

Meeting name	Sydney Children's Hospital Network (SCHN) Board
Date	Thursday, 4 March 2021
Time	8:30 - 9.30am SCHN NED Board Meeting 9.30 - 11:30am SCHN Board Meeting
Location	Sydney Children's Hospitals Network, Randwick L9 Bright Alliance Building Boardroom and via Zoom.
Membership	<p>SCHN Board Members</p> <p>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, Mr Jeremy Wright.</p> <p>Ex officio invitees</p> <p>Ms Cathryn Cox PSM (Chief Executive), Dr Mary McCaskill (Director Medical Services and Clinical Governance), Dr Matthew O'Meara (NSW Chief Paediatrician), Dr Kathryn Carmo (Medical Staff Council (Westmead) Chair), Dr Michael Solomon (Medical Staff Council (Randwick)), Mr Sayeed Zia (Director of Finance and Corporate Services).</p> <p>In attendance</p> <p>Dr Joanne Ging, Executive Director Clinical Operations Mr Sam Gallucio, Director, People and Culture Ms Sally Whalen, Director of Nursing & Midwifery, and Education Prof Chris Cowell, Director of Research Mr Michael Dickinson, A/g Director of Clinical Integration & Sustainability Mr Tim Hoffmann, Director of Planning and Redevelopment</p>
Secretariat:	Ms Jane Jennings, Senior Executive Support Officer

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

Prof. Louise Baur provided the acknowledgement of Country, paying respect to the Bidjigal and Gadigal peoples to the east, Burramattagal and Darug peoples to the west and Cammeraygal peoples to the north, as traditional owners of the country where the Network operates. We pay our respects to Elders and community members past, present and emerging as we work together to improve services and support for Aboriginal and Torres Strait Islander 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: Ms Cathryn Cox PSM (Chief Executive), Dr Mary McCaskill (Director Medical Services and Clinical Governance), Dr Matthew O'Meara (NSW Chief Paediatrician), Dr Kathryn Carmo (Medical Staff Council CHW Chair), Dr Michael Solomon (Medical Staff Council SCH Chair), Mr Sayeed Zia (Director of Finance and Corporate Services);

In attendance: 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 Jane Jennings (Secretariat).

Apologies: Nil

2.3 Declaration of Conflicts of Interest Chair

Nil

2.4 Previous Meeting Minutes Chair

The minutes of the February 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 on the meeting agenda.

The Board requested that the retiring Chair of the Medical and Dental Appointment Advisory Committee, John Dunlop, be invited to the next Board meeting in April for a formal recognition of his service to the Network.

2.6 Board Chair Report

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

- Workshop regarding future governance for the Comprehensive Children's Cancer Centre (CCCC) at Sydney Children's Hospital. Ms Cathryn Cox and Mr David Nott also attended
- Joint Board Chair/CEO meeting with Western Sydney Local Health District Chair and CEO
- Upcoming visits to:
 - Molecular and Integrative Cystic Fibrosis Centre with Prof. Adam Jaffe
 - Children's Court Clinic

Ms Crouch acknowledged the recent article in the Sydney Morning Herald regarding cardiac services.

Ms Crouch also thanked the Board for their attendance and contributions to the recent Risk Appetite Workshop noting that the outcomes of the Workshop were currently being reviewed.

Ms Crouch updated the Board on the process and timing for the appointment of new Board Members following to the retirement of a number of current Board members this year. These details will be circulated for information.

Actions:

- Emma Cuell to circulate a brief summary of the Board appointment process and timing.

2.7 Chief Executive Report Chief Executive

Ms Cox provided an update to the Board on senior appointments and advised that a second round of interviews is being held for the role of Director Strategy and Innovation.

Rebecca Williams (Consultant) is completing her contract with SCHN on 4 March 2021, with Judy Goldman's start date as the Director Communications and Engagement now delayed to 15 March 2021.

Ms Cox advised that further work has been completed on the Service Agreement with the Sydney Children's Hospital Foundation (SCHF) and she expected the final draft in the week commencing 8 March.

Following the Stakeholder and Engagement workshop, work is proceeding on developing the Stakeholder Plan / Matrix. This will be handed over to Judy Goldman on her commencement. A report will be provided at the May Board meeting.

A draft Risk Appetite Statement will be provided by Trudy DeVitre following the Risk Appetite Workshop. Further work is required on inclusion of metrics and a follow up report will be provided to the April Board meeting.

Ms Cox acknowledged the high level of Board involvement in a number of areas currently and thanked the Board for their support.

Ms Cox met with two young people who have been doing an internship with SCHN's Youth and Diversity Team and was impressed with their ideas and approach. She noted that both could make significant ongoing contributions to the Network in bringing the youth voice intentionally into areas across the hospital, enhancing clinical collaboration and improving patient experience.

Ms Cox also noted the upcoming visit with Ms Crouch to the Children's Court Clinic.

Significant work continues in relation to the arrangements and shared spaces at both Randwick and Westmead precincts. There is significant complexity in finalising building management protocols, licences and/or leases for shared spaces and joint venture arrangements which require input from many stakeholders.

Clarification was requested in relation to the consultation conducted for the Investment and Prioritisation Framework. Ms Cox advised that there was broad consultation across the Network including through the Executive Leadership Team to their teams, as well as through groups such as the Clinical Council. There has been a high level of engagement by staff in this process with very constructive feedback provided which is being incorporated in the next draft.

The Board noted the update.

3 Matters for Decision

3.1 Board Committee Membership

The Board Committee Membership has been held over to next meeting

Ms Crouch welcomed Sam Galluccio, Director of People and Culture to his first meeting.

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 the COVID-19 vaccination roll out. A number of staff have now had their first vaccination with a few choosing not to be vaccinated at this time. SCHN is guided by Public Health advice regarding risk of work for staff who have chosen not to be vaccinated. Staff may not take up the vaccination for a number of reasons including medical or cultural reasons and personal choice. The Public Health advice is that the risk is low and reviews are undertaken for staff who have chosen not to be vaccinated to determine how this may impact their role.

One of the three vaccination hubs is at Westmead with The Children's Hospital at Westmead staff accessing the hub easily. Sydney Children's Hospital, Randwick staff are being transported by bus to the Westmead vaccination hub. It is anticipated that SCHN Category 1B staff will be completed by end of April but timing of delivery and numbers of vaccines will impact the rollout schedule. Further communications will be provided on the next stages of the rollout.

Hospital visitor restrictions have been relaxed to allow two family members to be with their child in most wards. Siblings are able to visit long stay patients which is being managed via a schedule to avoid overcrowding of families in areas at the same time. This has been working well.

Free parking that has been made available to staff during COVID-19 will cease in the first week of April. The Health Services Union and the New South Wales Nurses and Midwives Association have both raised this issue and communication documents are being drafted to assist staff.

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 confirmed SCHN had achieved full accreditation to 2024. Some areas for improvement were noted. Ms Crouch requested routine updates on how the areas for improvement are progressing. Dr McCaskill advised that the progress on these improvements will be provided to the Quality and Safety Committee and noted in the Quality and Safety Board Report.

Mr Jeremy Wright and Prof. Donna Waters noted their attendance at the Chairs of Safety and Quality Committees Meeting. The Revised Incident Management Policy was discussed at this meeting.

Prof. Waters advised that the Nous Group (Nous) has been engaged by the Clinical Excellence Commission (CEC), to facilitate the development of its 2021-2024 Strategic Plan. The project's goal is to develop a Strategic Plan that outlines the CEC's priorities and initiatives over the next three years.

The Board noted the update.

Actions:

- Prof Waters to circulate the CEC consultation request and template.

5.2 Workplace Health and Safety Update Director People and Culture

The Anderson Report into 'Improvements to Security in Hospitals' and how we can provide a safer place to work' was discussed. There is ongoing work in relation to due diligence and management of risks in this area. Dr Bloom asked if this report could be made available in the Resource Centre for Board members once the report is officially released by the Ministry.

The Board queried the status of a staff member noted in the report as having had an accident during Fire Safety Training. It is understood that the staff member fainted during the training, but Mr Galluccio will follow up and provide further advice.

Ms Freudenstein extended her assistance as required to Mr Galluccio in her role as Chair of the Nominations and People Committee.

The Board noted the update.

Actions:

- Mr Galluccio to provide further information to the Board about the staff incident during First Safety training.

5.3 Clinical Operations Update Executive Director Clinical Operations

5.3.1 Access to Care Performance Report

Dr Ging advised that activity is returning to normal. The increase in numbers of surgeries is progressing well and waiting lists are coming down. Reviews are being conducted on the 'not ready for care' and whether care can be provided at a more appropriate time.

Commissioning of Block K (SCHN area within Central Acute Services Building (CASB)) at Westmead is on track. From 8am Tuesday 9 March patients will be directed to the new paediatric Emergency Department. Significant work has been done to orientate staff to the new areas, including staff simulations. Volunteers have also been trained and will be available on the day to assist with directions for families and staff. The move into CASB will prompt a number of other ward moves and refurbishments. A timeline and communications have been developed to manage this flow on of works.

The Board acknowledged the significant work and preparations done by Dr Ging and the teams who have had oversight of this important move.

Discussions were also held regarding the 'Did not wait' category. New models of care are being piloted that will assist with early identification and streaming of care. A new process of rapid assessment using allied health assistants was proving successful. Dr Ging commented on the trial process for a patient requiring multidisciplinary care who proceeded home with all the required supports, therefore avoiding an admission.

5.3.3 SCHN Telehealth Update

The Board noted the telehealth statistics and decrease in activity which may be the result of some uncertainty regarding the telehealth rebate. A telehealth manager has been employed to assist teams with managing telehealth arrangements and troubleshoot as required. Dr Ging noted that as COVID restrictions ease, it is appropriate that some patients begin to return to face-to-face consultations.

The efforts of the respiratory teams at both sites were highlighted, with Dr Ging noting they should be congratulated on the systems they've implemented to allow families to access care. Similar models may be beneficial for other teams to consider.

Dr Ging also advised that a telehealth survey was conducted across SCHN and results have been provided back to the teams. Some were more engaged in the survey than others.

Ms Freudenstein noted that the inclusion of a patient experience or story should be highlighted in the Clinical Operations report for future given the excellent work being undertaken on these initiatives.

Further discussions were held regarding potential savings arising from telehealth appointments. Dr Ging advised that families have saved travelling over 5.6 million kilometres due to accessing telehealth options in SCHN in 2020 and the feedback from families was positive. The broader community benefit, for example reduced emissions from reduced travel was also noted, although these are not direct savings to the Network.

Mr Zia commented that there are some budget adjustments for SCHN made by Ministry to assist with telehealth. Mr Dickinson advised that savings can be achieved through reduced face to face outreach clinics and therefore reduced travel and accommodation costs.

Actions:

- Dr Ging to include a patient experience story as part of the Clinical Operations report

Dr Carmo and Mr Nott left the meeting

5.4 Finance and Performance Update

Director Finance and Corporate Services

Mr Zia reported the underlying position remains stable with forecasts of \$33-35 million unfavourable on expenses for this financial year. The key priority for Ministry of Health is to ensure SCHN continues to

be stable in line with reported forecasts for FY21 and agreed plans to bring the Network back to budget by FY23.

Significant work is being completed unpacking COVID-19 costs with elective surgery funding YTD already received.

Additional controls have been put in place with the Executive meeting weekly to manage FTE to increase transparency and accountability.

Work continues with the Ministry of Health (MoH) in relation to assessing all Restricted Financial Assets accounts across the state. SCHN awaits further information from MoH regarding which accounts are in scope. The Chair requested that this be brought back to the Board once a position is established by the Ministry.

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

Performance in relation to other Local Health Districts / Specialty Networks was discussed, noting the focus for SCHN is recovery, offset by SCHN maintaining or slightly above activity targets.

The Board noted the update.

5.5 Planning and Development Update

Director Planning and Redevelopment

Tim Hoffman noted that clinical teams are excited about the move to Block K in CASB and have taken strong ownership of the new space.

Schematic designs on both projects are progressing. The final business case for Westmead is due in April and Randwick is due in June.

Mr Ford flagged issues around the food quality at SCH following presentation of the Food Service Model of Care at the Capital Committee. The Model of Care development has been led by Ms Paula Bray and is based on extensive literature and evidence regarding the nutrition needs of children. There have been ongoing discussions with SESLHD and HealthShare regarding the need to make immediate improvements in food quality and options across the Randwick campus, pending longer term options as part of the redevelopments. The importance of an equitable approach to improving the food experience for all the patient groups on the Randwick campus was noted. The SCH Stage 1 redevelopment includes provision for a kitchen to service SCHN requirements, with some capacity to contribute to a broader campus solution.

Ms Freudenstein noted the importance of cultural practices in relation to food and mealtime.

It was confirmed that breastfeeding mothers can access food through the hospitals.

Access to culturally appropriate options needs to be facilitated. Dr McCaskill advised that during 2020 COVID-19 made food delivery options difficult for families to access but this is being reviewed. The Family Advisory Council advocates strongly in this area. Ms Paula Bray, Director Allied Health was acknowledged for her work on this model.

Prof White noted the correction on page 2 of the SCH Stage 1 Redevelopment update relating to monthly meetings with Minderoo should read CCI. The Land Council and the La Perouse Alliance are key partners in the CCCC and have indicated interest in meeting with Ms Cox and Ms Crouch.

The Board noted the update.

5.6 Clinical Integration and Sustainability Update A/g Director Clinical Integration & Sustainability

Michael Dickinson noted that the SCHN Cyber Security Audit was presented at the Audit and Risk Committee. The Internal Audit and the Chief Information Officer will provide a plan to the Executive on the next steps including options and costs for remediation. The Board and Executive will then need to evaluate the risk vs the options cost to determine the best course of action with regards to cyber security risk mitigation.

As noted in the Board update a beta version of the balance scorecard is being reviewed by the Executive. This will be made available to all Board members via a password protected link on the SCHN internet in the next few weeks.

SCHN has received \$880k for the Virtual Care Accelerator but with the caveat that it is required to be spent by the end of this financial year. Options are being worked through with the Finance team on how this can be best utilised.

The Board noted the update provided.

5.7 Research Update Director Research

Prof. Cowell highlighted the latest research grants awarded and significant activity occurring in relation to grant applications to Medical Research Future Fund and National Health and Medical Research Council currently.

There is also a high volume of COVID-19 activity undertaken by the National Centre for Immunisation Research and Surveillance (NCIRS) providing advice and surveillance on the rollout of the COVID vaccines in Australia. NCIRS in conjunction with SCHN are in the process of executing agreements with DFAT forming a collaborative research alliance that will involve NCIRS providing COVID advice to neighbouring Indo-Pacific neighbouring countries,

Prof Cowell commented on good progress with the development of the Research Strategic Plan. The Board noted the take up rate of the Research Strategy Workforce sessions was low given the number of invitees. Prof Cowell advised that while a large number of key people were invited to attend, ultimately there was a good mix of Clinical, Leadership and Management roles participating. Outcomes will be provided in the Research update to a future Board meeting.

The Board noted the update provided.

5.8 Communication and Public Relations Update Chief Executive

Ms Cox commented on the significant number of NCIRS related communications in the update.

The Stakeholder Engagement Plan is an ongoing piece of work in this area.

The Board noted the update provided.

5.9 Risk Reports Director Finance and Corporate Services

Mr Zia outlined the key SCHN risks being monitored including around SCHN governance, culture, reputation, financial and SCHN Foundation funding.

In relation to the MoH Enterprise Risk Framework, further clarification is required regarding the definition of enterprise risk at a statewide level. SCHN representatives are attending workshops with MoH to better understand their criteria for the escalation of risks.

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 Medical and Dental Appointment Advisory Committee (MDAAC).

6.2 Clinical Council Update

Dr McCaskill advised that the Clinical Council held in February was a planning meeting. Board members are invited to attend Clinical Council and a roster developed with the intention to have a Board member at each meeting for the remainder the 2021.

6.3 Mandatory Training Update

6.3.1 Respiratory Protection Program and Mandatory Training Update

The Respiratory Protection Program was scoped with consideration of the Clinical Excellence Commission framework. The sustainability plan for this with associated costings is being developed.

6.3.2 A Safe Place for Everyone Update

'Kindness is the new cool' is a new initiative to respond to some of the increased aggressive incidents being reported. One of the contributing factors for this increase is due to the visitor restrictions in operation during COVID-19. The Committee is working to develop an evaluation plan for the initiative and data generated will be reported through the Safe Place to Work Committee. Dr McCaskill advised that the potential reduction in incidents and patient complaints is also a measure to consider.

Dr Bloom raised that the indicator 'being struck by an object' requires greater detail due to the potential variance in this type of incident. It was queried whether any upward trend is being captured in the risk register which would provide a flag for the Board. It was confirmed that the risk register includes any trend in this area.

The Board noted the updates provided.

6.4 Aboriginal Health

6.4.1 Cultural Safety and Child Protection Responses in Hospital

Discussion was held regarding whether SCHN has benchmarked against best practice and the role of the Board in this area. Prof Waters noted that this work was completed under a translational grant and is important work to progress. It is positive that SCHN participated in this study but further work is required in this area.

6.4.2 First Peoples Public Administration Virtual Conference

Ms Cox advised this information was for the Board to note.

7 Other Business

7.1 Cardiac Services

Dr Solomon raised the recent media article regarding Cardiac Services.

Ms Crouch affirmed the plan communicated to all staff. Dr Joanne Ging will lead the implementation of the agreed model of care. A considered and structured path is being developed to implement the model of care and will involve working with clinicians, staff, children and families across the Network.

Ms Crouch reiterated that one of the most important aspects of this plan is the people and culture component and that the engagement of all clinicians is critical to ensure its success.

8 Next Meeting

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

The meeting closed at 11:40am