

The Sydney Children's Hospitals Network (Randwick & Westmead)	
Date	Wednesday, 6 December 2017
Time	8.30am to 11.30am
Location	Boardroom, Level 9 Bright Alliance, Randwick
Membership	<p>SCHN Board members Professor Christine Bennett AO (Chair) Professor Louise Baur AM Dr Abby Bloom Mrs Joanna Capon OAM Mr Jack Ford Mrs Renata Kaldor AO Mr Bruce MacDiarmid Mr David Nott Emeritus Professor Kim Oates AM Dr Robyn Shields AM Professor Donna Waters Mr Jeremy Wright Emeritus Professor Les White AM</p> <p>Ex officio invitees 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 (NSW Chief Paediatrician)</p> <p>In attendance Mr Duncan Makeig (Board Chair, Sydney Children's Hospital Foundation) Ms Kate Hurle, EA to Chief Executive, (Acting Board Secretariat)</p>
Secretariat Contact:	Manager Executive Services Sydney Children's Hospitals Network Ph: 9845 3637 mobile 0417 561 273

Agenda
Sydney Children's Hospitals Network Board Meeting
6 December 2017

ITEM	By Exception *	DESCRIPTION	RESPONSIBILITY	PAGE NO.	TIME	ACTION REQUIRED
1		Administrative Matters			5 min	For noting
		1.1	Welcome and Attendance	Chair	-	
			<p>Attendance: Mr David Nott (Acting Chair), Professor Louise Baur AM, Dr Abby Bloom, Ms Joanna Capon OAM, Mr Jack Ford. Ms Renata Kaldor AO, Mr Bruce MacDiarmid, Professor Donna Waters</p> <p>Ex-Officio Invitees: 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 (NSW Chief Paediatrician)</p>			
		1.2	Apologies Professor Christine Bennett AO (leave of absence on Board responsibilities) Emeritus Professor Kim Oates AM			
		1.3	Declaration of Conflicts of Interest	Chair	-	
			Prof L White noted his relationship with the Sydney Children's Hospital Foundation as a Patron.			
2		Minutes and Action Items				
		2.1	Review of Minutes of meeting held on 1 November 2017	Chair	1-5	5 min For approval
			The minutes were endorsed subject to a review of the wording related to the Access and Capacity to better reflect the level of urgency expressed by the Board on the need to address this matter.			
		2.2	Matters Arising from Previous Meeting			
			2.2.1 Review of Action Table	Chair	6-8	5 min For noting
			<p>5.2 – Oversight of Capacity Working Group</p> <p>At the November 2017 meeting, the Board determined that the Audit and Risk Committee (ARC) be approached to provide review of the risks identified through the Capacity Working Group process.</p> <p>The ARC formed the view that, as a means of addressing the identified risks, the CWG is a sound strategy. The oversight of the recommendations arising from the working groups was recommended to be under the governance of the Chief Executive and the Health Care Quality Committee. This feedback was noted by the Board.</p> <p>It was noted that all other Action items are covered in the agenda.</p>			
3		Work Health and Safety Reporting				
		3.1	Work Health and Safety (monthly report)	Chief Executive	9-11	- For discussion

			The provided report was noted by the Board with no significant issues identified.
--	--	--	---

4	Strategic Priority in Focus – Quality and Safety						
		4.1	Quality and Safety Plan	Director Clinical Governance	-	20 min	For noting

			<p>Dr Farrow presented the Quality and Safety Plan for the Board's endorsement. Key aspects highlighted included:</p> <ul style="list-style-type: none"> • The progression from the previous plan which was focused on systems to an increasing focus on "at the bedside" human factors. This is a result of the findings of reviews that are showing the need to support staff at the frontline to be able to make the right decisions • A focus on Clinical Governance being increasingly outward focused, proactively sharing information and improvements, internally to the Network and statewide • A focus on ensuring that quality and improvement is embedded in all processes and decision making across SCHN, empowering staff to ensure patient safety. <p>Feedback recommended that consideration be given to incorporating:</p> <ul style="list-style-type: none"> • An analysis of risks • Strategies for engagement with other facilities providing paediatric care to support mutual learnings • Linkages to research • Integration of patient feedback, particularly a means of capturing input from outpatient units <p>The Board noted the positive progress of the development of this plan.</p>				
--	--	--	---	--	--	--	--

		4.2	Quality Account	Director Clinical Governance	12-30	20 min	For noting
--	--	------------	------------------------	-------------------------------------	--------------	---------------	-------------------

			<p>Dr Farrow outlined the concept of the "Quality Account" (QA) which is a new reporting format introduced by the Ministry of Health for all local health districts and specialty networks.</p> <p>The intention of the account is to provide a summary of the quality and safety performance and status of the organisation in a format that is easy to understand for consumers. This year the account will be accessed only within the Ministry of Health; for 2018 the reports will be released to the public.</p> <p>The Board provided feedback to be incorporated into the submission as follows:</p> <ul style="list-style-type: none"> • Document is well-presented and easily comprehended • Outpatients are one of the largest patient groups but are not well represented in the presented KPI's. It was noted that a project focused on this group is underway which will provide more informative data for this area. • The QA presents a very positive view of SCHN's performance which does not adequately reflect the challenges being experienced in managing capacity and access. 				
--	--	--	---	--	--	--	--

5	Matters for Discussion						
----------	-------------------------------	--	--	--	--	--	--

		5.1	Patient Story	Chief Executive	31	5 min	For information
			<p>This story highlighted the positive impact that can be made on families through care plans that engage and where necessary support the up skilling of a local hospital to support the delivery of care close to home. Clinicians and family were able to develop a package where the patient's regular infusions are now delivered by the local hospital, reducing the travel burden placed on the family and enhancing school attendance.</p>				

		5.2	Service Delivery – Working Group	Chief Executive	32-33	10 min	For discussion
			<p>The CE reported that sound progress is being made by the Capacity Working Group in developing and prioritizing strategies to improve sustainable access to care. Positive progress has been made since the formation of the working group, however there remains a high level of concern amongst the clinicians and continuing challenges in meeting demand.</p> <p>This has culminated over the past weeks with a number of families raising concerns relating to capacity and access, particularly concerning surgical cases requiring PICU care at The Children's Hospital at Westmead. Concerns have been raised in the media and instances of staff anonymously providing information to media sources, including a letter from the PICU staff to the CE. The SCHN CE as well as the Minister for Health have been interviewed on radio.</p> <p>The Executive is focused on working with the clinicians to identify strategies that can be implemented in the short term whilst continuing to develop medium and longer term strategies to support sustainability.</p> <p>Prof Cohen addressed the Board on behalf of the CHW Medical Staff Council and highlighted that the clinicians have significant concerns regarding the sustainability of the current model of surgical access, particularly those cases at CHW requiring PICU care. An extract of the letter from the PICU staff was shared with the Board to contextualize these concerns. It was noted that the authors of the letter that has been later provided to the media had subsequently provided a further letter to the CE confirming that the care currently being provided in the unit is safe but restated their concerns about the sustainability of the current model.</p> <p>Prof Cohen emphasized the commitment of the Medical Staff Council to working with the Executive and Board to identify solutions in the immediate and longer term. The statement made in the media recently that the Medical Staff Council was progressing a "no confidence" motion against the Executive was false and not on the agenda of the Council.</p> <p>It was noted that the PICU access is a "flashpoint" for pressures being experienced at multiple points across the organisation. Discussion also noted the importance of recognizing that both sites are experiencing challenges in different areas and the solutions need to take into account the best outcomes across the Network.</p> <p>The CE advised on immediate strategies that have commenced:</p> <ul style="list-style-type: none"> • Expedited Immediate progression of the refurbishment of current office space on Level 3 CHW to create a high observation unit bed space • Recruitment of nursing staff to support operating higher dependency care within current wards. • Increased networking of the two Intensive Care Units. <p>The above measures were noted by the Board. The importance of ensuring those who are not members of the Capacity Working Group have a means of putting forward suggestions was noted. The Board emphasized that addressing the access and capacity concerns is of the highest priority and acknowledged the significant work to date. The Board's support of the Executive, particularly the senior managers recently named in the media was noted.</p>				
		5.3	Foundation	Chief Executive	-	20 min	For discussion

			<p>The Foundation Board Chair and SCHN CE reported on the progress to date. It was noted that there are some complexities to work through over the coming weeks as the different organizations' structures and processes are considered.</p> <p>The timelines for the commencement of the new structure were outlined and strong desire of both Boards to minimize slippage of these timeframes. The formation of SCHN's project team was acknowledged as a positive measure to assist in progressing the agenda.</p>				
			<p>It was noted that there will be several key decision points prior to the next meeting of the SCHN Board, including the finalization of the Business Transfer Agreement. It was proposed that the Working Group be authorized to act on the Board's behalf in these matters.</p> <p>This was supported, noting that the Working Group retains the option of referring a matter back to the Board if required.</p>				
		5.4	Capital planning	Jack Ford/Chief Executive	34-35	20 min	For discussion
			<p>J Ford as Chair of the SCHN Capital Works Committee reported on the key matters currently under consideration:</p> <p>1. Formation of the Governance Committee for the PoW Development The inaugural meeting of this Council was attended by representatives from SCHN, SESLHD, University of NSW and Health Infrastructure. SCHN raised concerns regarding the balance of membership and lack of consultation regarding the appointing of the Chair as well as matters relating to the Terms of Reference. These matters were subsequently progressed at a meeting between the SCHN and SESLHD Board Chairs and Chief Executives however there remains some further matters for negotiation. New strategies to improve health co-ordination are being considered.</p> <p>2. Memorandum of Understanding (MoU) - HI and UNSW A MoU is being negotiated between Health Infrastructure and the University of NSW in relation to the acquisition of properties located at the corner of Botany St and High St. SCHN is not a party to the agreement and therefore has limited capacity to influence the negotiation. This site is a likely option for the immediate expansion of the Emergency Department and future SCH development. SCHN has written to Health Infrastructure Chief Executive and discussions have occurred with the Secretary.</p> <p>3. SCH Emergency Department Options Tim Hoffman, Director of Planning, joined the meeting via video-link for this item. It was outlined that SCH needs to expand the current Emergency Department due to space limitations; the impact of Light Rail on the streetscape has resulted in the need for the department to be relocated to support both the needed expansions and ensure access needs are met.</p> <p>It was noted that this aspect of the redevelopment is not yet confirmed for funding, with the current approval being for planning to progress in conjunction with the Stage 1 project for PoW, however there is a need for SCHN to have a clear position of preferred options confirmed in the short term to optimise integration principles and future development options.</p> <p>The plans showing the three location options were presented to the Board, noting the differing options for integration or sharing of equipment with PoW Emergency and diagnostic services depending on the proximity. It was noted that all locations under consideration improve the potential for integration compared to the current location.</p> <p>It was acknowledged that an informed decision by the Board to formally support any of the proposed options would require a more detailed briefing, including costings and criteria used to assess the available options.</p> <p>It was agreed that the SCHN Capital Works Committee will oversee the development of recommendations for the preferred location of the Emergency Department to enable a formal recommendation to be made to the Board in early 2018. The engagement of the Audit and Risk Committee was also recommended.</p> <p>On the available information, it was considered likely that the location presented as Option 3A would be the preferred location for SCHN. The need for SCHN to determine and articulate</p>				

			<p>preferences in the near future is therefore paramount. The desirability of coordinated planning of the paediatric and adult emergency department also creates the need for resolution. It was agreed that early 2018 would be the target period for establishing a recommendation for the consideration of the Board, subject to appropriate clinician engagement occurring within this timeframe.</p> <p>Clarification was requested as to the status of funding for the redevelopment of the Emergency Department.</p> <p><i>It was agreed that planning will progress with the aim of developing a recommendation for consideration by the SCHN Board in early 2018 following the endorsement of the Capital Works Committee.</i></p>					
		5.5	<table border="1"> <tr> <td>Paediatric Initial Focus Submission</td> <td>Chief Executive</td> <td>-</td> <td>5 min</td> <td>For discussion</td> </tr> </table>	Paediatric Initial Focus Submission	Chief Executive	-	5 min	For discussion
Paediatric Initial Focus Submission	Chief Executive	-	5 min	For discussion				
			<p>It was noted that this is making strong process. The recruitment of the new Executive Officer is complete and the appointee brings a strong background in the field to the role.</p> <p>The Board was requested to note the summary of the submission provided in the papers as the core message to support engagement whenever relevant.</p>					
6		Standing Reports						
		6.1	<table border="1"> <tr> <td>Chair's Report</td> <td>Chair</td> <td>verbal</td> <td>10 min</td> <td>For noting</td> </tr> </table>	Chair's Report	Chair	verbal	10 min	For noting
Chair's Report	Chair	verbal	10 min	For noting				
			It was noted that the Chair is participating in a delegation with the Minister for Health and NSW Premier to China.					
		6.2	<table border="1"> <tr> <td>Chief Executive's Report</td> <td>Chief Executive</td> <td>36-59</td> <td>10 min</td> <td>For noting</td> </tr> </table>	Chief Executive's Report	Chief Executive	36-59	10 min	For noting
Chief Executive's Report	Chief Executive	36-59	10 min	For noting				
			<p>The provided report was noted. Dr Brydon highlighted the following matters:</p> <ul style="list-style-type: none"> <p>Staff Car parking (Westmead Campus)</p> <p>Negotiations are occurring with unions regarding an increase in parking fees. The increase is required under NSW Health policy as a result of the additional capacity that has been built.</p> <p>Activity and Price Negotiations</p> <p>Progress in these protracted discussions is encouraging. An outcome in relation to an adjustment for the current financial year to offset activity is expected by year-end.</p> <p>There has been an agreement that SCHN soft funded positions will in future be included in the costs submitted nationally which will result in the true cost of services delivery being reflected. This is a significant achievement for SCHN and may better reflect NWAU pricing in 2 – 3 years.</p> <p>Capital Projects Funding</p> <p>A positive outcome has been reached in relation to the progress payments required for the current capital projects. This positions SCHN well to continue with the planned Capital Appeal in a more realistic timeframe.</p> <p>Radiothon 2017</p> <p>The outstanding outcome was noted. The new initiative of “matching” donors was very successful significantly increasing number of new donors being engaged.</p> 					
		6.3	<table border="1"> <tr> <td>SCHN Performance Report (October 2017)</td> <td>Chief Executive</td> <td>60-63</td> <td>10 min</td> <td></td> </tr> </table>	SCHN Performance Report (October 2017)	Chief Executive	60-63	10 min	
SCHN Performance Report (October 2017)	Chief Executive	60-63	10 min					
			The provided report was noted. Activity remains high and access is an area of focus for SCHN.					

7 Board Sub-Committee & Network Committee Minutes					
*	7.1	Finance and Performance Committee	Chair F&P Committee	5 mins	For noting
		The report and minutes circulated in the business papers were noted.			
*	7.2	Health Care Quality Committee	Chair HCQC	5 mins	For noting
		The report and minutes circulated in the business papers were noted.			
*	7.3	Medical and Dental Appointment Advisory Committee	Chief Executive	5 mins	For noting
		The report and minutes circulated in the business papers were noted. The CE noted the large body of work undertaken by the committee over the past months to oversee the appointments of the Network's VMO's and HMO's.			
	7.4	Audit and Risk Committee	David Nott	5 mins	For noting
		The report and minutes circulated in the business papers were noted.			
8 Details of Next Meeting					
		Date and Location Wednesday, 7 February 2018 Level 9 Boardroom Bright Alliance Randwick	Strategic Focus for Future meetings February – Corporate/Finance and Technology March – Research April – People and Culture		