

The Sydney Children's Hospitals Network (Randwick & Westmead)	
Date	Wednesday, 5 October 2016
Time	8.30am – 11.00am
Location	Level 4 Boardroom, The Children's Hospital at Westmead
Membership	<p>SCHN Board members</p> <p>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</p> <p>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</p> <p>Ms Maryanne Lynch (Manager Executive Services, SCHN Board Secretariat)</p>
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Minutes
Sydney Children's Hospitals Network Board Meeting
5 October 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: Mr Richard Alcock (Acting Chair), Professor Louise Baur AM, Dr Abby Bloom (via teleconference), Mr Jack Ford, Mrs Renata Kaldor AO, Mr David Nott, Professor Donna Waters, Mr Jeremy Wright, Mrs Joanna Capon OAM, Emeritus Professor Kim Oates AM</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), Mr Duncan Makeig.</p> <p>The meeting was opened at 8.30am.</p>				
		1.2 Apologies	Chair	-		
		Professor Christine Bennett AO, Dr Robyn Shields AM, Professor Adam Jaffe, Professor Ralph Cohen, Dr Mary McCaskill, Dr Matthew O'Meara.				
		1.3 Declaration of Conflicts of Interest	Chair	-		
		Nil declared.				
2		Minutes and Action Items				
		2.1 Review of Minutes of meeting held on 7 September 2016	Chair		5 min	For approval
		The minutes of the meeting held 7 September 2016 were reviewed and accepted as a true and accurate record of the meeting.				
		2.2 Matters Arising from Previous Meeting			10 min	For noting
		2.2.1 Review of Action Table	Chair			
		<p>Noted. Dr Brydon provided an update on the following items:</p> <ul style="list-style-type: none"> - Options for fundraising – working parties continue to meet with the view to progress strategies - Correspondence to Premier's Office – in progress - Meeting with SCHF and SCHN in progress (for early 2017) - Updated listing for events has been completed. 				
3		Strategic Priority in Focus – Audit and Risk Management				

3.1 Audit and Risk Management Committee Biannual Report

Mr David Nott, on behalf of the Audit and Risk Committee's Chair Ms Dianne Hill and Mr Stephen Horn, Member, who submitted their apologies, provided the Audit and Risk Committee Biannual Report. Mr Alan Ching, Internal Audit SCHN, was welcomed with Mr Brian Jackson, Director Finance and Corporate Services, providing advice on the risk aspects.

Mr Nott noted the report and brought key areas to the Board's attention, particularly policy directives regarding Risk Management, highlighting aspects of the summary that refer to the Board's obligations/responsibilities. Mr Nott advised that the Risk Manager's position, which has been vacant was recently filled by Ms Tamara Petty. Ms Petty has qualifications in risk management and has held the position previously.

Mr Nott provided a summary of the status of the risk management framework and advised that SCHN is at level 3 in terms of maturity.

Mr Jackson provided the Board advice on the requirement to 'establish' and 'embed' the policy directive and referred to operational (day-to-day) and strategic (higher level) risks. One of the top 10 risks from each group is discussed at the Executive Operational or Strategic meetings each week. The Board's role in establishing the risk appetite and risk tolerance for SCHN is a key aspect of managing risk. Mr Jackson noted the range of processes presently being reviewed to ensure that SCHN is able to manage risk appropriately.

Observations arising from this progress to date, demonstrate the devolution of accountability to the Network from the Ministry. Safety and Quality are key items for focus from NSW Health's perspective and it was agreed that engagement with the Ministry will be needed.

The strategies the Board are moving toward align with the Ministry's expectations. One concern was noted pertaining to the Board's level of accountability for risk management in contrast to what appears to be a reduced opportunity to engage in the determination of the budget. Discussion ensued regarding the role of the Board and Executive in aligning funds with priorities.

Mr Nott referred to recommendations arising from the KPMG review around mitigation strategies noting this has provided clarity on what briefings are to be provided to the Board.

Relationships between the ARMC and other Board sub committees have improved with increasing clarity about audit and risk management roles. Discussion ensued regarding other items for consideration around the child protection risks of SCHN, zero tolerance and the need to define what 'zero tolerance' is.

ACTION: The ARMC Chair and Independent Member to provide further update in December meeting.

ACTION: Any additional comments on the ARMC report from Board members are to be sent to Mr Nott, Mr Jackson or Mr Ching.

4 Matters for Discussion

4.1 Patient Story – Alexander's story

Dr Brydon referred members to a video featuring Alexander. Alexander is a patient suffering from Cerebral Palsy and the family provided a letter outlining Alexander's experience. Mr Alcock noted that he is familiar with this family.

Dr Brydon presented Alexander's case to the recent Senior Executive Forum, NSW Ministry of Health including the family's letter. Dr Brydon noted that Alexander is a valued member of his

		<p>community including his high school.</p> <p>This story highlights the excellent work being done through the collaboration on the Precinct, sending an important message that a single paediatric facility cannot do this work in isolation. This also highlights the work of multidisciplinary and multispecialty teams.</p> <p>It is also recognised transition to adult services is a critical part of their overall care. It was acknowledged that the linkages have improved significantly and the process is much better established.</p>					
5		Matters For Information					
		5.1	Update – SCHN Strategic Plan				
		Dr Brydon referred members to the briefing within the business papers. The advice contained within was noted with Dr Brydon advising that two firms have provided quotes and further discussions are occurring. There will be opportunities for Board members to be involved in this process.					
		5.2	Board Review				
		Dr Brydon referred Board members to the briefing within the business papers. Members will be engaged in this process (via methods suitable to members). Ms Bridge will provide an education package as well as a progress report to the Board. The Board noted the advice.					
6		Standing Reports					
		6.1	Chair's Report	Chair	-	5 min	For noting
		<p>Mr Alcock referred to recent discussions between himself, Dr Brydon and Mr Danny O'Connor, Chief Executive WSLHD. A meeting will occur in November with the Hon Paul Fletcher MP, Federal Minister for Urban Infrastructure, around the Westmead Precinct, development around Badgerys Creek and the transportation links. Mr Daniel Petrie will also be facilitating a workshop to prioritise the innovation hub and enhancements. Board members were encouraged to pass on any relevant details and opportunities for engagement to Dr Brydon.</p> <p>Dr Brydon complemented the Acting Chair's report around the relationships being developed with key partners, especially the pivotal role of Mr Alcock in enabling that achievement.</p>					
		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"> • The recent media matters referred to at the start of the report • The upcoming Sustainability Workshop, which was an inaugural step to progress a plan to be presented in April to the Board • Judith Meppam award recipient; Ms Irene Mitchell-Hill • Sydney Health Partners and Academic Health Science Partnership – financial investments from SCHN is significant including KRI • Westmead and Randwick precinct works – tender for five major pieces of work this week (Westmead) are progressing. Additional planning staff have executed the work being undertaken. • Light Rail concerns – there is ongoing dialogue in relation to the roll out in High Street, Randwick and access points for emergency care. • Access following the closure of Hospital Road, Westmead for parking to be provided. Consideration to be given to a walking tour (extraordinary meeting) • MEMORY update • Financial Sustainability • Upcoming events – Operation Art. The value Mrs Capon has added to this project was 					

		highly commended by Professor Oates and unanimously supported. ACTION: A short paper to be developed for the SCHN and SCHF regarding the history and impact of the development of Bright Alliance.
		6.3 SCHN Performance Report – September 2016
		<p>The report for September was circulated in the business papers. Surgery access has improved and overall the Network is performing well however, Dr Brydon referred to some anticipated challenges at Randwick in coming months. The expenditure and revenue summary and forecasting were as anticipated. There are a range of programs being worked on to address any gaps especially leave management. Activity is being reviewed by Clinical Integration at present.</p> <p>Dr Brydon referred to an embargoed report on the staff survey which appears to demonstrate that the SCHN staff are the most positively engaged of the major health services. Formal results and a full report anticipated for the next meeting. Dr Brydon advised that there are also opportunities to benchmark with other children’s hospitals across Australia.</p> <p>Mr Jackson referred to recent media attention regarding the Pathology waiting area (chairs and flooring) and his interview on radio as Network Spokesperson.</p>
7		Board Sub-Committee & Network Committee Minutes
	*	7.1 Finance and Performance Committee – report for September and minutes (confirmed) for August 2016
		The report for the September Finance and Performance Committee as well as the ratified minutes of the August meeting were circulated in the business papers and were noted. Mr Alcock referred to the work being done around meeting budget in 16/17 FY. Mr Jackson provided context on discussions around the Bright Alliance. Mr Duncan Makeig confirmed the SCHF contribution is in hand.
	*	7.2 Health Care Quality Committee – report for September and minutes (confirmed) for August 2016
		<p>The report for the September Health Care Quality Committee as well as the ratified minutes of the August meeting were circulated in the business papers and were noted.</p> <p>Discussion ensued around the actions arising from the reports provided to the HCQC including the correlation between activity and complaints/issues. Complaints are reviewed in detail at particular meetings. Feedback is provided to Consumer Engagement committees at each site.</p> <p>Accreditation readiness is progressing well and discussion around this occurred.</p> <p>Reporting had changed to include evidence on recommendations being implemented.</p> <p>A new electronic data collection tool is being used to assist with auditing.</p> <p>Evaluation to be undertaken.</p>
	*	7.3 Medical and Dental Appointment Advisory Committee – report for September
		The report for the Medical and Dental Appointments Advisory Committee for September was circulated in the business papers and was noted.
		7.4 Audit and Risk Management Committee – minutes (confirmed) for July and September 2016
		The endorsed minutes for the July and September Audit and Risk Meetings were circulated in the business papers and were noted.
9		Business Without Notice
		A brief discussions occurred around the format and timing of the Annual Sub-Committees Evaluation. It was agreed that a standardised process will be implemented and the timing will be adjusted to ensure the evaluation is most reflective of a stable committee process.

10	Details of Next Meeting	
	<p>Date and Location Wednesday, 2 November 2016 Meeting Rooms A & B Prince of Wales Hospital High Street, Randwick</p>	<p>Strategic Focus for Future meetings November – Annual Public Meeting December – Research and Marketing and Community Relations</p>