

Meeting name	Sydney Children's Hospitals Network (SCHN) Board
Date	Thursday, 1 April 2021
Time	8:30 – 10.00am SCHN NED Board Meeting 10.00 - 11:30am SCHN Board Meeting
Location	Sydney Children's Hospitals Network, Level 4 The Children's Hospital at Westmead and via Zoom.

### 1 In Camera Session Chair

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

### 2 Administrative matters

#### 2.1 Acknowledgement of Country

Dr Abby Bloom provided the acknowledgement of Country, paying respects to the First Nations people whose children and families we serve including the Bidjigal and Gadigal, Burramattagal and Darug and Cammeraygal peoples. Dr Bloom noted that as leaders we are determined to always improve and listen and better understand the needs of our First Nations people.

#### 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 Communications and Engagement), Prof Chris Cowell (Director Research), Mr Michael Dickinson (A/g Director Clinical Integration), Mr Sam Galluccio (Director 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 Finance and Corporate Services);

**Apologies:**

Dr Michael Solomon, Chair, Medical Staff Council (Randwick)

**Secretariat:**

Jane Jennings, Senior Executive Support Officer

2.3 Declaration of Conflicts of Interest Chair

Dr Bloom advised she is no longer a member of the Advisory Board, Griffith (University) Enterprise

2.4 Previous Meeting Minutes Chair

The minutes of the March 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 were addressed during the meeting.

### 2.6 Board Chair Report

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

- Topping out ceremony for the Integrated Acute Services Building at Randwick
- Second workshop regarding future governance for the Comprehensive Children's Cancer Centre (CCCC) at Sydney Children's Hospital. Ms Cox and Ms Freudenstein also attended.
- Children's Court Clinic, including with Judge Johnson
- Molecular and Integrative Cystic Fibrosis Centre with Prof. Adam Jaffe
- Business Western Sydney Innovation Conference with Ms Cox
- Luminesce Alliance Board meeting with Mr Nott and Ms Cox
- Ongoing meetings relating to cardiac services

Ms Crouch noted that in her meetings around the Network she continues to be impressed by the calibre and dedication of the staff. She also commented on the significant volume of work dedicated to applying for grants and the Network's success in this regard.

### 2.7 Chief Executive Report Chief Executive

Ms Cox provided an update to the Board on senior executive appointments and advised that an announcement is imminent regarding the role of Director Strategy and Innovation with a possible start date in early May. Interviews for the Director of Allied Health have also been conducted. The next role to consider is the Director of Mental Health. Ms Cox is meeting regularly with Dr Katherine Knight, acting Medical Head of Department of Psychological Medicine.

Ms Cox is continuing to work through issues raised regarding Cardiac Services. The first NSW Cardiac Care for Kids meeting was held involving clinicians as well as family and Heart Kids representatives and was a positive meeting.

A meeting has been scheduled between the Board Chairs and deputy Board Chairs of SCHN and Sydney Children's Hospital Foundation (SCHF) to progress the Service Agreement. SCHF have advanced \$4.7m to the Network, including \$2.7m for the Stage 2 Children's Hospital Westmead (CHW) Redevelopment project. This is an important demonstration of the commitment to contribute \$35m to the project.

Significant feedback was provided in relation to the draft Investment and Prioritisation Framework. This work will be collated and presented to the Finance and Performance Committee then through to the Board. It is anticipated that the process will commence in the next financial year.

Crawshaw Consulting has finalised advice regarding governance options for the Comprehensive Children's Cancer Centre (CCCC). Two workshops were held and input was received from the

General Counsel, NSW Health.

Precinct planning is proceeding and continues to take significant time. The Westmead Health and Innovation Precinct Conference sponsored by Business Western Sydney was well attended with strong government representation and highlights the importance of the lighthouse precincts. The Randwick Health and Innovation Precinct (RHIP) is also progressing well. It is proposed that Brooke Griffin, Executive Director, RHIP attend a future Board meeting to present on RHIP. Both precincts offer significant opportunities for the Network.

Work on the Risk Appetite Statement is progressing and is proposed to be presented to the Executive Team then to the Board in May 2021.

Arrangements are proceeding for the Board Planning Day on 17 June 2021.

Ms Cox acknowledged the efforts of Ms Whalen, Dr Ging and Dr McCaskill to establish vaccination clinics at CHW and Sydney Children's Hospital (SCH). The SCH clinic is providing vaccinations for the entire Randwick campus.

The Board noted the update.

### 3 Matters for Decision

#### 3.1 Board Committee Membership

Ms Emma Cuell, Associate Director, Office of the Chief Executive outlined the revised Board Committee structure and membership. It was noted that membership of the Infrastructure working group has not been finalised. Ms Cuell advised that this is a sub-committee of the Finance, Capital Works and Performance Committee and will be finalised in due course. An important role for this group is to provide oversight and review of the many and various agreements and partnerships related to the redevelopment projects.

Noting that the membership is yet to be determined, the Board agreed a minimum of two (2) Board members would be members on this committee. Ms Crouch, Mr Ford and Ms Freudenstein agreed to be the nominated representatives on this committee.

Professor Baur noted that the terms of a number of members with research, education and training will expire and this will need to be considered in membership of various Board and sub-committees.

Ms Freudenstein noted that the structure needs to be implemented as soon as possible as the schedule of meetings for the year needs to be confirmed.

#### 3.2 Committee Terms of Reference

**Action:**

Ms Crouch noted the Committee Terms of Reference documents and requested that any comments be sent through to Ms Cuell for collating and thanked Ms Cuell for her work on these papers.

## 4 Matters for Discussion

### 4.1 COVID-19 Update

#### Executive Director Medical Services and Clinical Governance

Dr McCaskill updated the Board on recent COVID-19 related activity. The focus continues to be on the COVID-19 vaccination roll out. Group 1A and 1B are currently being vaccinated and staff receive the Pfizer or Astra Zeneca vaccine respectively for these groups.

Balancing relaxation of restrictions and maintaining a safe environment for families is a challenge but is required to minimise any risk of possible infection. The recent outbreak in Queensland and far Northern NSW reinforces the importance of remaining vigilant.

Prof Baur queried the status of the first round of vaccinations. Dr Ging advised that approximately 80% of 1A staff at CHW will be completed by 1 April 2021. It is estimated that Group 1B will be finished in approximately six weeks time. Approximately 60% of Group 1A from Sydney Children's Hospital, Randwick (SCH) have been completed as these staff were vaccinated at the Westmead Hospital hub so transport presents additional logistical issues. However, it is estimated that this group will be completed in the next few weeks. SCH is providing vaccinations for Group 1B staff for the Randwick partners as a collaborative effort with South Eastern Sydney Local Health District (SESLHD).

In relation to the 2021 flu vaccinations CHW will start on 19 April 2021 and will roll out the program to all staff over 2-3 weeks. At SCH, SESLHD will be running this program from 26 April 2021 and will also take approximately 2-3 weeks. The flu vaccination can only be administered 2 weeks after the last COVID-19 vaccination.

The Board also acknowledged the work of Dr Ging, Dr McCaskill, Ms Whalen and their teams in establishing vaccination clinics especially while concurrently organising the opening of Block K, Central Acute Services Block (CASB) at Westmead.

The Board noted the update.

## 5 Matters for Discussion / Update

### 5.1 Quality and Safety Update

#### Executive Director Medical Services and Clinical Governance

Dr McCaskill advised that the Quality and Safety Committee advice to the Board will focus on strategic issues for the organisation and Board with a separate more operationally focused group continuing to meet. Part of this process is to maintain awareness and build staff knowledge and practices to ensure quality and safety is embedded as a day to day activity. This was supported by Prof. Waters indicating that these activities are part of everyone's responsibility. Mr Wright and Prof. Waters will progress the strategic priorities for the Board with Dr McCaskill.

A refresh of membership of the Family and Consumer Council (FACC) is due in August 2021. Recognising the long standing participation and significant contribution of a number of the existing FACC members, an extraordinary meeting was held to discuss broader engagement opportunities for these members. The Board asked that the contribution of members be acknowledged. Dr McCaskill has provided thanks to the relevant members whose term is expiring.

The Board noted the update.

**Action:**

- o Board to acknowledge contribution of retiring FACC members

## 5.2 Workplace Health and Safety Update

### Director People and Culture

Mr Galluccio presented to the Board an overview of the proposed People & Culture strategic planning framework, which also included initiatives from the previously endorsed Cultural Assessment Action Plan. A focus on strong leadership at all levels of the organisation is required to improve staff engagement and capability development. Aspects relating to workplace climate, clarity regarding people management responsibilities, and the elements that contribute towards a desired culture were discussed.

Dr O'Meara raised performance appraisal processes and if this continued to be a key component. Mr Galluccio noted that performance appraisal processes, when undertaken well are essential to aligning performance expectations as well as positively impacting on the culture through higher levels of staff engagement. Higher levels of engagement occur through regular conversations about growth and development with staff rather than annual, one off discussions

Prof Baur noted there are other organisations who have worked on improving this aspect and that SCHN may be able to learn from these examples.

Dr Bloom also noted the Mandatory Training update in relation to senior medical staff and thanked Ms Whalen and her team for this information. Dr McCaskill is also working on improvements for Senior Medical Practitioners Performance Appraisal processes.

Mr Galluccio also advised the Board of a notifiable incident since the submission of the Workplace Health and Safety Update. A staff member hit a bollard when trying to mount his bike to go home, and sustained serious injuries which required inpatient treatment at Westmead Hospital. The staff member is undergoing rehabilitation. This was a late notification which has come under the scrutiny of Safe Work NSW. Details will be included in the next report.

The Board noted the update.

## 5.3 Clinical Operations Update

### Executive Director Clinical Operations

The increase in numbers of surgeries continues to progress well with 711 more surgeries done this year than this time last year (pre-COVID-19).

The move into Block K went smoothly with models of care continuing to be implemented and adjusted as needed. Staff are reporting that all is going well. The new Short Stay Unit can support up to 10 patient exchanges per day so it is a high intensity ward.

The first Cardiac Care for Kids meeting took place last week and was well attended by over 32 representatives including Heartkids who are working together on a clear vision for the future of cardiac services. Carla Edwards, a senior health planner from TSA Management has drafted a roadmap to assist in progressing this vision. Timelines are still being reviewed. Dr Ging will report back at each Board meeting.

The Board noted the update.

## 5.4 Finance and Performance Update

## Director Finance and Corporate Services

Mr Zia reported that the SCHN underlying forecast is remaining stable at approximately \$33m over budget. It was noted that a remedial plan has been agreed with the Ministry.

Centralised processes to improve FTE controls have been established and will be reviewed after a three month trial. Activity and performance are tracking well.

Increases in mental health activity across the system, as well as in the Network, were discussed. Prof Baur noted that disease profiles can change and it appears that Mental Health has been increasing in recent years and continues to track upwards.

Annual leave liabilities continue to be actively managed and remain a focus.

The Board noted the update.

## 5.5 Planning and Development Update

## Director Planning and Redevelopment

Mr Hoffmann noted the State Significant Development applications SCH Stage 1 / CCCC and CHW Stage 2 will be submitted at the end of April and beginning of May 2021. These are comprehensive applications equivalent to a DA. A summary of the applications will be presented to the Capital Subcommittee at the meeting on 22 April then provided to the SCHN Board meeting in May 2021.

Funding for solar panels for the CHW car park at Westmead has been approved which will enable a partial solar façade.

Work on the CCCC governance continues as noted by Ms Cox.

The official opening of CASB occurred on Monday, 22 March with the NSW Premier and Health Minister in attendance along with the Chief Executive from Western Sydney Local Health District (WSLHD) and SCHN and the Chancellor of University of Sydney. Services are operating effectively from the new areas. Numerous communications and videos have been created and posted via social media to mark the event.

Ms Freudenstein acknowledged the involvement of volunteers in the way finding as part of the opening of the CASB. Mr Hoffmann acknowledged the support of SCHF and noted the significant difference in the experience for families finding their way to the new facilities over the past 3 weeks.

The Board noted the update.

## 5.6 Clinical Integration and Sustainability Update

## A/g Director Clinical Integration & Sustainability

The Digital strategy previously presented to the Board is being costed by Health Infrastructure (HI) and will include capital and operating expenditures. A final report due shortly. This will be presented back to the SCHN Exec for final endorsement

The successful upgrade of eMR code occurred as well as going live with COVAX in the same week. This was a fantastic effort from all the teams involved.

It was very pleasing to receive confirmation regarding the solar panel funding (+\$3million) for the new CHW carpark and Mr Dickinson commended the sustainability team for their effort.

The Board noted the update provided.

## 5.7 Research Update

## Director Research

Prof. Cowell updated the Board that Cate Smith, Associate Director of Research Operations, SCHN has resigned and moved to Canberra. Cate has been an asset to SCHN and will be taking up a role with the National Health and Medical Research Council.

Prof. Cowell highlighted the leadership and expertise of SCHN teams in gene therapy. SCHN research staff recently participated in the Public Hearing of the Commonwealth Inquiry into approval processes for new drugs and novel medical technologies.

Prof. Cowell also noted anticipated upcoming media interest in newborn screening for Spinal Muscular Atrophy.

The work of Prof. Toby Trahair, Associate Director Research, Randwick was acknowledged in relation to the analysis of publications by authors affiliated with SCHN.

The Board noted the update provided.

## 5.8 Communication and Engagement Update

## Director Communications and Engagement

Ms Crouch welcomed Ms Judy Goldman, Director Communications and Engagement to her first Board meeting.

Ms Goldman advised that progressing the Stakeholder Engagement Plan, overarching communications strategy and delivery of key objectives is the focus of the team.

Ms Freudenstein noted that this time of year is the peak fundraising period and a schedule of events would be useful in relation to the opportunity for Board representation at key events. Ms Goldman advised she was meeting with SCHF and will discuss this further.

The Board noted the update provided.

### **Actions:**

- Ms Goldman provide opportunities of Fundraising event that the Board representation is required

## 5.9 Risk Reports

## Director Finance and Corporate Services

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 Finance and Performance Committee
- 6.1.2 Quality and Safety Committee
- 6.1.3 Medical and Dental Appointment Advisory Committee

### 6.2 Clinical Council Update

The Board noted the update provided

### 6.3 Mandatory Training Update

Ms Crouch noted the earlier comments from Dr Bloom in relation to data presented for Senior Medical Staff Mandatory Training.

The Board noted the update provided.

## 7 Other Business

The Board welcomed Mr John Dunlop AM to the meeting in recognition of his significant contribution to the SCHN. John was appointed as a member of the Board of the Royal Alexandra Hospital for Children in 1973 and held the positions of Honorary Treasurer (1978-1981) and Vice President (1981-1983), and then President (1983 to 2004). Since then he has remained involved as the Chair of the Finance and Performance Committee and an independent member of the Audit and Risk, and Governance Committees. Mr Dunlop has also been involved in a number of the Network's Board Sub Committees: Chair of the Research Council for the Kids Research Institute, and a member of the Westmead Research Hub Council. Mr Dunlop recently concluded his role as Chair of the Medical and Dental Appointments Advisory Committee.

The SCHN Board and Executive paid formal tribute to Mr Dunlop acknowledging his long standing commitment, participation and significant contribution to child health and thanked him for his extraordinary service to the Network and the children it serves.

## 8 Next Meeting

The next meeting will be scheduled 8:30 – 11:30am on Thursday, 6 May 2021.

The meeting closed at 11:30am