

The Sydney Children's Hospitals Network (Randwick & Westmead)

Date	Wednesday, 7 November 2018
Time	9am to 10.45am (SCHN Annual Public Meeting Commences at 11am in the John Beverage Lecture Theatre)
Location	Boardroom, Level 9, The Bright Alliance, Sydney Children's Hospital, Randwick
Membership	<p>SCHN Board members Professor Christine Bennett AO (Chair) Professor Louise Baur AM Dr Abby Bloom Ms Joanna Capon OAM Mr Jack Ford Ms 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 (MSC SCH Representative) Dr Kathryn Carmo (MSC CHW Chair) 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) Ms Kate Hurle, Acting Manager Executive Services (Board Secretariat)</p> <p>Invitees Ms Sally Laugesen, Associate Director, Organisational Development and Workforce Strategy (Agenda Item 4.1.2) Mr Ian Fuller, Director of Workforce (Agenda Item 4.1.2)</p>
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Agenda

Sydney Children's Hospitals Network Board Meeting

7 November 2018

ITEM	By Exception *	DESCRIPTION	RESPONSIBILITY	PAGE NO.	TIME	ACTION REQUIRED
1		Administrative Matters			5 min	For noting
		<i>A Non Executive Director's Session was held from 8am to 9am. Mr Mick Reid and Dr Michael Brydon were in attendance. The SCHN Board meeting commenced at 9am and adjourned at 10.45am to allow attendance at the Annual Public Meeting</i>				
		1.1 Welcome and Attendance	Chair	-		
		<p>Members</p> <p>Prof Christine Bennett (Chair) Mr David Nott (Deputy Chair), Professor Louise Baur AM, Dr Abby Bloom, Mr Jack Ford, Ms Renata Kaldor, Mr Bruce MacDiarmid, Professor Kim Oates AM, Professor Donna Waters, Mr Jeremy Wright, Professor Les White AM,</p> <p>Ex officio invitees</p> <p>Dr Michael Brydon, Mr Brian Jackson, Dr Matthew O'Meara, Dr John Lawson, Dr Mary McCaskill Dr Susan Russell</p> <p>In attendance</p> <p>Mr Duncan Makeig (via teleconference), Mr Ian Fuller, Director of Workforce and Ms Sally Laugesen, Associate Director, Organisational Development and Workforce Strategy (Agenda Item 4.1.2)</p>				
		1.2 Apologies	Chair	-		
		Dr Abby Bloom (NB Dr Bloom attended the NED session via teleconference), Mrs Joanna Capon, Dr Kathryn Carmo, Dr Robyn Shields				
		1.3 Declaration of Conflicts of Interest	Chair	-		
		No conflicts of interest were raised.				
2		Minutes and Action Items				
		2.1 Review of Minutes of meeting held on 3 October 2018	Chair		5 min	For approval
		<p>The minutes of the October 2018 were reviewed and accepted subject to minor amendments.</p> <p>There was discussion regarding the adequacy of resources for bullying raised at the last meeting and comments regarding concerns around corporate culture results from the recent People Matter survey and associated recent media coverage. Whilst SCHN came out on the lower end of the spectrum in these, it was agreed that more needs to be done in this area. The CE outlined the range of actions the organisation is taking.</p>				
		2.2 Matters Arising from Previous Meeting				
		2.2.1 Review of Action Table	Chair		5 min	For noting
		All actions arising from the previous meeting have been actioned as per the agenda.				

2.2.2 Cardiac Services Update

Chief Executive

5 min For noting

The Chair advised that a comprehensive discussion regarding the Cardiac Services report occurred at the Non-executive director's session. This included consideration of the identified barriers and establishing the way forward.

Correspondence received from the Chair of the SCH MSC concerning the review process and some content of the report was also reviewed at that session. Although the original intention was to issue an agreed steering committee report, this was considered not possible and so the report was issued by the lead facilitator to the Chief Executive. It was reinforced that the Cardiac Services report is the outcome of a facilitated process of the Cardiac Services team including wider consultation. Each of the issues raised by various members of the steering group had been specifically considered by those compiling the report and the facilitator and it was their judgement to include, exclude or amend drafts of the report. Nevertheless, it has been recognized that the wording of the report currently emphasises the "barriers" rather than the potential solutions and the strategic intent of the Board for this service line. It was agreed that the Board Chair request some strengthening in the Report of the context and strategic direction.

The summary brief and draft terms of reference provided for the next phase of the Cardiac Services were noted. Following discussion, it was agreed that the Terms of Reference would be amended to specifically state that the working group will implement the "one service, two site model" and that the working group will also report monthly to the Board via the Chief Executive.

Dr Mary McCaskill, Executive Director will Chair the Implementation Committee and the Board expressed thanks to Dr McCaskill for taking this forward. The importance of the medical staff supporting the process going forward to successfully implement the Network's strategy was emphasized and the challenges in securing this engagement were acknowledged.

Action: The Board Chair will give feedback to Mr Reid to increase the focus on the overall strategic direction underlying the purpose of the report.

The agreed amendments will be made to the Terms of Reference of the Phase 3 Implementation Committee

Monthly progress reports to be provided to the Board from the Implementation Committee.

3 Work Health and Safety Reporting

3.1 Safety Pause

Chair

5 min

Prof Waters reported that, prior to the commencement of the Board meeting, she visited a number of areas of the Hospital including the Emergency Department, Intensive Care Unit, Oncology and Neurology. The overall calmness of the environments was noted. It was observed that the clutter in some areas could be a potential safety concern and a clean-up was recommended. The positive impact that the LEAN program has had in areas where it been implemented was noted.

Action: Extension of the LEAN strategy to more clinical areas to be considered.

3.1.1 SCHN Response to Bullying

Chair

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The brief provided in response to the matters raised during the October Safety Pause was noted.

Discussion considered the available resources to support staff and managers to respond to increasing allegations and instances of poor behavior as well as the complexities that can arise. It was noted that the engagement of partner organizations such as the medical colleges and unions is largely positive in this area.

It was noted that performance appraisal compliance is an area of ongoing challenge. Strengthening manager's skills in this area would be a means of preventing situations escalating towards unacceptable behaviors.

It was reflected that the influence on culture that comes from the senior leadership a key factor; the Network's "It Starts with Me" campaign is well placed in this regard.

Action: The Board requested to be updated on progress of Performance Review rates and the "It Starts with me" campaign

It was noted that the visibility of the Board is also an important factor in engagement and agreed that communication regarding engagement opportunities will be improved.

In relation to one of the three main matters that one would change if one could, being that of the increasing resources, it was noted that there is a need to ensure that expectations of staff are aligned with what is achievable; the communication strategy is essential in this regard.

Action: Schedule of Upcoming engagement opportunities to be regularly communicated to the Board.

An update of the results of the Phase 1 action plan developed in response to the survey by May 2019.

5 Matters for Discussion/Approval					
5.1	SCHN Strategy: “The Sydney Way” / “Working together for Children”	-	20 min		For discussion and approval
	This item was held over to the December 2018 meeting.				
5.2	Patient Care Capacity – Focus on emergency Department Access: Issues and Strategies	Chief Executive -	10 min		For discussion and approval
	The provided report was noted. Further updates on progress of improvement strategies will be provided at the December 2018 and March 2019 meeting, especially in regards to emergency services.				
6 Standing Reports					
6.1	Chair’s Report	Chair	-	5 min	For noting
	The Chair provided a verbal report, highlighting the following points: <ul style="list-style-type: none"> The recent Board Members Conference (report noted) and Australian Institute of Company Director’s Course have both provided valuable perspectives on the governance obligations of the Board as a whole, its individual members and the Chair. Discussions have reflected on the distinction between governance and management and the need for the Board to constructively question and test management. <p>It was noted also that the Board documentation needs to be considered in this framework to ensure that the business papers are meaningful and transparent.</p> <p>It was agreed that the Board will provide feedback to the Chief Executive on areas identified during the AICD program for further consideration to strengthen the Network’s governance processes. These will be collated for discussion ed at the December future meeting.</p> <ul style="list-style-type: none"> The ongoing work to secure funding for Stage One planning for the SCH Emergency Department and Comprehensive Cancer Centre redevelopment was noted. No confirmation has been received at this time. Members were encouraged to attend the Annual Public Meeting at the conclusion of the meeting. <p>Action: Board will provide feedback to the Chief Executive on areas where further consideration is needed to strengthen the Network’s governance processes. These will be collated for discussion at the December meeting.</p>				
6.2	Chief Executive’s Report	Chief Executive	-	10 min	For noting
	The provided report was noted with the following key points highlighted: <ul style="list-style-type: none"> Some challenges have arisen regarding the SCH Ophthalmology Clinic related to resourcing and clinic management. This is being addressed with the support of the SCHN Clinical Program Director and Prince of Wales Hospital Management. The CHW surgical waiting list is under additional pressure currently. This is being closely managed to minimize impact on patients. Based on current early projections; the end of year financial result may be \$10 – \$15 million unfavorable. Discussions and negotiations will continue with NSW Health as previously agreed. 				

6.3	SCHN Performance Report - September 2018 The provided report was noted.	Chief Executive	5 min	
6.4	Capital Works Report The provided report was noted.	Chair – CWSC		
6.5	Foundation Report The provided report was noted.	Chief Executive/ Chair SCHF	5 min	For Noting

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Sub-Committee Reports

7.1	Finance and Performance Committee 7.1.1 Director’s Report September 2018 7.1.2 Endorsed Minutes August 2018 The minutes and Director’s report were noted.	Director Finance and Performance	5 min	
7.2	Health Care Quality Committee 7.2.1 Director’s Report September 2018 7.2.2 Endorsed Minutes August 2018 The minutes and Director’s report were noted.	Chair HCQC	5 min	
7.3	Medical and Dental Appointments Advisory Committee 7.3.1 Director’s Report September 2018 The minutes and Director’s report were noted.	Chief Executive	5 min	
7.4	Capital Works Sub Committee 7.4.1 Chair’s Report September 2018 The minutes and Director’s report were noted.	Chair CWSC	5 min	
7.5	Clinical Council 7.5.1 Director’s Report Nil Report	Executive Medical Director	5 min	

7.6 **Audit and Risk Committee** **Deputy Chair**

7.6.1 **Endorsed Minutes**
12 July 2018

7.6.2 **Draft Minutes**
4 September 2018

The minutes and Director's report were noted.

8 Correspondence Received

8.1 **Nil Correspondence** **Chair** -

9 Next meeting

Location	Time and date	Strategic Focus Area
Level 4, Boardroom Executive Office Westmead	8.30am Wednesday, 5 December 2018	Early Years Interventions