

The Sydney Children's Hospitals Network (Randwick & Westmead)	
Date	Wednesday, 4 April 2018
Time	8.30am to 11.30am
Location	Boardroom, Level 9 Bright Alliance, Randwick
Membership	<p>SCHN Board members 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 Professor Kim Oates AM Dr Robyn Shields AM Professor Donna Waters Mr Jeremy Wright Professor Les White AM</p> <p>Ex officio invitees Dr Michael Brydon, (Chief Executive, SCHN) Dr John Lawson (Delegate, MSC, SCH) Dr Kathryn Carmo-Browning (Chair MSC CHW) Dr Mary McCaskill (Executive Medical Director, SCHN) Mr Brian Jackson (Director of Finance and Corporate Services, SCHN) Dr Matthew O'Meara (NSW Chief Paediatrician)</p> <p>In attendance Mr Duncan Makeig (Board Chair, Sydney Children's Hospital Foundation) Mr Ian Fuller (Director Workforce) Mr David Ballantyne (Director Planning, Health Infrastructure) Mr Tim Hoffmann (Director Planning and Redesign SCHN) Ms Cheryl McCullagh (Director Clinical Integration, SCHN) Maryanne Lynch, Manager Executive Services (Secretariat)</p>
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Minutes
Sydney Children's Hospitals Network Board Meeting
4 April 2018

ITEM	By Exception *	DESCRIPTION	RESPONSIBILITY	PAGE NO.	TIME	ACTION REQUIRED
1		Administrative Matters			5 min	For noting
1.1		Welcome and Attendance	Chair	-		
		<p>Attendance</p> <p>Board: Professor Christine Bennett AO (Chair), Mr David Nott (Deputy Chair), Professor Louise Baur AM, Dr Abby Bloom, Mrs Joanna Capon OAM, Mr Jack Ford, Mrs Renata Kaldor AO, Mr Bruce MacDiarmid, Emeritus Professor Kim Oates AM, Dr Robyn Shields AM (Teleconference), Professor Donna Waters, Mr Jeremy Wright, Emeritus Professor Les White AM</p> <p>Ex-Officio: Dr Michael Brydon (Chief Executive), Dr John Lawson (MSC SCH Representative), Dr Kathryn Browning Carmo (MSC CHW Chair), Dr Mary McCaskill (Executive Medical Director), Mr Brian Jackson (Director Finance), Dr Matthew O'Meara (Chief Paediatrician), Ms Cheryl McCullagh (Director Clinical Integration).</p> <p>In attendance: Mr Duncan Makeig (Chair SCHF), Mr Ian Fuller (Director Workforce - Item 4.2), Mr David Ballantyne (Director Planning, Health Infrastructure – Item 5.3), Mr Tim Hoffmann (Director Planning and Redesign SCHN – Item 5.3)</p>				
1.2		Apologies	Chair	-		
		Nil.				
1.3		Declaration of Conflicts of Interest	Chair	-		
		Nil declarations.				
2		Minutes and Action Items				
2.1		Review of Minutes of meeting held on 7 March 2018	Chair	1-6	5 min	For approval
		Board Chair noted some minor amendments, minutes otherwise accepted.				
		2.2	Matters Arising from Previous Meeting			
		2.2.1	Review of Action Table	Chair	7-8	5 min
			<p>Dr Brydon referred to the outstanding item re website progress and recommended an update on progress later in year. Board agreed with this approach.</p> <p>Dr Brydon referred to the Young Leadership Program introduced by Mr Richard Alcock, looking for opportunities to connect with local business leaders to support future development in the area. Dr Brydon indicated that while this initiative has been progressing well in WSLHD, his recommendation was that SCHN postpone involvement for one year. The Board agreed noting the multiple priorities being addressed by SCHN.</p>			
3		Work Health and Safety Reporting				
		3.1	Work Health and Safety	Chief Executive	9-11	5 min
						For discussion

			(monthly report)				
			<p>Dr Brydon noted the inclusion of comparative WH&S data for Lady Cilento in Queensland. There have been no significant concerns raised during this reporting period. Report noted by the Board.</p> <p>Discussion ensued regarding future benchmarking opportunities, perhaps within CHA (Children’s Hospitals Australasia). Mr Fuller referred to further detail and measures within the report .</p> <p>The new Recruitment On Boarding system (ROB) development and implementation was discussed with Mr Fuller outlining the support provided to staff.</p> <p>A general discussion occurred around staff turnover rates and recruitment challenges. Mr Fuller confirmed there is a long-standing risk on the risk register in relation to more difficult to fill highly-skilled positions where expertise is not readily available nationally.</p> <p>It was noted that the ‘It Starts With Me’ cultural change initiative is also an area of focus of the Health Care Quality Committee in relation to healthcare quality and safety.</p> <p>The development of the inclusion and diversity strategies were outlined and include people with disabilities.</p>				
4		Strategic Priority in Focus – Network and Partnerships					
		4.1	Patient Story	Chief Executive	12-14	5 min	For noting
			<p>Dr Brydon referred to the report regarding the Health Leadership Program and a participant’s perspective from Cohort 3. There are 150 staff close to completing this training and the evaluation of the first two programs has been positive. There is significant engagement from executive and engagement/collaboration with HETI. Capacity to deliver the program has increased. The Network benefits of improved discipline, communication and collaboration has also been demonstrated.</p> <p>Three consumers were included in this latest cohort, selected through an EOI process. As a result of this participation and feedback, further program refinement will occur.</p> <p>It was suggested that it may have been useful to have included some performance metrics on the learning experience and the value for participants. The Board was requested a follow up report.</p> <p>Action: The comprehensive report from the first two cohorts to be circulated to the Board.</p> <p>Dr Brydon noted there has been a shift in how people have progressed their own leadership development including new initiatives such as Community of Practice.</p> <p>Discussion ensued regarding various opportunities for leadership development and professional development.</p>				
		4.2	People and Culture presentation	Director Workforce		30 min	For discussion
			<p>Professor Bennett welcomed Mr Ian Fuller, Director Workforce to present on developments in relation to People and Culture.</p> <p>A summary and highlights of the work undertaken by Workforce were presented. Key KPI performance and comparison between 2017 and 2018 was provided.</p> <p>The Board expressed concern regarding the relatively low rates of Performance Development reviews. Mr Fuller responded by outlining strategies to improve the uptake and value of the process to staff. The Board suggested that evaluation and research on how the PD review process is perceived and how it can be made</p>				

more relevant to people’s development and career plans would be of benefit. DW suggested review of the effect of the performance development actions. Mr Fuller agreed that best practice has moved away from ‘performance appraisal’ nomenclature to ‘development’ with a focus on professional development opportunities as part of a cultural change. He also indicated that the Network has offered training to staff and managers to improve their skills in performance development discussions and processes. Mr Fuller referenced a research project on performance review and development processes in the JMO arena and the value of this exercise.

The focus over the coming years will be across four domains:

- wellbeing and safety,
- experts in people management,
- future focused and
- customer (staff) systems and support.

From an operational perspective, the focus is on: workforce planning, customer service, people expertise to support business and workforce systems and information.

In relation to culture, the focus is on: leadership and talent management, developing change capacity and future focus, inclusion and diversity, workplace culture and staff engagement.

The recent launch of the “It Starts With Me” campaign is an example of this.

The Board noted the lack of success in meeting Aboriginal workforce targets. Dr Robyn Shields offered her assistance in strengthening the Network’s approach to attracting and retaining Aboriginal and Torres Strait Islander staff.

In relation to safety, the focus is on wellbeing and safety first, proactive injury management and recovery at work, health and safety systems and compliance and supporting a healthy workforce and workplace.

The Board thanked Mr Fuller for his presentation and the work undertaken by the team in further developing the strategies to support the Network’s workforce.

5	Matters for Discussion					
	5.1	Patient Access Improvements/Capacity Working Group	Chief Executive/MSC reps	-	30 min	For discussion

Professor Bennett noted that the Minister for Health and the Secretary of the NSW Ministry of Health had met with each of the MSC during March. She noted that while the two MSC had varying issues of concern, and differing perspectives on some matters, she urged that unity of the Network in tackling these issues together is vital to successfully advocating for children. All Board members strongly supported this approach.

Professor Bennett outlined the Board's priorities for the Network:

1. Improving resourcing by negotiating the new Services Agreement in regard to activity growth and the application of ABF pricing loading for paediatric teaching centres.
2. Addressing key capacity issues identified by the capacity working group including ICU, cardiac services, mental health services and general bed capacity at both sites
3. Developing the clinical services plan and asset plan needed to get Westmead 2A and the ED at Randwick onto the capital program.
4. Paediatrico's bid for funding of the research program in Precision Medicine in Children.

With regard to cardiac surgical services, following discussion, the Board confirmed its support of the single service across both locations and urged management to ensure effective utilization of capacity at both hospital campuses.

Dr Brydon referred to the efforts of both Professor Bennett and Mr Nott in supporting the efforts of the Network staff in continuing to advocate for and provide services to children. , Dr Brydon referred to key areas for future planning: resourcing, finalizing the service level agreement, growth funding and recruitment to support strategies around creating capacity.

Dr Brydon updated the Board about the development of the Close Observation Unit at CHW and indicated that the Director of Cardiac Services was developing a plan for the Network service including the resources required to operate effectively on both sites.

Further discussion around the Minister's request for a Network response ensued including the need to demonstrate the Network is operating efficiently.

The importance of the next Service Level Agreement negotiations was emphasised.

Dr Brydon referred to the work being done by the Clinical Council and the leadership of Dr McCaskill. Dr Brydon will continue to use this forum as a way to progress clinical engagement across the Network on critical resource allocation issues. Comments around reputation and public perception, and the importance of not losing sight of the good work that the Network does for many families acknowledging many areas for improvement.

Prof Bennett also emphasized that strong and effective clinical engagement with the Board and management was essential for the Network to succeed in these important priorities.

5.2

Foundation Update

Chief Executive/Mr Makeig

-

5 min

For information

Mr Makeig provided an update on progress. Questions around solvency were raised and Mr Makeig provided context to this matter providing assurances for the Board. Mr Makeig noted that the parties were very close to finalising arrangements and opportunities around fundraising are being explored.

Mr Makeig acknowledged the work from Mr Nott in recent weeks. Dr Brydon provided an update with the documentation at the Ministry, awaiting consideration by Secretary.

			<p>Dr Brydon also acknowledged the efforts of the Board members taking a role in this and Mr Jackson specifically for assisting this process.</p> <p>Mr Makeig referred to expected changes with the SCHF Board.</p> <p>Dr Brydon referred to the capital appeal process for Westmead Stage Two. Mr Jackson and Dr Brydon met with the Ministry in late 2017 regarding this matter and payment for Bright Alliance. This discussion is ongoing.</p>					
		5.3	<table border="1"> <tr> <td>Health Infrastructure Presentation</td> <td>Director Planning – HI and Director Planning and Redesign SCHN</td> <td>-</td> <td>5 min</td> <td>For noting</td> </tr> </table>	Health Infrastructure Presentation	Director Planning – HI and Director Planning and Redesign SCHN	-	5 min	For noting
Health Infrastructure Presentation	Director Planning – HI and Director Planning and Redesign SCHN	-	5 min	For noting				
			<p>Dr Brydon welcomed Mr David Ballantyne, Executive Director Planning Health Infrastructure and Mr Tim Hoffmann, Director Planning and Redesign SCHN to the meeting to present on Capital Works progress to date across the Network.</p> <p>Mr Ballantyne provided an overview of the progress to date at the Westmead campus including the Central Acute Services Building (CASB), West Metro with the inclusion of Westmead, SCHN Stage 1B, Asset Strategic Plans, CMRI future development and funding. Kids stage 2 requirements were summarised along with timeframes.</p> <p>In regards to Randwick, Mr Ballantyne provided a project overview: \$720 million committed for a new PoW Acute Services Building; consideration for the changes for SCHN with capacity for health related and education and research opportunities. A timeline of events was provided, through to 2022. Other key aspects summarised focused on property acquisition, footprint, status of the compulsory acquisition process including gazettal, projected for June 2018.</p> <p>In relation to scale of works, Mr Ballantyne presented a slide showing Stage One works and future expansion in relation to the Randwick hospitals campus and UNSW. The indicative relationship between SCH and Acute Services Building (ASB) shows SCHN consultation prefers options 3B, which provides direct connection between POW ED and future SCH ED with the ability for SCHN to expand in a staged development and for future public access via Botany Road given the constraints of High Street. Mr Hoffmann provided further detail on the future plans for the SCH entry point and future expansion.</p> <p>Discussion around the SCHN requirements for strongly branded street frontage, with high visibility and easy access to health services by the public particularly parents with sick children was highlighted and emphasized by the Board to Mr Ballantyne. The Board expressed concern that the current planning schema does not deliver these important requirements. Mr Ballantyne said he would convey these concerns to the Precinct Development Group and noted that planning is still in an active phase. Professor Bennett acknowledged the works of Tim Hoffmann and the planning team in their efforts to ensure this meets the expectations of SCHN.</p> <p>Dr Brydon referred to the Greater Randwick Urban Masterplan (GRUM) and the similar process undertaken in relation to Westmead redevelopment and how this significantly changed in a short period of time. It was noted that the light rail on High Street along with the major land acquisition to the west are impacting new thinking on the Greater Randwick Urban Masterplan.</p> <p>The Board also noted the importance of both the Stage 2Aat CHW and the ED and site Master Planning at Randwick to the future of the Network and services to children.</p> <p>Action: letter from Board to be developed in support of the works at SCH to be included.</p> <p>Action: Agenda for May and June Board meeting allow for discussion on the Clinical Services and Asset Strategic plans.</p>					

			The Board thanked Mr Ballantyne and Mr Hoffmann for the presentation and efforts to date in the capital works space.				
6		Standing Reports					
		6.1	Chair's Report	Chair	verbal	10 min	For noting
			Professor Bennett referred to correspondence from the Ministry tabled regarding the changes to the Health Services Act in relation to the alignment of Boards and Secretary. Professor Bennett also gave a summary of the recent meeting between Ministry, Minister and Network.				
		6.2	Chief Executive's Report	Chief Executive	15-29	10 min	For noting
			Dr Brydon referred to his report, contained within the business papers for noting. The Board noted the CE report and relevant attachments.				
		6.3	SCHN Performance Report (February 2018)	Chief Executive	30-33	5 min	
			The Chief Executive referred to the Performance Report contained within the business papers. The Board noted the Performance report for February.				

7 Board Sub-Committee & Network Committee Minutes					
*	7.1	Finance and Performance Committee	Chair F&P Committee	5 mins	For noting
		7.1.1 Directors report: March 2018	Director Finance and Corporate Services	34-36	
		The report for the Finance and Performance meeting of March, contained within the business papers was noted.			
		7.1.2 Endorsed Minutes: February 2018		44-49	
		The minutes of the February Finance and Performance Committee were noted.			
*	7.2	Health Care Quality Committee	Chair HCQC	5 mins	For noting
		7.2.1 Directors report: March 2018		50	
		The report for the Health Care Quality Committee meeting in March, contained within the business papers was noted.			
		7.2.2 Endorsed Minutes: February 2018		51-53	
		The minutes of the February Health Care Quality Committee were noted.			
*	7.3	Medical and Dental Appointment Advisory Committee	Chief Executive	5 mins	For noting
		7.3.1 Directors report: March 2018		54-57	
		The report from the March Medical and Dental Appointments Advisory Committee, contained within the business papers was noted.			
	7.4	Capital Works Sub Committee	Jack Ford	10 mins	For discussion
		7.4.1 Chair's Report: February 2018		58-59	
		There was no meeting in March. The next meeting is Thursday, 12 April 2018			
	7.5	Audit and Risk Committee	David Nott	10 mins	For discussion
		The minutes from the February Audit and Risk Committee, contained within the business papers was noted.			
	7.6	Clinical Council	Mary McCaskill	10 mins	For discussion

The Report from Dr McCaskill on the Clinical Council, tabled, was noted. Dr McCaskill advised that she will continue to report on the progress of the Clinical Council.

8 Business Without Notice

9 Details of Next Meeting

Date and Location

Wednesday, 2 May 2018
Boardroom, Level 4 Executive, The
Children's Hospital at Westmead

**Strategic Focus for Future
meetings**

May – Audit and Risk Biannual
Report
June – To be confirmed