

Minutes CCLHD Board Meeting

Tuesday, 29 July 2025

Time: 5:30pm to 8:00pm

Venue: Wyong 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

KYD, Prof Jennelle

MUNRO, Dr Bill

SONTER, Mr Matthew

WARD, Ms Elizabeth

Ex Officio:

McLACHLAN, Scott

Chief Executive

Invitees:

CONSTABLE, Jude

Executive Director Acute Care Services

CRUICKSHANK, Mr Adam

District Director Community Wellbeing & Allied Health

ROSS, Mr James

District Director Finance and Corporate Services

STANBROOK-MASON, Wendy

District Director Nursing & Midwifery

WALTON, Dr Anne

Gosford Medical Staff Council Chair

Apologies

EBBECK, Mr Timothy

Board Member

KING, Mr Robert

Board Member

KNOX, Dr Matthew

Wyong Medical Staff Council Chair

In Attendance

PERSIANI, Ms Tracey

Board Secretariat (*minutes*)

3. Declaration Of Interest – Nil.

4. Presentations:

4.1 Consumer and Community Deep Dive

Ms W. Stanbrook-Mason, District Director Nursing and Midwifery presented the Consumer and Community Deep Dive to the Board speaking on the following key points:

The District Consumer, Carer and Community Engagement Strategy 2024-2027 was implemented in 2024, which is part of our commitment to National Standard 2 and aligns with the direction across NSW Health of how consumers are invited into health to inform and provide a consumer perspective.

The Consumer Community Committee and the Consumer Carer and Community Engagement Strategy are key enablers to assist the District in meeting our annual priorities.

Opportunities and priorities identified for 2025-26 to improve consumer experiences include:

- Consumer Feedback - embed the Customer Feedback Solutions (CFS) platform to gain clearer insights into patient experiences.
- Patient Stories - broaden the use of patient stories to inform change and understand the 'why' behind our work.
- Kindness and Compassion - continue embedding kindness and compassion into our daily practices.
- Carer Identification – complete the Carer Identification project which recognises patients admitted to hospital who also serve as carers for dependents at home.
- Diversity – partner with key diverse community leaders to ensure equitable access to our health services.
- Post-Discharge Care – Teachback education and further increased use of Go Share in our Emergency Departments.

Collaborating with consumers, carers and community members assists to improve the quality and safety of the health system. Introducing remuneration for consumers marked an important shift in recognising their commitment and value of their contributions in the enhancement of our health service.

A systematic approach to consumer engagement is in place, with several successful initiatives across the District being widely shared to enhance patient experiences. 90% of feedback received from the CFS system has reported patient care as either very good or excellent.

Aligning a consumer's experience can be challenging when the consumer's expectations of their treatment differ from the clinician's view of having fulfilled the agreed care. Clear communication from clinicians about the care pathway is essential for patient engagement, a lack of understanding can lead to a mismatch between patient expectations and the care delivered.

Meeting the complex and diverse needs of our community and consumers and how we partner with others to achieve this across the community is challenging.

The intent of the Consumer and Community Committee was to be a connection point for the multitude of consumer engagement and voices and not the single point. There is a pressure that falls on the committee members with variable participation over the past few years and being the voice of many. The governance mechanism in engaging with the committee and how the District engages with consumers needs to be determined.

Next steps will be maturing and building on trusted care with our consumers and community and having a system that can adapt to this strategy. A systemic standard practice to embed human experience into every facet, including actively engaging with patients, carers and families in health system design and reform processes.

5. Patient Story

The patient story was introduced by Ms W. Stanbrook-Mason and was delivered via voice recording from the Patient Experience team. The patient story provided insight into procedural miscommunication that occurred which resulted in the Next of Kin not being updated regarding the passing of a family member and improvement processes implemented.

6. Confirmation Of Minutes

The minutes of the meeting held on the 24 June 2025 were confirmed as a true and accurate record of the meeting.

7. Board Action Items

The following action for submission to future meeting

Action item 1: Foundation update

8 STRATEGIC MATTERS

8.1 Board Chair Report

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

- The Board Chair has been attending the Auxiliary Annual General Meetings. These meetings provide an opportunity to connect with our extraordinary volunteers, learn about the work they do, and recognise their annual contributions to the District. The Auxiliary volunteers are strong advocates for the District and its services.
- Ms Sarah Winter has been appointed to the role of Board Chair until 31 December 2027.

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 Ministry of Health quarterly performance review meeting was held recently with the District confirmed to maintain its level 1 performance status.
- Timely access to care has been challenging over the winter months and placing pressure on our Emergency Departments.
- Surgical waitlist overdue numbers have continued the downward trend and looking to recover over next few months to reach down to zero.
- The Directorate quarterly performance review meetings have been held with positive developments and improvements presented across the services.
- Workforce challenges have been experienced with nursing staffing levels, sick leave and surge pressures. There are a range of ongoing processes in relation to industrial and union matters.
- The District has elected to focus on the areas of Immunisation and Physical Activity for the 4-year Health Outcome Action Plans following the visit from Dr Kerry Chant in June.
- A range of options are being explored to secure appropriate residential aged care placements for the large number of patients currently admitted in our hospitals. An ageing service plan is being developed to understand the growth of the population and demand on our current health services and the broader system. Recommendation for a deep dive into the District consumers (patient demographics) / beds / options. **Out of session action.**

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:

- Statutory requirement to audit the District financial statements has been completed which have been confirmed as a clean set and progressed to the NSW Audit Office to review.
- A District Workers Compensation strategy is in deployment to improve Workers Compensation performance and budget penalties.

8.4 CCLHD Performance Report

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 14 July 2025 were distributed in the Board Papers. **Noted** by the Board.

The following points were discussed:

- The 2025-26 priorities have been endorsed by the Committee.

- Priority 2 – Reducing Peripheral IntraVenous Cannulas (PIVC) infections
- Priority 3 –Strategy to prevent patients deteriorating

9.2 People and Culture Committee Key Messages

The People and Culture Committee Key Messages from the meeting held on 22 July 2025 were distributed in the Board Papers. **Noted** by the Board.

9.3 Consumer Community Committee Key Messages

Nil meeting held

9.4 Board Research Committee Key Messages

Nil meeting held.

Ms J. Kyd, Board Research Committee Chair advised a group is meeting on 31 July 2025 to commence the next stage of strategy for research within the District. The state has published the new research objectives for local health districts.

10. OTHER REPORTS

10.1 2025-56 Service Level Agreement

The 2025-26 Service Level Agreement was distributed in the Board Papers for endorsement. **Endorsed** by the Board. The following key points were discussed:

- The 2025-29 Service Agreement sees a move from the traditional one-year agreement to a new four-year agreement. The multiyear agreement is accompanied by the 2025-26 Funding and Performance Supplement that remains oriented to an annual (one-year) cycle.
- The four-year Service Agreement outlines the broad directions and objectives intended by NSW Health.
- The budget allocation incorporates a funding allocation for both wage and goods and services CPI escalation, funded uplifts for specific state projects, and a minor uplift to address population, aging, service expansion and demand.

10.2 Ministry of Health Quarterly Board Report January to March 2025

The Ministry of Health Quarterly Board Report January to March 2025 was distributed in the Board Papers. **Noted** by the Board.

11. COMPLIANCE MONITORING

11.1 Policy Directives (with specific Board responsibility) – Nil

11.2 Board Conflict of Interest Register

The Board Conflict of Interest Register was distributed in the Board Papers. **Noted** by the Board.

12. CLINICIAN ENGAGEMENT

12.1 Medical Staff Council (MSC) Reports

Dr A. Walton, Gosford MSC Chair reported:

- The next Gosford MSC meeting will be held on 21 August with the Board Chair attending. The focus of the meeting which has been discussed at Heads of Department and Clinical Directors meetings will be patient care pathways, silos that we work in within the hospital, communication as a medical group and how we best care for patients outside our silos.
- The next Wyong MSC meeting will be held on 6 August 2025.

13. COMMITTEE MEETING MINUTES

13.1 Finance and Performance Committee Minutes

Nil meeting held.

13.2 Health Care Quality Committee – Minutes

The Health Care Quality Committee minutes from the meeting held on 2 June 2025 were distributed in the Board Papers. **Noted** by the Board.

13.3 People and Culture Committee – Minutes

The People and Culture Committee minutes from the meeting held on 15 April 2025 were distributed in the Board Papers. **Noted** 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 2 June 2025 were distributed in the Board meeting papers. **Noted** by the Board.
- 13.5 Board Research Committee – Minutes**
Nil meeting
- 13.6 Consumer Community Committee – Minutes**
Nil meeting
- 13.7 Audit and Risk Committee – Minutes**
The Audit and Risk Committee minutes from the meeting held on 12 June 2025 were distributed in the Board Papers. **Noted** by the Board.
- 13.8 Clinical Council – Minutes**
Nil meeting
- 13.9 Aboriginal Health Partnership Advisory Council – Minutes**
Nil meeting
- 14. New Business**
Nil
- 15. *In Camera* Session**
There was *In Camera* session held following the Board meeting.

Meeting Close / Next Meeting:
The Board meeting closed at 7:59 pm.

Next Meeting:
Tuesday, 26 August 2025 at 5.30pm
Gosford Hospital – Conference Centre

CERTIFIED AS A CORRECT RECORD

Ms Sarah Winter

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Name



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Signature

26 August 2025

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Date