

CCLHD BOARD MEETING

Date/Time: Tuesday 27 February 2024 – 5:30pm
Venue: Conference Room, Conference Centre, Gosford 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 *(Teams 17:30 – 18:30)*

FLINT, Mr Greg

HEALY, Mr Greg *(Teams)*

JENKINS, Dr Brent

KING, Mr Robert *(Teams)*

LEVETT-JONES, Prof Tracy

MUNRO, Dr Bill

WINTER, Ms Sarah

Ex Officio:

McLACHLAN, Mr Scott Chief Executive

Invitees:

BERRY, Ms Karen Director Internal Audit *(Presentation 4.2 only)*

BROOKES, Mr Martyn Project Manager - Analytics & Business Intelligence Strategy *(Presentation 4.1 only)*

CONSTABLE, Ms Jude Executive Director Acute Care Services

CRUICKSHANK, Mr Adam District Director Community Wellbeing and Allied Health

ROSS, Mr James	District Director Finance and Corporate Services
STANBROOK-MASON, Ms Wendy	District Director Nursing and Midwifery
WILKINSON, Ms Fiona	District Director Quality, Strategy and Improvement

In attendance:

LAING, Ms Corinne	Board Secretariat (<i>minutes</i>)
-------------------	--------------------------------------

Apologies:

INGRAM, Dr Matthew	Wyong Medical Staff Council Chair
WALTON, Dr Anne	Gosford Medical Staff Council Chair

3. DECLARATION OF INTEREST – Nil.

4. PRESENTATIONS:

4.1 2024 Strategic Plan Development Update

Ms F. Wilkinson presented an in-depth summary on the CCLHD Strategic Plan Development with a focus on an overview of progress, strategy scope and areas of work directly relating to key challenges, delivery priorities and alignment and governance.

4.2 Public Interest Disclosure (PID) Board Responsibilities

Ms K. Berry presented an in-depth summary of the Public Interest Disclosures Act (PID Act) and its purpose, aim, assessment guidelines, reporting procedures and referral pathway for the Board.

5. PATIENT STORY

The patient story was introduced by Dr B. Munro about a 94 year old patient who presented to the Emergency Department with a cough, fever and reduced level of consciousness (LOC) and was admitted to hospital under the Geriatric Team. The patient underwent a comprehensive review in the emergency department including blood tests, imaging and CT scan. A diagnosis was made of a non-stemi (heart attack) and pneumonia. The patient had a background of known metastatic cancer with lung and brain metastases for which they were not receiving active treatment.

A decision was made for active treatment for his current conditions including IV antibiotics, troponin levels and MET calls (ICU response to a deteriorating patient to intervene before they arrest to achieve a better outcome). An Advanced Care Plan was in place for no CPR but supported MET calls. Over the subsequent days multiple interventions took place including team reviews, after hours doctor reviews and a MET call where the ICU team put limitations of care in place. It is estimated that at least 8 doctors and multiple nurses are involved in these reviews.

The patient passed away three days after he was admitted to hospital. The patient story highlighted there was a need to recognise that the patient was approaching end of life and that comfort care was really needed instead of enabling MET calls. As MET calls can occur simultaneously, whilst an inappropriate MET call is made for a patient there may be another patient that would really benefit from an early ICU intervention that may not receive a response in as timely a manner. The patient story highlighted a number of areas that require attention to improve care for patients, ensure appropriate use of resources and minimise the risk of harm to all patients.

6. CONFIRMATION OF MINUTES

The minutes of the meeting held on the 19 December 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 at the meeting on 26 March 2024.

Action item 2: Our Path to Excellence Program - Update to be presented to the Board at the meeting on 30 April 2024.

Action item 3: Foundation Business Case – Update will be provided in May or June 2024.

Action item 4: Mental Health Service update - Update to be provided in July 2024.

Action item 5: Clinical Services Plan - Held over. Update on implementation of the Clinical Service Plan will be presented to the Board at the meeting on 26 March 2024.

Action item 6: Voluntary Assisted Dying (VAD) Service – For discussion under item 10.1.

Action item 7: Orthopaedic Trauma and wait time for surgery in Theatres - For discussion under 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:

- The Chief Executive met with the Ministry of Health last week for the quarterly performance review with positive feedback received on the District's performance.
- Service negotiations have commenced for the next financial year.
- High levels of demand were experienced during December 2023 and January 2024 through emergency departments and other services. The challenges were well managed.
- The District's Surgery performance continues to improve.
- 150 New Grad Nurses and significant numbers of Junior Medical Doctors have commenced in the workforce. A lot of support has been provided for orientation of these new staff.

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.

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 highlighted there has been significant improvement over all key performance indicators, noting improvements in falls and hospital acquired infections.
- Ms J. Constable noted the recent increase in demand has put some pressure on further improvements and acknowledged that despite higher activity over the holiday period the District has maintained performance.

8.5 Briefing Note – Orthopaedic/Trauma Plan

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

Ms J. Constable provided a brief overview of the plan to address increasing volumes of orthopaedic trauma patients requiring surgical intervention. An action plan has been developed to identify opportunities to enhance the sessions available for orthopaedic trauma whilst also considering the overall future demand on orthopaedic services.

8.6 Briefing Note - Unreported Plain X-Rays

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

Following presentation by Ms J. Constable about the increase in numbers of unreported plain films (x-rays) and Board discussion it was recommended that an update be provided to the Board in three months.

Action: Update to be provided at the Board meeting on 28 May 2024.

8.7 CCLHD Quarterly Board Report July - September 2023 – Briefing Note

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

9. BOARD SUBCOMMITTEE REPORTS

9.1 Health Care Quality Committee Key Messages

The Health Care Quality Committee Key Messages from the meeting held on 12 February 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 will be tabled at the Board meeting on 26 March 2024.

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 14 February 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 13 February 2024 were distributed in the Board Papers. **Noted** by the Board.

10. OTHER REPORTS –

10.1 Briefing Note – Voluntary Assisted Dying (VAD) Service

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

Ms Jude Constable presented an in-depth summary of the service which became operational on 28 November 2023 and has been operating for 10 weeks, highlighting its purpose, demand across the District and early feedback received.

11. COMPLIANCE MONITORING

11.1 Policy Directives with specific Board responsibility) – Nil

12. CLINICIAN ENGAGEMENT

12.1 Medical Staff Council Reports

The Board Chair announced that Dr Anne Walton has been appointed as Chair of the Gosford Medical Staff Council.

13. COMMITTEE MEETING MINUTES

13.1 Finance & Performance Committee Minutes

The Finance and Performance Committee minutes from the meeting held on 18 December 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 11 December 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 12 December 2023 were distributed in the Board meeting 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 4 December 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 12 December 2023 were distributed in the Board meeting papers. **Endorsed** by the Board.

13.6 Audit and Risk Committee – Minutes

Nil meeting held.

13.7 Clinical Council Minutes

Nil meeting held.

13.8 Consumer and Community Committee – Minutes

Nil meeting held.

14. NEW BUSINESS

14.1 Letter from University of Newcastle (UoN) to Amanda Dawson - 15 November 2023

The letter from UoN to Amanda Dawson was distributed as an additional Board meeting paper. The letter was **noted** and taken as read.

14.2 Letter of Condolence on behalf of CCLHD Board - The Honourable Adam Crouch MP

The letter of Condolence on behalf of CCLHD Board to the Honourable Adam Crouch MP was distributed as an additional Board meeting paper. The letter was **noted** and taken as read.

14.3 Deep Dive Schedule Amendments

The amended Deep Dive Schedule for 2024 was distributed as an additional Board meeting paper. The schedule was **noted** and taken as read.

14.4 Board Member Resignation

Belinda Field has resigned from the CCLHD Board. The Board Chair is working with the Ministry of Health to arrange appointment of another Aboriginal Representative.

15. In Camera Session

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

Meeting Close / Next Meeting:

The meeting closed at 7:56pm.

Next Meeting:

Tuesday, 26 March 2024 at 5.30pm

CERTIFIED AS A CORRECT RECORD

Prof. Donald MacLellan
.....

Name


.....

Signature

26 March 2024
.....

Date