

Meeting name	Sydney Children's Hospital Network (SCHN) Board
Date	Thursday, 3 June 2021
Time	8:30am – 9.30am SCHN NED Board Meeting 9.30am – 11:30am SCHN Board Meeting
Location	Sydney Children's Hospitals Network, Boardroom, Level 4, The Children's Hospital at Westmead and Zoom.

1 In Camera Session Chair

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

2 Administrative matters

2.1 Acknowledgement of Country

Ms Jane Freudenstein provided an Acknowledgement of Country highlighting some important dates in our history to mark Reconciliation Week 2021:

- On 27 May 1967, Australia's most successful referendum was held. Ninety percent of Australians voted to give Government the power to make laws and recognise Aboriginal and Torres Strait Islander people in the census.
- On 3 June 1992, 29 years ago today, the Australian High Court delivered the Mabo decision, the culmination of Eddie Mabo's challenge to the legal concept, 'terra nullius' or land belonging to no-one. It was a decision that led to legal recognition of Aboriginal and Torres Strait Islander people as the Traditional Custodians of lands and paved the way for Native Title.

Ms Freudenstein highlighted that reconciliation must live in our hearts as we move forward and that today we acknowledge that SCHN sits upon the spiritual lands looked after for many thousands of years by the Gadigal and Bidjigal peoples who traditionally occupied the Sydney coast at Randwick, the Burramattagal people of the Dharug Nation, at Westmead, the Gayamaygal people of Manly and the Darak people at Bankstown

SCHN would like to acknowledge and pay respect to Elders, past and present, our Aboriginal children who are our future leaders, and all other Aboriginal people, who from the oldest continuing living culture on earth. Particularly those from the stolen generations who never made it home.

SCHN also acknowledges events of the past continue to cause pain and suffering for Aboriginal people and communities today. We acknowledge further uncomfortable conversations, truth telling in reconciliation and action is necessary, to truly heal the wounds of our shared history.

Mr Wright noted the work from SCHN teams who contributed to the National Reconciliation Week event, including the various special guests who attended including Aboriginal Elders and survivors of the Stolen Generation from Kinchela Boys Home. The special screening of the animated film "The Kinchela Boys" was very moving. The revised SCHN Apology Statement was noted and appreciated by attendees.

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, Emeritus Professor Kim Oates AO and Mr Jeremy Wright AM.

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 Crouch declared she had been appointed to the Board of Angus Knight.

2.4 Previous Meeting Minutes Chair

The minutes of the May 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 current meeting agenda.

2.6 Board Chair Report

Ms Crouch met with facilitator Leanne Wallace from Nous Group who is leading the Board Strategy Day in June. Ms Cox also attended the meeting to develop a comprehensive approach for the day. Ms Wallace will contact Board members individually for a preliminary discussion and to maximise time on the day.

Ms Crouch will circulate the Secretary's Update to the Board via email.

Ms Crouch also met with co-patrons of the Sydney Children's Hospitals Foundation (SCHF), Professor Les White AM and Dr. John Yu AC.

Ms Crouch welcomed Bart Cavalletto to the meeting as the newly appointed Director, Strategy and Innovation.

2.7 Chief Executive Report Chief Executive

Ms Cox noted the meeting with Leanne Wallace.

The governance structure for the Children's Comprehensive Cancer Centre (CCCC) within the Stage 1 Redevelopment at Randwick is currently with NSW Health. Once supported by the Ministry, significant work will be required to develop the overarching agreement and supporting arrangements.

Ms Cox updated the Board on the recent visit to Royal Children's Hospital, Monash Children's Hospital and the Victorian Comprehensive Cancer Centre. The services were all very welcoming and provided useful insights to inform the two major redevelopments at SCHN. Pleasingly many of the issues identified by our Victorian colleagues had already been considered and addressed by the SCHN redevelopment teams.

2.7.1 Risk Appetite Statement

Work has been completed with the Executive in relation to operationalising the Risk Appetite Statement (RAS). Feedback is now sought from board members to enable finalisation of the RAS and submission for Board approval. The Board noted the update and will review and provide any comments prior to the next meeting.

2.7.2 Balanced Scorecard

A draft Balanced Scorecard has been developed for the Board's consideration and feedback. Some discussion was held in relation to further development of the quality and safety indicators. Mr Galluccio also commented that the metrics need to be further developed within Workplace Safety.

The Board queried areas of the Balanced Scorecard where targets were not yet defined. Ms Cox advised that there are not specific targets for these areas at this time but that these will be developed.

Prof Oates inquired as to how attitudes of staff towards quality and safety assurance practices can be measured. Prof Baur noted that there are a number of measures for "hard" KPI's but it remains important to find definitions and measures for targets that may be more suitable to assess these attitudinal aspects.

It was noted that patient feedback is also important and while this is available through the Quality and Safety Committee, it should be included in this scorecard which will be provided to the Board. Dr McCaskill will consider options.

The Board noted the update and will provide comments by the next meeting.

Action: Board Secretariat to ensure Dr O'Meara received a copy for the scorecard for comments

3 Matters for Decision

3.1 Investment and Prioritisation Framework

Ms Cox noted that the Investment and Prioritisation Framework (Framework) has been developed to provide improved greater governance, coordination, transparency, processes and oversight for investment decisions across the SCHN. It will also be an important tool in managing competing demands and will ensure that ongoing costs associated with proposals such as equipment purchases, staffing requirements, education and training and ongoing maintenance, are considered. Wide consultation has been conducted with comprehensive feedback from stakeholders.

Dr Bloom provided a number of suggestions to assist in finalisation of the Framework. The Board further discussed as number of issues in relation to socialisation and adoption of this Framework; management of stakeholder expectations; prioritisation of requests; balancing equity; linkages with SCHN strategy; and ensuring there is support for smaller units in completing the required processes.

The plan is to implement the Framework in 2021-22 and establish an Investment and Prioritisation Committee to manage the process. The Finance, Performance and Capital Works Committee will have oversight of this committee.

Action: Subject to the suggested amendments and issues raised, the Board supported the Framework.

Prof Oates offered to provide his review on the book 'How to provide better value Healthcare' that may be of interest to the Board in this context.

3.2 Sydney Children's Hospitals Foundation (SCHF) Services Agreement

The penultimate draft of the SCHF agreement has been provided to the Board with the papers. The Board supported the revised services agreement between the SCHN and SCHF.

The agreement is with SCHF for final review by Gilbert and Tobin. It is expected that this will be signed off by 1 July 2021.

Action: Subject to any final minor issues identified by the Foundation, the Board endorsed the Chief Executive progressing to execute the agreement with the SCHF.

4 Matters for Discussion

4.1 COVID-19 Update Director, Medical Services and Clinical Governance

Dr McCaskill advised that 70% of the 2169 Group 1A staff (ED, ICU and COVID-19 testing clinic) will complete vaccinations in the next few weeks. 62% of Group 1B staff (remaining SCHN staff) will have vaccinations in progress or completed by end of July 2021.

Staff working in high risk areas continue to wear masks and where staff are unable to be vaccinated they will be redeployed. Staff are aware of this process.

The outbreak in Victoria is affecting some areas within NSW.

Concierge services are continuing at both sites.

Vaccinations are now being offered to vulnerable patients and parents of vulnerable patients at both CHW and SCH clinics. Further advice will be provided on whether there will be a reduction in the eligible age to receive the Pfizer vaccine. Completing all staff vaccinations remains the current focus.

The Board noted the update.

4.2 Cardiac Services Update and Roadmap Executive Director Clinical Operations

Dr Ging presented the updated Cardiac Services Roadmap. Three Cardiac Advisory Group meetings have been held to date and progress continues on implementation of the model of care. The roadmap is expected to be endorsed by the Advisory Group at the next meeting. Parents and Heart Kids representatives continue to be involved in the Advisory Committee.

Some discussions were held regarding recruitment and management of cardiac nursing staff across the Network. Dr Ging advised that significant efforts are being made to engage the clinical teams across the Network.

Dr Ging noted the Heart Centre for Children at Sydney Children's Hospital, Randwick is on track for an estimated completion in June.

Dr Ging highlighted that the focus remains on "right patient, right place at the right time".

Ms Goldman advised that the communications team is working closely with the Clinical Operations team and communications is a priority for internal and external stakeholders. Ensuring consistent and accurate information and messaging for internal and external stakeholders is a focus.

The Board noted the update.

5 Matters for Discussion / Update

5.1 Quality and Safety Update

Director Medical Services and Clinical Governance

Dr McCaskill updated the Board on the parent snapshot conducted in November 2020 and March 2021. There continues to be a focus on amenities and facilities available to families and more effective communication with families. Re-establishing orientations to the ward for families is a focus as this process was interrupted during 2020. Sibling's visitation guidelines continue to be raised as an issue for families but options are in place where available to manage this. Recommendations for improvement from both snapshots have been provided to the Elevating the Human Experience Working Group.

Root Cause analysis performance was noted and the 50% on time rate for 2020. RCAs for 2021 are tracking well to meet time KPIs.

The Hospital Acquired Complications performance was noted and is also monitored by the Patient Safety Incident Review Committee monthly. The Network has previously identified that a number of the current measures do not reflect paediatric complications and due to small numbers, a single case can significantly impact performance. SCHN is working with the Australian Commission on Safety and Quality, as well as the NSW Clinical Excellence Commission and hospitals across Australia, to develop paediatric relevant indicators and measures.

Further discussion was held in relation to code black incidents and a map of incidents of code black against WHS reporting.

Dr McCaskill confirmed that accreditation recommendations are completed and there will be some short notice accreditation assessments as part of the upcoming phase of the accreditation process.

The Board noted the update.

5.2 People and Culture Update

Director People and Culture

Mr Galluccio noted the non-physical aggression component of the mental stress incidents. Mr Galluccio advised that more detailed mapping of this information is being conducted. Ms Crouch noted the need for initiatives to address this. Mr Galluccio advised that he is developing for a future meeting a presentation of priorities in relation to occupational violence and aggression. The Board requested an update on this work at the next meeting.

The Board noted the update.

Action: Mr Galluccio to provide update on the prevention and management of occupational violence and aggression at the next meeting.

5.3 Clinical Operations Update

Executive Director Clinical Operations

5.3.1 Access to Care Performance Report

Dr Ging advised there has been a significant increase in activity across the Network. For example, the Emergency Department (ED) at The Children's Hospital at Westmead have seen an additional 700 children in May. The new ED continues to review processes and provide support to the team within ED but the additional 700 presentations has made it challenging in a new environment.

Action: Clinical Operations update at the next meeting to include update on the strategies for the ED

SCHN expects a busy winter period and it is a rapidly changing space with a new ED at CHW, high presentations and admissions. This has resulted in mounting pressure in a number of areas including ICU and NETS. Strategies are being implemented to support these areas. Dr Carmo noted the difficulties accessing specialist critical care nursing staff due to shortages of trained nurses in this area and that it needs to be considered as a priority.

The Board noted the update.

5.4 Finance and Performance Update

Director Finance and Corporate Services

Mr Zia advised that SCHN is improving on its forecast financial position. Additional information has been provided to the Board in relation to the Budget Roadmaps. Further strategies will be discussed at the SCHN Board Strategy Day.

The Board noted the update.

5.5 Planning and Development Update

Director Planning and Redevelopment

Mr Hoffman advised the State Significant Development Application (SSDA) for CHW was lodged in April 2021. The SSDA for SCH was lodged in May 2021 and is currently on public exhibition.

The Board noted the update.

5.6 Strategy and Innovation Update

Director Strategy and Innovation

Mr Cavalletto advised that in addition to the update provided, further details will be provided at the Board Strategy Day.

The Board noted the update provided.

5.7 Research Update

Director Research

Prof Cowell advised of the developments in the Viral Vector Manufacturing Facility and thanked Ms Cox and Mr Hoffman for their support in advancing this issue.

contribution to the Network over many years including as the Chief Executive of The Children's Hospital at Westmead from 1997 to 2006. Prof Oates held various positions at the Hospital prior to this role and has been the Chair of the SCHN Research Advisory Committee (now the Research, Education and Innovation Committee) since 2013. Prof Oates' long list of achievements and recognition includes an Order of Australia, national and international awards, and numerous professorial appointments.

Throughout his successful 50-year career in paediatrics, Prof Oates committed himself to advancing knowledge in paediatrics through research and teaching in Australia and abroad. His long-standing clinical and research interests in child development, child behaviour and child abuse have seen him internationally recognised as a child advocate, particularly for his pioneering research in child protection alongside recognition as a clinician, researcher, teacher and administrator.

The SCHN Board and senior management congratulated Prof Oates' and thanked him for his extraordinary and invaluable contribution to children's health and his guidance and commitment to the work of The Sydney Children's Hospitals Network.

8 Next Meeting

The next meeting will be scheduled 8:30 – 11:30am on Thursday, 1 July 2021, at Randwick.

The meeting closed at 11:30am