

Meeting name	Sydney Children's Hospital Network (SCHN) Board
Date	Thursday, 6 August 2020
Time(s)	8:30 – 9:30am – SCHN NED Board Meeting 9:30 – 11:30am – SCHN Board Meeting
Location	Bright Alliance L9 Boardroom, CHW L4 Boardroom or join via Zoom https://us02web.zoom.us/j/180901102 Meeting ID: 180 901 102 Password: 503989
Membership	<p>SCHN Board members</p> <p>Ms Elizabeth Crouch AM (Chair), Mr David Nott (Deputy Chair), Professor Donna Waters, Professor Louise Baur AM, Dr Abby Bloom, Mr Jack Ford, Ms Jane Freudenstein, Dr Elizabeth McEntyre, Mr Bruce MacDiarmid, Professor Kim Oates AO, Mr Jeremy Wright, Professor Les White AM.</p> <p>Ex officio invitees</p> <p>Mrs Cathryn Cox PSM (Chief Executive), Adjunct Associate Prof Cheryl McCullagh (Interim Chief Executive), Dr Mary McCaskill (Executive Medical Director, SCHN and A/Director of Clinical Governance and Medical Administration), Dr Matthew O'Meara (NSW Chief Paediatrician), Dr Kathryn Carmo (MSC CHW Chair), Dr Michael Solomon (MSC SCH Chair), Mr Colin Murray (A/Director of Finance and Corporate Services, SCHN).</p> <p>In attendance</p> <p>Dr Joanne Ging, A/Director Clinical Operations Mr Tim Hoffmann, Director of Planning and Redevelopment Mr Ian Fuller, Director of Workforce Mr Michael Dickinson, A/Director of Clinical Integration Ms Sally Whalen, A/Director of Nursing & Midwifery, and Education Prof Chris Cowell, Director of Research Ms Amanda Walsh, Executive Officer Ms Julia Millen, Executive Assistant to Chief Executive</p>
Secretariat:	Ms Amanda Walsh, Executive Officer

Item	Description	Responsibility	Page No.	Time (mins)	Action required
1.0	In Camera Session	Chair		45 min	Discussion

The Chair presided over an in-camera session with the SCHN Board members and the Chief Executive.

2.0	Administrative matters			10 min	
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2.1	Acknowledgement of Country	Chair			Noting
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Dr Elizabeth McEntyre provided the acknowledgement of Country, noting she was honoured to speak on behalf of SCHN collectively and sincerely acknowledged the Burramattagal, Bidjigal and Gadigal peoples as traditional owners of country that was never ceded and will always be Aboriginal land.

2.2	Attendance and Apologies	Chair			
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Present (SCHN Board members): Ms Elizabeth Crouch AM (Chair), Mr David Nott (Deputy Chair), Professor Donna Waters, Professor Louise Baur AM, Dr Abby Bloom, Mr Jack Ford, Ms Jane Freudenstein, Dr Elizabeth McEntyre, Mr Bruce MacDiarmid, Professor Kim Oates AO, Mr Jeremy Wright, and Professor Les White AM.

Present (Ex officio invitees): Mrs Cathryn Cox PSM (Chief Executive), Adjunct Associate Prof Cheryl McCullagh (Interim Chief Executive), Dr Mary McCaskill (Executive Medical Director, SCHN and A/Director of Clinical Governance and Medical Administration), Dr Matthew O'Meara (NSW Chief Paediatrician), Dr Kathryn Carmo (MSC CHW Chair), Dr Michael Solomon (MSC SCH Chair), Mr Colin Murray (A/Director of Finance and Corporate Services, SCHN);

(Attendees): Prof Chris Cowell (Director of Research), Mr Michael Dickinson (A/Director Clinical Integration), Mr Ian Fuller (Director of Workforce), Dr Joanne Ging (A/Director Clinical Operations), Mr Tim Hoffmann (A/Director Planning and Redevelopment), Ms Sally Whalen (A/Director Nursing & Midwifery and Education), Amanda Walsh (Executive Officer).

Apologies: Nil

2.3	Declaration of Conflicts of Interest	Chair			Declaration
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Nil

2.4	Review of Minutes of meetings held: - 4 July 2020	Chair	3		Approval
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The minutes were accepted as a true record of the meeting. The Chair noted that some prior actions had been incorporated into the meeting agenda and a list of actions will be circulated for future meetings.

3.0	Matter for discussion				
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3.1	Board Chair report			10 min	
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The Chair noted that the SCHN Board will meet for a full-day culture workshop on 17 August 2020.

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The Chair commented on her participation in the SCHN Health Leadership Programme (HLP) on 16 July and encouraged Board members to take this opportunity if possible to join future HLP workshops. The workshops are being run virtually and are a measure of how our people and culture staff have seamlessly moved into the virtual world and are continuing to run important programmes.

The Chair provided a verbal overview of activities undertaken in the last few weeks including a quarterly meeting with the Western Sydney Local Health District (WSLHD) Chair, Chief Executive and the Chancellor and Vice Chancellor of the University of Sydney.

The Chair provided initial thanks to Adjunct Associate Professor Cheryl McCullagh for her welcome and support to incoming Chief Executive (CE), Mrs Cathryn Cox PSM, and welcomed the CE to her first Board meeting with the SCHN Board.

3.2	Chief Executive Report	Chief Executive	3	Discussion
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The CE commented that it was a privilege to join SCHN as its permanent Chief Executive and thanked Adj A/Prof McCullagh for her assistance in providing a smooth handover and transition to the role.

The CE referred to the Report provided, noting that it had been a busy first week with introductory meetings occurring with the Executive, key staff, teams and stakeholders.

Members queried the Minderoo Foundation Memorandum of Understanding which grants Minderoo naming rights of the Children's Comprehensive Cancer Centre at Randwick in perpetuity, and reflected more broadly on naming rights for future developments / buildings. Adj A/Prof McCullagh commented on her understanding of 'in perpetuity' which related to the life of the building as it stands. If the building is substantially changed or demolished the naming rights disappear.

The Members noted the CE Report.

3.3	Westmead Health Precinct Governance	Chief Executive	6	Discussion
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The CE noted progress on the development of Westmead Health Precinct governance and the proposed next steps. The Precinct has existed for some time however the term 'lighthouse precinct', introduces a new focus for governance requirements which are addressed in the Westmead Health and Innovation District (WHID) Governance and Directions discussion paper. The discussion paper seeks support from the Board to progress the development of Westmead Health Precinct governance including:

- Developing a Terms of Reference and work program;
- Preparing a Precinct Strategy to inform the economic development strategy and prospectus for the WHID; and
- Developing an implementation plan for Health Core Master Plan.

The discussion paper recommends forming a new Leadership Committee to refocus and align the priorities of the Precinct Partners. The CE highlighted the diagram *Government endorsed governance for the Westmead Health and Innovation District*, commenting that the Steering Committee has representation from NSW Health, and that the proposed Westmead Health Precinct Delivery and Operations Committee will likely be co-chaired between the Network and the LHD. There will be five separate groups feeding into Westmead Health Precinct Delivery and Operations Committee, with some already in place. Several will require a review of their reporting structure and membership.

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The Chair noted the Precinct area includes high schools and other education organisations and suggested these institutions be included in conversations around future workforce development.

It was noted the Capital Works Committee will play a role in progressing and monitoring certain directions for the Precinct. The Members queried who would author the Terms of Reference and work programs for each working group. The CE advised NSW Health's Executive Director for Precincts and Partnerships will facilitate these documents with input from Precinct Partners.

The Chair commented the WHID governance will be kept on the Board agenda for ongoing monitoring of progress.

3.4	Board Skills Self-Assessment	Committee Chair	25	Discussion
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The Nominations and People Committee Chair thanked the Associate Director, Office of the Chief Executive for her efforts analysing the Board skills self-assessment responses and preparing the Board paper for Members to review. The paper analysed the Board skills self-assessment outcomes, summarised areas of strength and potential skills gaps, and provided an update of Board appointment arrangements for 2020 and 2021.

The Committee Chair noted several Board vacancies will occur in 2020/21, and that the self-assessment exercise helps identify the skills and expertise required from potential nominees for Board membership. It was requested that the analysis also reflect the skills and strengths that will be "retained" with ongoing Board members. The Executive Officer is currently reviewing NSW Health's Board appointment process.

The Nominations and People Committee recommend the following:

- Based on the skills assessment and vacancies over the next 18 months, upcoming Board appointments will need to focus on members with clinical skills and digital technology skills; and
- Audit and Risk Committee (ARC) and succession planning, will be further progressed via the Committee and reported back to the Board.

Members commented that clinical skills should encompass paediatric healthcare experience, and the spectrum of medical, nursing and allied health skills. Members requested clarification on the policy pertaining to clinicians as Board members.

It was agreed that Board Sub Committee Membership expertise should also be included in the review, as well as documenting Board members' involvement, ensuring the appropriate balance and mix of experience and skills across all committees. Members also noted the Chief Audit Officer provides a list of people who are pre-qualified for nomination to an Audit and Risk Committee, who may also be appropriate for Board membership.

The Director for Clinical Governance and Medical Administration (DCG&MA) advised the current Chair, Medical and Dental Appointment Advisory Committee (MDAAC) will retire at the end of 2020 and this role is one nominated and appointed by the SCHN Board. This upcoming vacancy was noted and will be addressed by the Nominations and People Committee, including appropriate recognition of the outgoing Chair MDAAC.

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3.5	COVID-19 update	DCG&MA	29		Discussion

The DCG&MA noted the SCHN COVID-19 response continues at Level 1 COVID Business as Usual. However, the risk of community transmission in NSW has risen to an 'intermediate' level for all areas apart from SCH and Bear Cottage. It is anticipated these will also be at an intermediate level within the next week.

There are a number of facilities across Sydney registering visitors on arrival. SCHN has rolled out an App which enables the Network to collect registration data including mobile numbers. The new App, along with the Commonwealth's COVID Safe App, will enable and support contact tracing within the Network. Guidelines for managing an outbreak across SCHN are in place.

Members queried the level of supply of personal protection equipment (PPE). The DCG&MA noted SCHN is keeping a close eye on supplies with NSW Health being well positioned to respond to any shortages.

The provided report was noted by Members.

4.0	Matters for discussion – executive reports				
4.1	Quality and Safety	DCG&MA	31		Discussion

The DCG&MA noted the detailed Quality and Safety report noting an upgrade of the existing incident management system, IMS+, will be rolled out in mid-August 2020. The Quality and Safety Account due later in the year will provide progress on the IMS+ implementation.

Members commented positively on the patient story and requested a follow up in twelve months to inform the continuous quality improvements of the '2 challenge rule'.

Members noted the recent Bureau of Health Information (BHI) report which highlighted parking and wayfinding as issues for the Network to address. The DCG&MA advised that the Clinical Governance Unit reviews the BHI report in detail and identifies areas for improvement. The DCG&MA commented on wayfinding, noting this item will be discussed at the SCHN Family and Consumer Council meeting to engage with consumers and families on this topic. The Director for Clinical Integration (DCI) noted the Network is reviewing digital wayfinding options, for example queueing, check in and arrival onsite.

The provided report was noted by Members.

4.2	Workplace Health and Safety Quarterly Report	DOW	33		Discussion
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The Director of Workforce (DOW) noted the Workplace Health and Safety report commenting on the general increase in employee relations matters in the quarter to June 2020, and decrease in number of Work Health and Safety related incidents.

Members enquired about the Network's focus on supporting staff who are experiencing a broader range of pressures due to the COVID-19 pandemic. The DOW noted the Network has put in place a wellness campaign including weekly newsletters for staff, and ongoing promotion of the Employee Assistance Program, and this messaging is supported at team management level.

The DOW also highlighted the SCHN Hazardous Medication Policy Working Party has agreed to have site-based policies due to the differences of some practices across sites. DCG&MA noted the two-site policy will increase in scope and a Network wide policy will be implemented within twelve months.

The provided report was noted by Members.

4.3	Clinical Operations	DCO	37	Discussion
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The Director of Clinical Operations (DCO) provided a demonstration of the Whole of Health Program Operational Dashboard that incorporates access to care key performance indicators and services measures. DCO noted there are opportunities to include more hospital performance measures and invited the Board to recommend reports or information they would like to see on a monthly basis.

The provided report was noted by members.

4.3	Finance & Corporate Services	DFCS	52	Discussion
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The Director of Finance and Corporate Services (DFCS) noted the Network net results in the General Fund remain unfavourable to budget, despite the COVID assistance subsidy received from NSW Health. Key drivers include salaries and wages, and lower levels of annual leave taken by staff. The DFCS also noted the NSW Health Interim Service Agreement will be extended for the period July to December 2020, with an annualisation of the 2019/20 allocations.

Members queried the Network's plans to encourage staff to take leave and reduce balances. The DOW noted management continues to highlight the importance of taking leave as it becomes available, and advised the Network is considering a shorter low-activity period in December 2020 / January 2021. COVID-19 progression will impact the progress and finalisation of planning for this period.

The provided report was noted by Members.

4.5	Planning and Redevelopment	DOP	56	Discussion
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The Director of Planning and Redevelopment (DOP) provided an update on the redevelopment programs for CHW Stage 1 and 2, and SCH Stage 1. The DOP noted the SCHN Staff Forum scheduled next week will provide staff with a view of SCH Stage 1 and the Children's Comprehensive Cancer Centre and CHW Stage 2 including KIDSPARK.

The DOP noted recruitment for the Consumer and Community Advisory Committee has commenced through an EOI and will be finalised in August 2020. It was also noted that the consumer surveys responding to principles of planning and design for the SCH and CHW projects have received more than 1,400 responses from staff, patients, community groups and school students.

The Capital Works Committee Chair commented the value management exercise for the SCH Stage 1/CCCC project indicates the project is on budget, and a similar exercise for CHW Stage 2 projects over budget. Value management for CHW Stage 2 continues with the development of an affordable option.

The provided report was noted by Members.

4.6	Clinical Integration	DCI	70	Discussion
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The DCI highlighted the Financial Management Activity Report for July indicates the Network continues above target on activity.

The Checkley Group has been engaged to develop a digital strategy for the redevelopment projects. The strategy will be brought to the October 2020 Board meeting.

The provided report was noted by members.

4.7	Research	DOR	72	Discussion
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The Director of Research (DOR) acknowledged Board Member, Professor Louise Baur's appointment to the position of President-Elect of the World Obesity Federation. The DOR also noted the Children's Medical Research Institute and SCHN have signed an umbrella agreement to promote the KIDSPARK initiative at Westmead.

The provided report was noted by Members.

4.8	Communications and Public Relations	DOW	78	Discussion
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It was noted that the Service Level Agreement for the provision of communication and public relations support to the Sydney Children's Hospitals Foundation has lapsed and new terms are currently under negotiation. The Chair advised a joint Board meeting with the Foundation will be organised with further detail to be provided to Board members.

The provided report was noted by Members.

4.9	Risk Reports	DFCS	81	Discussion
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A summary of SCHN strategic and operational risks was provided for review.

Members recommended the strategic risk templates identify which SCHN Committees have oversight of each risk. The DFCS will revise wording for the risk related to funding from the Foundation ahead of submission to the Ministry of Health.

The provided report was noted by Members.

5.0	Matters for Noting
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5.1	Board Committee Minutes	100	Noting
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The following provided reports were noted as read:

- 5.1.1 Aboriginal Health Strategic Committee
- 5.1.2 Finance and Performance Committee
- 5.1.3 Quality and Safety Committee
- 5.1.4 Audit & Risk Committee

5.2 Clinical Council update 123

The provided report was noted by members.

DCG&MA advised Board members have an open invitation to attend the monthly Clinical Council meetings. The meetings are held on the last Wednesday of each month, 4 - 6pm onsite at SCH and CHW, as well as through a virtual platform.

5.3 Mandatory Training Update 125

The provided report was noted by Members.

6.0 Any Other Business

The Board Chair and Deputy Chair provided a formal vote of thanks and appreciation to Adj. A/Prof McCullagh on behalf of SCHN for her commitment, vision and stewardship as Interim Chief Executive of the Network.

7.0 Next meeting

The next meeting will be scheduled 8:30 – 11:30am on Thursday 3 September, 2020.

There being no further business, the meeting closed at 11:55am