

CCLHD BOARD MEETING

Date/Time: Tuesday 31 October 2023 – 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	<i>Via Teams</i>
FLINT, Mr Greg	
HEALY, Mr Greg	
JENKINS, Dr Brent	<i>Via Teams</i>
KING, Mr Robert	
LEVETT-JONES, Prof Tracy	
WINTER, Ms Sarah	<i>Arrived 18:56</i>

Ex Officio:

McLACHLAN, Mr Scott	Chief Executive
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Invitees:

CRUICKSHANK, Mr Adam	District Director Community Wellbeing and Allied Health
HORNE, Stephen	Audit and Risk Committee Chair
ROSS, Mr James	District Director Finance and Corporate Services
SWAB, Mr Michael	A/Executive Director Acute Care Services
WILKINSON, Ms Fiona	District Director Quality, Strategy and Improvement

In attendance:

LAING, Ms Corinne Board Secretariat (*minutes*)

Apologies:

FIELD, Ms Belinda Board Member

INGRAM, Dr Matthew Gosford and Wyong Medical Staff Council Chair

MUNRO, Dr Bill Board Member

3. DECLARATION OF INTEREST – Nil.

4. PRESENTATIONS:

4.1 Audit and Risk Committee Chair Annual Report

Mr S. Horne presented an in-depth review of the Audit and Risk Committee with a focus on the responsibilities of the committee in regard to the District's overall governance, risk management and control frameworks.

The presentation outlined:

- Areas of focus for the committee
- Summary of work performed by the Audit and Risk Committee
- Annual reporting responsibilities to the CCLHD Board on the committee's operation and activities.
- Overall assessments of the District's risk, control and compliance framework and internal audit performance
- Considerations looking ahead.

4.2 Finance and Performance Committee Deep Dive / Environmental Sustainability Update

Mr J. Ross presented an in-depth overview of the LHD financial position and provided an update on the LHD's Environmental Sustainability commitments.

The presentation focused on topics including:

- The LHD's Carbon Footprint Assessment
- Net Zero Pathway
- Climate risk and financial performance for the 2024 Financial Year
- Recent projects and areas of focus
- Future Health Strategy (2022-32)
- Emission reduction opportunity identification
- Climate related risks and opportunities – next steps

5. PATIENT STORY

The patient story was introduced by Ms F. Wilkinson and presented via a voice recording created by Ms Yoni Hope-Hodgetts, CCLHD's Donation Specialist Nurse. The story was about an organ donation at Gosford Hospital that had significant impact on the Intensive Care Unit (ICU) staff and reflected the compassion and empathy the teams provide patients and their families.

A 36-year-old woman came into the care of the Intensive Care Unit (ICU) following the onset of a sudden cerebral event whilst she was working at a carnival located at the Gosford waterfront. The patient went to lie down in the shade as she was not feeling well and when her partner with whom she worked with went to check on her 10 minutes later she was unrousable. He called 000 and was instructed to commence CPR whilst the ambulance was in transit. The police arrived soon after due to the location's close proximity to the Gosford Police Station and the officers assisted him with CPR.

Following arrival of the ambulance the patient was transferred to Gosford Emergency Department. A return of circulation was attained; however, this was at least 63 minutes after the initial ambulance

call, and it was estimated that her approximate downtime was up to 75 minutes without spontaneous circulation.

It was feared early on that this event would result in a poor outcome and following conduction of a CT Angiogram it was found that there was no neurosurgical option in this case. The patient was transferred to the ICU on an end-of-life pathway and the family then raised whether organ and tissue donation might be possible.

Following a coordinated family conversation, the process of donation was commenced, and the patient went to theatre in the early hours of the next day. Throughout the process Ms. Hope-Hodgetts was sensitive to the feelings of the patient's mother about donation and her commitment to honoring her daughters wishes as a registered organ donor. Ms. Hope-Hodgetts ensured that the patient's mother and family felt cared for and comfortable during this time where they are feeling vulnerable and experiencing grief.

A guard of honor was spontaneously formed by the staff in Theatres to show their respect for this patient whose story had deeply affected them. The patient's mother was overcome with emotion and very moved by this act of compassion and care. At the completion of the donation, some special family mementos were created such as handprints covered in glitter and locks of hair which was special to the family. The patient's mother was advised that her daughter was able to donate her liver, lungs, kidneys and heart valves.

Ms. Hope-Hodgetts explained to the Board that organ donation is an anonymous gift, although the family of the donor can receive letters from the recipients and the recipients are able to receive letters from the donor's family. Follow up is provided to the family and they receive updates on how the recipients are going.

The patient's mother wished to advise the board that she has never received such wonderful care as she did at Gosford Hospital and is very appreciative for the way in which the Emergency Department and Intensive Care Unit staff treated her daughter and looked after their family during this time.

6. CONFIRMATION OF MINUTES

The minutes of the meeting held on the 26 September 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 in the form of an evaluation 100 days following commencement of the service. Due date to be advised following commencement of implementation.

Action item 2: Update on implementation of the Clinical Service Plan will be presented to the Board at the meeting on 31 October 2023.

Action item 3: Emergency Department Clinician Engagement.

Update - Dr Trethewey attended Executive Leader Rounding with the Board Chair in the Gosford Hospital Emergency Department on 23 October 2023. Action completed and closed.

Action item 4: Our Path to Excellence Program - update to be presented to the Board in the first quarter of 2024.

Action item 5: Further update on the Foundation Business Case to be provided in 2024.

8 STRATEGIC MATTERS

8.1 Chairmans Report

The Board Chair discussed the following items of information from the Council of Board Chairs Meeting on 9 October 2023 with the Board:

- The Chair Trevor Danos (NSLHD) welcomed the Minister to his first Council meeting and invited him to speak.
- Key points from Minister Ryan Park's speech
- Key points from Susan Pierce, Health Secretary's update
- Key points from Dr Kate Charlesworth (Medical Director, Climate Risk and Net Zero Unit's) presentation on environmental sustainability in the NSW health system.
- The use of NSW Health Data and Research at a state level
- Net Zero Leadership Guidance for Boards

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 District has experienced heightened hospital activity and demand during September and into October 2023.
- Continued focus on improving performance of hospital flow.
- The Home Birthing Service was launched this week.
- The People Matters Survey result have been received displaying an increase in staff response and engagement. Improvements are noted in the areas of staff wellbeing and staff support.
- The District has retained its placement at Performance Level 1.
- Interviews have been conducted for the District Director Nursing and Midwifery position.
- Recruitment will be commenced in November 2023 for the new Director Aboriginal Health position.
- The Patient Flow Manager position has been recruited to with Mr. Tim Packer appointed to the role.

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.

8.5 Strategic Planning for 2024

- Held over.

8.6 NSW Health Service Agreement 2023-2024

The Ministry of Health Letter and Endorsed Agreement was distributed in the Board meeting papers. The documents were **noted** and taken as read.

8.7 CCLHD Clinical Services Plan 2023 – 2028 Implementation Plan

The Clinical Services Plan update will be tabled at the Board meeting on 28 November 2023.

9. BOARD SUBCOMMITTEE REPORTS

9.1 Health Care Quality Committee Key Messages

The Health Care Quality Committee Key Messages from the meeting held on 9 October 2023 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 17 October 2023 were distributed in the Board Papers. **Noted** by the Board.

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 4 September 2023 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 10 October 2023 were distributed in the Board Papers. **Noted** by the Board.

10. OTHER REPORTS – Nil

11. COMPLIANCE MONITORING

11.1 Cyber Security Policy Annual Attestation 2022-23 – Briefing Note

The Briefing Note and Cyber Security Policy Annual Attestation 2022-23 was **noted** and taken as read.

11.2 Policy Directives with specific Board responsibility) – Nil

12. CLINICIAN ENGAGEMENT

12.1 Medical Staff Council Reports

Held over. Dr M. Ingram, Medical Staff Council (MSC) Gosford and Wyong Chair was an apology.

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 11 September 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 15 August 2023 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 4 September 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 8 August 2023 were distributed in the Board meeting papers. **Endorsed** by the Board.

13.6 Consumer and Community Committee – Minutes

Nil meeting held.

13.7 Audit and Risk Committee – Minutes

The Audit and Risk Committee minutes from the meeting held on 24 August 2023 were distributed in the Board meeting papers. **Endorsed** by the Board.

13.8 Clinical Council Minutes

Nil meeting held.

14. NEW BUSINESS

14.1 Briefing Note - Health Care Quality Committee – Annual Terms of Reference Review

The Health Care Quality Committee Terms of Reference were noted and taken as read. **Endorsed** by the Board.

14.2 Annual Board Evaluation and Terms of Reference Review Update

The Board Chair discussed the impending Annual Board Evaluation and Terms of Reference Review. An internal review and evaluation will be conducted for 2023. The survey will be open from 1 November 2023 for two weeks.

The evaluation will consist of 40 questions and cover categories including Board Processes, Board Focus and Content, Board and Executive Leadership Team Partnership, Board Member Contribution, Board Team Dynamics and Board Chair Leadership to obtain a broader view of how the Board is functioning. Each category will have a comments section for feedback.

14.3 Board Meeting Schedule 2024

The Board Meeting Schedule for 2024 was distributed in the Board meeting papers. **Endorsed** by the Board.

15. In Camera Session

An In Camera session was held following the Board meeting.

Meeting Close / Next Meeting:

The meeting closed at 8:00pm.

Next Meeting:

Tuesday, 28 November 2023 at 5.30pm

CERTIFIED AS A CORRECT RECORD

Prof. Donald MacLellan

Name



Signature

28 November 2023

Date