Being SAFER means building our culture of quality, with staff working together to maximise care and minimise harm.

Being SMARTER means being committed to harnessing, advancing and sharing our expertise.

Being STRONGER means bringing together our four pillars – clinical care, advocacy, research and education – to result in the best possible care for over 145,000 sick children and their families every year.
# CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FOREWORD</strong></td>
<td>5</td>
</tr>
<tr>
<td><strong>STRATEGIC FOCUS</strong></td>
<td>7</td>
</tr>
<tr>
<td><strong>QUALITY OF CARE</strong></td>
<td>13</td>
</tr>
<tr>
<td><strong>THE FOUR STRATEGIC DOMAINS</strong></td>
<td>23</td>
</tr>
<tr>
<td>Clinical Care</td>
<td>24</td>
</tr>
<tr>
<td>Advocacy</td>
<td>34</td>
</tr>
<tr>
<td>Research</td>
<td>42</td>
</tr>
<tr>
<td>Education</td>
<td>50</td>
</tr>
<tr>
<td><strong>NETWORK LEADERSHIP</strong></td>
<td>59</td>
</tr>
<tr>
<td>Board</td>
<td>61</td>
</tr>
<tr>
<td>Executive</td>
<td>62</td>
</tr>
<tr>
<td>Committees</td>
<td>63</td>
</tr>
<tr>
<td>Clinical Council</td>
<td>67</td>
</tr>
<tr>
<td><strong>FINANCIAL OVERVIEW</strong></td>
<td>69</td>
</tr>
</tbody>
</table>
FOREWORD

As we mark five years since the establishment of Sydney Children’s Hospitals Network we celebrate this important milestone in caring for children and young people. Our services have been significantly strengthened and our reach extended. We continue to refine our care for patients and their families at world-class standards and champion the health and wellbeing of children.

We have seen significant growth and important advances within each of our strategic pillars – clinical care, advocacy, research and education. These are the core functional areas of our organisation, depending on each other to ultimately provide the safest and most effective care of children through Sydney’s two children’s hospitals and associated entities.

Over this last year we are fortunate to have seen recent expansion and enhancement in our facilities and equipment – notably the opening of the Cardiac Catheter Lab, dedicated rehabilitation ward space, 3D Orthopaedic Lab and the purchase of a new heart lung machine. These exciting additions are already improving patient outcomes.

Our capital works program is progressing well with The Bright Alliance building nearing completion at Randwick and work scheduled for our new Clinical Trials Centre at Westmead. The redevelopment of the Westmead precinct is a major focus over the coming years, with stage one plans confirmed to build a shared acute services facility with Westmead Hospital and improved parking facilities across the precinct. Planning at the Randwick campus is also making good progress.

Our commitment to quality and safety is unwavering. We have had almost 300 Quality Improvement Activities initiated this year, consolidated and strengthened our consumer collaboration and are working towards Network-wide Accreditation in 2017.

Our Network is only as safe, smart and strong as our people and we would like to acknowledge and sincerely thank the Network Board, Executive and our valued staff and volunteers for their commitment to providing the very best care for children and families.

Special thanks also to our community supporters and donors who are vital partners in our important work and continue to help us to fulfil our Vision – Children First and Foremost.

Prof Christine Bennett AO            Dr Michael Brydon OAM
Chair                                Chief Executive

Sydney Children’s Hospitals Network
STRATEGIC FOCUS
VISION
Children First and Foremost

MISSION
Working in partnership to improve the health and wellbeing of children through clinical care, research, education and advocacy

VALUES
Collaboration
Openness
Respect
Empowerment
**KEY STRATEGIC AREAS AND ACTIONS**

**QUALITY AND EXCELLENCE**

Sydney Children’s Hospitals Network (SCHN) will encourage innovative approaches to achieve excellence to become a leader in quality paediatric health care.

- Ensuring patient safety
- Delivering quality services
- Improving access
- Encouraging research excellence
- Fostering education and learning

**PEOPLE AND LEADERSHIP**

SCHN will lead the delivery of paediatric clinical care, research, education and advocacy through a highly-skilled and professional workforce.

- Creating a safe environment
- Promoting leadership capabilities
- Building high performing teams
- Developing a sustainable workforce
- Building an engaged and resilient workforce

**FINANCIAL AND BUSINESS SUSTAINABILITY**

SCHN will ensure financial sustainability and support growth to meet the increasing demands and cost of service delivery and advances in technology and research.

- Achieving operational efficiency
- Optimising revenue
- Seeking commercialisation opportunities
- Fundraising strategically
- Investing prudently
- Managing corporate governance and risk
INFRASTRUCTURE AND TECHNOLOGY

SCHN will invest in infrastructure that supports and enables excellence in clinical care, research and education

• Optimising existing physical infrastructure
• Developing new infrastructure
• Investing strategically in technology
• Positioning the Network as a leader in e-Health

PARTNERSHIPS AND NETWORKS

SCHN will work to enhance the health of children and young people across a diversity of settings and systems

• Strengthening patient, family and community engagement
• Strengthening health professional networks
• Building strategic partnerships and collaborations
• Seeking global alliances
QUALITY OF CARE
STRIVING FOR QUALITY IN ALL WE DO

Quality is at the heart of all services and programs within the Sydney Children’s Hospitals Network. Staff are focussed on one goal – providing care and support of the highest standard for every patient, every time.

The Network is working towards continually transforming care to become Safer, Smarter and Stronger across three key areas:

1. Clinical Risk and Patient Safety
2. Quality Improvement
3. Partnering with Consumers

Transformational change is a key focus, placing children, families and carers at the centre of everything we do, being proactive in anticipating and managing clinical risk and moving beyond a compliance approach to enhance quality and safety.

The Clinical Governance Unit continues to build partnerships across the organisation with the aim of working alongside clinicians to create a proactive culture of quality and safety. Excellence in care is everyone’s responsibility.
Sydney Children’s Hospitals Network is committed to building a culture of safety. Errors and incidents can occasionally cause serious harm to children in hospital. By learning from our data and adopting best practice, the Network aims to prevent harm to children in its care and to be a leader at improving safety and reducing risk.

- 7 cardiorespiratory arrests on the wards
- 1326 medication incidents
- 1 Parent – activated Rapid Response call
The statewide paediatric Emergency resuscitation form (adapted from Sydney Children’s Hospital, Randwick’s Emergency Resuscitation Form) is now available for use across NSW. Clinicians are now undergoing education, including simulation, in preparation for its implementation.

A Network Clinical Emergency Response Systems poster was developed, streamlining processes across our facilities.

The Medication Safety Newsletter is published quarterly to communicate with clinical staff about medication issues and to improve safety by reviewing medication-related incidents.

After a pressure injury point prevalence audit conducted on both sites in 2015, new prevention and management plans have been developed based on audit feedback. This has reduced the risk associated with the development of pressure injuries.

The Network has had a number of representatives on key working groups to develop state-wide programs, including the NSW Paediatric Safety and Quality Committee and the Clinical Excellence Commission’s Medication Management Expert Advisory Group.
50474 hospital admissions

3589 incidents reported

105 in-hospital deaths recorded (2.3 per 1000 admissions, compared to the NSW State average of 12.8 per 1000)

3 sentinel incidents

2782 Rapid Response Calls

130 reported pressure injuries

QUALITY OF CARE
To support the delivery of safe and high quality care, a fundamental domain is the systematic measurement of, benchmarking against, and improvement in clinical care. The Network focuses on measuring what matters – to the organisation, to the service and staff and, most importantly, what matters to the patients and families.

Both hospitals are periodically accredited against the ten National Safety and Quality Health Service Standards. In 2017, the Network will undergo an organisation-wide Accreditation for the first time.

Progress has already been made to align the Network so that we can more easily communicate, share and benchmark our information and expertise. As we progress through the preparation phase, improvement opportunities will continue to be identified and we work together to achieve them as a Network.

Sydney Children’s Hospitals Network has progressed with developing a Network-wide review and audit schedule. This will support the Network to maintain the highest quality care across a number of clinical and corporate domains and assist with early identification of concerns or future quality improvements.

Some of these have already been completed, such as the review of Bedside Clinical Handover practices, while others are still in development. The Network will participate in a statewide Bedside Auditing project which will collect information across each of the 10 National Standards and allow benchmarking against other services. The Network has dedicated time to this review and will be able to focus quality improvements for the best possible outcomes for our patients and families.

We are reviewing and adjusting our quality improvement process. Through stakeholder engagement and process mapping, improvements will be made to this system to better support our ever-evolving Network. We aim to deliver an enhanced quality improvement program for our teams as we progress our services.
THE QUALITY IMPROVEMENT PROGRAM

Dr Peter Lachman, Chief Executive of the International Society for Quality in Health Care (ISQua), visited our Network to assist in developing a Quality Improvement Program. Multidisciplinary teams have been involved in learning about quality improvement science and have been presenting their progress at Grand Rounds.

A data analyst was appointed to the Clinical Governance Unit to promote the use of data to improve quality care. A Change and Innovation Facilitator was also appointed to support teams with initiating and progressing major projects.
STRONGER

PARTNERING WITH CONSUMERS

Sydney Children’s Hospitals Network is proud to partner with our consumers – our patients, parents, carers and families – in ways that use their experience to directly influence change. Involving our consumers in decision-making at all levels improves the experience of our patients and families.

SCHN FAMILIES AND CONSUMER COUNCIL

The Sydney Children’s Hospitals Network Families and Consumer Council provides advice and direction to improve the patient and family experience across the Network. The Council is proud to have a Consumer Co-chair, Michael Morris, helping to steer this vision. The Council has welcomed three new members this year, adding to the existing pool of talent and expertise.

Some of the achievements of the Council include:

- Conducting an audit of parent facilities, resulting in ongoing improvements to parent facilities across the Network
- Planning for inaugural Consumer Training Day
- Significant involvement in The Children’s Hospital at Westmead’s Master Planning process and planning for the Westmead Precinct Redevelopment
- Involvement in the planning of the Oneview Patient Portal

CONSUMER ADVISORY COUNCILS

Consumer Advisory Councils are essential to the services provided throughout the Network. There are currently eight Consumer Advisory Councils. This year, the Cystic Fibrosis Team at The Children’s Hospital at Westmead and the Emergency Department at Sydney Children’s Hospital, Randwick have established Consumer Advisory Councils who will be working with teams to improve services.

A Network Youth Advisory Council is currently being formed to support the planning of adolescent services.

PATIENT EXPERIENCE WEEK

Sydney Children’s Hospitals Network was proud to celebrate Patient Experience Week for the first time. Patients and staff from a variety of teams came together in the main foyers and created empathy zones to experience what it might be like to be a patient.

There were 22 patient experience zones, with each team bringing equipment from their area to engage patients, families and staff. Feedback from the event included an appreciation of how many diverse services the Network provides and the expertise and compassion of our staff.
CARER SUPPORT

Support for families and carers is an essential part of family-centred care. Sydney Children’s Hospitals Network provides comprehensive and targeted support for parents and carers, resulting in a range of benefits for families and the health system.

In 2016, a Network Consumer Engagement and Carer Support Officer was appointed. They provide carer support to Sydney Children’s Hospital, Randwick, in addition to the service already provided at The Children’s Hospital at Westmead.

A range of events and initiatives continue to be held to support carers in their challenging roles, including regular information morning teas, relaxation and wellbeing sessions.

A project has been established to review carer support services at The Children’s Hospital at Westmead, with the aim to replicate this at Sydney Children’s Hospital, Randwick.

The Parent and Carer Resource Centre at The Children’s Hospital at Westmead recently celebrated its tenth birthday. This Centre was used by parents and families 8567 times this year.
THE FOUR STRATEGIC DOMAINS

CLINICAL CARE
ADVOCACY
RESEARCH
EDUCATION
CLINICAL CARE

CLINICAL CARE OBJECTIVES

• High-value organisation that meets international benchmark clinical outcomes
• Adoption of international best practice
• Driving innovation in patient care
• Working from the current two hospitals with clearly defined service and family requirements
• Hub and spoke arrangements for paediatric services across NSW
• Partners with the office of Kids & Families, improving the health and wellbeing of the child and young adult population
<table>
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<tr>
<th>Activity Level</th>
<th>2015/2016</th>
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<td><strong>The Children’s Hospital at Westmead</strong></td>
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<tr>
<td>Admissions</td>
<td>32,188</td>
<td>32,514</td>
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<tr>
<td>Day only cases</td>
<td>14,582</td>
<td>14,605</td>
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<td>Hospital average length of stay (days)</td>
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<td>Occupancy</td>
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<td>Emergency presentations</td>
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<td>Non-admitted patients (outpatients)</td>
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<tr>
<td><strong>Sydney Children’s Hospital, Randwick</strong></td>
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<tr>
<td>Admissions</td>
<td>18,286</td>
<td>17,890</td>
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<td>Day only cases</td>
<td>8,885</td>
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<td>Hospital average length of stay (days)</td>
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<tr>
<td>Occupancy</td>
<td>81%</td>
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<tr>
<td>Emergency presentations</td>
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<tr>
<td>Non-admitted patients (outpatients)</td>
<td>327,433</td>
<td>319,846</td>
</tr>
</tbody>
</table>
A new $3.4 million Cardiac Catheter Interventional Suite was officially opened at The Children’s Hospital at Westmead, offering safer and more efficient treatment for children with complex heart conditions, reducing their exposure to radiation and improving their recovery time.

The Suite will be the first in the state to offer a hybrid space where doctors can perform invasive cardiac investigations and interventional therapy at the same time as surgery, if necessary. This will help to reduce the number of anaesthetics used but most importantly, will help create a more seamless and safer path to repairing a child’s heart.

Approximately one in 100 children is born with a heart condition, with about one quarter needing surgery or intervention in early life. The Sydney Children’s Hospitals Network Cardiac Service performs more than 1000 surgical and cardiac catheter procedures each year.

The Suite, funded by donations, will give doctors the very best chance of providing effective cardiac surgery options for children, many of them babies with a heart barely the size of a ten cent coin. These children can then be discharged from hospital earlier with less need for intensive care, reducing their discomfort and family distress.
Minister for Health, Jillian Skinner, officially opened NSW’s first dedicated inpatient ward space and day-only service for paediatric rehabilitation patients within Sydney Children’s Hospital, Randwick’s C2South ward.

This facility is unique as it caters to the special needs of children who have experienced a neurological illness or injury. Providing a home-like environment, the space allows for relearning of day-to-day tasks, like preparing food and getting dressed, which can often be challenging following a brain injury. The ward is a family-focused environment, with space for parents to stay and help their child along the journey to recovery.

A day-only rehabilitation service has also been established, allowing the Rehab2Kids team to send patients home sooner while providing the same level of intensive therapy they would receive as an inpatient. The multidisciplinary Rehab2Kids team tailors care plans according to the individual’s unique needs – a great example of collaboration between teams and the importance of person-centred care.

The day-only rehabilitation service is a first for our state. Pilot programs were implemented at both The Children’s Hospital at Westmead and Sydney Children’s Hospital, Randwick to develop the model of care now operational at Randwick.

From conception through to design, family consultation was extremely important throughout the development of the new ward space. Consumers determined outcomes like access to services, positioning of rooms on the ward due to noise, bathroom access, age-appropriate room allocations, space for parents and carers and storage of belongings.

The new C2South ward was funded by the NSW Government and donors of the Sydney Children’s Hospital Foundation.
INNOVATIVE CARE MODELS

Two innovative care models are revolutionising patient care and ensuring the Hospital environments are providing a clear and positive patient journey.

Kids GPS Care Coordination is a guided and personalised service that assists with the care coordination needs of children with complex and chronic conditions at both hospitals. These children and their families often find navigating the hospital environment and liaising with various health care teams challenging.

The aim of this initiative is to integrate care for a child with a chronic and complex health condition through the formation of a ‘circle of coordination’ around each child, utilisation of e-health technology to develop an active and current management plan and education and support to achieve the best health outcome and maximise child wellbeing.

This ultimately reduces or prevents hospital admissions, reduces Emergency presentations and increases numbers of children treated at home or closer to home.

‘Home for Lunch’ is an initiative designed to establish safe, efficient and timely patient-centred discharge of children from hospital to improve patient experience, increase bed capacity and decrease costs.

By strengthening and improving the efficiency of the discharge process, all areas of the Hospitals benefit, reducing waiting times and moving patients out of the Emergency Department and Theatre to the wards in a more timely manner.

When all parts of our Hospitals are well-connected and working together, a patient and their family experience the best care. The safe, effective and timely patient journey is the responsibility of all staff across the Network.
The roll-out of the first phase of the Electronic Medications Management (EMM) system at The Children’s Hospital at Westmead was completed this year. This is understood to be the first implementation of an EMM system at a specialist paediatric hospital in Australia. By utilising EMM, health care services can reduce the number of preventable adverse drug events and medication prescribing and dispensing errors. EMM systems improve the accuracy, visibility and legibility of medical information that is communicated between professionals and consumers.
At the end of the roll-out there were approximately 35,000 medication orders and over 250,000 medication administrations having occurred within the system, with overall incident numbers down compared to the paper processes.

In partnership with NSW Health, The Children’s Hospital at Westmead and Sydney Children’s Hospital, Randwick were the first public hospitals in the state to have Guest WiFi installed this year. This initiative is in response to the needs of families, especially parents and carers who often need to maintain family and work commitments while with their sick child is in hospital.

The next stage is the continued roll-out of My Health Memory that will greatly benefit patients and their families. This is a key feature of the Network’s MEMORY Strategy, which will also see the implementation of a fully-integrated health record for all children that includes their detailed health history and can be shared with other hospitals, clinicians and the patient’s family.
ADVOCACY

ADVOCACY OBJECTIVES

• Recognised as a peak body for government and policy advice on issues relating to children and young people
• Champion and drive the agenda on child health principles and strengthening capacity and integration with community and primary health services
• Established partnerships across government and with other providers of child and maternal services
As a preeminent provider of children’s health services, the Sydney Children’s Hospitals Network has significant responsibilities to advocate for the health and wellbeing of children and young people.

Staff from a range of disciplines and departments have a dual role, not only caring for sick children across the Network, but also advocating on a range of health topics to prevent illness and injury and promote wellbeing among children in the community.

This year’s advocacy campaigns have included cardio-pulmonary resuscitation (CPR) training and awareness of concussion dangers in children’s sport.

The Children’s Hospital at Westmead has developed a free online program, ‘CPR Training for Parents,’ to teach the steps involved in cardio–pulmonary resuscitation (CPR) for a baby or a child. This was in response to a large portion of parents who were unaware of what to do in an emergency situation if their child stopped breathing.

The training focussed on the building of skills but emphasised that in an emergency situation, any attempt at CPR was better than none and generally resulted in more positive patient outcomes.

The concussion campaign aimed to teach parents to recognise the signs of concussion and take appropriate action. Contrary to popular belief, most concussion injuries do not involve any loss of consciousness, so it is important for parents to be on the lookout for warning signs which could appear immediately after a bump to the head or body or over the following hours or days.
A new service at The Children’s Hospital at Westmead is making immunisation for children, especially those with other health concerns, easier and safer.

Immunisation is a simple, safe and effective way of protecting children against harmful diseases before they come into contact with them. Immunisation not only protects individuals, but also others in the community, by reducing the spread of disease.

The NSW Immunisation Specialist Service (NSWISS) was launched to coincide with World Immunisation Week, incorporating a drop-in immunisation service, a specialised immunisation clinic and a telephone hotline providing clinical advice and support to immunisation providers in the community.

The Drop-in Immunisation Service captures Hospital patients and their families who can receive vaccinations while attending the Hospital for other appointments.

The Immunisation Specialist Clinic caters to children who are unable to be immunised by standard immunisation providers. They assess children who have previously had adverse effects following vaccination, provide in-depth consultation for families with concerns about vaccine side-effects and provide vaccination under sedation, if needed.

Highly-specialised nursing and medical staff from the National Centre for Immunisation Research and Surveillance are available to provide clinical advice to immunisation providers concerning patients with complex or unusual medical backgrounds or who have previously had an adverse event following immunisation.

The National Centre for Immunisation Research and Surveillance, based at The Children’s Hospital at Westmead, reviewed the Australian Immunisation Handbook this year, updating clinical advice for health professionals on the safest, most effective and timely use of vaccines in their practice.
Patient Experience Week, an inaugural event coordinated by the Clinical Governance Unit, was held across the Network this year. This special event highlighted the positive impact Hospital teams have on patients, families and their overall hospital journey.

It was also an opportunity to acknowledge the outstanding care that is delivered by all Network staff, encouraging greater understanding and ongoing commitment to supporting families in their time of greatest need.

Patient Empathy Zones were set-up at The Children’s Hospital at Westmead and Sydney Children’s Hospital, Randwick, where staff, visitors, patients and families were invited to participate in activities to demonstrate what it might be like to be a patient accessing various hospital services or using unique equipment designed to support our young patients.

Sydney Children’s Hospitals Network is committed to partnering with consumers to provide the very best care. Health care services better meet the needs of families when they have been designed in partnership with them.

This year we established the Network Families and Consumer Council to encourage improved communication, relationships and consultation between patients, families and staff.

Staff are encouraged to consider consumer engagement and consultation in all projects and this has enhanced the quality of services and ensured that our care is more patient-centred.
Hundreds of staff across Sydney Children’s Hospitals Network participated in Change Day for the first time this year. Change Day is a national social movement encouraging the health and community care workforce to pledge to do one thing to improve the health and wellbeing of individuals, communities and the Australian health system.

Pledges came flooding in from individuals and teams across the Network, ranging from professional aspirations to ways to improve communication and staff morale.

Edgar Stephens Ward at The Children’s Hospital at Westmead created an ‘Appreciation Door’ where positive feedback for the team could be displayed from patients or fellow staff.

Other pledges included make kindness contagious, eat more vegetables, email less and talk more, be more motivating to other team members and develop a regime of better self-care to enable more care to be transferred to others.

Chief Executive, Dr Michael Brydon, even got involved, pledging to make time for lunch every day with various colleagues from across the Network.

Change Day was a great success for Sydney Children’s Hospitals Network, demonstrating our very strong commitment to improvement. It also was a chance to highlight that change can be driven from all levels of the organisation, not just from management and staff at the frontline of care.
Network research governance model in place
Formal relationships with hub research partners and other affiliated research entities
 Identified recurrent funding mechanisms to support research activities
Established Clinical and Rare Disorders Research Translation Centres and Population Health Research Collaborative
Established Research Program attracting, supporting and training young clinicians and researchers
OPENING OF THE 3D LABORATORY

A new 3D laboratory that enables engineering and prototyping of orthopaedic implants for children using 3D design and printing was officially opened by the Minister for Health, Jillian Skinner, at The Children’s Hospital at Westmead.

The new laboratory is called EPIC 3D – standing for Engineering and Prototyping Implants for Children. The revolutionary new implants address clinical gaps in paediatric bone health and are tailored for a child’s specific problem, resulting in less time in hospital, shorter healing times and most importantly, better health and wellbeing in day-to-day life.

Globally, hundreds of thousands of children have lower limb deformities from a variety of causes including infection, trauma or developmental disorders. This affects not only how kids move and their independence, but also their state of mind.

A multi-disciplinary team of surgeons, engineers, biomedical scientists and allied health professionals work on the design and development on-site, consulting with manufacturers, both locally and globally.

Prof David Little, world-renowned orthopaedic surgeon, researcher and educator from the Kids Research Institute, is developing innovative treatments for many of his young patients in this laboratory, translating his research into clinical practice.

The NSW Government funded the refurbishment of the laboratory and has helped bring an innovative medical technology to market through the NSW Medical Devices Fund. Donations have funded the purchase of two 3D printers and have enabled two engineers to work on the projects over two years.
Researchers across Sydney Children’s Hospitals Network are engaged in a wide range of projects involving genomic sequencing; technology widely regarded as the future of paediatric health care and research.

Incredible advances in our understanding of the human genome mean we are now at the frontier of diagnosing and treating many genetic rare disorders.

This high-level testing can allow clinical researchers to progress patients with genetic mutations into early intervention programs and provide more effective treatment which will ultimately improve their long-term health outcomes.

Over the last three years, the Institute of Neuroscience of Muscle Research and Sydney Children’s Hospital, Randwick have used ‘Next Generation Sequencing’ to significantly improve diagnostic capabilities. More than 50 per cent of over 400 families included in the project received a specific genetic diagnosis, up from less than 24 per cent previously for this same number of patients.
In a joint initiative of Kids Research Institute, The Children’s Hospital at Westmead and Children’s Medical Research Institute, we are focusing on realising the therapeutic potential of rapid advances in biomedical knowledge.

To treat genetic disorders, faulty genes are repaired and delivered back into the body using vector technology. Kids Research Institute is Australia’s leading group specialising in gene transfer technology and the first in Australia to treat a child with gene therapy.

In a further boost to this aspect of our research, five research teams at the Sydney Children’s Hospitals Network have received a significant funding boost to their projects as part of the NSW Government’s 2015/16 Genomics Collaborative Grants Program. The will allow the advancement of a number of vital research projects.
The new Centre of Research Excellence in the Early Prevention of Obesity in Childhood has been launched, thanks to a $2.4 million funding grant from the National Health and Medical Research Council (NHMRC).

Prof Louise Baur, Leader of the Obesity Research Group at the Kids Research Institute, will head a team of experts from around the world at the new centre based at The University of Sydney. Researchers will be aiming to bridge the current gaps in research, practice and policy and help improve the health outcomes for children as they grow into adulthood.

The team will examine the crucial early years of life, children aged zero to five years, to better understand the importance of good nutrition, exercise and the effects of screen time.

Currently one in five children in Australia is already affected by overweight or obesity by the time they start school. Previous studies have shown that larger body size and rapid growth in the first two years predict the development of obesity, both in later childhood and in adulthood. If there is intervention in the early years of life, when biology is most responsive to change, this is more likely to have sustained effects on health.

The Centre will make a substantial contribution to ending the burden of childhood obesity in Australia and internationally and will help to translate world-leading research into effective and targeted policy programs to reverse the concerning upward trends in childhood obesity.
There is a sustained push by researchers internationally to partner with one another. Sydney Children’s Hospitals Network is at the forefront of this push with well-established partnerships in place with a range of medical research institutes and universities.

These connections allow for valuable sharing of research facilities, infrastructure, data and discoveries. By working together, researchers can gain a better understanding of childhood conditions, ultimately resulting in more innovative and effective treatment options.

In partnership with the George Institute for Global Health, the Children’s Hospital Burns Research Institute at The Children’s Hospital at Westmead have embarked on a project to identify reasons why serious burn injuries are more prevalent in Aboriginal and Torres Strait Islander communities, identifying prevention strategies and designing more cost-effective and clinically and culturally-appropriate treatment options.

A team of researchers from our National Centre for Immunisation Research and Surveillance has been awarded a grant to expand upon our national partnership of major paediatric hospitals in Australia – the Paediatric Active Enhanced Disease Surveillance (PAEDS) Network.

The research team will be undertaking a novel and systematic examination of how factors related to effectiveness and uptake of vaccination contribute to controlling influenza and pertussis in Australian children. An average of 2,700 children are hospitalised from these diseases each year.

These partnerships are also more formally recognised by our active leadership roles in Sydney Health Partners with University of Sydney and others, the Academic Health Science Partners with University of New South Wales, University of Technology and University of Western Sydney and others and Paediatrio with Children’s Medical Research Institute, Children’s Cancer Institute of Australia and others.

As a Network, we will continue to improve mechanisms to enable efficient collaboration for translational research. We will also continue to nurture the hub models adopted at both campuses to capitalise on economies of scale and maximise funding opportunities.
EDUCATION

EDUCATION OBJECTIVES

• Highly skilled workforce developed through the utilisation of contemporary education models
• Recognised leader in the provision of paediatric Simulated Learning Environments
• Established clinical, teaching partnerships with international partners
• A state–wide education and clinical support role, increasing paediatric health care capacity in NSW
• The Network will be a favoured employer for graduates
Sydney Children’s Hospitals Network is pioneering in the inclusion of clinical ethics as part of the training for clinical staff, with the appointment of a Clinical Ethics Coordinator and presenting a series of forums.

The Clinical Ethics Coordinator is a new position that supports clinical staff to consider the many complex ethical issues surrounding the provision of paediatric health care and healthcare decision-making. Interactions between patients and health care professionals are at the heart of health care. These interactions have an essential ethical dimension that may at times be challenging. Supporting professionals to meet those challenges can help ensure that patient care is provided in an ethically appropriate way.

Sydney Children’s Hospitals Network and NSW Health held a Clinical Ethics Forum at The Children’s Hospital at Westmead this year.

The forum explored ethical issues in paediatric end-of-life care through a mix of presentations, case scenarios and interactive panel discussions. The case scenarios were composites drawn from common real cases. An important feature of this forum was the inclusion of a parent representative to provide insight into a parent’s experience of paediatric end-of-life care.

A forum on artificial nutrition and hydration was also held. Decisions about commencing or withholding/withdrawing life-sustaining treatments, including artificial nutrition and hydration, are often complex from a clinical perspective. They are also challenging from an emotional perspective for parents and healthcare professionals. This forum helped to build skills for staff to deal with these issues in a clinically-appropriate way within a family-centred environment.
The NSW Anaphylaxis Education Program recently received two prestigious awards at the Treasury Managed Fund Awards for Excellence.

These awards are held annually to celebrate the achievements in risk management by NSW Public Sector agencies that are covered by the Treasury Managed Fund. The program, with the education arm based at The Children’s Hospital at Westmead, received awards in the categories of ‘Process Innovation’ and ‘People’s Choice’ for management of anaphylaxis in NSW Government Schools.

The Anaphylaxis Education Program is a sustainable, evidence-based, best practice staff training program for over 150,000 staff members in over 3000 NSW public schools. There is currently no other region worldwide which has similar comprehensive, standardised school-based anaphylaxis education.

Anaphylaxis is a severe form of allergic reaction which requires the use of emergency medication – epinephrine injection, also known as an EpiPen. Anaphylaxis education and training is essential for schools, with numbers of children suffering from potential life-threatening allergic reactions on the increase. Anaphylaxis can be caused by a variety of triggers including food, insect bites and medications.

The Children’s Hospital at Westmead works closely with the Department of Education, Catholic Education Commission and Association of Independent Schools NSW to provide education, specific advice for children at risk and input into school policies.

The Recognition and Management of Anaphylaxis Program has been developed in conjunction with the NSW Department of Education. Government school staff are required to complete this training annually, complementing the mandatory e-learning course that they complete every two years.
The Back on Track Program, a unique education support service for children with cancer, has been officially launched at Sydney Children’s Hospital, Randwick.

Designed to keep students connected to their learning, their peers and their school community, Back on Track first commenced at The Children’s Hospital at Westmead in 2006. This program has supported over 500 primary and high school children from all areas of NSW.

Children often experience an extended absence from school following intensive treatment such as radiation therapy, chemotherapy or a bone marrow transplant. Fear of repeating the school year, falling behind and missing out on learning opportunities and social activities are very real concerns for children and their families.

The Back on Track program is multifaceted in the support it provides. The Westmead service specialises in advocacy on behalf of the child and their family, keeping schools informed about the educational and social impact of the child’s illness and treatment, facilitating learning and establishing and strengthening social supports, transitioning children back to school after treatment and ongoing support.

The Randwick service is designed to provide learning support for children in the outpatient clinic as well as on the wards.

The Back on Track program is a vital service to children, families, medical and allied health teams and school communities. The program is funded by the Fight Cancer Foundation and provided by the Children’s Hospital Education Research Institute (CHERI).
By continuing to invest in telemedicine programs, Sydney Children’s Hospitals Network is not only expanding the reach of specialist care but also improving the skills of health professionals in remote locations.

Telemedicine is the use of telecommunication and information technology to provide clinical health care from a distance. It helps eliminate distance barriers and can improve access to medical services that would often not be consistently available in distant rural communities. It is also used to save lives in critical care and emergency situations.

The NETS Vision for Life Program is one example of how telemedicine is saving lives and sharing expertise. More than 50 Vision for Life cameras have been installed in children’s wards around NSW. Doctors on–site can call specialists at NETS if they are concerned about a child’s condition. Access to this service helps save children’s lives, reduces misdiagnosis and the unnecessary use of expensive aeromedical transport.

With a camera mounted in the ceiling that is wirelessly connected to a headpiece, NETS specialists can see the patient remotely via a computer screen and can assist with visual diagnosis and life-saving treatment. If necessary, a NETS team will retrieve the child and provide intensive care while transferring them to The Children’s Hospital at Westmead or Sydney Children’s Hospital, Randwick.

The Children’s Hospital at Westmead’s Complex Pain Clinic has also introduced a telehealth option for patients this year. A clinic appointment can be made and patients can dial in at their scheduled time to have their consultation with a medical specialist in the comfort of their own home.

The State Burns Service at The Children’s Hospital at Westmead is also using this telehealth technology to support clinicians in the local management of less severe burns injuries.
NETWORK LEADERSHIP
The Sydney Children’s Hospitals Network Board brings together expertise in the fields of health, paediatrics, management and finance. The Board advises on planning, policy development and management across the Network.

**Chair**  
Prof Christine Bennett AO

**Board Members**  
Mr Richard Alcock  
Prof Louise Baur AM  
Dr Abby Bloom  
Mrs Joanna Capon OAM  
Mr Jack Ford  
Prof Adam Jaffe  
Mrs Renata Kaldor AO  
Mr David Nott  
Emeritus Prof Kim Oates AM  
Dr Robyn Shields AM  
Prof Donna Waters  
Mr Jeremy Wright

**Ex-officio Invitees**  
Dr Michael Brydon  
(Chief Executive)  
Prof Les White  
(NSW Chief Paediatrician to March 2016)  
Dr Mary McCaskill  
(Executive Medical Director)  
Prof Ralph Cohen  
(Medical Staff Council – SCHN Westmead nominee)  
Dr Christopher Webber  
(Medical Staff Council – SCHN Randwick nominee)

**Attendees**  
Mr Brian Jackson  
(Director of Finance and Corporate Services)
The team of Executive Directors for the Sydney Children’s Hospitals Network are dedicated to the Network’s vision ‘Children First and Foremost’, providing world-class health care for children and significant support services for families.

**Chief Executive**
Dr Michael Brydon (Acting to May 2016, officially appointed to the role in May 2016)

**Director of Clinical Operations**
Dr Emma McCahon (Acting)

**Director of Clinical Integration**
Ms Cheryl McCullagh

**Director of Clinical Governance**
Dr Glen Farrow

**Director of Nursing, Midwifery and Education**
Ms Sally Whalen (Acting to January 2016)
Ms Debra Cutler (From January 2016)

**Director of Finance and Corporate Services**
Mr Brian Jackson

**Director of Workforce Development**
Mr Ian Fuller

**Director of Community Relations and Marketing**
Ms Gilly Paxton

**Director of Research**
Prof Chris Cowell

**Executive Medical Director**
Dr Mary McCaskill

**Director of Allied Health**
Ms Lyn Biviano (To June 2016)
Ms Ruth Baker (From June 2016)
AUDIT AND RISK MANAGEMENT COMMITTEE

Independent Chair
Mr Kevin Doyle

Members
Mr John Dunlop
(Independent Member)
Ms Susan Lenahan
(Independent Member)
Ms Dianne Hill
(Independent Member)

Dr Michael Brydon
(Chief Executive)
Mr David Nott
(Board Representative)

FINANCE AND PERFORMANCE COMMITTEE

Chair
Mr Richard Alcock
(Board representative)

Members
Dr Michael Brydon
Mr Brian Jackson
Ms Cheryl McCullagh
Dr Glen Farrow
Mr Majed Akil
Mr Alan Ching
Ms Gilly Paxton
Mr Ian Fuller
Mr Colin Murray

Ms Sally Whalen (To January 2016)
Ms Debra Cutler (From January 2016)
Mr Bill Vargas
Prof Chris Cowell
Mr David Loy
Dr Emma McCahon
Mr Stuart Deck
Mr David Nott (Observer)
The Health Care Quality Committee is the peak safety and quality committee within the Sydney Children's Hospitals Network. The Health Care Quality Committee monitors the quality and safety of health care and services provided by the Network to ensure continuous improvement in the quality of health care and service provision.

The Health Care Quality Committee advises the Sydney Children's Hospitals Network Board of any issues of concern in relation to the quality and safety of health care and services provided within the Network.

**Chair**
Prof Donna Waters  
(Board representative)

**Members**
Mrs Joanna Capon  
(Board representative)
Dr Michael Brydon  
Dr Glen Farrow  
Ms Cheryl McCullagh  
Dr Hala Katf  
Ms Lyn Biviano (To June 2016)  
Ms Ruth Baker (From June 2016)  
Dr Emma McCahon  
Dr Mary McCaskill  
Ms Sally Whalen  
Dr Matthew O’Meara  
Dr David Lester-Smith  
Ms Brenda Gillard  
Dr Joanne Ging  
Ms Kathy Weir  
Ms Jennifer Mirto  
Mr Michael Morris (Consumer Representative from June 2016)
The Sydney Children’s Hospitals Network Clinical Council is a key leadership group that provides advice to the Board and Executive on clinical matters affecting the Network. Some key responsibilities of this group include planning efficient allocation of clinical services, assisting to implement new clinical strategies, translating national and international best practice into local delivery of services and communicating to clinical staff.

**Chair**
Dr Mary McCaskill, Executive Medical Director

**Executive Members**
Dr Michael Brydon, Chief Executive
Ms Lyn Biviano, Director, Allied Health
Dr Emma McCahon, Acting Director, Clinical Operations
Dr Glen Farrow, Director, Clinical Governance
Ms Cheryl McCullagh, Director, Clinical Integration
Ms Sally Whalen, Acting Director of Nursing (To January 2016)
Ms Debra Cutler, Director of Nursing (From January 2016)

**Clinical Council Members**
Dr Patrick Aldridge, Chief Resident Medical Officer (SCH)
Dr Stephen Alexander, Staff Specialist, Nephrology (CHW)
Dr Matthias Axt, Staff Specialist, Orthopaedics (CHW)
Dr Nadia Badawi, NICU (CHW)
Dr Philip Briton, Fellow, Emergency Department (CHW)
Ms Helen Bullot, Nursing Unit Manager (SCH)
Ms Chrissy Ceely, Patient Safety Manager (SCHN)
Ms Natalie Duns, Transitional Nurse Practitioner (CHW)
Dr Joanne Ging, Staff Specialist, General Medicine (CHW)
Dr Sean Kennedy, Chair, Medical Staff Council (SCH)
Dr Christine Lau, Staff Specialist (SCH)
Ms Michelle Lincoln, Nurse Manager, Oncology (CHW)
Ms Catherine McKersie, Social Worker (SCH)
Dr Kristen Neville, Staff Specialist, Endocrinology (SCH)
Dr Tracey O’Brien, Staff Specialist, Oncology (SCH)
Dr Yishay Orr, Staff Specialist (SCHN)
Dr Nick Pigott, Medical Staff Council Representative (CHW)
Dr Karen Zwi, Clinical Program Director – CARPA (SCH)
FINANCIAL OVERVIEW
Operating Results

The 2015/16 year marked the fourth year of operation in an Activity Based Funding (ABF) environment. The Network was funded according to activity determined by the efficient price across a range of program areas. For the financial year 2015/16 The Sydney Children’s Hospitals Network overall Net Result was $5.3 million favourable compared to budget.

The general Fund Net Result was on budget. The Special Purpose and Trust Fund Net Result was $5.3 million favourable. This was contributed mainly by the following:

• grants and contributions $8.2 million favourable to budget
• sales of goods and services $2.3 million favourable to budget
• other sources of revenue $2.7 million favourable to budget
• investment income $3.9 million unfavourable to budget
• employee related expenses $2.9 million unfavourable to budget
• grants expenses $1.3 million unfavourable to budget

Activity Targets (NWAU)*

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* National Weighted Activity Units