

## CCLHD BOARD MEETING

Date/Time: Tuesday 26 March 2024 – 5:30pm

Venue: Conference Room, Conference Centre, Gosford Hospital

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**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 &amp; 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>

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### 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 *(Teams)*

JENKINS, Dr Brent

KING, Mr Robert

LEVETT-JONES, Prof Tracy *(Teams)*

MUNRO, Dr Bill *(Teams)*

WINTER, Ms Sarah *(Teams)*

Ex Officio:

McLACHLAN, Mr Scott Chief Executive

Invitees:

ABRAHAMS, Mr Benson Partner – Fitzpatrick and Partners / Wyong Redevelopment Architect

*In attendance for presentation 4.1 (Part 1 only)*

CORSIATTO, Mr Chad Manager Capital Work and Asset Management CCLHD / CCLHD Service

Development Priority Focus Areas Plan *In attendance for presentation 4.1 (Part 1 and 2 only)*

CRUICKSHANK, Mr Adam	District Director Community Wellbeing and Allied Health
INGRAM, Dr Matthew	Wyong Medical Staff Council Chair
PINDAR, Mr Rod	Partner – Fitzpatrick and Partners / Wyong Redevelopment Architect <i>In attendance for presentation 4.1 (Part 1 only)</i>
ROSS, Mr James	District Director Finance and Corporate Services
SONTER, Mr Matthew	Aboriginal Health Partnership Council Member
WALTON, Dr Anne	Gosford Medical Staff Council Chair <i>(Teams)</i>
WILKINSON, Ms Fiona	District Director Quality, Strategy and Improvement
WILLIAMS, Mr Peter	A/Executive Director Acute Care Services

In attendance:

LAING, Ms Corinne Board Secretariat (*minutes*)

Apologies:

CONSTABLE, Ms Jude Executive Director Acute Care Services

**3. DECLARATION OF INTEREST – Nil.**

**4. PRESENTATIONS:**

**4.1 Wyong Hospital Master Plan (Part 1)**

Mr R. Pindar and Mr B. Abrahams presented an in-depth overview of the Wyong Hospital Master Plan. Since commencement in November 2023 a 5-month master planning process has been in progress.

The presentation outlined the following:

- Initial investigation and analysis of existing campus.
- Existing constraints and challenges reviewed, and potential opportunities for improvement identified.
- Review conducted in consultation with the Executive Working Group and a large cohort of representatives from across the District. Factors considered included:
  - Site appreciation including precinct and neighboring conditions, history, core links, campus identity and amenity, movement and circulation, vehicular movement, site conditions and accessibility, open space amenity and sustainability/wellbeing (indigenous garden, green track around perimeter of campus, internal courtyard spaces, high level open spaces).
  - Design Principles including first nations representation, clear vision for the campus, core clinical relationships, patient focused, improved staff experience, community services, improved circulation and wayfinding, sustainability, green spaces and wellness, promotion of collaboration and partnership.
  - Consideration for functional relationships between clinical services, drop off and entry locations, vehicular flow at the site, pedestrian flow and clinical flow, car parking, services flow (maintenance and delivery vehicles).
- The campus should develop a strategic framework for furthering the recognition of the local indigenous population and the local history, language and culture of First Nations people.
- Shortlisted considered options and the preferred option for the final master plan.
- Staging for completion.

**CCLHD Service Development Priority Focus Areas Report (Part 2)**

Ms F. Wilkinson and Mr C. Corsiatto presented an in-depth summary on the CCLHD Development Priority Focus Areas.

The presentation outlined the following:

- Background - This document is completed by the various Districts by request from the Ministry of Health (MoH) to outline their major capital directions for the coming 5 to 15 years. This allows the District to focus on key priorities. The Ministry use the document as a reference when receiving submissions for any future capital projects.

- The Asset Management Committee is the governance body that has had oversight of the work to date on the priority focus areas.
- Proposed Priority Focus Areas for CCLHD.
- The elements that the MoH have asked all Districts to cover with their priority areas.
- Proposed CCLHD priorities including the two Community Health Hubs (Northern Central Coast and Gosford).
- Links with existing documents and planning such as Clinical Services Plan, Asset Management Plan, Strategic Asset Plan, Capital Investment Proposals and Master Plan.

The Briefing Note and CCLHD Development Priority Focus Areas Report was distributed in the Board meeting papers. **Endorsed** by the Board.

## 5. PATIENT STORY

The patient story was introduced by Ms F. Wilkinson about a 70 year old female patient who was diagnosed with an aggressive form of Breast Cancer at the end of 2021. The patient was referred to the Physiotherapy Early Intervention for Lymphoedema Service which completely changed her experience by providing wholistic care and information to both the patient and her husband.

Post-operatively the patient did develop lymphoedema to her right arm despite the early intervention – however she feels this was to a much lesser extent due to the intervention and information provided to her. The patient advised the care and information the staff provided made a significant difference to her patient journey – reducing the risk of mental health decline, physical implications such as pain and wound development.

The Early Intervention service trial commenced within the CCLHD in 2018, with the model now being used in 13 districts within NSW. Using Bio Impedance Spectroscopy technology, not only have the rate of chronic lymphoedema been reduced by over half of all patients referred, but lymphoedema detected at the very early stages may now be potentially curable.

The patient and her husband were very grateful for the service provided by the Early Intervention Lymphoedema Service and wanted to highlight the importance of this service to other breast cancer patients.

## 6. CONFIRMATION OF MINUTES

The minutes of the meeting held on the 27 February 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:** Foundation Business Case - Further update on the Foundation Business Case to be provided in May/June 2024.

**Action item 2:** Mental Health Service Update - Update on Mental Health Service to be provided mid-2024. Update to be provided at the Board meeting on 31 July 2024.

**Action item 3:** Unreported Plain X-Rays – Update to be provided at the Board meeting on 28 May 2024.

**Action item 4:** Our Path to Excellence Program Update - Update to be provided at the Board meeting on 30 April 2024.

[The Board Chair noted the following actions for discussion:](#)

**Action item 5:** Home Birthing Service Implementation – For discussion under agenda item 8.6.

**Action item 6:** Clinical Services Plan – Implementation Progress Update - For discussion under agenda item 8.5.

## **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:

- There have been significant improvements in performance in areas of quality, safety and care and ability to manage a range of community-based services within the District. This has resulted in some improved health outcomes.
- The District financial position and past and current impacts.

### **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 YTD March 2024.
- Recent increased financial demand from increased admission rates and length of stay.
- Revenue strategy and future service provision to meet community needs.
- Medium term priorities for focus FY25
- Longer term priorities for focus FY25

### **8.4 CCLHD Performance Report**

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

### **8.5 Briefing Note – Clinical Services Plan – Implementation Progress Update**

The briefing note was distributed in the Board meeting papers. The report was **noted** and taken as read.

### **8.6 Briefing Note - Home Birthing Service Implementation – 100 Day Evaluation**

The briefing note was distributed in the Board meeting papers. The report was **noted** and taken as read.

Mr A. Cruickshank discussed:

- Since the homebirth model opened in October 2023, 37 women have expressed interest in experiencing a publicly funded homebirth in the first 100-days.
- 15 went on to have a successful homebirth.
- Positive patient outcomes, staff satisfaction and consumer experience were highlighted.

## **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 March 2024 were distributed in the Board Papers. **Noted** by the Board.

### **9.2 People and Culture Committee Key Messages**

Nil key messages. The People and Culture Committee Key Messages from the meeting held on 12 December 2023 and 20 February 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 12 March 2024 were distributed in the Board Papers. **Noted** by the Board.

#### **9.4 Medical & Dental Appointments Advisory Committee Key Messages**

The Medical and Dental Appointment Advisory Committee Key Messages from the meeting held 5 February 2024 were distributed in the Board meeting papers. **Noted** by the Board.

#### **9.5 Board Research Committee Key Messages**

Nil meeting held.

#### **9.6 Briefing Note - Board Research Committee Annual Terms of Reference Review**

The Board Research Committee Terms of Reference and Annual Review Report were noted and taken as read. **Endorsed** by the Board.

#### **10. OTHER REPORTS – Nil.**

#### **11. COMPLIANCE MONITORING**

##### **11.1 Briefing Note - Enterprise-wide High & Extreme Risk Quarterly Report**

The Briefing Note and High-Risk Report for January to March 2024 were distributed in the Board meeting papers. **Noted** by the Board.

##### **11.2 Policy Directives with specific Board responsibility) – Nil**

#### **12. CLINICIAN ENGAGEMENT**

##### **12.1 Medical Staff Council Reports**

Dr M. Ingram advised the next Medical Staff Council meeting is on 7 May 2024 and all Board and Executive members are invited to attend. The Australian Medical Association (AMA) are attending the meeting to discuss the Visiting Medical Officers (VMO) determination for New South Wales (NSW).

Dr A. Walton noted the interest from medical officers to attend this meeting.

#### **13. COMMITTEE MEETING MINUTES**

##### **13.1 Finance & Performance Committee Minutes**

The Finance and Performance Committee minutes from the meeting held on 26 February 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 12 February 2024 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 5 February 2024 were distributed in the Board meeting papers. **Endorsed** by the Board.

##### **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 12 September 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**

The Clinical Council minutes from the meeting held on 14 December 2023 were distributed in the Board meeting papers. **Endorsed** by the Board.

**14. NEW BUSINESS**

**14.1 Voluntary Assisted Dying (VAD) Service Update**

Mr G. Healy requested an update on how the VAD Service is tracking within the District.

The Chief Executive discussed:

- Following implementation, a higher number of patients have applied than was originally forecast.
- The Central Coast has received a higher amount of interest than any other district across NSW.
- An extensive support network has been put in place amongst clinicians.

**14.2 Patient Story Presented in February 2024**

Mr G. Healy acknowledged Dr B. Munro for the patient story he facilitated at the February Board meeting. Dr B. Munro provided an update that there are steps in progress to improve end-of-life care and around futile interventions.

**14.3 Executive Leader Rounding**

The Board Chair reminded the Board that the Executive and Board Leadership Rounding Schedule has been re-circulated to the Board and there are three vacant dates that require a Board member to attend.

**15. In Camera Session**

An In Camera session was not held following the Board meeting.

**Meeting Close / Next Meeting:**

The meeting closed at 8:00pm.

**Next Meeting:**

Tuesday, 30 April 2024 at 5.30pm

**CERTIFIED AS A CORRECT RECORD**

Mr Greg Healy

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**Name**



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**Signature**

30 April 2024

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**Date**