

**Minutes
Sydney Children's Hospitals Network Board Meeting
1 April 2015**

ITEM	By Exception *	DESCRIPTION	RESPONSIBILITY	PAGE NO.	TIME	ACTION REQUIRED
1		Administrative Matters			5 min	For noting
		1.1 Welcome and Attendance	Chair	-		
		<p>1.1 Welcome and Attendance Chair</p> <p>Professor Bennett welcomed members and opened the meeting at 8.30am with appreciation expressed to Mr Alcock for chairing the last meeting.</p> <p>A special welcome to our guests the Hon Ron Phillips MP and Ms Joanna Holt, Board Chair and Chief Executive of NSW Kids and Families respectively. Professor Bennett expressed that opportunities such as these are important to review priorities and plans. A presentation from both Professor Bennett and the Chief Executive will be reciprocated at some time to NSW Kids and Families.</p> <p>Professor Bennett welcomed Mr Brian Jackson, newly appointed Director Finance and Corporate Services with Mr Jackson providing an overview of former experience.</p> <p>Attendance: Professor Christine Bennett, Mr Richard Alcock, Dr Michael Brydon, Professor Louise Baur, Mrs Joanna Capon, Mr Jack Ford, Mrs Renata Kaldor, Professor Donna Waters, Jeremy Wright</p> <p>Ex-Officio Invitees: Professor Les White, Professor Ralph Cohen, Dr Christopher Webber, Adjunct Professor Annette Solman, Mr Brian Jackson</p>				
		1.2 Apologies	Chair	-		
		Professor Adam Jaffe, Dr Robyn Shields, Dr Abby Bloom (leave of absence), Professor Kim Oates, Mr David Nott				
		1.3 Declaration of Conflicts of Interest	Chair	-		
		No conflicts of interest were declared. Professor Bennett reminded members of the need to declare any conflicts early as appropriate. A Conflict of Interest Register is also maintained; capturing declarations of conflicts of interest.				
2		Minutes and Action Items				
		2.1 Review of Minutes of meeting held on 4 March 2015	Chair		5 min	For approval
		The minutes of the meeting held on 4 March 2015; and with amendments made, were accepted as a true and accurate record of the meeting.				
		2.2 Matters Arising from Previous Meeting			10 min	For noting
		2.2.1 Review of Action Table	Chair			
		<i>Items arising from the action table for this meeting are addressed within relevant items</i>				

3	Strategic Priority in Focus					
	3.1	NSW Kids and Families - Presentation				
		<p>Presentation from Ms Joanna Holt, CE NSW Kids and Families and the Hon Ron Phillips MP, Board Chair</p> <p>Ms Holt provided an overview of NSW Kids and Family (NSW K & F); Summary of presentation; the NSW Kids and Family Strategic Plan has been tabled. How NSW K & F support the NSW Health system for mothers, babies, children and young people. The importance of the services. Specific focus on Strategic Plan 5 – NSW Paediatric Service capability.</p> <ul style="list-style-type: none"> - Overview of where the NSW K & F functions within the NSW Health structure; one of the Pillars of Health. - Role: to provide support to SN/LHDs in aspects of health and healthcare with a flexible standardisation approach. - Vision: “Healthy, Safe and Well” which includes looking at impacts of other factors such as child abuse and neglect. - Depiction of flat structure with four key content areas which are interrelated; including relationships with networks outside of NSW Health and other government agencies such as GPs, Private Practice and NGOs <ul style="list-style-type: none"> o The four domains of activity are: Child Protection and Violence Prevention and Response, Youth Health and Wellbeing, Paediatric Healthcare, Maternal Child and Family Health - Development of the Strategic Plan and demonstration of the collaborative approach to this; with finalisation of plan and launch in December 2014. - The context of the plan within other NSW Health/State plans as well as summary of the plan’s purpose was provided; reflecting on the Garling Inquiry, as well as strong influences from the National Health and Hospitals Reform aspect - Life course approach to the plan; depicting the importance of genetics; vital for a child as they grow into an adult as well as considerations with regard to key areas that have helped shaped this plan; measurables of studies and how this has shifted focus with a strong focus on connectedness and continuity of care for Children and Young People and for carer. - Five key strategic directions and six enablers (making it happen) that support the direction of the agency. - Challenges in implementation; involvement of SN and LHD to comment and help inform policy for pillars - Governance with regard to implementation over the next 10 years; tying together three key drivers <p>Other data was presented with respect to Emergency Department presentations and the proportion of children and young people seeing GPs. Admissions were also presented by category.</p> <p>Questions from members focussed on areas such as:</p> <ul style="list-style-type: none"> - Addressing the needs of Aboriginal communities - Research; population health and messaging around children’s health being a vital factor in society - How the SCHN will collaborate with NSW K & F <p>Ms Holt provided advice on services provided to Aboriginal communities with more work to be undertaken. Ms Holt reiterated the importance of the relationship between NSW K & F and the Network with Mr Phillips adding that the role of NSW K & F is to be an enabler, a helper focussed on children’s healthcare with the Network being one of the key the deliverers.</p>				
4	Matters for Decision					
	4.1	Paediatric Pathology				
		<p>Dr Brydon referred members to briefing provided outlining key messaging and noting that we are in a better position than what we were nine months ago.</p> <p>It was noted that the Network is the only pathology service that is not part of the NSW Health Pathology remit. Dr Brydon is proposing that the model is a partnership rather than</p>				

		<p>purchaser/provider. Dr Brydon noted that one critical issue is IT connectivity with other work being undertaken on determining what level of engagement and partnership will be established.</p> <p>Professor Bennett reiterated concerns about the potential for CHW to be marginalised by these changes however it was noted that Ms McCosker, Chief Executive of NSWHP has been most helpful.</p> <p>Professor Baur declared a potential conflict of interest from the University aspect; involved in some conversations and meetings; however to a limited extent. This was NOTED by the Board.</p> <p>It was identified that there are potential positives around training, research and facilities that the Network currently does not have. It is recognised that Pathology is such an integral part of the hospital's services with a marked difference in specialising in kids.</p> <p>The Board agreed that the Network should be part of this development; with staff engagement in particular so important. Professor Bennett noted longer term views and benefits acknowledging a significant history behind these services.</p> <p>The Board NOTED the briefing.</p>
5	Matters for Discussion	
	5.1	Patient Story
		<p>Ruby's story was NOTED by the Board with Dr Brydon advising that this patient story initiative had been raised at the last meeting by Mr Wright.</p> <p>Dr Brydon provided a summary of Ruby's condition and care and noted this is a good news story. Dr Brydon also noted that in this particular case, 10 years ago, such conditions in babies would have seen a different outcome, with perinatal death likely.</p> <p>This story is indicative of the level of service being now provided. Discussion ensued regarding the approach taken by other states and territories across Australia with some states more likely to recommend the antenatal diagnosis/termination option. Dr Brydon noted a single Queensland referral with that particular service now considering establishing their own services. Such developments may make the Nationally Funded centre agreements more challenging.</p> <p><i>Mr Alcock was excused from the meeting.</i></p> <p>Dr Webber suggested the staff newsletter be circulated to the Board. This was AGREED by the Board - for ACTION.</p>
	5.2	Capacity Assessment Project
		<p>Dr Brydon referred to the briefing provided in the Business Papers. The Board NOTED this brief.</p> <p>Dr Brydon advised that work is still being undertaken on how this will be formatted on the day. The site visit will occur a few days after the next Board meeting with Adjunct Professor Solman having a much better feel following her attendance at the Central Coast site visit.</p> <p>Dr Brydon invited any Board member interested in participating to please advise the Board Secretariat immediately or following today's meeting.</p> <p>Professor Bennett advised that this Ministry led initiative to share governance experience would have been better undertaken when acting arrangements had concluded however noted that Ms Koff will be joining the Network for this purpose on the day.</p>

		ACTION: Board members wishing to participate to express interest to Board Secretariat.					
		5.3	Roadmaps				
		<p>Mr Jackson provided some background information to the Roadmaps initiative from the Ministry to support the briefing provided to the Board.</p> <p>The briefing provided an overview of Roadmaps currently with Mr Jackson suggesting that there be diligence exercised in what is loaded to the portal. Mr Jackson advised that a few gaps on revenue and salary packaging had been identified and this was being worked through at present to close the gaps.</p> <p>The Board NOTED this advice.</p>					
		5.4	Membership of Audit and Risk Management Committee				
		<p>Dr Brydon noted the outstanding assistance from Mr Nott in moving this along. An Expression of Interest to persons on prescribed list occurred with a meeting on Friday with two people who presented in an outstanding way with reference checks underway.</p> <p>Dr Brydon will have further discussion in an “in camera” discussion with Professor Bennett following today’s meeting.</p> <p>The Board NOTED this advice.</p>					
6		Matters For Information					
		6.1	Appointment of External Consultants for Internal Audit Review				
		<p>Dr Brydon advised that the tender process has been undertaken for an agency to advise us on how to develop audit and risk governance processes in future with KPMG appointed. Dr Brydon advised that KPMG will be requested to take three months to complete this review.</p> <p>The Board NOTED this advice.</p>					
		6.2	New initiatives and acknowledgements				
		This was NOTED by the Board,					
7		Standing Reports					
		7.1	Chair’s Report	Chair	-	5 min	For noting
		Professor Bennett noted that the Telethon is underway, the presentation from NSW Kids and Families was a wonderful overview of their service and strategy.					
		7.2	Chief Executive’s Report	Chief Executive		5 min	For noting
		<p>Dr Brydon referred to the items within the CE report, including:</p> <p>Surgical services issue:</p> <p>Discussion ensued around the progress of this matter and what strategies were being implemented to meet the needs of children requiring surgery. Dr Brydon advised of an additional VMO to undertake selected work. The VMO is currently on site in a locum capacity.</p> <p>General discussion around potential strategies occurred with a range of options highlighted and discussed.</p> <p>In relation to the Industrial Relations aspect, Professor Bennett enquired as to whether there was a conflict for Professor Cohen. Professor Cohen provided advice to the Board on recent</p>					

undertakings provided at Ministerial level and outlined the complexities of the current issues.

Professor Bennett expressed that the introduction of the VMO is positive. Dr Brydon agreed with Professor Cohen's view that the approach has been more collaborative, especially with a commitment to the hub and spoke model in which other LHDs would assume appropriate outpatient and inpatient caseloads in collaboration with a tertiary centre.

Dr Brydon noted that recent changes for the better have been undertaken over recent times, such as additional lists; and additional staff with some strategies such as outpatient referral management as still being advanced.

The Board NOTED this issue and advice

Generators:

NOTED

Quality and Safety Plan:

NOTED

Whole of Hospital Project:

Dr Brydon advised that the Network has performed better on NEAT over last six months with a small drop in Feb/March partially due to access to isolation beds and other local factors.

NOTED

YourSay Survey:

Dr Brydon advised that this is underway at present; noting a good report previously however participation and outcomes were slightly lower. NOTED

Health Leadership Group:

Dr Brydon note that the course is oversubscribed, which is an Excellent outcome. NOTED

Leadership Breakfast:

NOTED. Dr Brydon thanked the Board members who attended.

Mandatory Training:

Dr Brydon noted that this is of concern with additional work to be undertaken to address the gaps.

Dr Webber commented that the amount is incredibly onerous for clinicians.

Adjunct Professor Solman advised that the number of modules have been revised but it is a requirement that these modules be completed. A review at MoH for VMOs and Senior Medical Officers to review what is actually required is being undertaken.

NOTED

Capital Works:

Master Planning at Randwick

- Professor Bennett's work is appreciated in changing the direction from a narrow POW focus to an all Randwick campus focus
- Over the next month or two there should be more formal processes engaged in this; meeting with HI to discuss

NOTED

		<p>Bright Alliance</p> <ul style="list-style-type: none"> - Copy of letter that was sent to Foundation Board regarding their undertaking was tabled and noted. - The issue of how major donations of this nature get assurances that they will be maintained over time is being discussed with HI. - Sponsorship and naming rights/nomenclature were discussed and Mrs Capon queried naming in perpetuity which is not a usual practice. <p>The Board otherwise NOTED the advice.</p> <p>Generator queries:</p> <p>Mr Jackson advised the status of this project with new controllers being installed. These are a further upgrade to the work undertaken last May and are essential to the operating of the generator.</p> <p>Finance:</p> <p>\$3m negative in general fund YTD. Working through outstanding accounts that appear towards EOFY. March seems to be in line with budget.</p> <p>Nil new strategies since last meeting.</p> <p>NOTED: Alan Gardo's appointment to DON role. Partnerships and Leadership noted.</p> <p>Correction to the CE Report. Deputy Chancellor (part of Westmead Precinct section of report) reported as Dr Michael Spence. This requires amendment to show Mr Alec Brennan.</p>			
		7.3	SCHN Performance Report		
			NOTED – Dr Brydon advised of a new approach to reporting on the sub-committees with ratified minutes from the last month's meeting and a briefing capturing key themes from latest meeting being brought forward. The Board AGREED this was the best approach with Mrs Capon requesting the briefings needed to be in dot point form.		
8		Board Sub-Committee & Network Committee Minutes			
	*	8.1	Finance and Performance Committee		
			NOTED		
	*	8.2	Health Care Quality Committee		
			NOTED		
	*	8.3	Medical and Dental Appointment Advisory Committee		
			NOTED		
9		Details of Next Meeting			
		<p>Date and Location Wednesday, 6 May 2015 Boardroom, Level 4 The Children's Hospital at Westmead</p>		<p>Strategic Focus for Future meetings April 2015 – Partnerships and Networks May 2015 – Audit and Risk Management June 2015 - Financial sustainability</p>	