

CCLHD BOARD MEETING

Date/Time: Tuesday 25 June 2024 – 5:30pm

Venue: Gosford Hospital – Conference Room, Conference Centre, Level 2

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

Prof. 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	
FLINT, Mr Greg	
HEALY, Mr Greg	
JENKINS, Dr Brent	
KING, Mr Robert	
MUNRO, Dr Bill	
WINTER, Ms Sarah	

Ex Officio:

McLACHLAN, Mr Scott	Chief Executive
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Invitees:

BROOKES, Mr Martyn	Project Manager – Analytics and Business Intelligence Strategy Presentation 4.2
CONSTABLE, Ms Jude	Executive Director Acute Care Services
CRUICKSHANK, Mr Adam	District Director Community Wellbeing and Allied Health
PACKER, Mr Tim	District Manager Patient Access, Flow and Improvement Presentation 4.1

ROSS, Mr James
SMITRAN, Ms Maya
SONTER, Mr Matthew

District Director Finance and Corporate Services
A/ District Director Quality, Strategy and Improvement
Committee Member – Aboriginal Health Partnership Council
Teams

STANBROOK-MASON, Ms Wendy
WALTON, Dr Anne

District Director Nursing & Midwifery
Gosford Medical Staff Council Chair *Teams*

In attendance:

LAING, Ms Corinne

Board Secretariat (*minutes*)

Apologies:

INGRAM, Dr Matthew

Wyong Medical Staff Council Chair

3. DECLARATION OF INTEREST – Nil.

4. PRESENTATIONS:

4.1 Patient Flow Deep Dive (including Winter Preparedness 2024)

Ms J. Constable, Mr T. Packer and Mr A. Cruickshank presented an in-depth collective overview on Patient Flow and Timely Access to Care within Central Coast Local Health District (the District). The extensive summary provided in the Board papers was **noted** and taken as read.

The following was discussed:

- Patient Flow and what it encompasses – also known as “The Patient Journey.”
- Patient Flow Units / Service Models and Planning Cycles.
- An Integrated Approach - a system wide approach collaborating across healthcare services and a patient-focused approach are essential for successful patient flow improvement across the District.
- Access Improvement Journey, Evaluation, Future Goals and Next Steps
- District Patient Flow Initiatives including:
 - Alternate Referral Pathways
 - Urgent Care Services - Long Jetty Urgent Care Services has serviced 2,058 patients since December 2023.
 - Social media campaigns to advertise and support alternative Emergency Department pathways.
 - Virtual Care
 - Alternate Models of Care
- Focus on hospital access improvement strategies and governance across Gosford and Wyong Hospitals
- 2024/25 Hospital Access Targets
- Impact on Finance and Performance
- Risks and Mitigation

The Board provided feedback and discussed patient flow challenges and opportunities for improving access and flow, the importance of staff engagement and creating awareness of initiatives and improvements amongst all staff within the District.

4.2 Strategic Plan Development

The Chief Executive presented a brief overview on progress in development of the District’s Strategic Plan. The draft final version of the Strategic Plan provided in the Board papers was **noted** and taken as read. The Chief Executive acknowledged the work undertaken during the last month by Mr M. Brookes in reviewing the content following Board feedback.

The Board discussed:

- Intention and meaning of the vision and proposed goals.
- Strategy alignment and impact focus
- Measuring outcomes and reporting of progress following implementation

- The importance of creating new indicators for any new initiatives developed throughout the plan's duration.
- Allocation of resources, adaptability and timeliness
- Communication of strategy

The finalised Strategic Plan will be endorsed at the July Board meeting. Following this an Annual Plan will be developed with Key performance Indicators (KPI's).

Action: Finalised Strategic Plan to be presented to the Board on 30 July 2024 for endorsement.

5. PATIENT STORY

The patient story was circulated out of session following the Board meeting and delivered via voice recording by a member of the Patient Safety Team about an 89 year old woman who was admitted to Woy Woy Transitional Care Unit (TCU) following a 7-month long hospital admission after a joint infection post knee replacement.

The patient required surgical debridement and had to be non-weight bearing for 3 months which led to a significant change in function. The 3 months of limited mobility and ongoing changes to the patient's function led to her having low mood and struggling with the change in her independence.

On 1 June 2023, the patient was transferred to TCU for 12 weeks of slow stream rehabilitation with physiotherapists, nurses and occupational therapists. The TCU program and staff provided support, kindness and an extended timeframe for the patient to work on her function and mobility. The patient felt the TCU program was life changing for her and made it possible for her to be discharged back to her own home next week (estimated first week of October 2023).

6. CONFIRMATION OF MINUTES

The minutes of the meeting held on the 28 May 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: Strategic Plan Development - Vision Update. *Refer to agenda item 4.2 – Chief Executive provided update.*

Action item 2: Mental Health Service Update - Update on Mental Health Service to be provided in November per the amended Deep Dive Schedule and Board Calendar.

Action item 3: Trauma/Planned Sessional Allotment Surgery Review - Update to be provided at Board meeting on 27 August 2024 (moved from 30 July 2024).

The Board Chair noted the following actions were completed out of session:

Action item 4: Foundation Business Case - Caring for the Coast Fundraising Update. Mr J. Ross to liaise with Director Fundraising and Partnerships regarding correction of wording "borrowed from a trust fund" in the briefing note.

Action item 5: Medical and Dental Appointment Advisory Committee Minutes (8 April 2024).

Correction to the meeting minutes (incorrect doctor's name and title). Mr G. Flint (Committee Chair) to pass on correction to Committee Secretariat for amendment to minutes.

8 STRATEGIC MATTERS

8.1 Chairmans Report – June 2024

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

- The District is awaiting further advice from the Ministry of Health (MoH) about previously announced changes to District Board memberships. The Chief Executive has received confirmation that a local recruitment exercise can be conducted in the interim that can then directly feed into a Statewide process when it occurs. An Expression of Interest (EOI) for the Board will be developed and advertised.

8.2 Chief Executive Report on Strategic Priorities – June 2024

The Chief Executive Report was distributed in the Board meeting papers. The report was **noted** and taken as read. The Board Chair highlighted the following key points:

- Hand Hygiene compliance across the District continues to perform above the National benchmark (80%).
- The 2024 annual Influenza Program occurred during May 2024 with approximately 5400 staff receiving flu vaccinations and 267 staff receiving COVID-19 vaccinations.
- We congratulate two District Interns who were presented with awards at the University of New England (UNE) Medical Graduation Dinner held on Saturday, 11 May 2024:
 - Dr Sandeepan Pushparaj - School of Rural Medicine - Head of School Award (highest scores across entire course).
 - Dr Peter Bae - The Doctors' Doctor Award (the doctor they would want to treat their families and loved ones).

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 G. Healy and J. Ross discussed:

- The District's Service Agreement has been received
- The District's financial forecast, funding and financial position in comparison to FY23 and other Local Health Districts (LHDs).

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 M. Smitran discussed:

- Unplanned readmissions is an area of continual focus
- NWAU has improved in areas including Mental Health, Dental and Virtual Care as a direct results of training opportunities and applied focus.

9. BOARD SUBCOMMITTEE REPORTS

The Board Chair congratulated Dr Bill Munro on his appointment as the District Director of Surgery.

9.1 Health Care Quality Committee Key Messages

The Health Care Quality Committee Key Messages from the meeting held on 17 June 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 18 June 2024 were distributed in the Board Papers. **Noted** by the Board.

9.3 Consumer and Community Committee Key Messages

The Consumer and Community Committee Key Messages from the meeting held on 11 June 2024 were distributed in the Board Papers. **Noted** by the Board. The Chair reminded the Board that the CCC Deep Dive will occur in July.

9.4 Medical & Dental Appointments Advisory Committee Key Messages

The Medical and Dental Appointment Advisory Committee Key Messages from the meeting held 6 May 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 11 June 2024 were distributed in the Board Papers. **Noted** by the Board.

10. OTHER REPORTS - Nil

11. COMPLIANCE MONITORING

11.1 Policy Directives with specific Board responsibility) – Nil

12. CLINICIAN ENGAGEMENT

12.1 Medical Staff Council Reports

Dr A. Walton acknowledged the winter period pressures on medical staff across the District with acuity and patient numbers and highlighted the Obstetrics and Gynecology Service as an area requiring focus.

- The Chief Executive noted correspondence has been received from the Obstetrics and Gynecology Specialists and will be meeting with them in the coming weeks.

13. COMMITTEE MEETING MINUTES

13.1 Finance & Performance Committee Minutes

The Finance and Performance Committee minutes from the meeting held on 27 May 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 13 May 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 16 April 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 6 May 2024 were distributed in the Board meeting papers. **Endorsed** by the Board.

- Mr G. Flint advised that significant progress has been made with the Visiting Medical Officer (VMO) /Visiting Dental Officer (VDO) Quinquennium Reappointment process and Realignment.

13.5 Board Research Committee – Minutes

The Board Research Committee minutes from the meeting held on 9 April 2024 were distributed in the Board meeting papers. **Endorsed** by the Board.

13.6 Consumer and Community Committee – Minutes

The Consumer and Community Committee minutes from the meeting held on 12 March 2024 were distributed in the Board meeting papers. **Endorsed** by the Board.

13.7 Audit and Risk Committee – Minutes

The Audit and Risk Committee minutes from the meeting held on 12 April 2024 were distributed in the Board meeting papers. **Endorsed** by the Board.

13.8 Clinical Council – Minutes

The Clinical Council Committee minutes from the meeting held on 11 April 2024 were distributed in the Board meeting papers. **Endorsed** by the Board.

13.9 Aboriginal Health Partnership Advisory Council – Minutes

Nil meeting held.

14. NEW BUSINESS

14.1 Executive Leader Rounding Schedule

The Board Chair thanked Board members for stepping in to fill vacancies that recently became available on the Leader Rounding Schedule. Please contact the Board Secretariat if you are available to attend either of the two remaining dates.

15. In Camera Session

An In Camera session was not held.

16. Appendix – Glossary – CCLHD Performance Report. **Noted by the Board.**

Meeting Close / Next Meeting:

The meeting closed at 7:43pm.

Next Meeting:

Tuesday, 30 July 2024 at 5.30pm

CERTIFIED AS A CORRECT RECORD

Prof. Donald MacLellan
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Name


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Signature

30 July 2024
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Date