

The Sydney Children's Hospitals Network (Randwick & Westmead)	
Date	Wednesday, 6 th February 2019
Time	NED Session: 8.30am to 10am SCHN Board Meeting: 10am to 11.30am
Location	Boardroom, Level 4, The Children's Hospital at Westmead
Membership	<p>SCHN Board members Professor Christine Bennett AO (Chair) Professor Louise Baur AM Dr Abby Bloom Ms Joanna Capon OAM Mr Jack Ford Ms Jane Freudenstein Ms Elizabeth McEntyre Mr Bruce MacDiarmid Mr David Nott Professor Kim Oates AM Professor Donna Waters Mr Jeremy Wright Professor Les White AM</p> <p>Ex officio invitees Dr Michael Brydon Chief Executive, SCHN Dr Susan Russell (MSC SCH Representative) Dr Kathryn Carmo (MSC CHW Chair) Dr Mary McCaskill (Executive Medical Director, SCHN) Mr Brian Jackson (Director of Finance and Corporate Services, SCHN) Dr Matthew O'Meara (NSW Chief Paediatrician)</p> <p>In attendance Mr Duncan Makeig (Board Chair, Sydney Children's Hospital Foundation) Ms Kate Hurle, Manager Executive Services (Board Secretariat)</p>
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Minutes
Sydney Children's Hospitals Network Board Meeting
6 February 2019

ITEM	By Exception *	DESCRIPTION	RESPONSIBILITY	PAGE NO.	TIME	ACTION REQUIRED
1		Administrative Matters				
		NED Session: 8.30am to 10am (The Chief Executive attended until 9.50am and departed to attend a meeting with the Minister for Health). SCHN Board Meeting: 10am to 11.30am				
1.1		Welcome	Acting Chair	-	5 min	For noting
		The Acting Chair welcomed Ms Jane Freudenstein and Ms Elizabeth McEntyre as incoming Board members.				
1.2		Attendance and Apologies	Chair	-		
		Present (Board Members): David Nott (acting Chair), Louise Baur, Abby Bloom, Jane Freudenstein, Elizabeth McEntyre, Bruce MacDiarmid, Kim Oates, Donna Waters, Jeremy Wright, Les White, Present (Ex-officio invitees) Brian Jackson, Susan Russell, John Lawson, Kathryn Carmo, Matthew O'Meara, Cheryl McCullagh (delegate for the Chief Executive). Apologies (Board Members): Christine Bennett (Chair), Joanna Capon, Jack Ford, Apologies: (Ex-officio invitees) Mary McCaskill, Michael Brydon The Acting Chair advised that the Chair and Chief Executive were late apologies due to a meeting with the Minister for Health and welcomed A/Prof Cheryl McCullagh to the meeting as the CE's representative. The Chair and Chief Executive rejoined the meeting at 11.30am to brief the Board on the meeting with the Minister for Health.				
1.3		Opening Remarks	Acting Chair			
		The Acting Chair asked that it be minuted that an NED session of the Board had been held to discuss matters relating to the SCH MSC concerns, media activity and the proposed governance review. The Acting Chair then spoke regarding the motions of no confidence in the Board, Executive and Network structure passed by the Sydney Children's Hospital Medical Staff Council (SCH MSC) at their January 2019 meeting. This matter is of serious concern to the Board and Executive and the Acting Chair reflected the strong disappointment felt by the Directors that this is the opinion held by the SCH MSC. It was emphasised that the Board continues to offer the hand of partnership to the MSC and clinicians to work together diligently in the interests of children and families. The Acting Chair noted that there are additional processes underway which are using evidence to best determine the way forward. The Cardiac Services Implementation Group continues to move forward with identifying solutions to enable the one service, two site cardiac model. In addition, as part of a commitment to improve processes, together with the Ministry of Health, the SCHN Board is commissioning a governance review. The Terms of Reference are currently being developed with the Ministry of Health and the appointment of the review panel is also under consideration. The Ministry of Health has nominated Susan Pearce, Deputy Secretary to work with the Board throughout the governance review process. The Minister for Health has requested monthly reports on the Cardiac Implementation progress be provided to the Ministry of Health as an additional oversight of this process. It was noted that the SCH MSC have now referred their concerns to the Premier in addition to previous discussion with the Minister for Health.				

Actions / Decisions:

- *That the Board awaits the appointment of the review panel and finalization of the Terms of Reference and looks forward to engaging in this process*
- *That the Cardiac Services Implementation Group report that is provided to each Board meeting will be subsequently submitted to the Ministry of Health by the Chief Executive.*

1.4	Declaration of Conflicts of Interest	Chair	-
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No conflicts were declared.

2 Minutes and Action Items

2.1	Review of Minutes of meeting held on 5 December 2019	Chair	1-7	5 min	For approval
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The minutes of the previous meeting were reviewed.

Dr Sue Russell raised concern regarding the word choice used to describe the consideration being given to SCH staff advocating to leave the Network. The Acting Chair agreed to take this feedback on notice pending further discussion with the Board Chair. It was agreed that this would be reviewed at the next meeting for confirmation.

Subject to the resolution of the above, the minutes were accepted.

Actions / Decisions:

- *That alternative wording will be developed for consideration by the Board*

2.2	Matters Arising from Previous Meeting
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2.2.1	Review of Action Table	Chair/ Chief Executive	8-12	For noting
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The action table was reviewed; items outstanding will be brought forward to the appropriate agendas.

3 Work Health and Safety Reporting

3.1	Safety Pause	Chief Executive	-	5 min	For discussion
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Mr Jeremy Wright visited the Emergency Department and the Paediatric Intensive Care Unit at The Children's Hospital at Westmead prior to the meeting and reflected that this was an excellent way of preparing for the Board meeting. Although no specific safety concerns were observed, the demand on the Emergency Department was notable, even though the number of presentations overnight was comparatively moderate. This is a matter of ongoing concern for the clinicians managing these patients as well of the Executive. The new Emergency Department in the Acute Services building will alleviate the capacity deficiency when it opens in 2020. It was discussed that communication can be as important as the actual waiting time, as it is particularly difficult for families when they aren't informed what to expect or why there is delay.

The Acting Chair reflected the benefits of Board members visiting departments and talking with staff and families.

3.2	Work Health and Safety (monthly report)	Chief Executive	13-14	5 min	For discussion
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The WHS report was reviewed and it was noted that there were no significant issues raised for the period. The current focus on cultural aspects of providing a safe work environment was noted.

Absconding children and young people with mental health issues is an ongoing concern, both for the patients and families and for staff in who care for these patients. Management will provide further updates on actions taken.

The wellbeing of staff was discussed in the context of the current complex discussions regarding cardiac services. The Acting Chair highlighted the concern of the Board to ensure that appropriate support is provided to all staff including senior clinicians during this time.

Actions / Decisions:

- *Management to provide information on actions taken to address the issues with absconding patients.*

3.3	Work Health and Safety (Quarterly report)	Chief Executive	15-23	5 min	For discussion
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The provided report was reviewed, noting that no significant issues were raised for the period.

4 Strategic Focus - Finance

4.1	Patient Story	Director of Finance / Chief Executive
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The patient story reflected a recent presentation where to provide optimal care to the patient; an unexpected, high cost medication was required to be imported urgently from overseas. This was approved and coordinated rapidly through a process involving several clinical and non clinical staff. The patient received the treatment and has had a good recovery.

It was discussed that the high cost of the drug up front prevented a long and costly admission, and most importantly, leads to a significantly improved outcome for the patient.

4.2	Financial Forecast for 2018/2019 and Strategies	Director of Finance / Chief Executive
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The Acting Chair advised that a detailed review of the current forecast has occurred with the Chair of the Finance and Performance Committee and the Director of Finance and Corporate services. The end of year forecast has been submitted to the Ministry of Health. A detailed briefing will be provided to the Board at the April 2019 meeting.

Actions / Decisions:

- *The April 2019 board Agenda will consider the 2018/ 2019 Financial Forecast*

5 Matters for Discussion and Decision

5.1	External Review of SCHN Governance	Acting Chair
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Refer to the Acting Chair's opening remarks (Item 1.3)

5.2	Asset Strategic Plan	Director of Finance / Chief Executive
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The Director of Finance outlined the process in relation to the Asset Strategic Plan. The information has been previously provided to the Ministry of Health, however this more formal submission is now recommended to ensure that the SCHN plan is considered in any assessment in the pre and post-election period. It was noted that the Asset Strategic Plan has been reviewed by the Chair of the Capital Works Subcommittee.

Clarification regarding the basis for the decision to allocate Westmead Stage Two ahead of Randwick Stage One was requested by MSC representatives. It was outlined that the Network had rated the two projects equally however advice was received from the Ministry of Health the Network was required to rank the two projects. The final ranking rests with the Chief Executive who was not present at the meeting; clarification was therefore agreed to be provided outside of the meeting.

It was noted that the decision making basis has been discussed with the Capital Works Sub Committee and the outcome was supported.

The Acting Chair noted that these matters are appropriate for discussion as part of the Board governance review process.

The status for the approval of Westmead Stage Two was queried; it was clarified that planning monies have been approved, and this is a good indication that the project is likely to also be approved.

It was discussed that SCHN has not received any planning funds for the Randwick campus but has invested local funds to enable engagement in the site planning processes with SESLHD.

Noting the above discussion, the Board endorsed the submission of the Asset Strategic Plan to the Ministry of Health.

Actions / Decisions:

- *Further clarification regarding the determination of the ranking of the Capital Projects will be provided by the Chief Executive and / or Chair subsequent to the meeting*
- *That Asset Strategic Plan was endorsed by the Board for submission to the Ministry of Health by the Director of Finance and Corporate Services.*

6 Standing Reports

The Acting Board Chair, on behalf of the Board expressed full confidence in the SCHN Executive and the Network as the appropriate model for governance for paediatric services in NSW.

J Lawson queried whether there will be a further response to the SCH MSC in addition to the motions of support. The Acting Chair advised that discussions had occurred with the SCH MSC Chair and that members of the Board and Executive reiterated their offer to meet with SCH MSC delegates. The Acting Chair noted that a number of issues were verbally presented at the meeting of the SCH MSC on 24 January and that a written summary of these from the MSC has been requested to ensure these are considered appropriately. Resources to capture and summarize this information were offered to the MSC representatives by the Acting Chair.

Actions / Decisions:

- *An invitation to the SCH MSC representatives to meet with the SCHN Executive and Board was extended*
- *Resources to support the SCH MSC to collate a summary of the issues raised verbally at the meeting of the MSC held 24 January were offered.*

6.2 Chief Executive's Report

The CE report was reviewed and noted. Ms McCullagh spoke to the report.

It was noted that several cardiologist positions have been advertised and interviews are understood to be underway.

Discussion noted the reported risk to the SCHN Metabolic Service relates to the outcome of ongoing and complex workforce issues. The service has exemplified the benefits of a Network managed, state-wide service and the importance of ensuring mitigation strategies are effective was emphasised. The Board requested that this matter to be reported monthly until the level of risk reduces.

The Bureau of Health information report was also raised; it was requested that this be referred to the Health Care Quality Committee to enable a more detailed review.

Actions / Decisions:

- *Monthly updates to be provided to the Board regarding the status of the SCHN Metabolic Service until the level of risk is reduced*
- *The report from the Bureau of Health information will be referred to the Health Care Quality Committee to for a more detailed review.*

6.3 SCHN Performance Report (December 2018) Chief Executive

The provided report was reviewed and noted. There has been some improvement in the Emergency Department access measures; these remain an area of high focus.

6.4 Patient Care Capacity Chief Executive

The report provided was reviewed and noted.

6 Standing Reports – Continued

6.5 Planning and Capital Works Director of Finance and Corporate Services

The provided report was reviewed and noted.

The Director of Finance and Corporate Services reported that the focus for the Randwick Campus remains obtaining approvals for the SCH Stage 1. For the Westmead Campus, the light rail is currently making significant progress and is approaching the start of the build. It was noted that the Joint SCHN and WSLHD Capital Works committee, as well as the SCHN Capital Works Subcommittee, are meeting on 14 February.

6.6 Cardiac Services a Implementation Update Executive Medical Director

The provided report was reviewed and noted.

6.7 Foundation Report Chair SCHF

The SCHF Chair noted that the Foundation is tracking well overall. A meeting is scheduled with the Minister for Health in the coming week which will include discussions on support for the SCH Stage 1. The SCHF Chair undertook to report back to the SCHN Board on this discussion. It was queried whether the recent media in relation to cardiac services has impacted on donor

relationships or discussion; this has not been a concern to date.

6.8 Board Development Acting Chair

This item was held over due to time constraints.

7 Reports from Sub-Committees

7.1 Finance & Performance Committee
7.1.1 Director's Report
7.1.2 Endorsed Minutes
Chair Finance and Performance Committee / Director of Finance

The provided report was reviewed and noted.

7.2 Health Care Quality Committee
7.2.1 Director's Report
7.2.2 Endorsed Minutes
Chair HCQC

The provided report was reviewed and noted.

7.3 Medical & Dental Appointments Advisory Committee
7.3.1 Director's Report
Chief Executive

The provided report was reviewed and noted.

7.4 Capital Works Sub Committee
7.4.1 Chair's Report
7.4.2 Endorsed Minutes
Chair CWSC

The provided report was reviewed and noted.

7.5 Clinical Council
Executive Medical Director

The provided report was reviewed and noted.

7.6 Audit and Risk Committee
Deputy Chair

The provided report was reviewed and noted.

Correspondence Received

- 8.1 **Summary of Key Correspondence – SCH MSC – January 2019** **Chief Executive Delegate**

The provided correspondence was noted.

Business without Notice

- 9.1 **Board Representation of Sub-Committees**

The Board was advised that the March meeting will consider the current Board representation on sub-committees and recommend changes as appropriate.

- 9.2 **Working together for Children – The Sydney Way**

A request from the SCH MSC representatives that the brief outlining “Working together for Children – The Sydney Way” provided to the November 2018 Board meeting be brought forward for further discussion was accepted by the Acting Chair. This item will be included on the Action Sheet for further discussion, particularly in the context of the description of the Hospitals as “offering a **relatively comprehensive** range of services focused around the complex multi-specialty needs of the patients attending each site”.

Actions / Decisions:

“The Sydney Way” to Item to be included on Action Sheet for further consideration at a future meeting

There being no further business, the meeting closed.