

Meeting name	Sydney Children's Hospital Network (SCHN) Board
Date	Thursday, 6 May 2021
Time	8:00 – 10:00am SCHN NED Board Meeting 10:00 – 11:30am SCHN Board Meeting
Location	Sydney Children's Hospitals Network, Bright Alliance Building Level 9, Randwick and Zoom.

1 In Camera Session Chair

The Chair led an in-camera session with the SCHN NED Board members and Chief Executive to discuss the forthcoming strategy session and a range of priority issues.

2 Administrative matters

2.1 Acknowledgement of Country

Mr Jack Ford acknowledged the traditional custodians of the lands on which the meeting was being held today, the Gadigal and Bidjigal people from the Eora Nation and the Burramattagal people of the Dharug Nation. Mr Ford also acknowledged the Wiradjuri people who are the traditional custodians of the land at Wagga Wagga from where Mr Ford was attending the meeting. Mr Ford paid respects to Elders past, present and emerging.

Mr Ford also highlighted Indigenous children and young people whose voices are central to our mission.

Mr Wright added that he recently attended the opening of the refurbished Aboriginal Children's Memorial Garden at The Children's Hospital at Westmead. Mr Wright advised it was a privilege to attend. Mr Mick Scarcella (Aboriginal Health Management Advisor) and his team should be commended on a successful event. Gatherings like this are important in honouring our First Nations Peoples.

2.2 Attendance and Apologies Chair

Present:

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, Professor Donna Waters, Professor Les White AM, Emeritus Professor Kim Oates AO and Mr Jeremy Wright.

Ex officio invitees: Dr Matthew O'Meara (NSW Chief Paediatrician), Dr Kathryn Carmo (Medical Staff Council CHW Chair)

In attendance: Ms Cathryn Cox PSM (Chief Executive), Dr Mary McCaskill (Director Medical Services and Clinical Governance), Ms Judy Goldman (Director of Communications and Engagement), Prof Chris Cowell (Director of Research), Mr Michael Dickinson (A/g Director Clinical Integration), Mr Sam Galluccio (Director of People and Culture), Dr Joanne Ging (Executive Director Clinical Operations),

Mr Tim Hoffmann (Director Planning and Redevelopment), Ms Sally Whalen (Director Nursing & Midwifery and Education) and Mr Sayeed Zia (Director of Finance and Corporate Services);

Apologies: Dr Michael Solomon, (Medical Staff Council (Randwick))

Secretariat: Jane Jennings (Senior Executive Support Officer)

2.3 Declaration of Conflicts of Interest Chair

Ms Cox advised she has accepted an invitation to become a member of the NSW Health Pathology Board. The Board congratulated Ms Cox on her appointment.

2.4 Previous Meeting Minutes Chair

The minutes of the April 2021 meeting were accepted as a true record of the meeting.

2.5 Actions Arising Chair

The Board noted the Actions Register. Action items due are to be addressed on the meeting agenda.

2.6 Board Chair Report

Ms Crouch provided a verbal update to the Board and outlined meetings with key stakeholders including:

- Ms Elizabeth Koff, Secretary NSW Health
- Randwick Precinct Meeting
- Sydney Health Partners with Mark Scott Vice Chancellor, Sydney University
- Sydney Children's Hospitals Foundation with Chair and Deputy Chair as well as Mr Nott
- Secretary's briefing of Board Chairs with Ms Koff which focussed on the vaccination roll out and the processes and timing for Board reappointments.

Ms Crouch noted Item 5.4 in the Actions Arising relating to annual leave balances will be covered within the wider discussion and update from the People and Culture team. This item will be managed within the People and Culture regular updates in future and removed from the operational section of the action register.

Ms Crouch also suggested that Mr Scarcella be invited to attend a forthcoming Board meeting and recommended the Board consider extending an invitation to other key staff in future to hear from the team.

Ms Crouch paid tribute to Mr Dickinson for his contribution to the organisation while acting as Director of Clinical Integration and Sustainability for an extended period and thanked him for his service.

Ms Crouch also noted Prof White's leave of absence from Board duties for 6 months from June 2021 and wished him well for his break.

Action: Board Secretariat to invite Mr Scarcella to a future Board meeting.

2.7 Chief Executive Report

Chief Executive

Ms Cox met with facilitator Mr Marcus Powe in relation to the Board Strategy Day in June 2021. The agenda will include a shared session with Western Sydney Local Health District. Ms Koff will also

attend for part of the day. The details for the venue for the day are still being confirmed but it is likely to be held at the Innovation Centre at Westmead.

Action: Board Secretariat to confirm SCHN Board Strategy Day details for Board members.

Proposed arrangement for governance the Comprehensive Children's Cancer Centre (CCCC) at Sydney Children's Hospital, Randwick (SCH) are progressing. Ms Cox thanked the Chair and Board members involved in this process for their time. Advice is currently being sought from the Ministry and further details will be provided to the Board for consideration at the June/July meeting.

A copy of the draft Risk Appetite Statement has been provided to the Board as part of the papers for information. A final session is required with the Executive Leadership Team to further discuss how to operationalise the statement. The final agreed statement will be provided to the Board at the June meeting.

The Heart Centre for Children at SCH will be opening in June. This is an important development for enhanced cardiac services.

The Board noted the update.

3 Matters for Decision

3.1 Audit and Risk Committee Update

Mr Nott advised that Ms Dianne Hill steps down from her position as Chair of the Audit and Risk Committee (ARC) at the end of June. Ms Hill has been an asset to ARC during her appointment and the committee performed exceptionally well under her guidance. Mr Brian Blood is the recommended replacement for Ms Hill and is highly recommended and will prove an excellent addition to the committee. The Board noted the information provided in relation to Mr Blood's appointment and endorsed Mr Brian Blood as Chair of the Audit and Risk Committee.

The Board also endorsed the reappointment to the ARC of Mr Stephen Horne to June 2023 and David Nott to June 2022. Ms Crouch thanked Mr Horne and Mr Nott for continuing to serve on the ARC.

Action: Board Secretariat to action an appointment letter for Mr Blood and extension letters for Mr Nott and Mr Horne.

4 Matters for Discussion

4.1 COVID-19 Update

Director Medical Services and Clinical Governance

Dr McCaskill advised that the vaccination rollout for staff is continuing. Vaccinations for clinical staff under 50 years of age have been offered Pfizer vaccine, Astra Zeneca is available for staff over 50. Over the coming weeks consideration will be given to vaccinations for family members of vulnerable patients, including parent and grandparents if they haven't already been vaccinated. SCHN will be guided by Ministry of Health advice.

Dr McCaskill noted the new concerns in relation to the COVID-19 case overnight and the associated "hot spot" locations. Should any patient require care and have visited any locations they will be required to be isolated. Concierge services at entrances to both hospitals remain in place but processes will continue to be reviewed in relation to need and funding.

The Board noted the update.

4.2 Cardiac Services Update and Roadmap

Executive Director Clinical Operations

Dr Ging summarised the Cardiac Service Roadmap provided to the Board. This roadmap has been shared with multiple teams and will continue to be provided to various groups. The Cardiac Advisory Group has been very engaged and includes consumers as well as rural and regional partners.

Ms Kelly Palmer, Organisational Psychologist is working with multiple teams to develop further engagement in this process and build trust. The Model of Care continues to be the framework driving development. Building trust and engaging on the Model of Care ensures that the teams have ownership of the model.

Dr Bloom requested advice on the process for endorsement by the Board. Dr Ging will be finalising this roadmap with the Cardiac Advisory Group and this will be publically available on the SCHN website when complete. The timeline is still a work in progress but milestones with key dates and quantifiable outcomes are included. Dr Ging noted that a key component of this process is to ensure engagement from staff. Mr Ford thanked the teams for their ongoing hard work and inquired as to the process of accountability for the parties involved in implementing the Model of Care. The Board will need visibility of the progress against milestones.

Ms Cox advised that consideration of supporting processes such as Leadership Charters to agree values and common commitments is occurring.

Dr Carmo noted significant resources and additional time is being dedicated to progress the Model of Care and wanted to acknowledge the stress and fatigue of the staff involved.

Mr Crouch noted the work by all involved.

5 Matters for Discussion / Update

5.1 Quality and Safety Update

Director Medical Services and Clinical Governance

Ms Crouch noted the number of incidents and queried whether this highlighted any serious concerns or patterns of incidents that need to be addressed. Dr McCaskill advised that some of these have arisen from incidents but do not highlight serious or systemic concerns.

Dr McCaskill noted the key issues from parents raised in the Parent and Carer Wellbeing Snapshot related to parent facilities. The team continue to review and improve the patient and family experience. SCHN continue to review how we communicate with families and increase the awareness of the facilities available to families. Dr Bloom requested further specific information to inform clearer recommendations. Dr McCaskill will follow up further on this aspect.

Mr Wright noted Mr Laurent Hibbert's important contribution to the Quality and Safety Committee given his experience as a father of a patient.

Prof Waters highlighted that it is important that input from families is captured so it can drive appropriate changes.

The Board noted the update and endorsed the updated title for the Quality, Safety and Patient Engagement Board Committee.

The Board noted the update.

Action: Dr McCaskill to provide further detail on the recommendations from the snapshot

5.2 People and Culture Due Diligence Update Director People and Culture

Mr Galluccio noted the People and Culture team are in the process of transitioning the format and information provided in the People and Culture Board report and this will include a report that has a greater emphasis on risk.

Mr Galluccio noted a theme within the data regarding aggression, particularly within a small patient cohort.

Further communications have been developed and distributed to remind staff of the obligation to ensure timely notification of incidents. There are risks to individuals and the organisation if there is a failure to report appropriately. There is a legal obligation to report 'notifiable' incidents in a timely manner.

It was noted that the statistics regarding biological factors and being hit by a moving object are steadily increasing. Mr Galluccio will follow up on these issues.

Dr Carmo noted a risk in relation to remuneration packages for senior medical staff in NSW and the impact of retention of staff across many departments and especially in highly skilled areas. Compared to remuneration in other states SCHN risks losing highly skilled staff to interstate. It was noted that attraction and retention of critical roles is important to note on the risk register and does require further work.

Dr Carmo also wished to acknowledge colleagues with family and friends in India. The status of the pandemic in India is impacting many staff. Ms Cox endorsed these comments and will provide an acknowledgement to colleagues through the Chief Executive Update. More broadly NSW Health has provided medical supplies comprising of 500 ventilators and 1.5 million masks.

The Board noted the update.

5.3 Clinical Operations Update Executive Director Clinical Operations

5.3.1 Access to Care Performance Report

Dr Ging provided updated information in relation to telehealth. The team is looking to rework the information provided in relation to telehealth to better reflect the broader virtual care program as COVID-19 has impacted this space significantly. Comparisons of data from March 2020 and March 2021 are similar.

The Respiratory team have been an exemplar service successfully providing care virtually for patients with Cystic Fibrosis for some time.

SCHN has a high take up rate of the new platform 'My Virtual Room' – third highest user in NSW.

Dr Ging and Mr Dickinson are co-chairing implementation of Virtual Kids

It was noted that the 'Did not wait' figures were of concern but were 11% before COVID-19.

Staff are still familiarising themselves with working in the new Emergency Department at The Children's Hospital at Westmead and this will continue to be an area of attention. Surgery work is going well with only 25 patients outstanding on the Category C list.

It is proposed to develop a Clinical Operations plan for 2021-22 which will highlight the areas of focus for the year including metrics and accountability.

In relation to the new Block K - Medical Imaging, Short Stay and Pharmacy are working well. More work is required in relation to optimising the operations of the Emergency Department.

The Board noted the update.

5.4 Finance and Performance Update

Director Finance and Corporate Services

Mr Zia advised the report provided is the first merged report for the Finance, Capital Works and Performance Update and it will continue to be refined.

Stage 2 Children's Hospital Westmead Gate 2 for the Final Business Case was completed in May 2021. Process, funding and quality and assurance approach were all approved which is an excellent result.

SCHN has been moved to Performance Level 1 in accordance with the NSW Health Performance Management Framework with our underlying position excluding COVID-19 stable at \$33m unfavourable for the financial year. It is anticipated that there will be some improvement going forward with a number of strategies in place to manage recruitment and FTE.

The Sydney Children's Hospitals Foundation has contributed \$5.2m out of the \$34.3m required for CHW Stage 1 and 2 in FY21.

Financial Impact Statements (FIS) have been completed for the major redevelopments with a robust workforce plan. These will be reviewed year on year. An annual review of the FIS leading up to the redevelopment will assist in mitigating the risk and ensure that proper financial planning and early discussions on funding can take place with the Ministry of Health.

The Board noted the update.

5.5 Planning and Development Update

Director Planning and Redevelopment

Mr Ford provided a summary of the Health Infrastructure presentation regarding the two major redevelopments including the seven principles of a "hallmark" children's hospital and how they have been applied. The presentation also noted the plans for a sustainable 5 star green development. It also acknowledges the importance of forming partnerships with Aboriginal communities at both sites. Mr Hoffman noted the integration of design with retail and community space. The designs will be available to the public from tomorrow.

Ms McEntyre inquired as to the origin of saltwater/freshwater concept. Ms Hoffman advised the architects have utilised this concept to connect the locations. Ms McEntyre noted that these terms are coined in Aboriginal research and the origin of this concept needs to be recognised with appropriate attribution. It was agreed that an acknowledgment of indigenous issues within the process is essential.

Prof Baur queried the availability of green space or play space in and around the developments, noting that the designs are currently conceptual only. Mr Hoffman advised that these designs relate to the ground plane and do not demonstrate the vertical greens areas and terraces which are also proposed.

Gate 2 for the Stage 2 CHW redevelopment was finalised recently and the outcome very positive. This is an important milestone and confirms a high level of confidence in the projects. The Board noted this achievement.

Prof Waters highlighted the importance of representation of patient and family input and feedback into the redevelopment processes. Car parking and facilities for families while in hospital are a recurring concern raised through patient groups. Mr Hoffman confirmed that consumer redevelopment committees have been involved in both redevelopments including consultation on Project User Groups, design, structure and project development committees with (both) architects there to hear from families directly.

The Board noted the update.

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

Mr Dickinson advised that there are ongoing discussions with Mr Zia and Ms Cox in relation to the costings for the digital strategy. Capital costs are within the respective project budgets, with operational costings still being completed.

The Board noted the update provided.

5.7 Research Update Director Research

Prof Cowell noted the significant activity in relation to viral vector manufacturing facilities. This important initiative is gathering momentum and it is crucial for SCHN to maintain good manufacturing practices. Prof Cowell also noted for the Board's interest, the recent announcements by the NSW Premier regarding mRNA technology.

The Board noted the update provided.

5.8 Communication and Engagement Update Director Communications and Engagement

Ms Goldman advised that a proactive media and communications strategy is being developed and will be based on patient stories including showcasing positive stories. It will focus on stories told through patients and families and expanding on the channels used.

Ms Goldman noted the event calendar in the papers have been provided for Board members reference. It is expected that this will be provided bi-monthly.

The Board noted the update provided.

5.9 Risk Reports Director Finance and Corporate Services

Mr Zia noted the draft Risk Appetite Statement has already been discussed. Some additional risks

regarding branding have arisen due to the updated NSW Government Brand Framework. This will be managed through the SCHN Communications and Engagement team.

Dr O'Meara expressed some concern regarding the provision of paediatric statewide training risks and potential ramifications to SCHN as an employer and a trainer of medical students. It was noted that these risks related more specifically to Radiology, Anaesthetics and Surgery Colleges where specialist paediatric training is required not Paediatrics. SCHN is working with the Ministry of Health to address this statewide issue.

Action: Dr McCaskill to provide further information on provision of statewide paediatric training in the next Board update

The Board noted the update provided.

6 Matters for Noting

6.1 Board Committee Minutes

The following reports were noted as read:

- 6.1.1 Aboriginal Health Strategic Committee
- 6.1.2 Finance and Performance Committee
- 6.1.3 Quality and Safety Committee
- 6.1.4 Capital Works Sub Committee
- 6.1.5 Medical and Dental Appointment Advisory Committee

6.2 Mandatory Training Update

Ms Whalen advised that there had been an increase in Mandatory Training undertaken with statistics showing a slight increase for medical staff.

Ms Whalen also noted the first meeting of the Research Education and Innovation Board sub-committee meeting will be held on 11 May 2021

International Nurses Day is on 12 May 2021 and is an opportunity to celebrate positive nursing stories.

The Board noted the update provided.

7 Other Business

Nil

8 Next Meeting

The next meeting will be scheduled 8:30 – 11:30am on Thursday, 3 June 2021.

The meeting closed at 11:30am