

Meeting name	Sydney Children's Hospital Network Board
Date	Wednesday, 5 February 2020
Time(s)	7:45am to 8am: NED Discussion 8am to 9am – NED Board Session including Ms Elizabeth Koff and Dr Nigel Lyons 9am to 10am – NED Discussion 10am to 10:15am – SCHN Board and SCHN Executive Discussion 10:15am to 12pm – SCHN Board Meeting
Location	Boardroom, Level 9, Bright Alliance, Sydney Children's Hospital, Randwick
Membership	SCHN Board members Mr David Nott (Acting Chair), Professor Donna Waters (Deputy Chair), Professor Louise Baur AM, Dr Abby Bloom, Mr Jack Ford, Ms Jane Freudenstein, Dr Elizabeth McEntyre, Mr Bruce MacDiarmid, Professor Kim Oates AM, Mr Jeremy Wright Professor Les White AM Ex officio invitees Adjunct Associate Prof Cheryl McCullagh, Acting Chief Executive, Dr Michael Solomon (MSC SCH Representative), Dr Kathryn Carmo (MSC CHW Chair), Dr Mary McCaskill (Executive Medical Director, SCHN), Mr Colin Murray (Director of Finance and Corporate Services, SCHN), Dr Matthew O'Meara (NSW Chief Paediatrician) In attendance Mr Duncan Makeig (Board Chair, Sydney Children's Hospital Foundation) Ms Kate Hurle, Manager Executive Services (Board Secretariat)
Secretariat:	Network Manager Executive Services Phone: (02) 9845 3637 Mobile 0417 561 273

Item	Description	Responsibility	Page No.	Time (mins)	Action required
1.0	Administrative matters			5mins	
1.1	Acknowledgement of Country		-		
1.2	Attendance and Apologies	A/Chair	-		
	<p>Present (SCHN Board members): Mr David Nott (Acting Chair), Professor Donna Waters (Deputy Chair), Professor Louise Baur, Dr Abby Bloom, Mr Jack Ford, Ms Jane Freudenstein, Dr Elizabeth McEntyre, Mr Bruce MacDiarmid, Professor Kim Oates, Mr Jeremy Wright Professor Les White</p> <p>Present (Ex officio invitees): Adjunct Associate Prof Cheryl McCullagh, Acting Chief Executive, Dr Michael Solomon (MSC SCH Representative), Dr Kathryn Carmo (MSC CHW Chair), Dr Mary McCaskill (Executive Medical Director, SCHN), Mr Colin Murray (Director of Finance and Corporate Services, SCHN), Dr Matthew O'Meara (NSW Chief Paediatrician)</p> <p>Apologies Mr Duncan Makeig (Board Chair, Sydney Children's Hospital Foundation)</p>				
1.3	Declaration of Conflicts of Interest	A/Chair	-		
2.0	Administrative matters			10 mins	
2.1	Review of Minutes of meetings held:	A/Chair	-		
	<ul style="list-style-type: none"> - 6 November 2019 <p>The minutes were accepted</p> <ul style="list-style-type: none"> - 4 December 2019 <p>The minutes were accepted subject to the amendment of the sentence structure of item 8.1.</p>				
2.2	Matters Arising from Previous Meeting				
	<ul style="list-style-type: none"> - Review of Action Table <p style="text-align: center;">A/Chair / CE</p> <p>The open action items were noted; these were noted to require review to confirm the actions remain relevant.</p>				
3.0	SCHN Chair and CE Update				
3.1	Chair's Report				
	<p>The Acting Chair welcomed all members and attendees to the meeting and Dr Michael Solomon was acknowledged as the incoming Chair of the SCH Medical Staff Council.</p> <p>The Acting Chair advised that the appointment of the new Board Chair is likely to occur in the coming month. NSW Health have also advised that the process has commenced for the recruitment of a new Chief Executive. The importance of these developments for SCHN was noted. The thanks for the Board for the leadership that Mr Nott has provided over the last ten months was expressed.</p> <p>The importance of maintaining the confidentiality of the discussions of the Board was emphasised.</p>				
3.2	Chief Executive Report	CE			
	<p>a) Governance Review and Cardiac Services b) SCHN Reputation Status report</p> <p>The provided reports were noted.</p>				
3.3	Clinical care of cardiac patients at SCH – R.	CE			
	<p>The provided report was noted.</p>				

Item	Description	Responsibility	Page No.	Time (mins)	Action required
------	-------------	----------------	----------	-------------	-----------------

4.0 Finance / Infrastructure / Systems & Processes

4.1 Finance and Performance

a) Chair's Report – Finance and Performance Committee **Chair – F&PC / DFCS**

Activity has continued to exceed target at both Hospitals at a rate that closely aligns to the budget overrun. Employee related expenses continues to be a major driver of expenditure. There has been a concerted effort to contain full time equivalent staffing numbers (FTE); this has had some impact however the high level of activity continues to cause the overall expenditure to exceed the budget.

The Roadmaps are closely focussed on areas including nursing, JMO's and leave management. The low activity over the Christmas period had a positive impact with an improved result as compared to the same period year to date; this will be reflected in the January results. There is good engagement from the directorates in the Roadmaps and strong budget disciplines being applied, however the continued high levels of activity will continue to negate these efforts and drive the budget overrun.

A query was raised as to whether a similar impact is being experienced in other LHD's. The CE advised that a large proportion of LHD's are over budget; however not all are experiencing the corresponding increased activity levels.

The Chair advised that meetings continue between SCHN and MoH regarding the forecasts that formed the current Service Agreement. It was noted that the most recent correspondence on this matter was sent to MoH in late December 2019; a response has not yet been received. Discussion have indicated that MoH appreciate the financial position of SCHN, however we need to actively maintain ongoing engagement with the MoH as we seek a resolution within a reasonable timeframe.

4.2 Infrastructure

- a) Chair's Report Capital Works Subcommittee** **CE / DFCS /**
- b) Redevelopment Update – CHW** **DCO**
- c) Redevelopment Update – SCH**

The provided reports were noted. Preparation of the overarching Service Level agreement between SCHN and WSLHD is of particular importance in the lead up to the commissioning of the Westmead CASB; progress has been raised with the Chair and Chief Executive for WSLHD and will be discussed further at the upcoming Joint Capital Works Meeting.

The review of the service agreements between Sydney Children's Hospital and Prince of Wales Hospital was also highlighted; the progress of these had been impacted by the lack of clarity regarding future SCHN governance. The process is now being reinvigorated and it was agreed that progress will be regularly updated at the SCHN Capital Works Committee. The importance of communicating any points of decision or escalation / milestones through to the Capital Works Committee and the Board as appropriate was emphasised. It was agreed that, in conjunction with WSLHD, SCHN management will prepare a key milestone / decision point report covering the coming nine months to assist with this communication and governance. The timeline for handover and commissioning of the building remains on track.

Funding for the cost of commissioning the new building was discussed; the CE advised that a funding submission is being prepared in conjunction with WSLHD. Funding for operating costs will be included in the service agreement negotiations which will commence in the coming month. It was acknowledged that regardless of funding negotiations outcomes, CHW needs to open the Emergency Department to address capacity shortfalls, particularly through the winter flu season.

It is planned that the opening of services will be staggered; with the initial opening to be the Emergency Departments. It was acknowledged that there will be some new challenges that emerge due to the distance

Item	Description	Responsibility	Page No.	Time (mins)	Action required
------	-------------	----------------	----------	-------------	-----------------

between the ED and the rest of CHW: plans to manage this are being developed in consultation with the clinical staff. The physical size of the new ED, which is significantly larger than the current space, will also necessitate additional planning as it will change current communication patterns.

The CHW carpark demolition needs to commence in March / April to enable completion by July. A temporary carpark location has been agreed. Negotiations with staff and unions to manage the distance are continuing. Discussion are continuing regarding the location of the permanent carpark. It was confirmed that the access for out of hours / on call staff remains an area of focus to ensure a solution is reached.

The importance of embedding sustainability into the redevelopment has been emphasised by the Board. The CE advised that discussion on this matter are occurring with Health Infrastructure. It was been agreed that the building will be in line with the Greenstar standards (although formal accreditation of this will not be sought). It was acknowledged that there will need to be constant balancing of the high aspirations that SCHN has to lead in the area of sustainability within the available budget to meet service provision needs.

The extensive works underway across SCHN were acknowledged and a query raised as to whether additional resources are needed to continue to deliver these projects. It was noted that the creation at NSW Health level of the role of Director of Infrastructure will need to be pursued following the confirmation of the Network governance.

The CE raised the potential need for support from a consultancy / project team to work through the service agreement processes; this was supported in principle by the Board.

A query was raised regarding the governance structure and representation across the redevelopments; Health Infrastructure has developed this framework. It was agreed that this would be provided to the Board for Information.

Action /Decision: The governance structure developed with Health Infrastructure will be distributed to the Board.

In conjunction with WSLHD, SCHN management will prepare a key milestone / decision point report covering the coming nine months to assist with this communication and governance.

The Board supporting in principle the engagement of external resources to support the service agreement process.

4.3 Risk Management

Noting

- a) SCHN Operational Risks
 - b) SCHN Strategic Risks
 - c) Risk Report to NSW Health
- CE / DFCS

The CE noted that there has been a preliminary review of risks post the release of the State-wide Review of Paediatric Services. The impact on the risk profile has varied, with the initial assessment that some areas have decreased while others have increased. Members were invited to request a more detailed analysis of any area of risk and its mitigation.

The impact of the Corona virus and recent bushfires on the on the Network outlined. Both Hospitals have undertaken preparation and planning to respond to the virus as needed; this includes development of spaces where families requiring screening can be managed together. SCHN has also provided advice in relation to the evacuations from Wuhan and is working closing with partners across NSW Health in planning for a wider response if required. There will be financial implications that may flow on as the situation continues.

SCHN has provided support and training to support mental health for paediatrics in fire effected areas. It was also that SCHN had deployed staff to Samoa in response to the measles outbreak.

Item	Description	Responsibility	Page No.	Time (mins)	Action required
------	-------------	----------------	----------	-------------	-----------------

The timeframes for the appointment of the Chair of the group that will be oversee cardiac implementation was queried. The Acting Chair advised that this is a process that will be undertaken by NSW; in discussion with the Secretary there is recognition of the need for a swift appointment and progress.

It was noted that Nigel Lyons, the Deputy Secretary who is overseeing the process has advised that he will be attending SCH next week to meet with the senior clinician group.

Announcements and communications will occur as information comes to hand.

5.0 Strategic Focus: Finance and Performance

This item was deferred due to the release of the Henry Review and will be included on the March 2020 agenda.

Domain Updates

6.0	Safe, excellent child and family centred care		1pm	35 mins	
6.1	Patient Story	CE	-		Noting

The Director of Clinical Operations shared a summary of the proceeding weekend from the perspective of the Executive on Call. The wide variety of matters under management across the sites and the complexity of the issues dealt with were discussed, as well as the frequency of engagement across the weekend from multiple members of the leadership team, including the attendance on site of three Executive to assist with managing events. It was noted that this was particularly busy example, but it demonstrates the level of responsibility of the clinical executive constantly carry and the collaborative approach that is needed to respond to unpredictable events.

6.2	KPI's against Service Agreement	CE / DCG			Noting
-----	--	-----------------	--	--	---------------

The provided report was reviewed with no significant variance to targets was noted for the period.

SCHN will undergo accreditation in early March; a summary of preparation was provided. It was noted that there are two areas identified as risks for SCHN, being Health Literacy and "Hospital Acquired Delirium", which is a new area of assessment requiring the development of a paediatric relevant construct. Action plans have been developed in both areas. There are other areas that may attract lower level recommendations through the review process which will provide areas for development and improvement.

6.3	Chair's Report - Quality and Safety Committee	Co-Chairs QSC			Noting
-----	--	----------------------	--	--	---------------

The trial of the combining Health Care Quality Committee with the Safety, Quality and Improvement Committee commenced with the first meeting in January 2020. J Wright and D Waters continue as co-chairs.

6.4	Clinical Governance Framework	CE / DCG			Endorsement
-----	--------------------------------------	-----------------	--	--	--------------------

The DCG outlined that the Clinical Governance Framework is effectively the partner document for the Quality Account that is presented in September / October each year. The document does not reflect new information; it is a compilation to provide a framework for the governance of SCHN. The Quality Account then reports against this framework.

Action / Decision: The Clinical Governance Framework for SCHN was endorsed.

6.5	Clinical Operations	CE			Noting
-----	----------------------------	-----------	--	--	---------------

The provided report was reviewed and noted. It was highlighted that funding has now been provided to support the youth suicide prevention as part of the Premier's Priorities. It was also noted surgical access has been maintained over the low activity period, which is a significant achievement and the result of detailed planning and management.

Item	Description	Responsibility	Page No.	Time (mins)	Action required
6.6	Clinical Services Direction The provide report was noted.	CE			
6.7	Clinical Integration and Information Services Update The completion of the five year Memory strategy has been achieved following the final upgrade to the clinical information system over the past week. This is a significant achievement for SCHN under the leadership of A/Prof McCullagh and the Clinical Integration team. The evaluation of the program is ongoing and is undertaken in conjunction with Macquarie University. There has been a significant reduction in errors related to both prescribing and administration of medication. It was agreed that a report will be provided to the Board in 6 months' time (August 2020). <i>Action / Decision: The completion of the Memory strategy was recognised as a significant achievement for SCHN. A report of the evaluation and related research projects will be provided to the Board in August 2020.</i>	CE / DCI			
6.8	Clinical Council – Chair's Report The provided report was reviewed and noted.	Chair – CC			
7.0	People and Culture / Education				
7.1	Work Health and Safety a) Quarterly Report b) Monthly Report The provided reports were reviewed and noted.	CE / DoW			
7.2	Appraisal Compliance Report A 4% increase in compliance occurred over the Christmas period; the completion rate has previously tended to decrease this time. The offline form has been well received and will be incorporated as part for the standard tools. The reporting format is also being reviewed to better reflect appraisals that are in progress and those that are coming due shortly. Initial benchmarking has commenced; SCHN is performing slightly better as compared to peers.	CE / DoW			
7.3	Director's Report – Medical and Dental Appointments Committee The provided report was reviewed and noted.	CE / DCG			
7.4	Safety Pause Item held over.	CE			
7.5	Employee Relations Quarterly Report The provided report was reviewed and noted.	CE / DoW			

Item	Description	Responsibility	Page No.	Time (mins)	Action required
------	-------------	----------------	----------	-------------	-----------------

8.0 Partnerships and Networks

- 8.1 **Chair's Report – Stakeholder Engagement and Communications Committee** **Chair – SECC / CE**
 a) **Committee Terms of Reference**

It was noted that a meeting was held in the preceding week where it was agreed that the immediate focus will be on advocating for swift progress of the appointments to move forward now that the governance decisions have been announced.

The terms of reference were submitted for endorsement; these were supported.

Action / Decision - Terms of Reference endorsed, noting that some adjustment may occur in response to the progress of the recommendations from the governance reviews.

- 8.2 **Communications Update** **CE** **Noting**
 a) **Secretary's correspondence to SCHN Staff**
 b) **SCHN Staff Intranet Communications Page**

The provided reports were reviewed and noted.

- 8.3 **Schedule of Upcoming SCHN Events** **CE** **Noting**
- The schedule of events was reviewed. It was noted that the Silver Ball has been rescheduled. Prof Waters is attending the opening event of the Year of the Nurse and a number of representatives scheduled to attend the Aboriginal Employment forum.

9.0 Research

- 9.1 **Research Update** **CE** **Noting**
- The provided report was noted. The significance of the progress of the viral vector lab was noted.

10. Correspondence for Received

- 10.1 **NSW Health Board Report – July to September 2019** - - **Noting**
- The provided report was reviewed and noted. - -

11.0 For Noting

11.1 Subcommittee Minutes

Minutes of Subcommittees of the Board were noted.

12.0 Business without notice

14.0 Next meeting

The next meeting of the Sydney Children's Hospitals Network Board will be held Wednesday 4th March, The Boardroom, Level 4, The Children's Hospital at Westmead.

There being no further business, the meeting closed at 11.54am