

The Sydney Children's Hospitals Network (Randwick & Westmead)	
Date	Wednesday, 1 June 2016
Time	8.30am – 11.00am
Location	Level 4 Boardroom, The Children's Hospital at Westmead
Membership	<p>SCHN Board members 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 Associate Professor Donna Waters Mr Jeremy Wright</p> <p>Ex officio invitees Dr Michael Brydon (Acting 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)</p> <p>Attendees Ms Maryanne Lynch (Manager Executive Services, SCHN Board Secretariat)</p>
Secretariat Contact:	Manager Executive Services Sydney Children's Hospitals Network Ph: 9845 3637 mobile 0417 561 273

Minutes
Sydney Children's Hospitals Network Board Meeting
1 June 2016

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>Attendance: Professor Christine Bennett AO (Chair), Mr Richard Alcock (Deputy Chair), Dr Abby Bloom (teleconference), Mr Jack Ford, Professor Adam Jaffe, Mrs Renata Kaldor AO, Mr David Nott, Professor Louise Baur AM and Professor Donna Waters.</p> <p>Ex-Officio Invitees: Dr Michael Brydon Acting Chief Executive, Dr Christopher Webber Medical Staff Council – SCH representative, Dr Mary McCaskill Executive Medical Director, Mr Brian Jackson Director Finance and Corporate Services.</p> <p>The meeting was opened at 8.35am.</p> <p>Welcome to Acting Director Clinical Operations, Dr Emma McCahon and Director Clinical Integration, Ms Cheryl McCullagh.</p>				
		1.2 Apologies	Chair	-		
		Mrs Joanna Capon, Mr Jeremy Wright, Emeritus Professor Kim Oates and Dr Robyn Shields.				
		1.3 Declaration of Conflicts of Interest	Chair	-		
		Nil conflicts declared.				
2		Minutes and Action Items				
		2.1 Review of Minutes of meeting held on 4 May 2016	Chair		5 min	For approval
		The minutes of the meeting held 4 May 2016 were reviewed. Minutes accepted with these amendments as a true and accurate reflection of the meeting.				
		2.2 Matters Arising from Previous Meeting			10 min	For noting
		2.2.1 Review of Action Table	Chair			
		Items to be addressed as part of meeting.				
3		Strategic Priority in Focus – Infrastructure and Technology				

3.1 Update on Clinical Operations – service delivery and innovation

- Dr Emma McCahon presented to the Board on clinical operations. The key areas of this presentation included:
- Patient access – performance to target in emergency treatment. Models of care have been revised and developed to address this area
 - Within the ED, the introduction of roles to support patient flow as well as quality initiatives (arising from Peter Lachman quality sessions), streamlined admission criteria and integration of ambulatory models of care across both sites.
 - Patient access – surgical performance: strategies to address waiting times have been implemented which have been supported by how surgery is scheduled.
 - Cancellation rates – proactive strategies employed with the view to create sustainable change
 - Strategies overall – include partnerships with private hospitals, investing in theatre management, efficiency strategies (streamlining lists), improving access to post-operative beds, working with other Local Health Districts so children can have their procedures closer to home. The key is to build capacity.
 - Changing models of care in ambulatory care – development of strategies such as Kids GPS (Guided Personal Service) is assisting in keeping kids out of hospital and assisting in helping families
 - Clinical Services Plan – focus on patient journey and the provision of a framework for the future provision of clinical services to 2030. This includes investment in transforming models of care, quality framework focused on the patient and family, promotion of care closer to home, supporting the needs of vulnerable children and their families and harness the potential of improving healthcare.
 - One key focus in building capacity has been Home for Lunch, part of the Hospital in the Home project. The pilot has been around having a ‘Team Talk – Every Patient Every Day’. This has delivered significant positive results to date. This project will be rolled out more widely, with safety at its centre.

Discussion on the following areas was undertaken:
Partnerships with private hospitals – the flow of patients has been seamless with an acceptance of the forms and other processes that SCHN has in place.

Readmission rates – the Hospital in the Home (HitH) clients are monitored closely and are fast-tracked to an inpatient bed if necessary. There has been no consequential increased rate of unplanned readmission.

Chronic and better coordinated care - There are a number of projects being run to support this such as the Kids GPS program.

Clinical Services Planning – clinician engagement was discussed on how services will be delivered in the next 5 to 10 years.

Surgery access – considerations around complexities and the needs associated with these procedures. Confident that most overdue patients awaiting surgery will be addressed largely by 30 June. The balance between financial and activity performance was discussed.

Dr Brydon and Professor Bennett commended Dr McCahon on the work the clinical operations directorate has undertaken.

4 Matters for Discussion

4.1 Patient Story

Dr McCahon presented the story of Oliver. Dr McCahon provided a summary of Oliver’s journey, as featured on Channel Seven. Oliver had developed a rare growth in his leg at age three months and was initially unable to walk until intervention at SCHN. Oliver’s family and

		<p>Dr McCahon are communicating with Oliver's doctor in Queensland for further management, with specialised treatment here in Sydney no longer necessary at this point.</p> <p>Dr McCahon summarised the treatment plan put in place for Oliver and the outcomes. SCHN is a leader in managing vascular anomalies. Dr McCahon provided a summary of the services provided in this area. Dr McCahon referred to another patient and family who have been involved in raising the profile of this service.</p>
		<p>4.2 Board Review</p>
		<p>Professor Bennett advised that the Board review will focus on two matters: a Board refresh on relevant regulations (professional development, governance update) and the second component, a performance review, tracking progress and opportunities for improvement. Familiarity with legislation that guides NSW Health is necessary. Further advice to be provided as it becomes available.</p> <p>The outcome of the review will be likely discussed at a dedicated Board meeting (extraordinary).</p> <p>Opportunities for Board members to attend other relevant forums, discussed as some are seemingly not forwarded on.</p>
5		<p>Matters For Information</p>
		<p>5.1 Quality Projects – Peter Lachman sessions</p>
		<p>Dr Brydon referred to the briefing and accompanying paper outlining the quality projects arising from the Peter Lachman sessions which are aimed at building capacity in the quality and safety arena. Dr McCaskill attended the session earlier in the year and commented favourably.</p> <p>ACTION: Dates and times of sessions to be provided to Board members by Dr McCaskill</p>
		<p>5.2 Westmead Redevelopment – Joint WSHLD and SCHN meeting</p>
		<p>A briefing was circulated in the business papers providing a summary of the proceedings of the meeting between WSLHD and SCHN on Thursday, 19 May 2016. A significant communication strategy has been developed to keep staff abreast of changes.</p> <p>The key areas are:</p> <ul style="list-style-type: none"> - Where our staff come from; access and parking as well as transport. - Greater Sydney Commission met with key stakeholders last week recognising that this is a top priority. - SCHN executive is presently looking at strategies around how the SCHN community of staff and patients get to this site (with consideration of safety needs around public transport options). - Additional 270 carparking spaces at Westmead Hospital opened recently. - Update on Kids Research Institute - Update on innovation hub – seek to review the services provided at universities (example White Bay) – they're spaces that people want to innovate in; a desirable space to meet. It was noted that a great deal of work is necessary in a short time. Central location between the hospitals and institutes and where clinicians can easily access the services. Ms McCullagh provided a summary of the considerations that have been addressed through the working group established to look at this matter. View to support the lifecycle of idea

		<p>production. Discussion on the benefits of having an innovation hub collocated.</p> <ul style="list-style-type: none"> - Service Integration and colocation – update on progress. - Discussion regarding stage 1 and stage 2 prospects occurred. <p>Randwick:</p> <ul style="list-style-type: none"> - Benefits and learnings from Westmead about how to engage and approach have been transferred to Randwick Campus discussions. - Light rail around Randwick noted. - Working collaboratively with University of New South Wales. 						
		5.3 Government Sector Employment Legislation Amendment						
		<p>A communique issued to Board Chairs with a document outlining key legislative changes was circulated in the business papers. Dr Brydon advised that this is still awaiting final legislative consideration. Existing contracts will be transitioned across to the new arrangements. Continuously effective performance management is necessary with the move to ongoing employment arrangements (as opposed to term contractual arrangements).</p> <p>The Board NOTED this advice.</p>						
6		Standing Reports						
		<table border="1"> <tr> <td>6.1</td> <td>Chair's Report</td> <td>Chair</td> <td>-</td> <td>5 min</td> <td>For noting</td> </tr> </table>	6.1	Chair's Report	Chair	-	5 min	For noting
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		<p>The Board Chair provided a verbal update on the following areas:</p> <ul style="list-style-type: none"> • Donor Thank You Function occurred; was an excellent event held at the Maritime Museum. • Annual Board Conference – 20 June 2016 – all Board members invited • 6 July 2016 – session on respectful culture. Developing staff to empower them • Chairs and CEs of three entities are meeting with OHMR to discuss Paediatrico. • Major Donor discussions • Telethon discussions. 						
		<table border="1"> <tr> <td>6.2</td> <td>Chief Executive's Report</td> <td>Chief Executive</td> <td></td> <td>5 min</td> <td>For noting</td> </tr> </table>	6.2	Chief Executive's Report	Chief Executive		5 min	For noting
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		<p>Dr Brydon referred to the key aspects of the report, including:</p> <ul style="list-style-type: none"> • A summary of current issues being considered by the SCHN • CANA MoU with China • Academic Health Science Alliance • Network Education Co-Lead appointed • Other key appointments • Linkway between CHW and Westmead Hospital • Bright Alliance 						
		6.3 SCHN Performance Report – April 2016						
		<p>The Performance Report for April 2016 was circulated in the business papers. Mr Jackson provided a summary of the position of SCHN and projections. Year-end looking positive. Transplantation anticipated activity and funding was noted. Repair and maintenance being held; employment costs anticipated to spike around public holiday.</p> <p>Capital works – CT Scanner; due for delivery late June.</p>						
7		Board Sub-Committee & Network Committee Minutes						
	*	<table border="1"> <tr> <td>7.1</td> <td>Finance and Performance Committee – report for May and minutes (confirmed) for April 2016</td> </tr> </table>	7.1	Finance and Performance Committee – report for May and minutes (confirmed) for April 2016				
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		The report for the May Finance and Performance Committee as well as the ratified minutes of the April meeting were circulated in the business papers and noted.	
	*	7.2	Health Care Quality Committee – report for May and minutes (confirmed) for April 2016
		The report for the May Health Care Quality Committee as well as the ratified minutes of the April meeting were circulated in the business papers and noted.	
	*	7.3	Medical and Dental Appointment Advisory Committee – report for May
		The report for the Medical and Dental Appointments Advisory Committee for May was circulated in the business papers and noted.	
9		Details of Next Meeting	
		Date and Location Wednesday, 3 August 2016 Level 4 Boardroom The Children’s Hospital at Westmead	Strategic Focus for Future meetings July – <i>no meeting</i> August – Financial Sustainability September – People and Leadership