

<b>The Sydney Children's Hospitals Network (Randwick &amp; Westmead)</b>	
<b>Date</b>	Wednesday, 1 March 2017
<b>Time</b>	8.30am to 11.30am
<b>Location</b>	Level 4 Boardroom, The Children's Hospital at Westmead
<b>Membership</b>	<p><b>SCHN Board members</b>            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><b>Ex officio invitees</b>            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>            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**  
**1 March 2017**

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>            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, Professor Donna Waters, Mr Jeremy Wright, Emeritus Professor Les White AM</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 Ms Michelle Lucid, LEAN Project Officer and Mr Tim Hoffmann, Director Planning and Redesign who are presenting to today's meeting.</p> <p>A non-executive in camera session will occur in the last 15 minutes of the meeting.</p>				
		<b>1.2 Apologies</b>	<b>Chair</b>	-		
		Dr Robyn Shields, Professor Ralph Cohen				
		<b>1.3 Declaration of Conflicts of Interest</b>	<b>Chair</b>	-		
		Professor Bennett will not be renewing her contract with Bupa from May.				
<b>2</b>		<b>Minutes and Action Items</b>				
		<b>2.1 Review of Minutes of meeting held on 31 January and 1 February 2017</b>	<b>Chair</b>		<b>5 min</b>	<b>For approval</b>
		<p>Minutes to be split between actual Board meeting and Strategic Discussion. Raised at Health Care Quality Committee – uploading of minutes and how are they publicly available to be clarified.</p> <p><b>ACTION – CE to make minutes available</b></p> <p>NETS on site will occur later in year. Discussion regarding visit to Bear Cottage by some Board members – to amend the actions around these.</p> <p>Chair's report – amend to state 'new premier' and inaugural Paediatric meeting.</p>				

		<b>2.2</b>	<b>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.				
<b>3</b>		<b>Strategic Priority in Focus</b>					
		<b>3.1</b>	<b>LEAN projects</b>				
		<p>Ms Michelle Lucid, Project Officer LEAN presented to the Board strategies around LEAN and projects to date.</p> <p>Ms Lucid provided an overview of what LEAN is – eliminating waste, identifying what does not add value and finding efficiencies in the way the Network operates. This is supported by the use of the 5S tool – Sort, Set in order, Store, Standardise, Shine and Sustain.</p> <p>Key projects that have been successful were summarised including revised admissions brochures, and electronic forms that are now pre-populated. The aspiration to become paper light was evident. A suite of workflows and processes have been developed as a result of LEAN strategies. A new project – The Patient Journey Project which included results from the parent/carer inpatient survey is assisting in determining how the patient interface can be improved.</p> <p>The LEAN store is in place and includes a range of equipment or other items that can be repurposed and issued to areas of need across the Network or even outside the Network. Some examples of work undertaken on the wards were provided. The latest project included the CHW Sleep Unit and the next project will be Switchboard. Work is also underway in two wards at SCH followed by the SCH ED.</p> <p>Overall the savings have been significant to date.</p>					
		<b>3.2</b>	<b>Capital Works</b>				
		<p>Mr Tim Hoffman, Director Planning and Redesign presented on the Capital Works progress across the Network to date.</p> <p>Asset Strategic Plan top 5 priorities:</p> <ul style="list-style-type: none"> <li>• CHW Stage 1 – making good progress</li> <li>• CHW Stage 2 - awaiting approval from Ministry at present to proceed to Stage 2.</li> <li>• SCH ED; awaiting approval from the Ministry at present to proceed to planning</li> <li>• SCH refurbishment</li> <li>• CHW refurbishment</li> </ul> <p>It is agreed that all priorities listed as equally as important but at different stages of planning approvals. Mr Hoffmann noted that there are synergies in all these aspects coming together.</p> <p>The Randwick Health Collaboration (SESI, SCH, RHW, POW, UNSW and HI).</p> <p>Summary of pre-planning phases:</p> <ul style="list-style-type: none"> <li>- Greater Randwick Urban Masterplan</li> <li>- Randwick Academic Health Science Centre Masterplan/Integrated planning Framework</li> <li>- Concept/Business Case – February 2017. A preliminary business case has been developed and the first gateway review has occurred.</li> </ul>					

		<p>Important to ensure that the Sydney Children's Hospital maintains its highly functional care of children in any integrated care approach and that there is a clear child friendly presence throughout this process.</p> <p>Mr Hoffmann provided a diagram that demonstrates the distances from the current ED to various services across the hospital. Possible options around how to develop the campus were explained.</p> <p>Dr Brydon referred to the discussions around the eastern and western options at the Randwick campus outlining the challenges with the options proposed. From a paediatric perspective, the western option provides a faster and better option towards redevelopment as opposed to the eastern option. The Gateway review is considering this and based on this and other negotiations with UNSW and the Ministry, a Business Case will be developed.</p> <p>Light Rail options were summarised. A meeting occurred in late January to discuss this matter. Light Rail works on High Street are anticipated to commence shortly. Ambulance access to SCH ED is theoretically maintained but may be compromised by patient arriving with unwell children. Discussion occurred about the importance of working closely with the Board of SESLHD and the possibility of a meeting with the Premier, Health and Planning Ministers; given the complexity of this site.</p> <p>A summary was provided around progress to date including the excellent announcement of the 2022 Light Rail plans.</p>
<b>4</b>		<b>Matters for Discussion</b>
	<b>4.1</b>	<b>SCHN Strategy</b>
		<p>The briefing provided in the business papers was noted.</p> <p>Dr Brydon thanked all for their comments. Wider circulation of a more comprehensive draft plan will commence early next week with the view to bringing a final version back in May to the Board.</p>
	<b>4.2</b>	<b>WHS reporting</b>
		<p>The Board noted the report and briefing provided in the business papers.</p> <p>Arising from the Board Review a refreshed approach to reporting would be included. Dr Brydon referred to the briefing and overview of items for reporting in future meetings in a new format. Further discussion occurred around the rates of reported misconduct, body stressing incidents and Workers' Compensation.</p> <p>Benchmarking against other LHDs was discussed and Dr Brydon indicated SCHN Workers' Compensation claims are very favourable in comparison. Misconduct reporting needs to be reflective of incidents versus head counts to better reflect the occurrence rates.</p>
<b>5</b>		<b>Matters For Information</b>
	<b>5.1</b>	<b>Surgery SCH update</b>
		<p>The Board noted the briefing provided in the business papers.</p> <p>Dr Brydon provided advise that breached cases have decreased significantly in the last six months. This week's report indicated nil breaches in Cat 1 and very few in Cat 2 and in Cat 3. Mitigation strategies are assisting on both sites and are indicative of a concerted team effort to assist families have their care delivered in a timely manner.</p> <p>The model of staff recruitment in theatres space was discussed with services being shared.</p>

		<p>Strategies around the use of private services will continue to be undertaken to address the surgical wait list. There are a number of facilities that SCHN is working with.</p> <p>A question regarding costs was addressed and the strategy to date is delivering the same clinical outcomes for the patients. In relation to Cardiac services – Dr Brydon will report back to the Board in April.</p>					
		<b>5.2</b>	<b>Accreditation</b>				
		<p>Dr Brydon advised that the SCHN team's preparation is on track with several areas still under focus. A summary of key items for Accreditation was provided. Professors Bennett and Waters will meet with Surveyors.</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>
		<ul style="list-style-type: none"> <li>- Paediatric Board has been convened. A dinner and a full strategy day as well as Board meeting has occurred. Professor Bennett reflected very favourably on the work of Ms Kathryn Greiner as the Chair in these early days of this initiative. The planning day provided a solid foundation going forward. Dr Brydon referred to a great deal of work that has occurred to already share knowledge and collaborate at a high level in the research space.</li> <li>- Ms Bridge, Boardroom Partners – constructive feedback has been provided regarding role of Chair. Opportunities to address each Board member throughout the year will occur. Process around Board appointments was raised also. It was noted that SCHN is the only Board in the state who has undertaken a Board review. Professor Bennett thanked all members for their participation in this process and Dr Brydon on behalf of all present thanked Professor Bennett for instigating and planning this initiative.</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>Dr Brydon referred to the Chief Executive's report for March. The key points highlighted were around:</p> <ul style="list-style-type: none"> <li>- CHW power disruption <ul style="list-style-type: none"> <li>o Mr Jackson provided a summary of events on the day in question and what appeared to be the root cause of this matter</li> <li>o Mr Jackson provided a summary of how the power supply operates at CHW and what the backup is. The two generators operate independently. There is now the ability to detect if there is an issue and there are higher levels of protection</li> <li>o Testing undertaken last weekend demonstrated successful activation of the generators when power fails. Further testing will occur over the weekend.</li> <li>o UPS issues are also being reviewed</li> <li>o A further update on this matter is to be provided at the next meeting.</li> </ul> </li> <li>- Fundraising <ul style="list-style-type: none"> <li>o SCHN have engaged internally with staff at both sites over the past two weeks. Feedback to date has been professional, constructive and generally quite positive. There are still meetings to occur with Medical Staff Councils and donors. High level due diligence needs to occur for both Boards independently.</li> </ul> </li> <li>- NETS <ul style="list-style-type: none"> <li>o As per report – the move has occurred</li> <li>o Staff have worked hard to achieve this outcome despite the challenges of moving a complex service of this nature</li> <li>o Training relevant to the new helicopters was noted.</li> </ul> </li> <li>- Helipad at CHW <ul style="list-style-type: none"> <li>o Working through some issues to reduce this operation in coming weeks.</li> </ul> </li> <li>- Child Health Record: digital project <ul style="list-style-type: none"> <li>o To pass on the thanks of the Board to Director Clinical Integration for work done around this.</li> </ul> </li> </ul>					

		<p>- Very positive partnership progress with both SHP and SPHERE</p> <p>The Board noted the content of the remainder of the CE report.</p>	
		<b>6.3</b>	<b>SCHN Performance Report – January 2017</b>
		<p>Mr Jackson reported that the January result was positive. Leave strategies over the Christmas/New Year break have proven successful with a targeted approach to leave over the school holidays, Easter period and the day before ANZAC day public holiday.</p> <p>Particular high cost surgical cases are being discussed with the Ministry.</p> <p>An update around revenue was provided. SP&amp;T continues to be separate. A query was raised around the establishment of a possible joint foundation for fundraising and the implications of this on SP&amp;T and the Network's position.</p> <p>A discussion occurred around NWAU and the correct costing, weighting for activity and efficiency.</p> <p>Mental Health readmissions increase is a concern.</p> <p>Aboriginal Health Workforce participation is stable not increasing as hoped. Further work is being undertaken and there are staff dedicated to this strategy.</p>	
<b>7</b>		<b>Board Sub-Committee &amp; Network Committee Minutes</b>	
	*	<b>7.1</b>	<b>Finance and Performance Committee – report for February 2017 and ratified minutes of December 2016</b>
		Noted based on comments above.	
	*	<b>7.2</b>	<b>Health Care Quality Committee – report for February 2017 and ratified minutes of January 2017</b>
		Noted. The focus is identifying opportunities for accreditation and orientation for new members.	
	*	<b>7.3</b>	<b>Medical and Dental Appointment Advisory Committee – report for December 2016 and February 2017</b>
		Noted. Sydney Kids Committee – 16 September – Annual Event at Town Hall. Annual Conference for Paediatricians – 27 March	
<b>10</b>		<b>Details of Next Meeting</b>	
		<p><b>Date and Location</b>  Wednesday, 5 April 2017  Level 9  Bright Alliance Building  Randwick</p>	<p><b>Strategic Focus for Future meetings</b>  April -</p>