

Minutes CCLHD Board Meeting

Tuesday, 26 August 2025

Time: 5:30pm to 8:00pm

Venue: Gosford Hospital, Conference Room, Conference Centre

VISION: **Trusted care. Better health for everyone.**

We are unwavering in providing our community with care they trust and that matters most to them, and where all people can enjoy fulfilling lives.

VALUES: Collaboration, Openness, Respect, Empowerment.

STRATEGIC PRIORITIES 2025/26:

➤ <i>Enhance care in our community and clinics</i>	➤ <i>Build trust and improve care with Aboriginal patients</i>
➤ <i>Optimise care in our hospitals</i>	➤ <i>Our people feel valued, trusted and inspired to deliver their best</i>
➤ <i>Enable people to live healthy and fulfilling lives</i>	➤ <i>Financial sustainability</i>

1. Acknowledgement to Country

Mr M. Sonter provided the Acknowledgement to Country.

2. Attendance

Board Members:

WINTER, Ms Sarah	Board Chair
CRENIGAN, Mr Philip	
EBBECK, Mr Timothy	
KYD, Ms Jennelle (via MS Teams)	
MUNRO, Dr Bill	
SONTER, Mr Matthew (via MS Teams)	
WARD, Ms Elizabeth	

Ex Officio:

McLACHLAN, Scott	Chief Executive
------------------	-----------------

Invitees:

STANBROOK-MASON, Ms Wendy	Acting Executive Director Acute Care Services
CRUICKSHANK, Mr Adam	District Director Community Wellbeing & Allied Health
ROSS, Mr James	District Director Finance and Corporate Services
PICKERING, Ms Melissa	Acting District Director Nursing & Midwifery
KNOX, Dr Matthew	Wyong Medical Staff Council Chair (via MS Teams)
WALTON, Dr Anne	Gosford Medical Staff Council Chair

Apologies

KING, Mr Robert	Board Member
CONSTABLE, Jude	Executive Director Acute Care Services

In Attendance

PERSIANI, Ms Tracey	Board Secretariat (minutes)
---------------------	-----------------------------

3. Declaration Of Interest – Nil.

4. Presentations:

4.1 Board Governance focus, strategy, skills and committees

The Board Chair opened the meeting with a reflective summary building on the previous discussion about the Board's function and the role of Board, to lead the discussion for this meeting, focusing on the Board purpose and value. The Chair outlined several key focus areas for the Board moving forward, including:

- **Governance focus and strategy** with the objective of having a shared understanding of our role, responsibilities and value add.
- **Committee and Skills** with the objective being to consider the relationship between Board and Committees and gaps in skills/information
- **Board value add and effectiveness** with the objective being to agree how to best utilise skills of Board, Executive and stakeholders

Board members acknowledged that the governance context within a health board is distinct from that of other organisations. There was a shared view that the time is right to adopt a new approach to how we operate as a Board. Board roles with clinical experience were seen as critical in bridging the gap between strategic priorities and on-the-ground realities, bringing insights into how decisions impact patient outcomes and identifying when things aren't working as intended. Strong alignment between the Board and Executive was recognised as essential to success.

The Chief Executive acknowledged that the Board's value lies in the breadth of experience, expertise, insight, and guidance contributed by its members, qualities that have continued to evolve through challenging periods in recent years. During this time, the role and function of the Board have significantly shifted, developing into a mature, strategically focused governance body providing clear direction and oversight. A balanced mix of skills and backgrounds among Board members has been instrumental in achieving this transformation. This maturity has enabled the Board to focus on long-term priorities and strategies.

The Board Chair presented a summary of key themes gathered from Board member feedback, highlighting both areas of concern and strengths, and where the Board can value add. This input will help shape and prioritise the areas requiring the Board's ongoing focus and attention.

A key role and focus for the Board is to identify and engage in meaningful conversations about the big issues, bringing transparency to these areas and clearly communicating the actions being taken. This also involves recognising the limits of the Board's role and what sits outside its remit.

From a governance perspective, it is essential to ensure confidence that community needs are being met while anticipating emerging demands. This will involve focusing on key performance indicators aligned with priorities, as well as monitoring others that may signal potential risks or issues.

It is important to clearly distinguish operational matters that do not require the Board's attention from higher-risk strategic issues that do, while ensuring independent oversight to provide assurance.

An important role of the Board is being the voice back to the community.

Over the coming months, work will continue to focus on clarifying the Board's role and governance function, ensuring alignment with the key focus areas needed to support the strategic plan.

5. Patient Story

The patient story was introduced by Ms. W. Stanbrook-Mason and was delivered via voice recording from the Patient Safety team. This case highlights the alignment between our community and district services, where the practitioner recognised that something was not right and made a timely referral for the patient to present to Gosford Hospital. As a result, the patient experienced a positive outcome and an improved quality of life.

6. Confirmation Of Minutes

The minutes of the meeting held on the 29 July 2025 were confirmed as a true and accurate record of the meeting.

7. Board Action Items

The Board Chair noted the following action:

Action item 1: Foundation Update – Update to be held over to the October Board meeting.

8 STRATEGIC MATTERS

8.1 Chair Report – August 2025

The Board Chair report was distributed with the Board meeting papers. The report was **noted** and taken as read. The following key point was discussed:

- The Board Chair attended the Northern Sydney Local Health District Board meeting held on 19 August 2025 as an observer, which provided an opportunity to recognise that we face similar challenges and apply comparable approaches, while also offering insights into areas such as research and falls to consider within our District.

8.2 Chief Executive Report on Strategic Priorities – August 2025

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 been downgraded to Performance Level 2 with the Ministry of Health's (MoH) focus on timely access to care and emergency departments.
- A contributing factor affecting District performance is the significant increase in the residential aged care cohort occupying acute beds, with extended lengths of stay further impacting hospital flow and patient management. There are a range of solutions being investigated by the District to alleviate this impact.
- It has been a challenging winter, with sustained periods of high demand placing pressure on services however, the situation is now beginning to ease.

[Action: Strategic Priority: Optimise Care in our Hospitals – Board Update on Access Improvement Strategies](#)

8.3 CCLHD Finance Report – July 2025

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 FY26 budgets were loaded in July.
- Efficiency improvement plans have been developed and submitted to the MoH Efficiency Improvement and Support Team for review.
- The finance and performance reports will be redefined to reflect a more contemporary approach.
- The District Financial sustainability plan will be presented at the September Finance and Performance meeting.

8.4 CCLHD Performance Report – July 2025

The CCLHD Performance 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 11 August 2025 were distributed in the Board Papers. **Noted** by the Board.

9.2 People and Culture Committee Key Messages

Nil meeting.

9.3 Consumer Community Committee Key Messages

The Consumer Community Committee Key Messages from the meeting held on 12 August 2025 were distributed in the Board Papers. **Noted** by the Board.

9.4 Board Research Committee Key Messages

The Board Research Committee Key Messages from the meeting held 5 August 2025 were distributed in the Board meeting papers. **Noted** by the Board.

10. OTHER REPORTS

10.1 Corporate Governance Attestation Statement

The Corporate Governance Attestation Statement was distributed with the Board meeting papers for endorsement. **Endorsed** by the Board.

10.2 National Safety and Quality Health Service Attestation Statement

The National Safety and Quality Health Service Attestation Statement was distributed with the Board meeting papers for endorsement. **Endorsed** by the Board.

10.3 Critical Infrastructure Risk Management Program Annual Report

The Critical Infrastructure Risk Management Program Annual Report was distributed with the Board meeting papers for endorsement. **Endorsed** by the Board.

11. COMPLIANCE MONITORING

11.1 Policy Directives (with specific Board responsibility) – Nil

12. CLINICIAN ENGAGEMENT

12.1 Medical Staff Council (MSC) Reports

The Board Chair reported that Dr A. Walton has nominated as a medical practitioner to be included on the NSW Health Board Appointments Register to be available to the Minister for Health when considering the appointment of a member of the Board.

Dr A. Walton, Gosford MSC Chair reported on key discussion points from the recent MSC meeting:

- How to utilise the Obstetrician and Gynaecology review in terms of intervention points for the future, what it looks like and how concerns are escalated.
- Paediatric data in terms of resources and how to plan for services, being proactive rather than reactive.
- Acknowledge the Medical Workforce Recruitment team for their efforts and supportive role with the recent recruitment appointments.

Dr M. Knox, Wyong MSC Chair reported on key discussion points from the recent MSC meeting:

- Geriatrics are now taking patients five days a week and Neurology is now a 24/7 service
- The location of the Drug and Alcohol unit is presenting challenges with Allied Health clinician attendance.
- Increased oncology services is a positive improvement.
- ASMOF is currently voting on interim pay offer from the government.

13. COMMITTEE MEETING MINUTES

13.1 Finance and Performance Committee Minutes

The Finance and Performance Committee minutes from the meeting held on 23 June & 28 July 2025 were distributed with the Board meeting papers. **Noted** by the Board.

13.2 Health Care Quality Committee – Minutes

The Health Care Quality Committee minutes from the meeting held on 14 July 2025 were distributed in the Board Papers. **Noted** by the Board.

13.3 People and Culture Committee – Minutes

Nil meeting.

13.4 Medical and Dental Appointment Advisory Committee - Minutes

The Medical and Dental Appointment Advisory Committee minutes from the meeting held on 7 July 2025 were distributed in the Board meeting papers. **Noted** by the Board.

13.5 Board Research Committee – Minutes

The Board Research Committee minutes from the meeting held on 6 May 2025 were distributed in the Board Papers. **Noted** by the Board.

13.6 Consumer Community Committee – Minutes

The Consumer and Community Committee minutes from the meeting held on 13 May 2025 were distributed in the Board Papers. **Noted** by the Board.

13.7 Audit and Risk Committee – Minutes

Nil meeting.

13.8 Clinical Council – Minutes

The Clinical Council minutes from the meeting held on 12 June 2025 were distributed in the Board meeting papers. **Noted** by the Board.

13.9 Aboriginal Health Partnership Advisory Council – Minutes

Nil meeting.

14. New Business

Nil

15. *In Camera* Session

There was no *In Camera* session held following the Board meeting.

Meeting Close / Next Meeting:

The Board meeting closed at 7:50pm.

Next Meeting:

Tuesday, 30 September 2025 at 5.30pm

Wyong Hospital – Education Centre

CERTIFIED AS A CORRECT RECORD

Dr Jennelle Kyd

.....
Name



.....
Signature
30 September 2025

.....
Date