

Meeting name	Sydney Children's Hospital Network (SCHN) Board
Date	Thursday, 3 December 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, Emeritus Professor Kim Oates AO, Mr Jeremy Wright, Professor Les White AM.</p> <p>Ex officio invitees</p> <p>Ms Cathryn Cox PSM (Chief Executive), Dr Mary McCaskill (Director Medical Service and Clinical Governance, Dr Matthew O'Meara (NSW Chief Paediatrician), Dr Kathryn Carmo (MSC CHW Chair), Dr Michael Solomon (MSC SCH Chair), Mr Sayeed Zia (Director of Finance and Corporate Services).</p> <p>In attendance</p> <p>Dr Joanne Ging, Executive Director Clinical Operations Mr Tim Hoffmann, Director of Planning and Redevelopment Mr Ian Fuller, Director of Workforce Mr Michael Dickinson, A/g Director of Clinical Integration Ms Sally Whalen, A/g Director of Nursing & Midwifery, and Education Prof Chris Cowell, Director of Research Ms Amanda Walsh, Executive Officer</p>
Secretariat:	Ms Amanda Walsh, Executive Officer

1 In Camera Session Chair

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

2 Administrative matters

2.1 Acknowledgement of Country

Emeritus Professor Les White AM provided the acknowledgement of Country, paying respect to the Burramattagal, Bidjigal, Cammeraygal, Darak and Gadigal peoples as traditional owners of country where the Network operates.

Professor White spoke to the SCHN services designed in consultation with Aboriginal people which are focussed on securing more equitable outcomes. Professor White noted he and the SCHN Chair and Chief Executive recently had afternoon tea with members of the Aboriginal Health team and were impressed by their vision and dedication as well as their evident commitment to working seamlessly across both sites. SCHN management should be very proud of this team in working to deliver a true, Network-wide model. Mistakes of the past, including the removal of children from their families, were acknowledged with the Board noting there is still much work to do but there is a strong commitment to making real improvements.

2.2 Attendance and Apologies Chair

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

Present (Ex officio invitees): Ms Cathryn Cox PSM (Chief Executive), Dr Mary McCaskill (Director Medical Services and Clinical Governance), Dr Matthew O'Meara (NSW Chief Paediatrician), Dr Kathryn Carmo (MSC CHW Chair), Dr Michael Solomon (MSC SCH Chair), Mr Sayeed Zia (Director of Finance and Corporate Services);

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

Apologies: nil

2.3 Declaration of Conflicts of Interest Chair

Nil.

2.4 Review of Minutes of meetings held: Chair

- November 2020

The Minutes were accepted as a true record of the meeting.

2.5 Actions Arising Chair

The Actions Arising were noted with several items moved to 'closed' status. It was agreed to mark dates against progress of actions.

It was noted that the Cyber Security Audit Report is delayed due to the auditors requesting further documents which need to be sourced from multiple stakeholders, including eHealth. These were provided 2 December 2020, with the Report anticipated for the February 2021 Board meeting.

Actions:

- Dates to be included on progress of actions (Executive Officer).
- Cyber Security Audit Report to be submitted to the February 2021 Board meeting (A/g Director Clinical Integration)

2.6 Board Chair Report

The Chair provided a verbal update of business since the last meeting, noting Emeritus Professor White's opening comments about the afternoon tea with the Aboriginal Health. She observed that amongst the staff within the Aboriginal Health team there was a strong commitment to genuine Network conversations, regardless of where members of the team were based. The Chair commented on the team's dedication and great work.

The Chair noted the Annual Public Meeting on 5 November 2020. Given COVID19, the meeting was held as a virtual event however had attracted more attendees than in the past. Several staff members were presented with 40 and 45 years' service awards which recognised an extraordinary commitment to the SCHN over those years.

A joint meeting with the Sydney Children's Hospitals Foundation Board is scheduled for 15 December 2020. The agenda will include a 'state of the nation address from both Chairs; discussion on the new Service Agreement; an overview of the Foundation's pilot Greenlight project; and a presentation on the SCHN redevelopment projects.

It was noted that the Council of Board Chairs meeting will be held on 7 December 2020. The agenda will include discussions around size of NSW Health Boards moving forward and the structure and composition of boards and committees. SCHN is already holding internal discussions around the appropriate nature, number and frequency of Board Committees which will be discussed at a future SCHN Board meeting. The Chair is also working with a number of the Local Health District Board Chairs on the agenda for the Council of Board Chairs annual conference.

2.7 Chief Executive Report Chief Executive

The Chief Executive (CE) announced that Mr Tim Hoffman has been appointed to the Director of Redevelopment role. The Board congratulated Tim on his appointment. Executive recruitment is continuing with interviews for the Director Nursing, Midwifery and Education scheduled next week. The advertisements for the Director People and Culture and the Director Communications and Engagement have closed, and shortlisting will take place over the coming days. The role of Director Strategy and Innovation was advertised yesterday and interviews will take place in the new year.

Professor Villis Marshall has provided advice on next steps and timelines to the cardiac services implementation panel members. This timeframe will be circulated to Board members by the CE.

It was noted that the CE and Director Finance and Corporate Services conducted a 'page turn' of the new draft Agreement with the Foundation. Final changes are being made ahead of the joint Board meeting with the Foundation. The Foundation has agreed to an annual minimum contribution of \$20 million, with

expenditure to be informed by the SCHN Investment and Prioritisation Framework which is currently out for consultation. The Board noted that this continues and strengthens the partnership approach. In the meantime, SCHN is gradually accessing drawdowns from the Foundation. The Foundation has recognised that clinicians can be better leveraged for fundraising efforts. The new Agreement will be submitted for approval of both Boards in the new year.

Meetings with the SCHN Chair and CE, and the Chair and CE of the Western Sydney Local Health District (WSLHD) continue to focus on the Westmead precinct, especially regarding involvement with the Greater Sydney Commission and other stakeholders.

The CE SCHN, CE Children's Medical Research Institute and relevant clinicians, met with the Minister for Health and Medical Research to advocate for Kidspark. The discussion reiterated that Kidspark provides additional research capacity in the Westmead Precinct, as well as linking to the new ground plain and entrance for the Paediatric Services Building.

The Heads of Agreement with South Western Sydney Local Health District is scheduled to be signed in December. The Board noted the good progress with Agreements now in place with several Local Health Districts.

The Members noted the CE Report.

Actions:

- CE to circulate the cardiac services Implementation Panel's timeline to the Board.

3 Matters for Decision

3.1 2020-21 Service Agreement and Budget Presentation Director Finance and Corporate Services

The Director Finance and Corporate Services presented the 2020-21 Service Agreement and approach to the budget. The presentation included changes from the previous year, how the Ministry of Health will be measuring SCHN commitments and the effect of changes on the budget.

It was noted that the key change to the Service Agreement is that the business plan will move to an outcome-focussed model for both financial and non-financial outcomes. SCHN has available data to report against these new measures.

An efficiency dividend of \$1.7 million has already been removed from the allocated budget however it was noted that this amount is a minimum target to improve the Network's overall budget position. Several new KPI's have also been introduced in the Service Agreement.

The Ministry has indicated that as their reporting connects to wider reporting to NSW Treasury, it is important that SCHN forecasts are robust.

Discussions continue with the Ministry regarding expenses from prior years; base activity levels; and excess annual leave. A three-year timeframe has been proposed for the Network to balance its budget position.

As required by the Ministry, the impact of COVID-19 is required to be included in the forecasts. On this basis, at October 2020, SCHN's overall position was unfavourable by \$74 million. The forecast however includes \$29.6 million for COVID-19 related costs, with other major impacts from excess annual leave which the Network continues to actively address.

(Dr Michael Solomon joined the meeting at 10.16am)

The Board noted that the Centralised Acute Services Building (CASB) funding is a one-off supplement of \$7.35 million for four months in this financial year which will be annualised in 2021-22. The CASB budget will then transition to growth funding which will be carefully monitored by the SCHN to assess fixed costs.

SCHN is continuing to work with the Ministry on the underlying position which is slowly improving. More detailed strategies will be included in roadmaps. The Board noted that activity levels should continue to be discussed with the Ministry with the CE and Director Finance and Corporate Services leading these discussions.

It was noted that a risk listed on page 44 of the Service Agreement (State Budget Outcome 1 – Keeping People Healthy) has been translated into metrics relating to obesity, immunisation, and drug and alcohol consultation. These metrics are not within SCHN control. The wording implies the Network is operating as a Local Health District however this is not the case, especially for the collection of monies. \$42 million has been allocated against this target. Due to these concerns, it was agreed to write to the Ministry outlining SCHN concerns.

The Board noted that moving to the new outcome-focussed budgeting model may have some transition issues and acknowledged that the budget position needs to improve within the agreed three year timeframe.

It was noted that the Service Agreement needs to be executed by 22 December 2020. The Board endorsed the Agreement and noted the covering letter.

Actions:

- Telehealth Report to be circulated to the Board (Executive Director Clinical Operations).
- Roadmaps for budget improvements to be presented to the Board at a future meeting (Director Finance and Corporate Services).
- Letter to be sent to the Ministry outlining risks of some Outcome KPIs which are not within the Network's control and are more appropriately targeted to the LHDs (Director Finance and Corporate Services).
- The 2020-21 Service Agreement to be signed and returned to the Ministry by 22 December 2020 (Director Finance and Corporate Services).

4 Matters for Discussion

4.1 COVID-19 Update

Director Medical Services and Clinical Governance

The Director Medical Services and Clinical Governance updated the Board on recent COVID-19 related activity.

It was noted that the NSW Government has identified changes to “work from home” requirements and management are considering how these changes apply to the Network.

Changes to visitor restrictions (currently 1 at a time) are being considered due to the NSW Premier's announcement to reduce restrictions yesterday. The Network is looking to change visitor restrictions, especially for siblings, via an organised schedule.

The Board congratulated Dr Mary McCaskill and Dr Joanne Ging on their permanent appointments to the SCHN Executive team.

The Board noted the Update.

4.2 A Safe Place for Everyone

A/g Director Nursing, Midwifery and Education

The Acting Director Nursing, Midwifery and Education provided an update on *A Safe Place for Everyone*; a project focused on countering aggressive incidents in the workplace.

It was noted that the project started in November 2019 however it was suspended from March – August 2020 due to the COVID19 pandemic.

A multi-directorate Committee which included representation from John Hunter Hospital considered approaches to reducing aggressive incidents in the workplace.

A Communications Plan encouraging kindness in the workplace will be presented to families for input and feedback in December 2020. This will include a matrix of the rights and responsibilities of patient-facing staff.

The project builds upon work already completed by the Workforce team to improve culture.

The project aims to reduce incidents by 30% from the previous year noting rates have risen during COVID19. Support for staff is available and there is also an education process for dealing with people who may be distressed. A detailed description of support provided will be included in future reporting.

The Board noted the importance of addressing this issue, how targets can play a role and the option of using improvement science to inform learnings. It was noted that Code Blacks and a customer service program will be included in monitoring.

Mr David Nott noted that the Royal Prince Alfred Hospital had conducted a study which included confidential questions around whether mothers had experienced domestic violence when presenting to the hospital. The study was very interesting and uncovered a lot of information. It was noted that this study will be considered as part of the design for the SCHN project.

Actions:

- Detailed description of support available to patient-facing staff to be included in future reporting to the Board (A/g Director Nursing, Midwifery and Education).
- Mr David Nott to provide a copy of the Royal Prince Alfred study on domestic violence against mothers to the A/g Director Nursing, Midwifery and Education (Mr David Nott).

5 Matters for Noting

5.1 Quality and Safety Update

A/g Director Clinical Governance

The Co-Chair of the Quality and Safety Committee noted changes to the approach to quality and safety investigations of incidents, language, and length of time for investigations. It was noted that there is a risk that terminology changed quickly (by 14 December 2020) and this will need to be socialised well so robust reporting continues.

The Quality and Safety Committee combined three committees into one at the beginning of 2020. This has worked well and will continue into next year.

The Board noted the Update.

Actions:

- Changes to terminology for investigations of incidents to be communicated to relevant teams as soon as possible (Director Medical Services and Clinical Governance).

5.2 Workplace Health and Safety Update Director Workforce

The Board noted an increase in reported incidents which may be due to an increase in reporting via the new ims+ system. Some incidents may be duplicates from the previous system.

Workers compensation claims have reduced slightly and seem to be consistent with previous reporting periods. 'Hit by Moving Object' (violence) incidents have reduced this month.

Mental stress claims largely relate to verbal abuse from patients and/or families with one incident of physical abuse causing no significant harm.

The Board noted the Update.

5.3 Clinical Operations Update Executive Director Clinical Operations

Activity in October 2020 was lower than normal however increased to normal activity levels during November, especially in the Emergency Department. The 'less than 15 mins' category will be removed in 2021. The reported breach was a human error in data input and the treatment fell within target times.

It was noted that there will be a focus on the Premier's Priority to improve triage level 2 activity in the New Year.

Surgical reporting is tracking well and back to pre-COVID levels.

It was noted that the KEYS project was launched and Ministerial announcements will be made in the next week. Information about a similar project in Sydney's Eastern suburbs will be included in the February 2021 Board papers.

Work is proceeding on a Working with People with a Disability Strategy. The Board applauded the inclusion of the disability document in the Board papers, noting it was excellent to see a strategy which focussed on children's health and that children should see disabled people employed at the hospital.

It was noted that the number of patients admitted at Westmead has doubled whereas Randwick admissions have remained steady due to COVID related admissions. Presentations by children with coughs and colds has increased at Westmead as Westerns Sydney GPs will not see children without a negative COVID19 test result.

A meeting with the Heads of Surgery was held on 2 December 2020. The discussion included concerns about the number of children being operated on in private surgeries in an effort to decrease

waiting lists. The Board noted that the last surgery using a private service was conducted earlier in the week and that all surgeries at Randwick will be conducted at the Sydney Children's Hospital. Some surgeries scheduled for Westmead are continuing.

The Board noted the Update.

Actions:

- An update on the KEYS-related work in Sydney's Eastern suburbs to be included in the February 2021 Board papers (Executive Director Clinical Operations).

5.4 Finance and Performance Update Director Finance and Corporate Services

The Board noted the Update.

5.5 Planning and Development Update Director Planning and Redevelopment

The Board noted the Update.

5.6 Clinical Integration and Sustainability Update A/g Director Clinical Integration

The Board noted the Update.

5.7 Research Update Director Research

It was noted that the CE chaired a meeting of the National Centre for Research and Surveillance. The Centre has expanded its role to include Timor-Leste and the Pacific.

Intellectual Property deliberations were provided to increase visibility to the Board. It was noted that a payment of \$4.5 million (of which \$1.7 million will be paid to creditors) for nitric oxide from 1990s is pending FTA approval.

The Ministry continues to be the Health lead for establishment of a viral vector manufacturing centre in the Westmead Precinct. The Director of Research and SCHN CE have now been invited to participate on the Steering Committee. Updates will be provided to the Board.

The Board congratulated all Research staff, including the administration staff, for their work over the year, especially during COVID19.

The Board noted the Update.

(Professor Donna Waters and Dr Michael Solomon left the meeting at 11.30am).

5.8 Communication and Public Relations Update A/g Director Communications

The Board thanked Ms Jessica Rubenstein and her team for their work organising the Annual Public Meeting and moving communications to a Network approach over the year.

The Board noted the Update.

5.9 Risk Reports A/g Director Finance and Corporate Services

The Board noted that there will be a Board workshop in February 2021 to establish the Board's risk appetite and risk statement.

It was noted that the style of the Risk Reports will change in response to a request from the Audit and Risk Committee.

The Board also noted that the Cyber Security Audit is underway and will be presented to the February 2021 Board meeting.

The Board noted the Risk Reports.

5.10 Aboriginal Health Strategic Committee Chief Executive

The Board noted that the Committee is working well and increasing the focus on Indigenous employment and the Network's response to cultural issues.

The Committee is reviewing the schedule and timing of Committee meetings to ensure the Board receives up-to-date information.

The Board noted the Update.

6 Matters for Noting

6.1 Board Committee Minutes

The following reports were noted as read:

- 6.1.1 Finance and Performance Committee
- 6.1.2 Quality and Safety Committee
- 6.1.3 Audit and Risk Committee
- 6.1.4 Nominations and People Committee

5.2 Mandatory Training Update

The Board thanked the A/g Director Nursing, Midwifery and Education and staff for compiling the Mandatory Training Update which has been excellent over the past year.

The Board noted the Update.

6 Any Other Business

The Board requested an update on work to address carbon neutral processes around the Network and the Network's target date to become carbon neutral.

The Board agreed to prioritise work to improve the Network's culture, including engagement with senior clinicians. This will be listed on the Forward Agenda in 2021 once the Director People and Culture has been appointed.

The Chair called for any suggestions and improvements to the Board's agenda and invited Members to submit feedback to her.

The Chair thanked all attendees for their time and contributions throughout the year and wished everyone well for the holiday season.

Actions:

- An update on work to address carbon neutral processes to be listed on the Forward Agenda (Executive Officer).
- Culture and engagement with senior clinicians to be listed on the Forward Agenda once the Director People and Culture has been appointed.
- Members to provide feedback on the Board agenda to the Chair (Board Members).

7

Next Meeting

The next meeting will be scheduled 8:30 – 11:30am on Thursday, 4 February 2021.

There being no further business, the meeting closed at 11:06am