

Meeting name	Sydney Children's Hospital Network (SCHN) Board
Date	Thursday, 1 October 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 Colin Murray (A/g 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/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 Chair

Emeritus Professor Kim Oates AO provided the acknowledgement of Country, noting the Burrumattagal, Bidjigal and Gadigal peoples as traditional owners of country.

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, 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: Ms Jane Freudenstein

2.3 Declaration of Conflicts of Interest Chair

Nil

2.4 Review of Minutes of meetings held: Chair

- 3 September 2020

Noting the correction of typos, 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.

2.5 Actions Arising Chair

The Actions Arising were noted with several items moved to 'closed' status. More accurate estimates of completion dates will be added for future meetings.

2.6 Board Chair Report

The Chair provided a verbal update from the first Council of Board Chairs meeting held on 7 September 2020. The Council discussed the COVID-19 response in NSW compared with other states and noted that

NSW has been stronger, partly due to standing up the NSW Emergency Operations Centre, and having geographical districts ready to respond. The Council discussed staffing resources in border towns which is being addressed to ensure those Local Health Districts are supported.

It was noted that a review of LHD and Specialty Networks Board governance and composition is underway and will provide advice regarding the appointment of new Board Members in the new year. The SCHN Chair has been invited to join the Review Committee. In the meantime, Members whose terms are due to expire within the next six months were extended to the maximum term allowed under the NSW Health Service Act 1997. The Board noted that the terms for the following SCHN Members have been extended:

- Dr Abby Bloom to 31 December 2023
- Mr Jack Ford to 31 March 2022
- Mr David Nott to 31 March 2022
- Professor Donna Waters to 30 September 2021

The Chair requested that management consider how the Private Children's Hospital at Gregory Hills fits into the SCHN remit in NSW Paediatrics and the Henry Review.

It was noted that the Chair met with the Minister for Health and Medical Research, the Shadow Minister for Health and will meet with the Member for Coogee to provide updates on the Cardiac Services Model of Care work so as many stakeholders as possible are informed.

The Chair provided a verbal overview of a teleconference with the NSW Secretary for Health where it was noted that when a COVID-19 vaccine becomes available, priority will be given to health workers. It was also noted that NSW may move from 'amber' to 'green' following the October school holidays in which case personal protection equipment (PPE) requirements would change. It was noted that the Secretary has requested all LHDs procure PPE through the agreed NSW Health procurement process as although centralised stores are well stocked, some LHDs are continuing to place direct orders. The Board requested that SCHN management explore options for donating any PPE to Aboriginal health services across NSW or neighbouring countries to enable use where possible before the expiry date.

Other issues noted included NSW Health taking on increased responsibility for the aged care and disability response to COVID-19, the national health care partnerships will be rolled over and funding provided to a number of LHDs for the recruitment of mental health staff will be removed if unspent.

It was noted that the Chair of SCHN Audit and Risk Committee has written to the Chair regarding Risk management and statutory reporting. SCHN has a strong oversight of clinical risks but strategic risks could be strengthened. It was agreed that a Risk Appetite Statement is an important reference to inform decision making and managing the hospital. It was agreed that the Board will schedule a half-day next meeting in the first quarter 2021 to draft the Statement.

It was noted that other activities undertaken in the last few weeks included a visit to the NETS base at Bankstown Airport, and several meetings with the community and parents who had experienced the paediatric cardiac service.

Actions:

SCHN management to consider how the Private Children's Hospital at Gregory Hills fits into the SCHN remit in NSW Paediatrics and the Henry Review.

SCHN management to review PPE expiration dates and explore options for donation..

Board Secretariat to schedule a half-day meeting of the Board to focus on drafting the SCHN Risk Appetite Statement.

2.7 Chief Executive Report

Chief Executive

It was noted that the third meeting of the expert cardiac panel chaired by Professor Willis Marshal met on 29 September 2020. A communique will be available to all staff following each meeting.

The CE advised that Clayton Utz is providing advice to develop a new Services Agreement with the Sydney Children's Hospital Foundation. The Foundation is seeking separate advice from Gilbert and Tobin and all legal comments will be considered together. A joint meeting of the SCHN and Foundation Board is being scheduled for December.

It was noted that it is anticipated following discussions with the Ministry that the Network's 2019-20 Service Agreement will include funding for the operationalisation of the CASB building for 2021 with future years' funding still to be resolved. The Board noted that every new building adds approximately 30% to operating costs and that this issue relates to the Network's risk appetite regarding commissioning of the CASB.

The CE noted that the Ministry is undertaking work regarding the complaints and grievance processes as a signature project as there is often a misstep in the first few weeks of the process which causes ongoing issues. The Ministry is building a network of experts which will support LHDs and SCHN will be asked to nominate a representative for the group.

The Members noted the CE Report.

3 Matters for Decision

3.2 Medical and Dental Appointments Advisory Committee Membership

Chair

The Board noted that the Model By-Laws of the Medical and Dental Appointments Advisory Committee require two members be appointed by the Board (at least one of whom is not a medical practitioner), and one of whom is to be nominated as the chairperson of the Committee.

The current Board appointments to the Committee are Mr John Dunlop (chairperson) and Professor Adam Jaffe (medical representative). Mr Dunlop is retiring from the Committee and Professor Donna Waters has kindly accepted the Chair's invitation to be the Board's nominated appointment. Professor Adam Jaffe will continue as the medical representative.

The Board congratulated Professor Waters. The Board requested appropriate recognition of the outgoing Chair MDAAC and requested he be invited to a future Board meeting so Members could formally acknowledge his efforts.

3.1 Safety and Quality Account

A/g Director Clinical Governance

The A/g Director Clinical Governance presented the draft SCHN Safety and Quality Account and stakeholder engagement framework for communicating and receiving feedback on SCHN's Clinical Governance Framework at all levels.

It was noted that safety and quality is embedded in all SCHN strategic priorities. The Account builds upon the governance framework endorsed by the Board in February 2020 and provides a plan for the next twelve months.

The Board noted the Account and confirmed that both safety and quality should be everyone's responsibility – not an "opt in" model.

The Board noted that the Account uses the Ministry's template however that some language assumes prior knowledge of Health terminology and requested plain English be used wherever possible. The Board also requested context be added against SCHN scores for any key performance indicators which relate to adult health as they are not relevant to paediatric health or our achievements.

The Board was invited to send further feedback to the A/g Director Clinical Governance for the final report by 9 October 2020. A final version will be circulated to the Board ahead of submission to the Ministry for publication as a public-facing document.

Action: A/g Director Clinical Governance to edit the Account to include context for KPIs, add 'Improvement Science' to the research outputs and apply plain English language where appropriate. A/g Director Clinical Governance to circulate the final report to the Board.

3.3 2021 Board Meeting Dates

Executive Officer

Consistent with the Board meeting schedule used during the second half of 2020, the Board agreed to continue to hold Board meetings on the first Thursday of each month from February – December during 2021.

Meeting venues will alternate between the Westmead and Randwick Boardrooms in the event that COVID-19 restrictions allow for all Members to be present in the same room, otherwise virtual meeting attendance will continue to be arranged.

Action: Board Secretariat to send calendar invitations for 2021 Board meetings to all Members

4.0 Matters for Discussion

4.1 COVID-19 Update

A/g Director Clinical Governance

The A/g Director Clinical Governance updated the Board on recent COVID-19 related activity. The Board noted that that staff parking at Westmead has returned to pre-COVID arrangements so families who were having trouble finding available visitor parking can again access the emergency department and hospital. Temperature testing machines have been ordered for entrances to the hospital which will reduce resourcing required for concierge services. Fit testing for masks machines have been ordered and will be in place from November.

The Members noted the Update.

4.2 Clinical Services Direction 2025 and Beyond

A/g Director Clinical Operations

The A/g Director Clinical Operations presented feedback on the results of Phase 1 of Clinical Services Directions 2025 and Beyond. It was noted that Lineaire Projects are delivering this first phase of in scope services under the direction of SCHN through a commission facilitated by Health Infrastructure. There were 5 Emerging Approaches identified from all groups:

1. Matrix Operating Model
2. Care Navigator Model

3. Virtual Care Model
4. Translational Research
5. Dissolving Boundaries

The Board noted that the Clinical Services Directions 2025 and Beyond document will outline the clinical strategy for SCHN to 2025. A Clinical Services Directions Steering comprised of Clinical Council members, Clinical Program Directors and consumers is assisting. The Board commended the inclusion of family and patients on the Steering Committee.

Phase 2 will start in late October 2020 and involve the Steering Committee and working groups focussing on models of care (rather than pure strategy) and related resourcing requirements in a formal plan. Strategic frameworks for services will be developed over the same period.

The Board suggested that education and training be embedded alongside the clinical directions. It was also suggested that references to personalised medicine should be widened beyond just genetics. The A/g Director Clinical Operations will revise the document accordingly.

It was noted that the A/g Director Clinical Operations is also the SCHN champion for the Ministry's *Future Health* strategy, which will hold facilitated workshops in October 2020. It is expected that this work will feed into the SCHN Strategic Plan process, including governance and structures for some of these projects.

Action: A/g Director Clinical Operations to consider embedding education and training alongside clinical directions and widening references to personalised medicine beyond genetics.

5 Matters for Discussion

5.1 Audit & Risk Annual Report

Manager Internal Audit

It was noted that the new Director Finance and Corporate Services, Mr Sayeed Zia, will commence on 12 October 2020.

The Board acknowledged the work that Colin Murray had completed on SCHN statutory reporting while acting Director Finance and Corporate Strategy, including the high level of maturity of SCHN financial reporting. The Board thanked Colin for stepping into the role and stated that his diligence and expertise have been most welcomed.

The Chair of the Finance and Performance Committee also thanked Colin for stepping in at a very difficult time. Colin thanked the Board for the opportunity and looks forward to working with Sayeed.

The Board noted the Audit and Risk Annual report, stating that the maturity of the risk management function and the Board's tolerance and risk appetite will be drafted by 31 March 2021.

Action: Board Risk Appetite to be drafted by 31 March 2021.

5.2 Performance Management Update

Director Workforce

The Performance Management Update was noted.

5.3 Bullying Prevention Update

Director Workforce

The Bullying Prevention Update was noted.

5.4 People Matters Engagement Survey Update **Director Workforce**

The Board noted that the Survey results have been discussed at Nominations and People Committee. It was noted that themes appearing in the feedback, including accessibility, visibility and responsibility, will be addressed in the Cultural Assessment work the Board is leading.

5.5 Quality and Safety Update

A/g Director Clinical Governance

The Quality and Safety Update was noted.

5.6 Workplace Health and Safety Update

Director Workforce

The Board noted the increase in instances of physical violence (reported as 'hit by moving objects'), especially in mental health areas of the hospitals. The Chair asked if escalation is working and staff know where to get help. It was noted that there is clear lines of reporting but communication needs to be improved.

The Board noted that the increase was due to heightened anxiety caused by COVID restriction. The past several months have seen an increase in the number of wards being affected, particularly after hours. A brief will be provided to the Board, including a 'heatmap' of where instances are occurring.

The Board agreed there was zero tolerance for anyone putting staff in harms way, noting there may be cost implications for changes to ensure staff are safe at all times.

Action: Further information regarding trends in mental health-related incidents, especially increases in 'hit by moving object' incidents, to be brought to the November 2020 Board meeting, including a heat map of where and when these incidences are occurring and the rates of increase since COVID-19.

5.7 Clinical Operations Update

A/g Director Clinical Operations

The Board noted NSW LHD comparisons and SCHN achievements as best in NSW for admitted ETP, for the first time ever. The report revealed very clearly that the Network has the most activity in the State. The Board requested this achievement be communicated to staff.

A/g Director Clinical Operations spoke to the Kids Early Years proposal, a multi-agency project being presented to the Ministers for Education, Justice, Health and Mental Health. The initiative will be the first of its kind. The proposal will be listed for discussion at the November 2020 Board meeting.

The Board noted the Update.

Actions: SCHN performance achievements to be reported to staff. The Kids Early Years proposal to be listed for the November 2020 Board meeting.

5.8 Finance and Performance Update

A/g Director Finance and Corporate Services

The Board noted with concern the forecast full year budget deficit of \$80m, while acknowledging that the Ministry of Health has requested that all LHD and Network forecasts include the impact of COVID-19. These costs will be reimbursed by the Ministry.

By way of further explanation, CE noted that the COVID-19 related costs were in the range of \$30m to \$40m, in addition to a significant impact from substantially more annual leave liability accruals as a result of far less annual leave being taken as a result of the pandemic.

The Board agreed that, it - together with the Finance Committee - needed to closely monitor the financial situation and the actions to repair of the budget deficit. To that end, the Board noted that the newly appointed Director – Finance and Corporate Services is commencing shortly and requested that he present to the Board on the areas causing the deficit (compared to last year and to budgets), what levers available to correct the position (recognising that employee costs are by far the substantial proportion of costs, and details of engagement with the Ministry of Health on further funding. The Board also requested that this presentation include an update on the efficiency roadmaps/targets as requested by the Ministry, covering the targets, how much has been achieved to date and likely outcomes for the year.

Action: Budget repair presentation to be listed on the Board forward agenda.

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5.9 Planning and Development Update

A/g Director Planning and Redevelopment

The Board noted changes to staff parking arrangements at Westmead and that the staff car park has now been handed over to the developer.

The Board noted the Randwick Health and Innovation Precinct strategy and collaboration by all Precinct partners.

The Board noted the Update.

5.10 Clinical Integration and Sustainability Update

A/g Director Clinical Integration

The Board noted the Update.

5.11 Research Update

Director Research

The Board noted the Eureka prize nomination for research into paediatric influenza immunisation. The Board also noted a list of the most research publications in Australia where the University of Sydney was lead organisation and David Winlaw was the lead individual.

The Board discussed the link between research, quality and safety, output and improvement science. The Board acknowledged SCHN research records, including BMJ papers, is a world-leading project with exceptional findings.

The Research team is actively working on translational research partnerships. The Research Directorate's vulnerable funding position was again noted.

The Board noted the Update.

5.12 Communication and Public Relations Update A/g Director Communications

The Board noted the KJA work across the Network.

The Board noted the Update.

5.13 Risk Reports A/g Director Finance and Corporate Services

The Board noted the Update including the new traffic light reporting system.

6 Matters for Noting

6.1 Board Committee Minutes 100 Noting

The following provided reports were noted as read:

6.1.1 Aboriginal Health Strategic Committee

The Committee thanked the Board for endorsing the Uluru Statement of the Heart. The Board requested a cover paper from the Committee highlighting key issues in addition to the Committee Minutes.

6.1.2 Finance and Performance Committee

6.1.3 Quality and Safety Committee

6.1.4 Audit & Risk Committee

6.1.5 Stakeholder & Engagement Committee

6.1.6 Nominations & People Committee

6.2 Mandatory Training Update 125

The Board noted the Update.

7 Any Other Business

The Chair thanked SCHN management and Board Members for leading issues across the Network and the progress made, especially during such unprecedented circumstances.

The Board noted the 25th anniversary of the opening of the Children's Hospital Westmead on its current site.

7.0 Next meeting

The next meeting will be scheduled 8:30 – 11:30am on Thursday, 5 November 2020.

There being no further business, the meeting closed at 11:43am