

The Sydney Children's Hospitals Network (Randwick & Westmead)	
Date	Wednesday, 2 March 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) Dr Ralph Cohen (MSC – CHW representative) Professor Les White AM (NSW Health Chief Paediatrician) Dr Mary McCaskill (Executive Medical Director, SCHN) Mr Brian Jackson (Director of Finance and Corporate Services, SCHN) Ms Cheryl McCullagh (Director Clinical Integration, SCHN)</p> <p>Attendees Ms Maryanne Lynch (Manager Executive Services, SCHN Board Secretariat)</p>
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Minutes
Sydney Children's Hospitals Network Board Meeting
2 March 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, 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 and Professor Louise Baur AM</p> <p>Ex-Officio Invitees: Dr Michael Brydon (Acting Chief Executive), Ms Cheryl McCullagh (Director Clinical Integration – <i>in attendance</i>), Professor Les White (Chief Paediatrician), and Mr Brian Jackson (Director Finance and Corporate Services), Professor Ralph Cohen (MSC Chair - The Children's Hospital at Westmead), and Dr Mary McCaskill (Executive Medical Director)</p> <p>The meeting was opened at 8.35am.</p> <p>Welcome to Ms Cheryl McCullagh, Director Clinical Integration and Dr Glen Farrow, Director Clinical Governance and Medical Administration SCHN.</p> <p>Professor Bennett noted that this will be Professor White's last Board meeting. Thanks and congratulations for Professor White's work as Chief Paediatrician expressed by all attendees.</p>				
		1.2 Apologies	Chair	-		
		Dr Christopher Webber (ex-officio)				
		1.3 Declaration of Conflicts of Interest	Chair	-		
		The Board Chair called for members to declare any conflicts. Mr Wright advised of appointment to Chairperson of Synergy and Taikoz P/L.				
2		Minutes and Action Items				
		2.1 Review of Minutes of meeting held on 3 February 2016	Chair		5 min	For approval
		The minutes of the meeting on 3 February 2016 are accepted with some amendments.				
		2.2 Matters Arising from Previous Meeting			10 min	For noting

			2.2.1 Review of Action Table	Chair			
			Action items arising from previous meetings were noted generally (and noted under item 2.1).				
3		Strategic Priority in Focus					
		3.1	Quality and Excellence				
		<p>Dr Glen Farrow, Director Clinical Governance and Medical Administration provided a presentation for the Board in relation to the strategic focus areas around quality and safety.</p> <p>This presentation provided an overview of the history of the network, achievements since the formation of SCHN, key results to date, benchmarking opportunities, building capacity, and strategies for the future – using learnings to become safer, smarter and stronger.</p> <p>The broader strategy was summarised as: Alignment, Networked Structure, Situational Awareness (trends, lessons and improvement opportunities).</p> <p>A summary of activity demonstrated a decrease in serious adverse events, greater reporting of deteriorating children and rapid responses, decreased medicolegal claims, a reduction in medication error rates. Greater collaboration in the lessons learned from incidents, complaints and differences in practices across the Network. When compared to other facilities in the state, nationwide and internationally, SCHN are performing well on most parameters.</p> <p>Complaints themes have shifted but overall, the rate of complaints remains unchanged even though there has been an increase in activity. Challenges remain around some key access areas.</p> <p>Progress against SCHN's Strategic Plan was noted and includes greater community engagement and capacity building following the sessions with Peter Lachman. The overall aim for Clinical Governance is to move beyond a compliance approach. SCHN participates in a collaborative of around 40 hospitals across the US with SCHN performing well and there has been a great deal of work done with Cincinnati Children's Hospital. Through strengthening quality and safety, it is anticipated there will be a further reduction in errors and increase in efficiency. Measures for outpatients are still to be developed.</p> <p>Appreciation expressed to Mrs Capon and Professor Waters for their work in relation to the Health Care Quality Committee.</p>					
4		Matters for Discussion					
		4.1	Patient Story – Presentation from Dr Joanne Ging, General Paediatrician CHW				
		<p>Dr Joanne Ging, General Paediatrician The Children's Hospital at Westmead provided a presentation to the Board on "Huddles". This was linked with the recent interventions from Peter Lachman. The huddles consist of a small group of frontline staff meeting several times a day very briefly to proactively plan for their patients each shift to deliver safe care.</p> <p>Dr Ging reported that the early outcomes have been positive for the team in providing a higher level of care for the patients. The impact on patients going forward is that there will be the right people around the child at the right time.</p> <p>Dr Brydon commented around the work done in this area; by introducing a simple tool, there has been an immediate improvement for patient care, safety, quality and excellence. Dr</p>					

		<p>Brydon commended Dr Ging on her innovation and level of engagement. Sustainability of this intervention will be reviewed over 2016.</p> <p>Professor White advised of a recent visit to Cincinnati Children's Hospital where there have been innovations similar to that described by this patient story.</p>					
Matters For Information							
		5.1	Paediatric Governance				
		<p>A briefing outlining the Paediatric Governance arrangements was circulated in the business papers.</p> <p>Dr Brydon referred to the NSW Treasury approval for the establishment of Paediatric. It was noted that there will be a meeting shortly to establish who will be the other independent board representatives, including the Chair. There is a high level of interest in what Paediatric will be undertaking with further announcements expected around this mid-year.</p> <p>ACTION: Send note of thanks to EK for efforts and advocacy.</p>					
		5.1	The Children's Hospital at Westmead Fundraising status				
		<p>A briefing outlining the status of fundraising at The Children's Hospital at Westmead was circulated in the business papers. Dr Brydon advised that there has been no resolution to date with the ACNC around the status, there has not been an extension of time at present, nor has there been any correspondence to suggest de-registration.</p> <p>A sub-group of the SCHN Board are meeting with SCHF Board sub-group next week to engage and explore options on the long term potential of a single foundation to support fundraising for the whole network. Terms of Reference of the working party to be revised at first meeting. It is anticipated that recommendations arising around industrial matters, brand management, legal construct, etc will be made by the group.</p> <p>CHW maintains its DGR tax deductibility status; this is not the primary issue. The issue is the charity status – which may have an impact on some bequests required to be submitted only to a registered charity.</p>					
6	Standing Reports						
		6.1	Chair's Report	Chair	-	5 min	For noting
		<p>The Board Chair provided a verbal update on the following areas:</p> <ul style="list-style-type: none"> • An in camera session occurred at the end of the meeting. • Council of Board Chairs on 7 March 2016 • Attended meeting with Premier and Cabinet around childhood obesity • Made contact with Karen Zwi and David Isaacs to express the Board's appreciation and support for their advocacy. This led to discussions around the Network's role in community health in the Western Sydney LHD. Members outlined key considerations around this such as: <ul style="list-style-type: none"> ○ Immunisation Research Centre at CHW; internationally recognised however the Parramatta postcode has one of the lowest rates of immunisation nationally. ○ Agreement that a children's hospital should have a role but this needs clarity working with WSLHD 					

		6.2	Chief Executive's Report	Chief Executive		5 min	For noting
		<p>Dr Brydon referred to the key aspects of the report, including:</p> <ul style="list-style-type: none"> • Surgical performance – moving slowly towards target, general surgery has improved and new ENT issues developing at present. ETP – this is a Premier's priority; performance has not been as anticipated in the last 2-3 months. There are new initiatives at both sites. At SCH, post the C2S ward reopening, there has been an opportunity discussed around opening new beds. This will assist with winter strategies. Models of care being reviewed and refreshed. At CHW bed space is contingent on physical space, this is a challenge. Memory work being undertaken may place additional stress. Looking at how there can be a solution around having some patients going to SCH. • Media story from surgeon: Noted. • Ongoing strategies to further develop leadership capacity in the organisation – Community of Practice • Westmead and Randwick master planning – there was a Capital Works Sub Committee last Friday. Option to provide summary to interested members at the end of the meeting. Options put forward by clinicians with the preference for a staged approach with the difficulty being when stage 2 would commence. 15 March: Chair and Acting Chief Executive with relevant senior MoH staff to discuss the opportunities and challenges. • Meeting this week between Medical Staff Council Chairs of CHW and Westmead Hospital. Noted that there is support from the adults for what is happening here at CHW; it was positively noted that this has been an initiative of Professor Cohen to increase the communication between sites. • An independent set of architects have reviewed the plan, with very positive feedback with respect to the shared zone and overall CHW plan. Valuable feedback provided on other areas pertaining to the CHW including additional car park options. • Randwick – Bright Alliance is progressing well, available for fit out late 2016. Master Planning will be for the Randwick campus and early Clinical Services Planning has commenced. • Discussion around the ED location as well as identity and access issues were held. • Memory project – minor issues identified and are being addressed. The importance of safety is at the forefront of the minds of those involved and rollout will only be undertaken once this is assured. 					
		6.3	SCHN Performance Report – January 2016				
		The performance report for January was circulated in the business papers and noted					
7		Board Sub-Committee & Network Committee Minutes					
	*	7.1	Finance and Performance Committee				
		The report from the February Finance and Performance Committee meeting as well as the ratified minutes of the January meeting were circulated in the business papers and noted					
	*	7.2	Health Care Quality Committee				
		The report from the February Health Care Quality Committee meeting as well as the ratified minutes of the January meeting were circulated in the business papers and noted					
	*	7.3	Medical and Dental Appointment Advisory Committee				
		The report from the February Medical and Dental Appointments Advisory Committee meeting was circulated in the business papers and noted					
9		Details of Next Meeting					

		Date and Location	Strategic Focus for Future meetings
		Wednesday, 6 April 2016 Meeting Rooms A & B Prince of Wales Hospital Randwick	April – Partnership and Networks May – Audit and Risk Management June – Financial Sustainability