

Meeting name	Sydney Children's Hospital Network (SCHN) Board
Date	Thursday, 5 November 2020
Time(s)	8:30 – 9:45am – SCHN NED Board Meeting 9:45 – 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	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, Emeritus Professor Kim Oates AO, Mr Jeremy Wright, Professor Les White AM. Ex officio invitees Ms Cathryn Cox PSM (Chief Executive), Dr Mary McCaskill (Executive Medical Director, SCHN and A/g 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 Sayeed Zia (Director of Finance and Corporate Services, SCHN). In attendance Dr Joanne Ging, A/g Director Clinical Operations Mr Tim Hoffmann, A/g 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
Secretariat:	Ms Amanda Walsh, Executive Officer

1.0 In Camera Session

Chair

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

2.0 Administrative matters

2.1 Acknowledgement of Country

Professor Donna Waters provided the acknowledgement of Country, paying respect to the Burramattagal, Bidjigal, Cammeraygal, Darak and Gadigal peoples as traditional owners of country where the Network presides. Donna spoke to the themes of this year's NAIDOC week: Always Was, Always Will Be.

The theme recognises the more than 65,000 years First Nations people have occupied and cared for our continent. The maps, paintings, technologies and engineered structures made by the first Aboriginal and Torres Strait Islander explorers, navigators, artists, builders, farmers, scientists and astronomers are recognised among the oldest oral and cultural traditions of the world. Professor Water's Acknowledgement also recognised that the spiritual and cultural connection to country of generations of First Nations people who have criss-crossed this continent, can teach us so much about the management of land, water and culture to sustainably provide for our future.

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): Mrs Cathryn Cox PSM (Chief Executive), Dr Mary McCaskill (Executive Medical Director, SCHN and A/g 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/g Director of Finance and Corporate Services, SCHN);

(Attendees): Prof Chris Cowell (Director of Research), Mr Michael Dickinson (A/g Director Clinical Integration), Mr Ian Fuller (Director of Workforce), Dr Joanne Ging (A/g Director Clinical Operations), Mr Tim Hoffmann (A/g 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

Ms Jane Freudenstein, had been appointed to the Board of The Australian Ballet and Chair of The Australian Ballet Foundation Board.

2.4 Review of Minutes of meetings held:

Chair

- October 2020

Noting some suggested amendments to the Minutes for item 5.8 Finance and Performance Update, the Board accepted the Minutes as a true record of the meeting.

2.5 Actions Arising Chair

The Actions Arising were noted with several items moved to 'closed' status.

2.6 Board Chair Report

The Chair provided a verbal update of business since the last meeting. The Chair is continuing to meet with as many stakeholders as possible at both sites. This included a visit to Ronald McDonald House who have challenges around where they fit in the new developments, COVID-19 restrictions for accommodation but continue to do great work.

The Chair had updated the Board on discussions with stakeholders relating to the cardiac issue during the in-camera session.

The Chair noted that Mr David Nott had represented the Network on behalf of Elizabeth Crouch at the Ministry's recent meeting of Board Chairs meeting. Mr Nott provided a summary of the meeting, stating that the meeting covered an overview of National Cabinet and State Government issues however there were no items which had any particular impact on the Sydney Children's Hospitals Network's (SCHN's) activity. It was noted that the NSW Health Secretary will continue to host regular updates with Board Chairs and summaries will be noted at future SCHN Board meetings. The Chair thanked David for representing the Network at the meeting.

The Chair provided an update of a recent Westmead Precinct meeting, attended by the Chief Executives and Chairs. The meeting determined that the Precinct partners would join together and provide a unified voice around issues affecting the Precinct, especially when attracting investment partners. It is clear that SCHN are in a strong position, especially with research being driven by paediatrics.

The Chair noted the Annual Public Meeting scheduled after the Board meeting. Due to COVID-19 restrictions, the meeting will be conducted virtually and details have been advertised online and in local papers.

2.7 Chief Executive Report

Chief Executive

The Chief Executive noted that the Network won two of the recent NSW Health Awards: the *Health Research and Innovation Award* for the Childhood Cancer National Precision Medicine Program, and the *Collaborative Staff Member of the Year Award* by Rita Williams from the Children's Hospital Westmead's Social Work department.

Recruitment for Executive positions is proceeding with most positions now advertised except the Director Strategy and Innovation which will be delayed until January. The remainder of the Executive is due to be confirmed before the end of the year.

Data analysis and literature reviews for the Cardiac work has been completed so commitments will be met by the end of the year. Development of the Model of Care is making good progress.

Henry Review implementation is proceeding. We are tracking well and there no areas of concern around our requirements. The intent behind some recommendations has been clarified with Emeritus Professor Henry.

The Chief Executive held a monthly meeting with the Chief Executive of the Sydney Children's Hospital Foundation. Discussion included opportunities to align strategic planning processes and the identification of Network priorities for funding. A draft Service Agreement has been sent to the Foundation which

combines previous, out-dated Agreements into a single document. Delineation of public relations roles has been agreed.

Corporate Heads of Agreements have been finalised with Western Sydney and South Western Sydney Local Health Districts and provided to South Eastern Sydney Local Health District and ACT Health. Discussions have been very positive with good engagement and several requests for engagement with the Network from other Districts. This work has been supported by the Henry Review as paediatric issues which have lower volumes can get overridden by the significant adult workloads and priorities in many Districts.

SCHN is also supporting several outreach programs and as budgets tighten, the Network will need to consider these clinics. The outreach clinics are being mapped to ensure all costs are known, including those from private clinics whose work is often not visible. The Board discussed how telehealth is assisting to provide local support and noted challenges with fractional appointments where clinicians' teaching and research commitments are sometimes forfeited to participate in the outreach work.

The Chief Executive is continuing to prioritise meetings with clinicians. Those conversations have been very constructive and welcoming.

The Members noted the CE Report.

3.0 Matters for Discussion

3.1 COVID-19 Update

A/g Director Clinical Governance

The A/g Director Clinical Governance updated the Board on recent COVID-19 related activity. It was noted that SCHN are leading in fit testing in the State.

Staff communications will be changing for instances where a case has been identified at a large public building, such as the Westfield at Bondi Junction. In these circumstances, staff will be asked to monitor for symptoms rather than avoid the work place. Staff who have visited smaller, more specific locations will continue to be asked to self isolate.

Westmead and Randwick have separate QR registration systems and Service NSW is looking to move to a single system. In the meantime, all data collected is retained for a period of 28 days.

The Members noted the Update.

3.2 Digital Strategy

A/g Director Clinical Operations

The Acting Director Clinical Integration and Sustainability provided a presentation of the Digital Strategy. The work takes into consideration whole-of-Network digital inputs required for both redevelopment sites.

Over 80 staff across all Directorates were interviewed and provided input, and the strategy is being peer-reviewed by eHealth and Health Infrastructure to identify and calculate any additional costs or contingency percentage required in the event that NSW Health adds further requirements.

Operating costs for the strategy are being identified which will inform discussions around funding and priorities. The Board discussed how the strategy fits with best practice, the risk profile the Network works within for prioritising technology capital and operating spend and whether any or all projects are scalable over time.

It was noted that this is the first build to be informed by a Digital Strategy. As the Network is the first to do this, Health Infrastructure has funded the strategy work and is assisting with lessons from other builds where rollouts costs have been higher than anticipated.

The Board discussed the importance of distinguishing between times which are essential versus items which are 'nice to have' and that these may differ from adult hospital requirements. Benefits to children should therefore be articulated against a list of base-level, necessary requirements.

It was noted that there are some leading-edge components in the Strategy however implementation has been designed using Agile methodology, whereby additions can be made after base-level requirements are met. The requirements deemed essential have taken into consideration the need versus desirable additions articulated by patient outcome and patient experience examples.

It was noted that opportunity costs, especially in relation to patient outcomes and experiences should be taken into consideration in discussions around funding priority decisions. This analysis could also support the Foundation's philanthropic efforts.

The Board noted the importance of considering the digital divide between different demographic groups and the need to ensure the Network is engaging with those groups to ensure any of the solutions do not contribute to a further gap. It was noted that the Network does not wish to force all patients and families onto digital platforms and that access should be affordable, and a physical presence and / or hardcopies of documents need to also be available.

4 Matters for Noting

4.1 Quality and Safety Update A/g Director Clinical Governance

The Co-Chair of the Quality and Safety Committee noted two presentations made at the most recent meeting: an ear, nose and throat team presentation; and a blood monitoring project which reduces the number of unnecessary blood tests.

It was noted that there have been some issues with the new incident management system (ims+) which was rolled out in August 2020. The system is slow but provides better reporting compared to the previous system. The Clinical Excellence Commission is working to resolve speed issues which appear to have been the result of many people accessing the system across the State. The Chair stated that it is important to ensure staff use of the system does not wain because it is slow to use and instead make it easier for staff to embrace it as an important reporting tool.

The Quality and Safety Update was noted.

4.2 Workplace Health and Safety Update Director Workforce

The Board noted an increase in formal investigations over the last quarter, particularly around behavioural issues. Four issues had been reported relating to the management of medicines however these have all come from the same work area.

It was noted that there is better oversight of all WHS issues via new ims + reporting system. Increases in aggression towards staff mainly relate to pushing, shoving and punching incidents. The most serious incident reported was a staff member being cut with plastic.

There has been very little time off due to physical harm however there has been some leave due to stress. The employee assistance program team is onsite to provide easily accessible assistance to staff, particularly off the back of heightened staff, family and patient anxiety relating to COVID-19. SCHN stress reporting is similar to reports across other Local Health Districts however SCHN appear to be doing more locally to support staff.

4.3 Clinical Operations Update

A/g Director Clinical Operations

It was noted that both hospitals are at capacity for first time since March 2020. Admissions at Westmead are at 31%, which is high and may reflect patient acuity.

Emergency Treatment Performance is tracking well but could be better. This is being worked on with improvements expected once the emergency department moves to CASB in March 2021.

The Board noted the surgical dashboard provided in papers.

The Acting Director Clinical Operations provided an overview of the Kids Early Years (KEYS) initiative, a collaboration to develop a new model of Child and Family Health Nursing which provides a more cohesive and systematically coordinated approach to deliver value-based, person centred care which can be delivered at scale across the system. The initiative has been approved by four Ministers and will have access to \$10.7 million from the Future Health Fund. The Minister for Health and Medical Research has requested that results be seen before the end of 2020. A Steering Committee is working on a timeline, budget and detailed project plan which will be finalised by the end of November 2020. Resourcing is being discussed between all project partners. The Board congratulated Dr Joanne Ging for her work on this initiative.

The Board noted the Update, which included an update of telehealth work conducted over the year.

4.4 Finance and Performance Update

A/g Director Finance and Corporate Services

The Board welcomed the new Director Finance and Corporate Services, Mr Sayeed Zia, to the meeting.

The Board noted that the Network's \$80 million deficit is now \$78 million, of which \$40 million relates to COVID-19 expenses. The Ministry of Health has requested that all Local Health Districts (LHDs) and Networks continue to include COVID-19 expenses in the full year forecasts. The Ministry will provide a "letter of comfort" to LHDs and Networks due to concerns expressed relating to the COVID-19 impact. The impact of annual leave remains a risk with worst-case scenarios of \$15 million if leave balances are not reduced.

The Board noted efficiency targets and that work is underway to interrogate underlying costs to help inform the Ministry as to what is realistically achievable.

The year-to-date actuals are \$27 million unfavourable, noting that activity is back to pre-COVID-19 levels. It was noted that efforts are being made to bring resourcing back to pre-COVID-19 levels. The Finance and Performance Committee meeting will review the areas where additional COVID staff were appointed (including a breakdown of approximately 100 FTE across the viral lab, outreach testing, immunisation research and contract tracers). It was noted that these staff will mostly remain until a vaccine is available although there are some areas which numbers can start to reduce.

The Board noted the Update.

Action:

The Director of Finance and Corporate Service to present to the December 2020 Board meeting on the areas causing budget deficit (compared to last year and budgets), the levers available to correct the position (recognising that employee costs are by far the substantial proportion of our costs) and details of our engagement with the Ministry of Health on further funding. The Board also requested that the presentation includes efficiency and roadmap plans for the year.

4.5 Planning and Development Update

A/g Director Planning and Redevelopment

The Chair of the Capital Works Committee noted that a representative from Health Infrastructure will be invited to attend the Committee meeting in December.

The Acting Director Planning and Development noted that the physical location of virtual care teams is being discussed with partners from adult hospitals.

It was noted that comments on Westmead Stage 2 business case are due next week. There is an emphasis on non-asset strategies to accommodate demand. The Redevelopment team is working with Health Infrastructure on delivery of a replacement car park at Westmead. The site identified is undergoing an Aboriginal Heritage Assessment which may cause some delays to the project.

The business case for the Randwick redevelopment is due to be complete by 23 November 2020. The team is working with Health Infrastructure and the University of NSW around the design for the space between the Health Technology Hub. Randwick campus master planning discussions are continuing.

Plans for the opening of CASB on 9 March 2021 continue.

The Board noted the Update.

Action:

A representative from Health Infrastructure will be invited to the Capital Works Committee meeting.

4.6 Clinical Integration and Sustainability Update

A/g Director Clinical Integration

The Board noted the Update.

4.7 Research Update

Director Research

The Board will be invited to a webinar about the development of the COVID-19 vaccine with Professor Andrew Pollard, University of Oxford and NCIRS.

The Board noted the Update.

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

4.8 Communication and Public Relations Update

A/g Director Communications

The Board thanked Ms Jessica Rubenstein and her team for their work in organising the Annual Public Meeting.

The Board noted the Update.

4.9 Risk Reports

A/g Director Finance and Corporate Services

The Board noted that there will be a special meeting in February 2021 to discuss the Network's risk appetite in detail.

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

The Board noted the Risk Reports.

5 Matters for Noting

5.1 Board Committee Minutes

The following provided reports were noted as read:

5.1.1 Finance and Performance Committee

5.1.2 Quality and Safety Committee

5.1.3 Capital Works Committee

5.1.4 Aboriginal Health Strategic Committee

Aboriginal Health Strategic Committee minutes will be discussed earlier in the Board agenda, rather than by exception.

5.2 Mandatory Training Update

The Board noted the Update.

6 Any Other Business

There was no other business.

7 Next meeting

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

There being no further business, the meeting closed at 11:39am