

CCLHD BOARD MEETING

Date/Time: Tuesday 26 September 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
FLINT, Mr Greg
HEALY, Mr Greg
JENKINS, Dr Brent
KING, Mr Robert
LEVETT-JONES, Prof Tracy
MUNRO, Dr Bill
WINTER, Ms Sarah

Ex Officio:

McLACHLAN, Mr Scott Chief Executive

Invitees:

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

WILKINSON, Ms Fiona District Director Quality, Strategy and Improvement

In attendance:

LAING, Ms Corinne Board Secretariat (*minutes*)

Apologies:

FIELD, Ms Belinda Board Member

3. DECLARATION OF INTEREST – Nil.

4. PRESENTATIONS:

4.1 Our Path to Excellence

Ms F. Wilkinson presented an in-depth review of the Path to Excellence Program, providing a comprehensive summary of its purpose, progress and effectiveness to date.

The presentation outlined:

- The purpose of ‘Our Path to Excellence’ and ensuring we have consistent and reliable ways of working across our services.
- 26 teams from across the District have been through the Program since it commenced in early 2023.
- While the first three cycles have engaged a wide range of teams, the primary focus has been on acute settings to help address patient access and flow challenges.
- Upcoming cycles will continue to build on the success of earlier cycles with a much greater focus on community and non-clinical services.
- The program is having a positive impact on team level performance measures which support and align with several of the District’s Annual Priorities. These outcomes are contributing to improvements in access and flow at site and District level.
- Sustainability and continued success of the program relies on a number of critical success factors across three key pillars – sustaining new ways of working at a team level, maintaining a strong CCLHD delivery team (governance and design control) and continued whole of District connection and approach.

Action: An update on the Path to Excellence Program will be provided to the Board in the first quarter of 2024.

4.2 Board Research Committee Deep Dive

Dr B. Jenkins and Ms F. Wilkinson presented an in-depth overview of Central Coast Local Health District’s investment and function in the Research space. The presentation outlined:

- The importance of research practices for the District including:
 - The ability to improve quality and safe care and improve care experiences and outcomes for patients.
 - The ability to increase evidence-based, efficient, cost-effective practices.
 - The opportunity for expansion of knowledge and building of skills resulting in improved job satisfaction and productivity.
- The Research environment at CCLHD was established in 2013 and continues to evolve.
- A review of the District’s performance as of 30 June 2023 showcased research governance results, notable achievements (including the 2022 Research and Innovation Symposium), Research Awards, growth in research skills-building activities, increase in new projects, successful project exemplars and growth in the number of Honorary Conjoint Scholars.
- Research grants and partnership with the Central Coast Research Institute.
- The impact of research and addressing the District’s Annual Priorities and aligning with the Strategic Plan.
- Strategic Research Plan for 2022-2026 and key areas of focus.
- Implementation Plan for 2023-2024 and key areas of focus.

5. PATIENT STORY

The patient story was introduced by Ms F. Wilkinson and presented via a voice recording about the experience of a 79 year old woman with cognitive impairment, who presented to Gosford Emergency Department via ambulance following a fall in the community. The Carer (daughter) was well supported by the Patient Experience Officer to gain early access to staff in the Emergency Department to assist in reducing the stress on her mother and assisting with timely information regarding her mother's health.

The patient and her carer advised that all staff were compassionate, respectful and professional in the way they provided care. While the patient was well enough for discharge, the Emergency Department Doctor recognised the increase in falls and ongoing risk and referred the patient to the Rapid Assessment to Care and Evaluation (RACE) team for additional Allied Health input on discharge home that day. The RACE team contacted the patient that evening to set up a time to come to her home for additional assessments.

The RACE team assisted with information on Estate planning, POA, Enduring Guardian, an exercise program and assistance choosing a personal monitor. The patient and her daughter thanked all involved for providing such an amazing service.

6. CONFIRMATION OF MINUTES

The minutes of the meeting held on the 29 August 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: The Foundation Business Case is in the next stage of development and will be presented to the Board at the meeting on 25 September 2023. [Update provided under agenda item 8.5.](#)

Action item 2: Home Birthing Service Implementation Update to be presented to the Board in the form of an evaluation 100 days following commencement of the service. [Due date to be advised following commencement of implementation.](#)

Action item 3: Update on implementation of the Clinical Service Plan will be presented to the Board at the meeting on 31 October 2023.

Action item 4: Emergency Department Clinician Engagement. [Update - Chief Executive to contact Dr Trethewy to extend invitation to attend November Board meeting.](#)

8 STRATEGIC MATTERS

8.1 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:

- The District has received de-escalation to Performance Level 1 and positive recognition for performance improvements in quality, safety and timely access to care.
- Quality and safety measures have improved including a reduction in falls rates over the last 2-3 months and hand hygiene compliance.
- The Quality Awards were held on 21 September 2023. Many services were recognised for their work and achievements. Focus remains on progression of further improvement outcomes.
- The People Matters Survey received an increased rate of staff feedback compared with 2022.

8.2 CCLHD Finance Report

The CCLHD Financial Performance Report was distributed with the Board meeting papers. The report was **noted** and taken as read.

8.3 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:

- A strong focus has been maintained on Hospital Acquired Complications (HACs). HAC results in this period were influenced by adjustments to targets for the new financial year.
- A target change saw August 2023 hospital acquired respiratory complications achieve target.
- Falls remained steady but the result improved due to a target increase.
- Substantial changes to the new financial year targets moved hospital acquired medication complications and 3rd and 4th degree perineal lacerations from the performing to the not performing category.

8.4 Strategic Planning for 2024

The Chief Executive discussed:

- Progression in developing new Strategic Plan.
- Board Planning Day design has commenced.

8.5 CCLHD Caring for the Coast Foundation Update

The Chief Executive provided an update on the CCLHD Caring for the Coast Foundation Update. The briefing note and implementation plan was **noted** and taken as read. **Endorsed by the Board.**

- Progression of the implementation and planning.
- Recruitment process for the Directors role has commenced.
- Refinement of focus areas for the foundation in progress.

Action: [Update on the Foundation Business Case to be provided in 2024.](#)

8.6 NSW Health Service Agreement 2023-2024

Mr J. Ross presented an overview of the 2023/24 Service Agreement. The presentation outlined:

- Key changes in the base budget, new funding items and budget allocations.
- The Capital Expense Budget is pending final allocation.
- Recommendation for approval, subject to the additional information forthcoming and aligning to anticipated values and impacts. **Endorsed by the Board.**

9. BOARD SUBCOMMITTEE REPORTS

9.1 Health Care Quality Committee Key Messages

The Health Care Quality Committee Key Messages from the meeting held on 14 August 2023 were distributed in the Board Papers. **Noted** by the Board.

9.2 People and Culture Committee Key Messages

Nil meeting held.

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 on 7 August 2023 were distributed in the Board meeting papers. **Noted** by the Board.

9.5 Board Research Committee Key Messages

Nil meeting held.

10. OTHER REPORTS

10.1 Mental Health External Review – held over.

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 Annual Safety and Quality Account 2022-23

The Briefing Note and Annual Safety and Quality Account was **noted** and taken as read.

11.3 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 Raised a couple of issues from the MSC that were appropriately discussed and responded to by the Chief Executive.

13. COMMITTEE MEETING MINUTES

13.1 Finance & Performance Committee Minutes

The Finance and Performance Committee minutes from the meeting held on 25 September 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 14 August 2023 were distributed in the Board Papers. **Endorsed** by the Board.

13.3 People and Culture Committee – Minutes

Nil meeting held.

13.4 Medical and Dental Appointment Advisory Committee - Minutes

The Medical and Dental Appointment Advisory Committee minutes from the meeting held on 7 August 2023 were distributed in the Board meeting papers. **Endorsed** by the Board.

- Dr Finn MacNeil has announced his retirement following 30 years of service as a Visiting Medical Officer (VMO) of the Urology Department. A letter of appreciation for his service will be sent to him & signed by the Board Chair & CE.

13.5 Board Research Committee – Minutes

Nil meeting held.

13.6 Consumer and Community Committee – Minutes

The Consumer and Community Committee minutes from the meeting held on 11 July 2023 were distributed in the Board meeting papers. **Endorsed** by the Board.

13.7 Audit and Risk Committee – Minutes

Nil meeting held.

13.8 Clinical Council Minutes

Nil meeting held.

14. NEW BUSINESS

14.1 Letter to CCLHD – Change in Performance Level

The CCLHD Performance Level Letter was distributed in the Board meeting papers. The letter was **noted** and taken as read.

14.2 Deep Dive Schedules (updated) 2023 and 2024

The updated Deep Dive Schedules for 2023 and 2024 were distributed in the Board meeting papers. The schedules were **noted** and taken as read. The Board Chair discussed the changes and noted any gaps throughout 2024 will be filled by the Board with items of strategic interest such as artificial intelligence and governance in healthcare and environmental sustainability.

15. In Camera Session

An In Camera session was not held.

Meeting Close / Next Meeting:

The meeting closed at 8:12pm.

Next Meeting:

Tuesday, 31 October 2023 at 5.30pm

CERTIFIED AS A CORRECT RECORD

Prof. Donald MacLellan

Name



Signature

31 October 2023

Date