

The Sydney Children's Hospitals Network (Randwick & Westmead)	
Date	Wednesday, 2 November 2016
Time	8.30am – 11.00am
Location	Meeting Rooms A & B, Prince of Wales Hospital, Randwick
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 Professor Donna Waters Mr Jeremy Wright</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 (Acting Chief Paediatrician) Mr Duncan Makeig (Sydney Children's Hospital Foundation – Observer)</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 November 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, 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, Mr David Nott, Dr Robyn Shields</p> <p>Ex-Officio Invitees: 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 8.00am.</p> <p>Welcome to Ms Susan Tiffin and Ms Jane Bridge of Boardroom Partners who are conducting the SCHN Board Review.</p>				
		1.2 Apologies	Chair	-		
		Professor Louise Baur, Dr Matthew O'Meara, Mr Duncan Makeig.				
		1.3 Declaration of Conflicts of Interest	Chair	-		
		Nil declared.				
2		Minutes and Action Items				
		2.1 Review of Minutes of meeting held on 5 October 2016	Chair		5 min	For approval
		The minutes of the meeting held 5 October 2016 were reviewed – 4.1 – Action List: Amend to reflect DCRM rather than month due.				
		2.2 Matters Arising from Previous Meeting			10 min	For noting
		2.2.1 Review of Action Table	Chair			
		Noted as being part of business arising.				
3		Strategic Priority in Focus – Annual Public Meeting				

		3.1	Annual Public Meeting
		<p>Dr Brydon referred to the briefing circulated in the business papers regarding the Annual Public Meeting and launch of the Annual Review, occurring today in the John Beveridge Lecture Theatre with links to the CHW site.</p> <p>Professor Bennett to present the year in review. A strong focus on families, parents and patients. There has been a great deal of work in this space. A meeting of the Consumer Council on Tuesday evening was an engaging council. Michael Moore (Chair) shared his story which highlighted how many interactions and engagements there are throughout the patient journey of chronic and complex patients.</p> <p>It was also noted that the Prime Minister (the Hon Malcolm Turnbull MP) is visiting on Thursday, 3 November to present a cheque for funding (\$20 million) for the Zero Childhood Cancer Initiative with the Hon. Sussan Ley MP (Federal Health Minister).</p>	
4		Matters for Discussion	
		4.1	Patient Story – Unplanned events
		A briefing circulated in the business papers was noted.	
		4.2	Board Review – next steps
		<p>Ms Jane Bridge and Ms Susan Tiffin from Boardroom Partners addressed the Board. A summary of work undertaken to date and results so far demonstrate a high level of commitment and contributions made to the Board by its members. Strengths were outlined including interactions between members and Board and Executive which was noted to be extremely positive.</p> <p>Induction and development were noted as areas where there are opportunities for improvement. Optimising the work of the committees was also highlighted as an opportunity for development.</p> <p>It is recognised how complex the environment is at present including staff and family expectations.</p> <p>On most issues, there are generally consistent views – indicating this is a very harmonious and productive Board as well as general alignment between Board and Executive. Whilst results would indicate that the roles are clear for most Board members, it is suggested that some greater clarity could benefit some members. Given the harmony of Board and Executive, the question of ability to critically interrogate decisions of the executive needs to be considered.</p> <p>Risk and Governance are noted to be on a development pathway and have made some great progress from an already satisfactory baseline.</p> <p>Key themes around concerns were resourcing and risk management.</p> <p>Interviews to be completed and a draft report to be developed. Mr Alcock recommended that we proceed with the Board Meeting in December as planned and plan another extraordinary day. (Thursday, 8 December – 10am – for one hour to be resolve by email).</p>	
5		Matters For Information	

		5.1	Update – SCHN Strategic Plan				
			<p>Briefing circulated in business papers noted. Dr Brydon referred to Second Road having been engaged to undertake this work. The process is three phases – 1. Diagnostic phase on performance against strategy to date 2. Executive Workshops – analysis of results and feedback from Focus Groups and 3. Development of an early draft of a strategic plan.</p> <p>Engagement with staff and families is wider than it has been previously and Dr Brydon expected to present a draft strategic framework to the Board in February 2017.</p> <p>The engagement of the Board in this process was discussed. Dr Brydon hopes to bring some early thoughts back to Board in December as a result of Focus Groups and planning Workshops. Engagement with the Ministry was noted as an important part of the consultation process also. It was anticipated that the sub-plans of the overarching strategic plan would be re-visited within 6 months of the SCHN Strategic Plan being released.</p> <p>ACTION: Schedule longer session in February for Board meeting. Meeting between Secretary and Chair to discuss.</p>				
		5.2	Surgery update				
			<p>Briefing circulated within business papers. Surgery for SCHN overall has been progressing well however SCH has faced some challenges. CHW has made some significant progress.</p> <p>Many strategies at SCH to recruit and train additional anaesthetic nursing staff have been explored unfortunately with limited success. Multiple attempts to minimise day of surgery cancellations have been entertained and delivered. Dr Brydon continues to engage with Mr Gerry Marr to support POW recruitment. CHW has assisted with training and use of agency staff has been fully explored.</p> <p>Discussion around shared services; a question was raised whether there has there been any thought to SCH running their own theatres. Dr Brydon explained these discussions are not new but it is unlikely SCH will change the current arrangements. SCHN has a strong presence in both the strategic and operational engagement. The Ministry are well apprised of the situation and the progress being made.</p>				
		5.3	Staff survey results				
			<p>A briefing was circulated in the Board papers noting positive results arising from the staff survey. Performance of SCHN is at the top of the state for major services on many parameters. Queries raised in relation to results showing that there is a view that staff can do better in managing performance and change management.</p> <p>ACTION: Present details and results around performance appraisal compliance at next Workforce update.</p>				
6		Standing Reports					
		6.1	Chair's Report	Chair	-	5 min	For noting
			<p>Professor Bennett noted</p> <ul style="list-style-type: none"> - Staff Service Awards at Annual Public Meeting today - Discussions to date on a possible new Board member to replace Mr Alcock that is subject to Cabinet process - 				

		6.2	Chief Executive's Report	Chief Executive		5 min	For noting
		<p>In addition to the circulated report, Dr Brydon emphasised:</p> <ul style="list-style-type: none"> - Surgery update at SCH – see item 5.2 - Power Cable issue at Westmead site - The review of concessional parking – following advocacy for patient parking concerns by an SCH family. Mr Jackson provided advice on the potential policy changes – impacts unknown at present but changes do represent a potential significant loss of revenue. - Financial status: flags are amber at present: Loss of growth efficiency targets, FBT Salary Packaging loss and leave liability accumulation. Softening around patient fees from private health funds also noted. Work is being undertaken to look at strategies to address. - Cardiac Services media GIPAA matter. Background outlined and current status highlighted. ACTION: Report (redacted) to be sent to Board. - Other points covered within the CE report were noted. 					
		6.3	SCHN Performance Report – October 2016				
		<p>Report circulated in business papers noted. Reconciling numbers to ensure they are correct and ensuring that activity balances with budget. Large construction pieces at CHW and design phase at SCH. Capital options around redevelopment at Randwick with potential enhanced linkages to university noted. Light Rail options are being explored.</p>					
7		Board Sub-Committee & Network Committee Minutes					
	*	7.1	Finance and Performance Committee – report for October and minutes (confirmed) for September 2016				
		<p>Report for October and ratified minutes for September were circulated in the business papers and noted.</p>					
	*	7.2	Health Care Quality Committee – report for October and minutes (confirmed) for September 2016				
		<p>Report for October and ratified minutes for September were circulated in the business papers and noted.</p>					
	*	7.3	Medical and Dental Appointment Advisory Committee – report for October				
		<p>The report for the Medical and Dental Appointments Advisory Committee for October was circulated in the business papers and was noted.</p>					
10		Details of Next Meeting					
		<p>Date and Location Wednesday, 7 December 2016 Boardroom, Level 4 The Children's Hospital at Westmead</p>			<p>Strategic Focus for Future meetings December – Research and Marketing and Community Relations</p>		