

Meeting name	Sydney Children's Hospital Network Board
Date	Wednesday, 4 March 2020
Time(s)	8am to 9am: NED Discussion 9am to 10am – NED Discussion 10am to 10:15am – SCHN Board and SCHN Executive Discussion 10:15am to 12pm – SCHN Board Meeting
Location	<b>Boardroom, Level 4, Children's Hospital at Westmead</b>
Membership	<b>SCHN Board members</b> Ms Elizabeth Crouch (Appointed Chair), Mr David Nott (Acting Chair), Professor Donna Waters (Deputy Chair), Professor Louise Baur AM, Dr Abby Bloom, Mr Jack Ford, Ms Jane Freudenstein, Dr Elizabeth McEntyre, Mr Bruce MacDiarmid, Professor Kim Oates AM, Mr Jeremy Wright Professor Les White AM  <b>Ex officio invitees</b> Adjunct Associate Prof Cheryl McCullagh, Interim Chief Executive, Dr Michael Solomon (MSC SCH Representative), Dr Kathryn Carmo (MSC CHW Chair), Dr Mary McCaskill (Executive Medical Director, SCHN), Mr Colin Murray (Director of Finance and Corporate Services, SCHN), Dr Matthew O'Meara (NSW Chief Paediatrician)  <b>In attendance</b> Mr Duncan Makeig (Board Chair, Sydney Children's Hospital Foundation) Ms Julia Millen, Executive Assistant to Chief Executive (Board Secretariat)
Secretariat:	Executive Assistant to Chief Executive Phone: (02) 9845 3327

Item	Description	Responsibility	Page No.	Time (mins)	Action required
<b>1.0</b>	<b>Administrative matters</b>			<b>5mins</b>	
1.1	Acknowledgement of Country	A/Chair	-		
1.2	Attendance and Apologies	A/Chair	-		
	<p>Present (SCHN Board members): Ms Elizabeth Crouch (Incoming Chair), Mr David Nott (Acting Chair), Professor Donna Waters (Deputy Chair), Mr Jack Ford, Ms Jane Freudenstein, Dr Elizabeth McEntyre, Mr Bruce MacDiarmid, Professor Kim Oates, and Mr Jeremy Wright.</p> <p><b>Present (Ex officio invitees):</b> Adjunct Associate Prof Cheryl McCullagh (Interim Chief Executive), Dr Michael Solomon (MSC SCH Chair), Dr Kathryn Carmo (MSC CHW Chair), Dr Mary McCaskill (Executive Medical Director, SCHN), Mr Colin Murray (Director of Finance and Corporate Services, SCHN), Dr Matthew O'Meara (NSW Chief Paediatrician); (<b>Attendees</b>): Dr Joanne Ging (A/Director Clinical Operations), Mr Tim Hoffmann (A/Director Planning and Redevelopment), Mr Ian Fuller (Director Workforce), and Ms Sally Whalen (A/Director Nursing &amp; Midwifery, and Education).</p> <p><b>Apologies</b>            Professor Louise Baur            Dr Abby Bloom            Professor Les White            Mr Duncan Makeig (Board Chair, Sydney Children's Hospital Foundation)</p>				
1.3	Declaration of Conflicts of Interest	A/Chair	-		
	<p>The incoming Board Chair noted she would provide any declarations of conflict of interest through to the secretariat.</p>				
<b>2.0</b>	<b>Administrative matters</b>			<b>10 mins</b>	
2.1	Review of Minutes of meetings held:	A/Chair	-		
	<p>- 5 February 2020</p> <p>The A/Chair advised the minutes will be held over for discussion and review at the next board meeting scheduled on 1 April 2020. Members were invited to send their feedback on the minutes through to the secretariat for collation.</p>				
2.2	Matters Arising from Previous Meeting				
	<p>- Review of Action Table</p> <p>A/Chair / CE</p> <p>The open action items will be held over for review by the A/Chair and will be provided for discussion at the board meeting scheduled on 1 April 2020.</p>				
<b>3.0</b>	<b>SCHN Chair and CE Update</b>				
<b>3.1</b>	<b>Chair's Report</b>				
	<p>The A/Chair welcomed all members and invitees to the meeting and acknowledged the outgoing secretariat for her term of office. Round table introductions were made between the incoming Board Chair, Board members and invitees and the SCHN executive team.</p>				
<b>3.2</b>	<b>Chief Executive Report</b>	<b>CE</b>			
	<p><b>a) Cardiac Services</b>  <b>b) Viral Vector Lab progress</b>  <b>c) SCHN Accreditation Assessment</b></p> <p>The provided reports were noted.</p> <p>The CE advised information on the appointment of the new SCHN Board Chair had been shared through the organisation.</p>				

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In relation to the state-wide review of Paediatric Services, the Ministry of Health have advised some progress in terms of discussions on membership for the independent panel to develop a model of care, implementation plan and clinical outcomes evaluation that defines the delivery of high quality, effective and safe cardiac services for children and young people, with a reporting line to the SCHN Board.

A steering committee is formed to determine the structure of the Viral Vector lab opportunity and undertake the market process, discussions are commercial in confidence at this time.

SCHN is well prepared for facility accreditation activities both facilities next week. The accreditor, QIP, will be subject to a snap accreditation review over the first two days of the SCHN accreditation process, and the Commission has identified there is no impact to our accreditation process.

The Board briefly discussed remuneration parity and noted further work would be done and reported back to the board in due course.

**3.3 Precinct Partner Collaboratives** **CE / DoP**

The provided report was noted.

**4.0 Finance / Infrastructure / Systems & Processes**

**4.1 Finance and Performance**

**a) Chair's Report – Finance and Performance Committee** **Chair – F&PC / DFCS**

January 2020 financial results were close to budget, resultant from strategies to reduce activity for a longer duration than previous years. YTD position is \$12.9M unfavourable with a projection of \$19.2M unfavourable at year end. The main driver for this result is the sustained high level of activity, noting January 2020 activity was 4.72% above target. Commentary notes high activity continues to impact the financial result with the Network undertaking significantly more activity than provided for under the FY19/20 service agreement budget allocation. SCHN continues to engage with the Ministry of Health on our activity levels and funding. SCHN efficiency savings (roadmaps) are making a nominal impact on the current unfavourable position and unless material changes occur between now and year end, SCHN will end up with a material deficit.

**4.2 Infrastructure**

- a) Chair's Report Capital Works Subcommittee** **CE / DFCS /**
- b) Redevelopment Update – CHW** **DCO**
- c) Redevelopment Update – SCH**
- d) Asset Strategic Plan**

The provided reports were noted.

The Sydney Children's Hospital Stage 1 and the Children's Comprehensive Cancer Centre Investment Decision Document was signed by all parties and tabled at the SCHN Capital Works Committee meeting for discussion. The document will next progress through the Ministry to Treasury for consideration.

Stage 1 development at CHW now focuses on commissioning and operationalising the CASB. The proposed date for paediatric services moving into CASB is 2 November 2020 and SCHN is awaiting advice from MOH on funding approaches. The CE noted SCHN's move into CASB is predicated on WSLHD also moving into the new building. At a minimum, WSLHD will need to open their new ED to enable SCHN to move into the CASB. The CE further noted SCHN must have a budget established by June 2020 to undertake recruitment activity for the CASB move. The CE recommended the inclusion of a board member in future service agreement negotiation meetings with the Ministry as required.

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WSLHD has provided a draft licence agreement to SCHN regarding occupancy of the CASB. The draft does not reflect the relationship SCHN is expecting. SCHN has forwarded a draft agreement to WSLHD. The CE noted SCHN has written to the Ministry in relation to an occupancy agreement between WSLHD and SCHN, for guidance that will determine how the CASB asset will be considered and treated.

The Committee Chair noted there are currently three key items for the SCHN Board's review including the CASB opening, the Service Level Agreement with WSLHD, and the renegotiation of the Service Level Agreement with SESLHD. The Committee Chair advised that a key milestone timeline document would be reviewed by the Committee and provided for the April board meeting.

### 4.3 Risk Management Noting

- a) SCHN Operational Risks CE / DFCS
- b) SCHN Strategic Risks

The provided report was noted and changes since the last report highlighted. The CE noted one new operational risk in relation to the roof at CHW, advising the risk has been escalated through to the Ministry for resolution.

### 5.0 Strategic Focus: Finance and Performance

Presentation – Forecast and Roadmaps

The DFCS presented on the SCHN roadmap initiatives and commented the executive team regularly discuss progress on these initiatives at executive team meetings. The CE noted SCHN is well regarded by the MOH roadmap team in relation to our roadmap processes and reporting, and we meet fortnightly with the MOH for roadmap discussions. DFCS acknowledged the SCHN revenue team for their work across the network, optimizing the amount of revenue we capture. Our processes, education and communication are fundamental to our revenue performance.

### Domain Updates

6.0	<b>Safe, excellent child and family centred care</b>		1pm	<b>35 mins</b>	
6.1	<b>Patient Story</b>	<b>CE</b>	-		<b>Noting</b>

The CE shared a patient story with members and noted the story highlights the importance of time to treatment. Members commented for future they would like to see information that postscripts the patient story advising key learnings, and resultant changes to policies and procedures.

6.2	<b>KPI's against Service Agreement</b>	<b>CE / DCG</b>			<b>Noting</b>
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The provided report was noted. Members commended the executive group on the improvement in appraisals completed.

6.3	<b>Chair's Report - Quality and Safety Committee</b>	<b>Co-Chairs HCQC</b>			<b>Noting</b>
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The Committee Chair noted the Quality and Safety Committee met yesterday and their focus was preparation and readiness for accreditation. The Committee feel well prepared for this activity.

6.4	<b>Child and Family-Centred Clinical Care Report</b>	<b>CE / DCO</b>			<b>Noting</b>
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The provided report was noted. The Director of Workforce provided an overview of the successful SCHN Aboriginal Workforce Forum held on 27 February 2020.

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6.5	<b>Clinical Services Direction</b> The provided report was noted.	CE			Noting
6.6	<b>Clinical Integration Update</b> The provide report was noted.	CE / DCI			
6.7	<b>Clinical Council – Chair's Report</b> The provided report was reviewed and noted.	Chair – CC			
6.8	<b>Increasing focus on improving customer service – response to Minister's Correspondence</b> This item was held over to the April SCHN board meeting	CE/DCG			Approval
6.9	<b>COVID-19 Preparedness Update</b> The CE tabled an update on COVID-19 and provided an overview of SCHN's participation in work underway with the Ministry of Health. The Ministry has commented on risks including disruption to supply chains on goods and consumables received from offshore and is working to mitigate those risks. The CE commented supply chain issues may impact on capital works projects state-wide.	CE/DCG			Noting
7.0	<b>People and Culture / Education</b>				
7.1	<b>Work Health and Safety</b> a) Quarterly Report b) Monthly Report The provided reports were reviewed and noted. The CE reported an accident involving a staff member outside CHW where a nurse was hit by hoarding from capital works on Hawkesbury Road. Members commented on the need to work with transport safety advisors to ensure we have tested all contingencies throughout project planning phases.	CE / DoW			
7.2	<b>Appraisal Compliance Report</b> The provided reports were reviewed and noted	CE / DoW			
7.3	<b>Director's Report – Medical and Dental Appointments Committee</b> The provided report was noted.	CE / DCG			
7.4	<b>Safety Pause</b> Item held over.	CE			
7.5	<b>Launch of International Year of the Nurse</b> The provided report was noted.	CE / DoNME			

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<b>8.0</b>	<b>Partnerships and Networks</b>				
<b>8.1</b>	<b>Chair's Report – Stakeholder Engagement and Communications Committee</b> a) <b>Committee Terms of Reference</b>	<b>Chair – SECC / CE</b>			
	The provided report was noted.				
<b>8.2</b>	<b>Communications Update</b>	<b>CE</b>			<b>Noting</b>
	The provided report was noted.				
<b>8.3</b>	<b>Schedule of Upcoming SCHN Events</b>	<b>CE</b>			<b>Noting</b>
	The provided report was noted.				
<b>9.0</b>	<b>Research</b>				
<b>9.1</b>	<b>Research Update</b>	<b>CE</b>			<b>Noting</b>
	The provided report was noted.				
<b>10.</b>	<b>Correspondence for Received</b>				
<b>10.1</b>	Special edition of HealthShare NSW News – focus on our bushfire response.	-		-	<b>Noting</b>
	The provided report was reviewed noted.	-		-	
<b>11.0</b>	<b>For Noting</b>				
<b>11.1</b>	<b>Subcommittee Minutes</b>				
	Minutes of Subcommittees of the Board were noted.				
<b>12.0</b>	<b>Business without notice</b>				
<b>13.0</b>	<b>Next meeting</b>				
	The next meeting of the Sydney Children's Hospitals Network Board will be held Wednesday 1 <sup>st</sup> April in the Boardroom, Level 9, Bright Alliance Building at Randwick.				
	There being no further business, the meeting closed at 12:45pm.				