Committee Key Messages

Nil key messages.

9.4 Medical & Dental Appointments Advisory Committee Key Messages

The Medical and Dental Appointment Advisory Committee Key Messages from the meeting held 6 November 2023 were distributed in the Board meeting papers. **Noted** by the Board.

Mr G. Flint discussed:

- The Medical & Dental Appointments Advisory Committee wishes to acknowledge Dr John Woods and Dr Nick Woods for their years of service and requested time of service certificates be presented.

Action: Letter of Recognition and Appreciation to be sent to Dr John Woods and Dr Nick Woods for their time in service.

9.5 Board Research Committee Key Messages

The Board Research Committee Key Messages from the meeting held on 12 December 2023 were distributed in the Board Papers. **Noted** by the Board.

10. OTHER REPORTS – Nil

10.1 CCLHD Annual Public Meeting Minutes – 28 November 2023

The Annual Public Meeting minutes held 28 November 2023 were distributed in the Board papers. The minutes were **endorsed** by the Board.

11. COMPLIANCE MONITORING

11.1 Enterprise-wide High & Extreme Risk Quarterly Report

The Briefing Note and Central Coast Enterprise-wide High & Extreme Risk Report was **noted** and taken as read.

11.2 Policy Directives with specific Board responsibility) – Nil

12. CLINICIAN ENGAGEMENT

12.1 Medical Staff Council Reports

Dr M. Ingram, Medical Staff Council (MSC) Gosford and Wyong Chair discussed:

- An event was recently held at Drifters Wharf , Gosford to recognise and celebrate the senior medical staff who have been practicing at the District for decades for their service. A take home message from all of their speeches was that a common reason the doctors enjoyed working at the District was because of the people employed here which was a great reflection on the organisation.

13. COMMITTEE MEETING MINUTES

13.1 Finance & Performance Committee Minutes

The Finance and Performance Committee minutes from the meeting held on 27 November 2023 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 October 2023 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 17 October 2023 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 6 November 2023 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 10 October 2023 were distributed in the Board meeting papers. **Endorsed** by the Board.

13.6 Audit and Risk Committee – Minutes

The Audit and Risk Committee minutes from the meeting held on 12 October 2023 were distributed in the Board meeting papers. **Endorsed** by the Board.

13.7 Clinical Council Minutes Consumer and Community Committee – Minutes

The 9 November 2023 minutes will be provided at the February 2024 meeting.

13.8 Consumer and Community Committee – Minutes

Nil meeting held.

14. NEW BUSINESS

14.1 Executive and Board Rounding Schedule

The Executive and Board Leadership Rounding Schedule has been circulated to the Board for date preferences.

14.2 Board Planning Day – 30 January 2024

A reminder that the Board Planning Day is scheduled for Tuesday 30 January 2024.

14.3 Reappointment of Board Chair

The Board Chair has received a letter from the Minister advising that his reappointment application has been successful and will commence on 1 January 2024 and finish on 31 December 2024.

The importance of Board Chair succession planning for the end of 2024 was raised along with a note that the addition of an Aboriginal Board Representative may be approved by the Ministry in early 2024.

The Board Chair wished the Board and Executive a safe and enjoyable festive season and all the best for 2024.

15. In Camera Session

An In Camera session was not held.

Meeting Close / Next Meeting:

The meeting closed at 7:26pm.

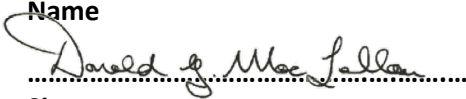
Next Meeting:

Tuesday, 27 February 2024 at 5.30pm

CERTIFIED AS A CORRECT RECORD

Prof. Donald MacLellan

Name

A handwritten signature in black ink, appearing to read "Donald MacLellan", is written over a horizontal dotted line.

Signature

27 February 2024

Date