

<b>The Sydney Children's Hospitals Network (Randwick &amp; Westmead)</b>	
<b>Date</b>	Wednesday, 7 December 2016
<b>Time</b>	8.30am – 11.00am
<b>Location</b>	Level 4 Boardroom, The Children's Hospital at Westmead
<b>Membership</b>	<p><b>SCHN Board members</b></p> <p>Professor Christine Bennett AO (Chair)            Mr Richard Alcock (Deputy Chair)            Professor Louise Baur AM            Dr Abby Bloom            Mrs Joanna Capon OAM            Mr Jack Ford            Professor Adam Jaffe            Mrs Renata Kaldor AO            Mr David Nott            Emeritus Professor Kim Oates AM            Dr Robyn Shields AM            Professor Donna Waters            Mr Jeremy Wright</p> <p><b>Ex officio invitees</b></p> <p>Dr Michael Brydon (Chief Executive, SCHN)            Dr Christopher Webber (MSC – SCH representative)            Professor Ralph Cohen (MSC – CHW representative)            Dr Mary McCaskill (Executive Medical Director, SCHN)            Mr Brian Jackson (Director of Finance and Corporate Services, SCHN)            Dr Matthew O'Meara (Acting Chief Paediatrician)            Mr Duncan Makeig (Sydney Children's Hospital Foundation – Observer)</p> <p><b>Attendees</b></p> <p>Ms Maryanne Lynch (Manager Executive Services, SCHN Board Secretariat)</p>
<b>Secretariat Contact:</b>	Manager Executive Services Sydney Children's Hospitals Network Ph: 9845 3637 mobile 0417 561 273

**Minutes**  
**Sydney Children's Hospitals Network Board Meeting**  
**7 December 2016**

ITEM	By Exception *	DESCRIPTION	RESPONSIBILITY	PAGE NO.	TIME	ACTION REQUIRED
<b>1</b>		<b>Administrative Matters</b>			<b>5 min</b>	<b>For noting</b>
		<b>1.1 Welcome and Attendance</b>	<b>Chair</b>	-		
		<p><b>1.1 Welcome and Attendance</b> <span style="float: right;"><b>Chair</b></span></p> <p><b>Attendance:</b>  Mr Richard Alcock (Deputy Chair – Acting Chair), Dr Abby Bloom, Mr Jack Ford, Emeritus Professor Kim Oates AM, Professor Adam Jaffe, Mr Jeremy Wright, Mrs Renata Kaldor, Mrs Joanna Capon OAM, Professor Donna Waters.</p> <p><b>Ex-Officio Invitees:</b>  Dr Michael Brydon (Chief Executive SCHN), Dr Christopher Webber (MSC – SCH Representative), Mr Brian Jackson (Director Finance and Corporate Services, SCHN), Professor Ralph Cohen, Dr Mary McCaskill.</p> <p>The meeting was opened at 8.30am.</p> <p>Welcome to Mr David Markwell, Intellectual Property &amp; Commercialisation Office and Professor Chris Cowell, Director Research who are presenting (item 3.1).</p>				
		<b>1.2 Apologies</b>	<b>Chair</b>	-		
		Professor Christine Bennett AO, Dr Matthew O'Meara, Dr Robyn Shields, Mr David Nott.				
		<b>1.3 Declaration of Conflicts of Interest</b>	<b>Chair</b>	-		
		Dr Webber declared that he is a co-signatory on correspondence discussed under item 6.2 – CE report.				
<b>2</b>		<b>Minutes and Action Items</b>				
		<b>2.1 Review of Minutes of meeting held on 2 November 2016</b>	<b>Chair</b>		<b>5 min</b>	<b>For approval</b>
		The minutes of the meeting held 2 November 2016 were reviewed. Correction requested to item 5.2 – second sentence. Update to 'faced some challenges'. With this amended, minutes were accepted.				
		<b>2.2 Matters Arising from Previous Meeting</b>			<b>10 min</b>	<b>For noting</b>
		<b>2.2.1 Review of Action Table</b>	<b>Chair</b>			
		Noted as being part of business arising.				
<b>3</b>		<b>Strategic Priority in Focus – Research</b>				

		<b>3.1</b>	<b>Research – key highlights</b>
		<p>Mr Markwell provided an overview of IP &amp; Commercialisation processes and projects currently underway. Success factors, challenges and opportunities including access to funds, opportunities through Paediatrico and hub wide approach to IP &amp; Commercialisation were summarised.</p> <p>Discussion ensued regarding opportunities to partner with those who specialise in ‘start up’ – venture capital firms. Commentary around the future direction of government organisations, especially in the Westmead space including the creation of future jobs. The challenges of the future will be to encourage innovative thinking to support service delivery.</p> <p>Dr Brydon commented in the political space there is lobbying for support to develop the Western Sydney hub to be at the forefront of education, health and other services. Opportunities such as Paediatrico are key in supporting the aim to future proof the organisation’s vision of outstanding research outcomes.</p> <p>Professor Chris Cowell provided a Research snapshot of 2016 including compliance rates with ethics and governance, clinical trials, revenue and publications as well as success rate at NHMRC.</p> <p>NHMRC selective highlights included clinical trials, vaccine safety and people support recognising the outcomes and efforts of other research institutes. Education and Training (supporting researchers) highlights and achievements including input and support from other organisations, including partnerships and collaboration with universities to support the work undertaken by SCHN.</p> <p>Investments in infrastructure support for Research were summarised; noting the opportunities that arise as a result. Some further challenges foreseen were shared; highlighting the importance to engage with other partners including the private sector. A summary of challenges in the clinical trials space and collaboration was provided. Solutions across the Network were presented which will be patient centred.</p> <p>Future: capital works progress in Bright Alliance and Kids Research Institute, partnerships including the launch of Paediatrico noting Kathryn Greiner AO as the inaugural Chair. Partnerships within the two precincts and academic partners providing opportunities, through various investments, to link with the themes of Paediatrico.</p> <p>A query from a Board member centred on how the Board can best support the research space to assist in identifying opportunities to engage and collaborate as well as how Board members as individuals can do this also.</p> <p><b>ACTION: Circulate ‘talking points’ summary to Board members.</b></p>	
<b>4</b>		<b>Matters for Discussion</b>	
		<b>4.1</b>	<b>Patient Story</b>
		As per the video shown as part of item 3.1 – Professor David Little’s engineering innovation in orthopaedics.	
<b>5</b>		<b>Matters For Information</b>	
		<b>5.1</b>	<b>Update – SCH Surgery Update</b>
		Dr Brydon referred to briefing circulated in business papers. Dr Brydon provided context to the performance at present. Dr Brydon commended the Director Clinical Operations and team in improvements despite many challenges in this area. There have been outstanding results at CHW over the past six months; there has been a very good result maintained in category 1	

		<p>and 2 and there is still some work to be done in relation to category 3 patients. Impact on patients is at the forefront always in relation to best outcomes for children, particularly where there is engagement with the private sector. Engagement with private facilities was raised noting that there has been support from the private sector with less complex cases. The contractual arrangements still see SCHN retain coordinating responsibility of the patient in most cases.</p> <p>An enquiry regarding the cost impact was raised, if this practice continues through to June 2017. Deputy Chair believes the Board's role is to have oversight as opposed to involvement.</p> <p>Communications between the SESI CE and Dr Brydon are well maintained and engagement is open and clear.</p>					
		<b>5.2</b>	<b>Redevelopment</b>				
		<p>Dr Brydon provided an update on:</p> <p><b>Westmead:</b> Enabling work continues to progress; helipad above the visitor's carpark is due for completion and accepting patients in April 2017. The NETS base will be operational in February 2017. Kids Research Institute work is out to tender and progressing as planned. The Clinical Acute Services Building (CASB) has gone to tender as scheduled. The close of tender is end of February, likely to be awarded in March 2017. Innovation Centre is very exciting and the University of Sydney has been positive in their contributions.</p> <p><b>Funding – CASB:</b> in relation to Stage 1, the government funding cap would be exceeded if all works were undertaken however SCHN has provided an undertaking that this will be covered by soft funds as a locally funded initiative, on the understanding that the Stage 2 work will be undertaken. There will be a reliance on philanthropic dollars (capital appeal program) to bridge this gap.</p> <p><b>Randwick:</b> A large amount of activity presently, there are two main options being considered at present. Approval has been granted for the planning of the emergency department. Dr Brydon has had discussions with the Ministry and government as well as SESI around these options. There is no commitment to ED funding at this stage but the approval to continue planning was noted.</p> <p><b>Bright Alliance:</b> Access to unspent fitout funds; there are discussions ongoing in relation to this aspect.</p>					
		<b>5.3</b>	<b>Bright Alliance</b>				
		<p>The briefing circulated in the business papers was noted. The Board Chair was commended for her conviction and resolve in pursuing this, noting that without such support, it is likely that Bright Alliance would not have been possible. The role of the SCHF was also commended for providing their support for this project, as were former Chief Executive, Ms Elizabeth Koff and former Chief Paediatrician, Professor Les White.</p>					
<b>6</b>		<b>Standing Reports</b>					
		<b>6.1</b>	<b>Chair's Report</b>	<b>Chair</b>	<b>-</b>	<b>5 min</b>	<b>For noting</b>
		<p>Mr Alcock noted:</p> <ul style="list-style-type: none"> <li>- Attendance at Council of Board Chairs meeting earlier in the week on behalf of Board Chair</li> <li>- <b>ACTION:</b> Phil Harris' paper to be circulated to the Board at a future meeting, if agreed to by Professor Harris.</li> </ul>					

		<b>6.2</b>	<b>Chief Executive's Report</b>	<b>Chief Executive</b>		<b>5 min</b>	<b>For noting</b>
		<p>In addition to the circulated report, Dr Brydon emphasised:</p> <ul style="list-style-type: none"> <li>- The challenges of the year: Boards recognise the increased devolution of accountability and how best to continue to sustain the working relationships between Boards and executives. The relationships between the Board and peak committees at SCHN is sound and vitally important.</li> <li>- A query was raised in relation to the triggering of asthma arising from storms.</li> <li>- Dr McCaskill responded from an epidemic management viewpoint particularly in responding to an influx of patients and 'disaster' preparedness. Dr McCaskill referred to the 'armed shooter' terrorist simulation exercise in partnership with Police. An exercise is planned for early 2017 and a joint one with Westmead Hospital (adults) in mid-2017 for a mass casualty episode.</li> <li>- Discussions have occurred in relation to cardiac services. A working party is being established to ensure optimal engagement in future implementation at SCH.</li> <li>- Accreditation; steady progress to date in readiness for March 2017</li> <li>- Staff Survey: excellent engagement results were shared</li> <li>- Award recipients noted</li> <li>- Ministerial visits – Minister Skinner attended the SCHN Symposium – IT at SCHN. IT resource funding is a main focus going forward.</li> <li>- Participation rate in staff survey – SCHN has performed more favourably than most other health services and the CE undertook to discuss with the Chair future target participation rates.</li> <li>- Dr Brydon represented SCHN at the opening of the Children's Hospital in Dubai. It is encouraging to see the Network recognised for the efforts and achievements as a Network internationally.</li> <li>- Fundraising: Dr Brydon advised that there was progress in this space. Processes around this area were summarised with a paper to be distributed to members for consideration in coming weeks.</li> </ul>					
		<b>6.3</b>	<b>SCHN Performance Report – November 2016</b>				
		Report circulated in business papers noted.					
<b>7</b>		<b>Board Sub-Committee &amp; Network Committee Minutes</b>					
	*	<b>7.1</b>	<b>Finance and Performance Committee – report for November and minutes (confirmed) for October 2016</b>				
		<p>The briefing circulated in business papers was noted. Mr Jackson advised of the gap in general fund as at end of October and provided context. Mr Jackson referred to areas that are being monitored and the impact on revenue including the parking concessions. It is therefore prudent to be conservative with forecast.</p> <p>Annual leave over Christmas/New Year break is a key focus at present to assist in reducing leave liability. Mr Jackson referred to some potential revenue streams. IT has been reviewed in relation to what the priority areas are.</p> <p>Recurrent funding for Bright (capital is generally SP&amp;T not general fund). Several new positions in cleaning have been established on general funds.</p>					
	*	<b>7.2</b>	<b>Health Care Quality Committee – report for November and minutes (confirmed) for October 2016</b>				
		The briefing circulated in business papers was accepted. It was noted that this was a successful meeting with advice that there had been a rather complex matter that has been ongoing in relation to infusion pumps and governance of these including standardisation of approach in patient care. A consumer representative nominated by the Family and Consumer Council has been addressed. The presentation from the SCHN Data Analyst was considered					

		outstanding.	
	*	<b>7.3</b>	<b>Medical and Dental Appointment Advisory Committee – report for November</b>
		The briefing circulated in the business papers was noted.	
	*	<b>7.4</b>	<b>Audit and Risk Management Committee – minutes from November 2016</b>
		Membership of the committee changes; it will allow current the Board observer to become a full independent member.	
		<b>8</b>	<b>Business Without Notice</b>
		<p>Mr Alcock advised that Mr Jack Ford will join him as Co-Chair of the joint WSLHD and SCHN Redevelopment Committee.</p> <p>In relation to the extraordinary meeting of the Board on Thursday, 8 December, there will be two presentations. The first will be from Boardroom Partners in relation to progress on the Board Review (members received the paper to consider overnight) and the second part will be an introduction to the SCHN Strategic Plan from Second Road. Arising from this, further discussion and work will be undertaken with the Board in February 2017.</p> <p>It was noted that this is Mr Alcock’s last meeting with the SCHN Board (notwithstanding tomorrow’s extraordinary meeting). Mr Alcock was thanked for his service, his commitment to SCHN and commended for his support. A formal thank you will occur at the extraordinary meeting where the Board Chair will be in attendance.</p> <p>Meeting closed at 10.35am</p>	
<b>10</b>		<b>Details of Next Meeting</b>	
		<b>Date and Location</b> Wednesday, 1 February 2016 To be confirmed	<b>Strategic Focus for Future meetings</b> February: Strategic Planning - SCHN