

minutes



Health
Central Coast
Local Health District

CARING FOR THE COAST – EVERY PATIENT EVERY TIME

CCLHD BOARD MEETING

Date/Time: Tuesday 28 May 2024 – 5:30pm

Venue: Wyong Hospital – Meeting Room 1A, Meeting Room Hub, Level 3

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

Mr Matthew Sonter provided the Acknowledgement to Country and paid respect to Aboriginal Elders past and present. The Board Chair reminded all present that last Sunday was National Sorry Day and this week is National Reconciliation Week.

2. WELCOME/ATTENDANCE/APOLOGIES

Board Members:

MacLELLAN, Prof Donald	Board Chair
EBBECK, Mr Timothy	
FLINT, Mr Greg	
HEALY, Mr Greg	
LEVETT-JONES, Prof Tracy	
KING, Mr Robert	
MUNRO, Dr Bill	
WINTER, Ms Sarah	

Teams

Ex Officio:

McLACHLAN, Mr Scott	Chief Executive
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Invitees:

BRAMSTON, Mr Nathan	Aboriginal Workforce Development Manager Presentation 4.2
CONSTABLE, Ms Jude	Executive Director Acute Care Services
CRUICKSHANK, Mr Adam	District Director Community Wellbeing and Allied Health
INGRAM, Dr Matthew	Wyong Medical Staff Council Chair

KESTEL, Ms Bonnie	District Director Workforce and Culture
ROSS, Mr James	District Director Finance and Corporate Services
SMITRAN, Ms Maya	A/ District Director Quality, Strategy and Improvement
SONTER, Mr Matthew	Committee Member – Aboriginal Health Partnership Council
STANBROOK-MASON, Ms Wendy	District Director Nursing & Midwifery
WALTON, Dr Anne	Gosford Medical Staff Council Chair

In attendance:

LAING, Ms Corinne Board Secretariat (*minutes*)

Apologies:

BROOKES, Mr Martyn	Project Manager – Analytics and Business Intelligence Strategy
JENKINS, Dr Brent	Board Member
WILKINSON, Ms Fiona	District Director Quality, Strategy and Improvement

3. DECLARATION OF INTEREST – Nil.

4. PRESENTATIONS:

4.1 Strategic Plan Development Update – Vision Update

The Chief Executive presented a brief overview of progress achieved in the last 4 weeks for the development of the District's Strategic Plan. A further comprehensive update will be provided at the Board meeting on 25 June 2024. The following was discussed:

- Work has been completed on strategy development, since last presented to the Board.
- Deep dive sessions have been held exploring:
 - People and culture
 - Finance
 - Population health
- Outline of the draft vision and strategy goals
- Connection to returning days of care to community.
- Building trusted care and better health for the community.

The Board provided feedback and discussed the importance of setting clear goals and outcomes for achievement. The Chief Executive welcomed further feedback offline.

Action: Strategic Plan to be presented to the Board at the meeting on 25 June 2024.

4.2 People and Culture Deep Dive

Ms B. Kestel presented an in-depth overview on the People and Culture Plan. The summary provided in the Board papers was **noted** and taken as read. The following was discussed:

- Strategic Priority and outcomes with a focus on risks and opportunities
- The 5 key focus areas:
 - Leadership
 - Culture
 - Capability
 - Staff Experience
 - Workforce Insights (application, outcome and measure).
- Recruitment – opportunity for a District recruitment strategy in collaboration with Medical, Nursing and Midwifery, Allied Health and Aboriginal strategies.
- Safety and recovery at work
- Grievances, poor performance and misconduct
- Staff engagement (PMES)
- Leadership – opportunity to prioritise scalable leadership development.
- Aboriginal Workforce Plan

Mr N. Bramston presented an in-depth overview on the development of the Aboriginal Workforce Implementation Plan. The summary provided in the Board papers was **noted** and taken as read. The following was discussed:

- Achievements made in the past 5 years including:
 - Aboriginal workforce growth from 167 (2.5%) to 257 (3.5%).
 - 15 Aboriginal School-Based Trainees (SBATs), 15 non-Aboriginal School-Based Trainees (SBTs) and 8 Cadets have graduated.
 - Elsa Dixon Aboriginal Employment Grant Program funding secured to subsidise the recruitment of approximately 25 SBATs.
 - Approximately 20 new Aboriginal Identified positions created.
 - Establishment of Aboriginal Health & Partnerships Council
 - Establishment of Aboriginal Staff Network and Forum
- Progress and current position of the Aboriginal Workforce Plan
- Priority areas of focus including:
 - Aboriginal workforce development and partnerships (leading, planning and monitoring)
 - Building cultural understanding and respect
 - Attracting, developing and retaining Aboriginal staff

The Board discussed possible barriers to the improvement of the District's Aboriginal Workforce and the importance of creating leadership opportunities and nurturing individual development.

5. **PATIENT STORY**

The patient story was introduced by Ms M. Smitran and delivered via voice recording by a member of the Patient Safety Team about an 80-year-old gentleman who was admitted to J9 Orthopaedics ward for a planned right knee replacement.

The patient had been on the waitlist for surgery for several months and during that time his mobility had worsened, and he had experienced increased pain and a few falls. The patient was very apprehensive about his surgery and how he would recover given his age.

The patient reported that the friendly, professional staff set him at ease and provided him with all the information he needed to participate in his recovery and understand what to expect. He spoke highly of the J9 environment, the team and the way staff communicated with him and his children.

The post operative care and exercise plan provided, assisted the patient to understand what was required of him to maximise his physiotherapy and gain the confidence back in mobilising safely. The patient expressed his gratitude to the J9 team, Theatre staff and the Orthopaedic team for the excellent care and treatment he received.

Following the patient story, the Board discussed broadening the subject matter of the stories presented such as stories about security.

6. **CONFIRMATION OF MINUTES**

The minutes of the meeting held on the 30 April 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: Mental Health Service Update - Update on Mental Health Service to be provided mid-2024. *Update to be provided in November per the amended Deep Dive Schedule and Board Calendar.*

The Board Chair noted the following actions for discussion:

Action item 2: Strategic Plan Development - Vision Update. *Refer to agenda item 4.1 – The Chief Executive provided update on behalf of Mr M. Brookes.*

Action item 3: Foundation Business Case - Further update on the Foundation Business Case to be provided in May/June 2024. *Refer to agenda item 8.6.*

Action item 4: Unreported Plain X-Rays – Update to be provided at the Board meeting on 28 May 2024. *Refer to 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:

- Pressures on the District's services have continued with winter approaching and an increase of patients presenting with flu, COVID, RSV, Pneumonia and other challenging conditions.
- High rates of admission and longer hospital stays.
- Continued provision and maintenance in levels of care for patients
- Quality and safety of care continues to perform to a high level and Hospital Acquired Complications (HACs) have continued to improve.
- Financial performance is a current focus.
- The accreditation period may be approaching as we move closer to August 2024.

The Board discussed:

Feedback received from District's volunteers regarding lack of street signage for the Long Jetty Urgent Care Centre - The Board and Executive discussed more regular advertising campaigns may be required in order to reach all population age groups using newspaper and social media instruments.

Recent changes to the National Disability Insurance Scheme (NDIS) - The Chief Executive discussed the District's current demands and performance in this area and continued commitment to facilitating the appropriate transfer of patients to aged care facilities.

Trauma/planned sessional allotment surgery review.

Action: Ms J. Constable to provide update in July 2024.

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. The Board noted the depth of financial analysis and initiatives underway within the District, acknowledging the extensive work completed to date.

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:

- The District has reached the performance benchmark target of each HAC for 6 months running.
- The District is currently placed as the best in NSW in terms of Ministry measured performance.

Ms J. Constable discussed:

- Access and demand – The District’s teams are working hard with refreshed focus at both Gosford and Wyong Hospitals.
- Senior Clinical Leaders are working on how to manage admissions and discharges with the District’s current available capacity.

8.5 Unreported Plain X-Rays (Update)

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

8.6 Foundation Business Case - Caring for the Coast Fundraising Update

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

The Chief Executive discussed:

- Recruited to the Director Fundraising and Partnerships role.
- Fundraising capability and potential assessment
- Building relationships and engagement with donors has been successful.
- External marketing

The Board questioned the use of terminology in the briefing note “borrowed from a trust fund”.

Mr J. Ross confirmed that this has not occurred, and the use of this term was by interpretation of the briefing note’s author.

Action: [Mr J. Ross to liaise with Director Fundraising and Partnerships regarding correction of wording in the briefing note.](#)

9. BOARD SUBCOMMITTEE REPORTS

9.1 Health Care Quality Committee Key Messages

The Health Care Quality Committee Key Messages from the meeting held on 13 May 2024 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 meeting held.

9.4 Medical & Dental Appointments Advisory Committee Key Messages

The Medical and Dental Appointment Advisory Committee Key Messages from the meeting held 8 April 2024 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 Letter from Ministry of Health to CCLHD Board Chair - Quarterly Board Report

The Quarterly Board Report was distributed in the Board meeting papers. The report was **noted** and taken as read. The Board Chair discussed the performance of the District in comparison to other Local Health Districts.

11. COMPLIANCE MONITORING

11.1 Policy Directives with specific Board responsibility) – Nil

12. CLINICIAN ENGAGEMENT

12.1 Medical Staff Council Reports

Dr A. Walton advised at a recent meeting medical engagement in the medical community which some of the District's Senior Medical Officers are passionate about.

Dr M. Ingram advised that the Australian Salaried Medical Officers Association (ASMOF) recently held their election, where he was elected as a councilor along with Dr A. Walton.

In consideration of Dr Ingram and Dr Walton's recent appointments as Councilors for ASMOF, the Board Chair highlighted the importance of the declaration of conflicts of interest.

13. COMMITTEE MEETING MINUTES

13.1 Finance & Performance Committee Minutes

The Finance and Performance Committee minutes from the meeting held on 26 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 8 April 2024 were Distributed in the Board Papers. **Endorsed** by the Board.

A query to the minutes was raised regarding outsourced Ear, Nose and Throat Surgery with the representation rate noted as discussed however conclusion not recorded. The Board Chair provided clarification on this subject and Ms J. Constable provided background information.

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 8 April 2024 were distributed in the Board meeting papers. A correction to the minutes were raised regarding an incorrect doctor's name and title. **Endorsed** by the Board noting the correction.

Action: Mr G. Flint (Committee Chair) to pass on correction to Committee Secretariat for amendment to minutes.

13.5 Board Research Committee – Minutes

Nil meeting held.

13.6 Consumer and Community Committee – Minutes

Nil meeting held.

13.7 Audit and Risk Committee – Minutes

Nil meeting held.

13.8 Clinical Council – Minutes

Nil meeting held.

13.9 Aboriginal Health Partnership Advisory Council – Minutes

Nil meeting held.

14. NEW BUSINESS

14.1 Amendments to Deep Dive Schedule

The Board Chair highlighted the recent amendments to the Deep Dive Schedule.

15. In Camera Session

An In Camera session was held following the Board meeting with the Chief Executive in attendance.

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

Meeting Close / Next Meeting:

The meeting closed at 8:05pm.


Next Meeting:

Tuesday, 25 June 2024 at 5.30pm

CERTIFIED AS A CORRECT RECORD

Prof. Donald MacLellan

Name



Signature

25 June 2024

Date