

Meeting name	Sydney Children's Hospital Network Board
Date	Wednesday, 6 November 2019
Time(s)	8am to 9am – NED Meeting 9am – SCHN Board meeting commences 10.15 am – Break 10.30am - Meeting recommences, Executive invitees to join meeting
Location	Boardroom, Executive Unit, Level 4 The Children's Hospital at Westmead
Membership	<p>SCHN Board members Mr David Nott (Acting Chair), Professor Donna Waters (Deputy Chair), Professor Louise Baur AM, Dr Abby Bloom, Ms Joanna Capon OAM, Mr Jack Ford, Ms Jane Freudenstein, Dr Elizabeth McEntyre, Mr Bruce MacDiarmid, Professor Kim Oates AM, Mr Jeremy Wright Professor Les White AM</p> <p>Ex officio invitees Adjunct Associate Prof Cheryl McCullagh, Acting Chief Executive, Dr Susan Russell (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), Mr Duncan Makeig (Board Chair, Sydney Children's Hospital Foundation)</p> <p>In attendance Ms Kate Hurle, Manager Executive Services (Board Secretariat)</p>
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				
1.1	Acknowledgement of Country	Chair	-		
	The Chair opened the meeting with an Acknowledgement of Country and welcomed members to the November 2019 Board meeting.				
1.2	Attendance and Apologies	Chair	-		
	Present (Members): David Nott (Acting Chair) Abby Bloom, Joanna Capon Jack Ford, Jane Freudenstein, Elizabeth McEntyre, Bruce MacDiarmid, Kim Oates, Jeremy Wright Professor				
	Apologies (Members): Donna Waters, Louise Baur, Les White				
	Present (Ex-Officio Invitees): Cheryl McCullagh (Chief Executive) Mary McCaskill, Colin Murray, Matthew O'Meara				
	Nicola Stokes (CEO) and Yvonne Stewart, Sydney Children's Hospital Foundation (Item 5.1) Megan Shaw, SCHN Sustainability Officer (Item 6.6)				
	Apologies: (Ex-Officio Invitees): Kathryn Carmo, Duncan Maikag, Susan Russell				
1.3	Declaration of Conflicts of Interest	Chair	-		
	No conflicts of interest were declared.				
2.0	Administrative matters				
2.1	Review of Minutes of meetings held 2 October 2019	Chair			
	The minutes of the October 2019 meeting were accepted.				
2.2	Matters Arising from Previous Meeting	Chair / CE			
	The Action Table was reviewed and pending items noted				
3.0	SCHN Chair and CE Update				
3.1	Chair's Report	A/Chair			
	The Chair provided a summary report to the meeting on key matters at hand, including the governance review status. In particular, he noted that decisions rest with the Minister's office but in the meantime, we are charged with the responsibility of managing this Network.				
3.2	Chief Executive Report	CE			
	a) Governance Review and Cardiac Services				
	The provided report was reviewed and noted.				
	b) SCHN Executive Staffing Update				
	The provided report was reviewed and noted.				
	c) Significant Employee Relations Update				
	The provided report was reviewed and noted.				

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	d) Comprehensive Children's Cancer Centre The provided report was reviewed and noted.				
4.0	Finance / Infrastructure / Systems & Processes			30mins	

4.1 Finance and Performance

a) Chair's Report – Finance and Performance Committee (including Service Agreement Negotiations Update)

Chair – F&PC /
DFCS

The detailed report was noted and discussed. Employee Related Expenses (salaries and wages) continue to be the primary and largest driver of the unfavourable results which directly derives from the continued high levels of activity. Reduction in revenue related to changes in Private Health insurance is an ongoing area of concern.

Strategies focussed on leave management, particularly maximising the opportunities over the end of year period, as well as initiatives to support close focus on FTE will continue.

It was noted that discussions regarding the Service Agreement are ongoing and that the Agreement has not been confirmed at this time. A meeting with senior Ministry of Health representatives and Board delegates is scheduled for 12th November.

4.2 Infrastructure

CE / DFCS /
DCO

b) Chair's Report Capital Works Subcommittee

The opening date of the Westmead Acute Services Building (ASB) has been confirmed as 20/10/2020.

The CWSC Chair advised that the relocation of the CHW carpark is the key issue to be resolved at this time. There is a limited timeframe for this carpark to be moved because it will be needed when the Acute Services Building (ASB) is opened. The location of an alternate location will be discussed further at the next sub-committee.

Correspondence received which queried the planning process for the future location of NETS was discussed, noting that there are two aspects to be considered, being both the long term planning for the service location and the strategy to maximize the effectiveness and staff well-being at the current location. It was acknowledged that further investigation of the optimal location in the longer term is required to allow appropriate planning; this will be influenced by the outcome of the Governance review and needs to be considered once that is known. The means of supporting the staff most effectively at the current location was referred to the SCHN Executive for management.

Action: Consideration of future NETS location will be placed on the Action list pending the announcement of governance decisions.

a) Redevelopment Update – SCH

The provided report was reviewed and noted.

b) Redevelopment Update – CHW

CE

The provided report was reviewed and noted.

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	c) Asset Strategic Plan				
	The Asset Strategic Plan as submitted to the Ministry of Health was noted.				
	4.2.1 Health Minister and Member for Vaucluse Randwick Campus Redevelopment site visit	CE / Chair			
	It was noted that this event will impact on the schedule of the SCHN Board meeting for December. It was agreed that an alternate session will be arranged for members not attending the redevelopment event and the meeting time extended to account for the impact.				
	Action: The time and format of the December 2019 Board meeting to account for the attendance of the Chair and CE at this event.				
4.3	Risk Management	CE			
	a) SCHN Operational Risks				
	The Operational Risk report was reviewed. The CE advised that this would be updated to reflect the significant funding for equipment that has recently been provided by SCHF.				
	b) SCHN Strategic Risks				
	The Strategic Risk report was reviewed. A query was raised regarding the status for the risk of impact on staff retention of the continued uncertainty arising from the governance review. The CE noted that that there has not been an impact reflected in turnover at this stage.				
	c) Quarterly Report to Ministry of Health				
	The quarterly report prepared for the Ministry of Health was noted.				
4.4	Clinical Integration and Information Services Update	CE			
	The provided report was reviewed and noted. This significant work undertaken to support the role-out of EMM at Sydney Children's Hospital was acknowledged with gratitude.				
4.5	SCHN Accreditation Status Update	A/DCG			
	The preparation for the accreditation survey in March 2020 was noted. It was noted that the Health Care Quality Committee have oversight of this process.				
5.0	Strategic Focus - Partnerships				
5.1	Presentation: Sydney Children's Hospitals Foundation				Presentation
	Nicola Stokes (CEO) and Yvonne Stewart were welcomed to the meeting.				
	Ms Stewart presented the upgraded SCHF website. This integrates the multiple fundraising identifies into one platform and is designed to provide a seamless experience for donors, whether they are looking for the Foundation itself or one of the entities which it supports. It was queried whether future reporting would be available on the donor engagement with the entities through the sites; this was confirmed.				
	The significant improvement in the connectively and identify of the new website was commended and it was agreed that the SCHN Board will be notified when the site goes live.				
	Action: Web-link to be distributed to SCHN Board when the launch of the new site occurs.				

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	<p>Ms Stokes presented to the Board an update of the Foundation's progress and achievements over the past year.</p> <p>A scorecard assessment process has been undertaken against the domains of engagement, reputation, efficiency and culture. SCHF achievements across all domains were high, with particular note made of the culture domain, where the target was considerably exceeded. The financial results in terms of funds raised and funds transferred to the Network were also excellent, having met expectations. This is particularly admirable in the period of change that has occurred for the organisation over the past 18 months.</p> <p>The "Curing Homesickness" campaign was noted as a major achievement for 2019, with targets exceeded and an exceptional response on social media. A positive relationship with the corporate partner has been formed and future opportunities will be explored.</p> <p>The Christmas Campaign is now commencing. "Lights for Kids" will continue, together with a new campaign "Treatment over Toys" aimed at encouraging corporate donors to consider financial support over toy drives and similar activities.</p> <p>Ms Stokes notes that the current uncertainty regarding the future governance of the Network has been of some concern to donors, however SCHF has been increased its communications with major donors, emphasising that the Hospitals will continue to provide vital services to children regardless of any change in governance models.</p> <p>The future membership of the SCHF Board was raised, noting previous discussions that future recruitment would seek to engage representatives from the Western Sydney area. Ms Stokes advised that there are two positions currently being recruited and that the overall balance of the SCHF's Board will be considered as part of this.</p> <p>The Board expressed their appreciation and admiration of the Foundation's support and achievements over the past year. The support provided for has enabled vital equipment, clinical Fellowship and innovations technology which support the provision of the best possible care for children.</p> <p>Action: Secretariat to liaise with SCHF to establish timing of updates for 2020</p>				

Domain Updates					
6.0	Safe, excellent child and family centred care				
6.1	KPI's against Service Agreement	CE			
	The performance data was reviewed and noted				
6.2	Health Care Quality Committee – Chair's Report	Chair – HCQC			
	The provided report was reviewed and noted.				
	6.2.1 – Quality Account 2018 – 2019				
	The SCHN Quality Account was submitted for the Board's endorsement. Discussion commended the Clinical Governance team on the production of a high quality report which was noted to be comprehensive and detailed and also well presented.				
	Action: The SCHN Quality Account 2018 – 2019 was endorsed for submission to the Ministry of Health				
6.3	Clinical Council – Chair's Report	Chair – HCQC			
	On behalf of the Members of the Council, the CC Chair invited the Board to nominate Board attendees for 2020. It was noted that Prof White had requested that his interest be expressed in his absence. This nomination was supported and it was agreed that a second representative with a non-clinical background would also be identified. The option of rotational attendance was also considered.				

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	Action: It was agreed that Prof White's nomination to represent the Board on the Clinical Council for 2020 be accepted. The meeting schedule will be considered by other members to identify a second nominee/s, potentially on a rotation basis.				
6.4	Clinical Operations Report The provided report was reviewed and noted.	CE			
6.5	Clinical Services Direction The provided report was reviewed and noted. The positive progress and engagement from both staff and consumers was acknowledged.	Chair – CC			
6.6	Sustainability Strategy (including presentation from Project Lead – Sustainability Program) Megan Shaw, Sustainability Officer was welcomed to the meeting. Ms Shaw outlined the background to the establishing of the SCHN Sustainability program and the progress that has been made to date. The program has been driven by a small group of very committed staff, and has implemented a range of strategies including: <ul style="list-style-type: none">- Improved recycling programs including batteries and plastics from clinical areas- Reduction in water use- Repurposing of clinical equipment for use overseas rather than disposal Discussion then focused on how to maximise the impact of the program going forward. The redevelopments were noted as a significant opportunity to include environmental impact in all stages of planning. It was noted that this is included for Westmead Stage 2 and Randwick Stage 1. Strong support was expressed by the Board for SCHN setting an ambitious emission reduction target, noting that this would need to be supported with a suite of measures to monitor progress. Opportunities to explore carbon offset programs were also strongly advocated. Undertaking the process requires the identification of the current "footprint" of SCHN as a required first step. The need for increased support and leadership from senior management to enable further and substantial gains to be made was acknowledged, as was the importance of embedding consideration for environmental impact into everyday decision making. The opportunity to engage patients and young people through this program was noted. The Sustainability Officer becoming an attendee of the Finance and Performance Committee once measures related to sustainability are developed was suggested and will be considered further once a target is identified. The Board noted that positive progress has been made, especially given the limited resources allocated and supported an increased focus on this in the future. It was agreed that Ms Shaw will investigate further the obtaining of the current footprint with the aim of setting a reductions target and strategy and be invited to report progress again to the Board in early 2020. Action: SCHN Sustainability Officer will investigate further the obtaining of the current carbon footprint with the aim of setting a reductions target and strategy and be invited to report progress again to the Board in early 2020. Following the development of measurable targets, the DFCS will invite the SCHN Sustainability Officer to attend the Finance and Performance Committee	CE			
7.0	People and Culture / Education				
7.1	Work Health and Safety a) Quarterly Report b) Monthly Report The provided report was reviewed and noted.	CE / DoW			

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7.2	<p>Appraisal Compliance Report</p> <p>The provided report was reviewed and noted. The Board remains concerned about the large number of staff appraisals that have not been done and has again asked the Interim CE to address this.</p>	CE / DoW			
7.3	<p>Director's Report – Medical and Dental Appointments Committee</p> <p>Dr McCaskill noted that Mr Dunlop, Chair the MDAAC has identified that it is timely that the Board review their delegates on this committee (being Mr John Dunlop and Prof Adam Jaffe). The Board noted the high standard of the performance of this delegation and supported its continuance. Action: The Board endorsed the continuation of the appointment of John Dunlop and Adam Jaffe as the Board's representatives on the MDAAC committee.</p>	CE / DCG			
7.4	<p>Nursing and Education directorate Report</p> <p>The provided report was reviewed and the significant achievements and focus on engagement of the directorate over the past twelve months commended. The Board expressed their thanks to Sally Whalen for her leadership as Director of Nursing, Midwifery and Education.</p>	CE			
7.5	<p>SCHN Aboriginal Workforce Forum</p> <p>SCHN is currently not meeting set targets in Aboriginal Employment. This forum aims to identify the current barriers to recruitment and retention so as these can be better addressed. The support of the Board through identifying members to attend was requested. It was agreed that the invitation be shared with all members, with E McEntyre, J Wright and J Capon advising that they would attend. Action: The invitation to the SCHN Aboriginal Workforce Forum will be distributed to all members.</p>	CE			
7.6	<p>Safety Pause</p> <p>The Chief Executive shared the impact of the introduction of the Peer Worker program in Mental Health. It was noted that this has been a powerful support to both staff and patients, with a strong impact arising from staff identifying unconscious bias that they may hold.</p>	CE			
8.0	Partnerships and Networks			15mins	
8.1	<p>Chair's Report – Stakeholder Engagement and Communications Committee</p> <p>The SECC Chair advised that the Terms of Reference are undergoing a review to better meet organisational needs. This revision will be provided to a future Board meeting for endorsement</p>	Chair – SECC / CE	-		
8.2	<p>Communications Update</p> <p>The provided report was reviewed, noting the progress in embedding more frequent CE communication.</p>	CE			
8.3	<p>Schedule of Upcoming SCHN Events</p> <p>The schedule of events was noted, with confirmation provided of representatives for the SCH Service of remembrance (J Freudenstein and J Wright) and the Leadership Breakfast (J Ford, others likely to attend also).</p>	CE			
9.0	Research			5mins	
9.1	<p>Research Update</p> <p>The detailed report was noted and the ongoing achievements in this area commended.</p>	CE			
10.	Correspondence for Received				

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10.1	Letter from the Minister – Increasing Focus on improving customer service	CE			
	<p>The correspondence was reviewed; it was noted that a Board endorsed response is required by 1 March 2020.</p> <p>Discussion noted initiatives such as a “conciierge” model in Emergency Departments have been trialed in other areas and may have relevance for consideration.</p> <p>Action: SCHN Report on Increasing Focus on Customer Service to be provided to the February 2020 Board meeting to allow a response to the Minister by 1 March 2020.</p>				
11.0	For Noting				
11.1	Subcommittee Minutes				
	<p>The Minutes of Subcommittees of the Board were noted</p>				
12.0	Business without notice				
	<p>No business without notice was raised.</p>				
14.0	Next meeting				
	<p>The next meeting of the Sydney Children's Hospitals Network Board will be held 4 December 2019 at Sydney Children's Hospital, Randwick</p>				