

Terms of Reference

Document ID: MHHB-TOR-003

Executive Committee

Mackay Hospital and Health Board

1. Purpose

The purpose of the Executive Committee is to support the Mackay Hospital and Health Board (**Mackay HHB**) in its role of controlling the Mackay Hospital and Health Service (**Mackay HHS**), by:

- working with the Mackay HHS Chief Executive to progress strategic issues identified by the Mackay HHB; and
- strengthening the relationship between the Mackay HHB and the Chief Executive to ensure accountability in the delivery of services by the Mackay HHS.

2. Authority

The Executive Committee is a prescribed committee under section 32A of the *Hospital and Health Boards Act 2011* (Qld) (HHBA), with the function, membership and conduct of business prescribed in sections 32B, 32C and 32D, respectively.

3. Membership

The Mackay HHB shall appoint the members of the Executive Committee and review the composition of the Executive Committee from time to time. The Executive Committee will consist of at least all four (4) Mackay HHB Committee Chairs. At least one member of the Executive Committee must be a clinician.

The Board Chair (or the Deputy Board Chair) shall chair the Executive Committee. In the temporary absence of the Board Chair, the Deputy Board Chair will chair the Executive Committee. In the permanent absence of the Board Chair, the Deputy Board Chair shall chair until a new Board Chair has been appointed.

The Executive Committee Members are:

- Ms Monica McKendry (Board Chair)
- Associate Professor Luke Lawton – Committee Member (Safety and Quality Committee Chair, and clinician)
- Ms Lynn Smart – Committee Member (Audit and Risk Committee Chair)
- Mr Dave Nebauer – Deputy Chair (Finance Committee Chair)
- Associate Professor Peter Malouf (Committee Member)

Committee Members are not permitted to appoint a proxy to attend a meeting on their behalf.

The following positions will be invited to attend each meeting:

- Chief Executive (Executive Sponsor)
- Executive Director Strategy and Governance
- Executive Director Aboriginal and Torres Strait Islander Health and Community Engagement
- Executive Director Corporate Services

The Executive Sponsor, with the approval of the Committee Chair, may invite additional Mackay HHS staff to attend meetings.

4. Duties and Responsibilities

The duties and responsibilities of the Executive Committee shall be as follows:

Prescribed by the Act:

- 1) The function of the Executive Committee is to support the Board in its role of controlling the Mackay HHS by:
 - a) Working with Health Service Chief Executive to progress strategic issues identified by the Board
 - b) Strengthening the relationship between the Board and the Health Service Chief Executive to ensure accountability in the delivery of services by the Service.
- 2) Without limiting subsection (1), an Executive Committee may, at the direction of the Board:
 - a) Oversee the performance of the Service against the performance measures stated in the service agreement.
 - b) Support the Mackay HHB in the development of engagement strategies and protocols with primary healthcare and other organisations, monitor their implementation, and address issues that arise in their implementation.
 - c) Support the Mackay HHB in the development of strategic and service plans and other plans for the Mackay HHS and monitor their implementation.
 - d) Collaborate with the Chief Executive in responding to critical emergent issues in the Mackay HHS.
 - e) Approve the Chief Executive's performance agreement in accordance with Part 3 of the Hospital and Health Boards Act 2011 (Qld). The executive performance and development frameworks will be in line with Queensland Public Service leadership qualities and grouped across three (3) areas: vision, results, and accountability. The performance, development and remuneration of the Chief Executive will be formally assessed annually. The assessment provides an opportunity to consider achievements and supports a culture of high performance and continuous improvement.
 - f) Perform other functions given to the Executive Committee by the Mackay HHB including the monitoring of human resources and work health and safety matters.

5. Reporting Relationships

The Executive Committee reports directly to the Mackay HHB.

The Committee Chair may give a verbal or written report at any meeting of the Mackay HHB.

The Executive Committee may recommend matters to the Mackay HHB for approval or noting.

The Executive Committee is advisory in nature, and does not hold financial, procurement or any other form of delegation on behalf of the Mackay HHB.

6. Meetings

The Executive Committee will meet at least quarterly aligned to the Mackay Hospital and Health Board meetings. The Executive Committee Chair shall decide if any additional meetings are required to fulfil the Executive Committee's duties and responsibilities.

Exceptional circumstances aside, Committee Members will be provided with at least 48 hours' notice of meetings.

7. Quorum

A quorum for a meeting of the Executive Committee is one-half the number of its members, or if one-half is not a whole number, the next highest whole number.

8. Agenda

The agenda assists in focusing discussion. It helps to ensure that the Executive Committee's discussion progresses through the full list of items to be addressed and that time spent during meetings reflects the Executive Committee's priorities. The Secretariat, in conjunction with the Committee Chair and the Executive Sponsor, is responsible for preparing the agenda for each Executive Committee meeting.

The Committee Chair is responsible for ensuring that items included on the agenda reflect matters that, according to this Terms of Reference, sit within the Executive Committee's duties and responsibilities.

Committee Members and Executive Leadership Team members may contribute to the agenda by submitting items for the Chief Executive and Committee Chair's consideration, directly to the Secretariat. Any such request should be made at least 10 business days prior to the Executive Committee meeting.

9. Meeting Briefs

The Secretariat is responsible for the collation and distribution of meeting briefs.

All meeting briefs must be approved by the relevant Executive Leadership Team member prior to submitting to the Secretariat for finalising and distribution.

The Secretariat retains electronic copies of all meeting briefs including copies of all briefs and documents tabled during the relevant meeting.

The treatment of any additional copies of meeting briefs distributed to individual Committee Members and their respective annotations and notes is the responsibility of each individual Committee Member taking into account (inter alia) their confidentiality obligations as well as the law with regards to the destruction of documents that may become relevant in present or potential or anticipated litigation or formal inquiries or investigations.

10. Minutes

The Executive Committee must keep minutes of its meetings and a record of any written resolutions made by it.

The Secretariat is responsible for taking the minutes. The minutes should be prepared by the Secretariat within five business days of the meeting and submitted to the Committee Chair for review and acceptance within three business days of receipt.

The minutes will be tabled at the subsequent Mackay HHB meeting for noting, and the next Executive Committee meeting for approval. Committee Members are responsible for ensuring minutes are accurate and reflect a true and correct record of the procedures and decisions of meetings.

11. Written Resolutions

The following procedure applies to a notice of a written resolution, pursuant to the requirements under *Hospital and Health Board Act 2011* (Qld) (HHBA), Schedule 1, section 6(6):

- a) a majority of the board members gives written agreement to the resolution; and
- b) Notice of the resolution is given under procedures approved by the board.

12. Work Plans

The Secretariat, in consultation with the Committee Chair and the Executive Sponsor, shall maintain an annual work plan for the Executive Committee (see **Appendix 1**). The annual work plan shall identify the key matters for consideration and actions required by the Executive Committee during the year and allocate those matters and actions to relevant meeting(s). The annual work plan enables the Executive Committee, and Executive Leadership Team to be aware of and plan for the year.

13. Disclosure of interests

Committee Members must act ethically and observe the highest standards of behaviour and accountability to support the continuation of public trust in the government.

Welcome Aboard: A guide for members of Queensland Government Boards, committees and statutory authorities outlines the obligations of members of government boards and those involved in the good corporate governance of government boards (<https://www.premiers.qld.gov.au/publications/categories/policies-and-codes/handbooks/welcome-aboard.aspx>). It states that:

'Members of Government Boards should avoid actual or potential conflicts between their duties to the Government Board and their personal interests or their duties to others. Members of Government Boards should also be aware of possible perceived conflicts of interest.'

Schedule 1, section 9 of the HHBA outlines the way in which the Executive Committee is to deal with disclosures of interests at meetings, in particular:

- A Committee Member must disclose if they have a direct or indirect interest in an issue being considered, or about to be considered, by the Executive Committee; and the interest could conflict with the proper performance of the Committee Member's duties about the consideration of the issue.
- This disclosure must be made as soon as practicable by the Committee Member.
- The Executive Committee will decide if the Committee Member must not be present when the Executive Committee considers the issue or take part in a decision of the Executive Committee about the issue.
- A disclosure of interest must be recorded in the meeting minutes.

A Committee Member must not have access to information of the Executive Committee in relation to a matter in which they have a conflict of interest, unless otherwise authorised by the Committee Chair (or Board Chair in circumstances where it is the Committee Chair that has the conflict of interest).

From time to time a Committee Member may also be an employee or other service provider of Mackay HHS ("Employee Member"). This may give rise to potential conflicts of interest which need to be managed carefully. If, prior to a meeting, information is to be provided to Committee Members that may have a direct impact on the status or obligations of an Employee Member, the Chief Executive must discuss with the Committee Chair (or Board Chair in circumstances where it is the Committee Chair that is an Employee Member) what information is to be withheld from the Employee Member until the Committee Chair/Board Chair expressly decides that the information is to be provided to the Employee Member. If, during a meeting, a potential conflict of interest of the Employee Member is raised, the Executive Committee will proceed in accordance with HHBA, Schedule 1, section 9.

14. Confidentiality

Committee Members must keep all Executive Committee discussions and deliberations confidential. Similarly, all confidential information received by a Committee Member because they are or have been a Committee Member must be kept confidential, and the Committee Member must not improperly use that information to gain an advantage for themselves or someone else or to cause detriment to Mackay HHS.

15. Secretariat

Secretariat support will be provided by the Board Secretary or another delegate.

The Secretariat will be responsible for the preparation and circulation of the meeting agenda as well as recording the minutes and passing resolutions at all Executive Committee meetings, in consultation with the Executive Committee Chair. The Secretariat must record any votes against a passing resolution in the minutes of the meeting.

The Secretariat will also be responsible for the timely tabling of all correspondence, reports, and other information relevant to the Executive Committee's activities.

16. Inconsistencies

In the event that this Terms of Reference is inconsistent with the Mackay Hospital and Health Board Charter, the Mackay Hospital and Health Board Charter will prevail.

In the event that this Terms of Reference is inconsistent with the Hospital and Health Boards Act 2011 and Hospital and Health Boards Regulation 2023 prevail over the Terms of Reference and the Board Charter.

17. Publication

A copy of this Terms of Reference will be made available at <http://www.mackay.health.qld.gov.au/about-us/leadership/committees/>.

18. Review

The Executive Committee will review this Terms of Reference by no later than June of each year or as required.

19. Acceptance of Terms of Reference

This Terms of Reference was approved by the Mackay Hospital and Health Board on 23 April 2026. This version of the Terms of Reference comes into effect on 24 April 2026.

Ms Monica McKendry
Executive Committee Chair
Mackay Hospital and Health Service
 18/08/2026

Ms Monica McKendry
Board Chair
Mackay Hospital and Health Service
 18/08/2026

The signed version is held and retained by the Board Secretary

20. Revision History

	Date	Amendment	Authorised by
1	26/03/15	Amended as part of Committee Structure review	Board Chair
2	25/08/16	Amended to insert new provisions	Board Chair
3	08/02/17	Amendments made to sections – Purpose, Membership, Duties and Responsibilities, Meetings, Review and Acceptance of Terms of Reference	Board Chair
4	07/06/18	Significant changes to align with Mackay Hospital and Health Board Charter	Board Chair
5	05/09/19	Amendments made to sections – Membership, Meeting Briefs, Acceptance of Terms of Reference	Board Chair
6	04/06/20	Amendments made to sections – Membership, Acceptance of Terms of Reference	Board Chair
7	01/10/20	Amendments made to sections - Membership, Acceptance of Terms of Reference	A/Board Chair
8	02/09/21	Amendments made to sections - Membership, Acceptance of Terms of Reference	Board Chair
9	08/09/22	Change to Committee Membership	Board Chair
10	07/09/23	Amendments made to sections - Membership, Acceptance of Terms of Reference; Inclusion of <i>Appendix 1 – Annual Work Plan</i>	Board Chair
11	09/05/24	Amendments made to sections - Membership, Acceptance of Terms of Reference	Board Chair
12	7/11/24	Amendments made to sections – Purpose, Membership, Duties and Responsibilities, Acceptance of Terms of Reference, and Annual Work Plan	Board Chair
13	28/02/26	Amendments made to sections – Membership, Duties and Responsibilities, Acceptance of Terms of Reference, and Annual Workplan	Board Chair

Appendix 1: Annual Work Plan

Deliverable	Owner	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Governance													
1. Terms of Reference	Chair					X							
2. Annual Work Plan	Chair					X							
Strategic Planning													
3. Strategic Plan	EDSG		X										
4. Joint Regional Needs Assessment (JRNA)	EDSG		X										
5. Clinical Health Service Plan (3–5 year cycle)	EDSG		X										
6. Digital Strategy	EDCS					X							
7. Research Strategy	CMO					X							
8. Operational Plan – Strategic Projects	EDSG		X			X			X			X	
9. Health Service Performance Report	EDCS		X			X			X			X	
10. Environmental Sustainability Plan	EDCS		X			X			X			X	
11. Strategic Asset Maintenance Plan (SAMP)	EDCS					X						X	
12. Strategic Maintenance Plan (SMP)	EDCS											X	
13. Mackay HHS Master Planning (5-year cycle)	EDCS								X				
14. Strategic Infrastructure Projects	EDCS		X			X			X			X	
Engagement Strategies and Protocols													
15. Consumer and Community Engagement Strategy ¹	EDA&TSIH&CE					X						X	
16. Employee Engagement Strategy ²	EDPC					X						X	
17. Workforce Strategy	EDPC					X						X	
18. Health Equity Strategy ³	EDA&TSIH&CE		X										
19. Health Equity Implementation Plan	EDA&TSIH&CE		X			X			X			X	

¹ Sections 40 and 41 of the *Hospital and Health Boards Act 2011* and sections 19 of the *Hospital and Health Boards Regulation 2023*. Mackay HHS must use its best endeavours to complete a review of the Consumer and Community Engagement Strategy within 3 years after it is made/previously reviewed. Next review submission in May 2029. Noting six monthly progress reporting required.

² Sections 40 and 41 of the *Hospital and Health Boards Act 2011* and sections 18 of the *Hospital and Health Boards Regulation 2023*. Mackay HHS must use its best endeavours to complete a review of the Employee Engagement Strategy within 3 years after it is made/previously reviewed. Next review submission in May 2029.

³ Sections 40 and 41 of the *Hospital and Health Boards Act 2011* and sections 17 of the *Hospital and Health Boards Regulation 2023*. Mackay HHS must use its best endeavours to complete a review of the Health Equity Strategy within 3 years after it is made/previously reviewed. Next review submission in February 2029.

Mackay Hospital and Health Service

Deliverable	Owner	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
20. Local Primary Healthcare Protocol ⁴	EDSG											X	
Chief Executive Performance													
21. Chief Executive Performance Review Procedure	Chair											X	
22. Chief Executive Performance and Development Agreement	Chair								X				
23. Chief Executive Performance Assessment (Mid-Year Review)	Chair		X										
24. Chief Executive Performance Assessment (End of Year Review)	Chair								X				

⁴ Sections 42 and 43 of the *Hospital and Health Boards Act 2011* and sections 22 of the *Hospital and Health Boards Regulation 2023*. Mackay HHS must use its best endeavours to complete a review of the Local Primary Healthcare Protocol within 3 years after it is made/previously reviewed. Next review submission in November 2026.