

Meeting name	Sydney Children's Hospital Network Board
Date	Wednesday, 2 October 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 9, Bright Alliance, Sydney Children's Hospital, Randwick
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, Ms 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)</p> <p>In attendance Mr Duncan Makeiq (Board Chair, Sydney Children's Hospital Foundation)</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	A/Chair	-		
	The Chair acknowledged the traditional owners of the land on which SCHN operates and affirmed the commitment of the Board to Closing the Gap.				
1.2	Attendance and Apologies	A/Chair	-		
	Present (SCHN Board members) Professor Donna Waters (Acting Chair), Professor Louise Baur, Dr Abby Bloom, Mr Jack Ford, Ms Jane Freudenstein, Ms Elizabeth McEntyre, Mr Bruce MacDiarmid, Professor Les White AM				
	Present (Ex officio invitees) Adjunct Associate Prof Cheryl McCullagh, Dr Mary McCaskill (Executive Medical Director, SCHN), Mr Colin Murray (Director of Finance and Corporate Services, SCHN), Dr Joanne Ging (Director of Clinical Operations).				
	Apologies: (SCHN Board members) Mr David Nott (Acting Chair), Ms Joanna Capon OAM, Professor Kim Oates AM, Mr Jeremy Wright				
	Apologies: Ex officio invitees Dr Susan Russell (MSC SCH Representative), Dr Kathryn Carmo (MSC CHW Chair), Dr Matthew O'Meara (NSW Chief Paediatrician), Mr Duncan Makeig				
	Invitees: Mr Ian Fuller (Director of Workforce), Ms Sally Laugesen (Associate Director Organisational Development and Workforce Strategy) - Item 5.1				
1.3	Declaration of Conflicts of Interest	A/Chair	-		
	Prof Baur noted her role as Principle Investigator in the Fast Track Study; noted in the Risk Report under Item XX.				
2.0	Administrative matters			10mins	
2.1	Review of Minutes of meetings held 4 September	A/Chair			Approval
	The minutes of the meeting held 4 September 2019 were accepted as a true record of the meeting with the following amendment to be incorporated: - Correct the stated date of next meeting It was requested that the briefs to the meeting include the date completed for clarity; this will be incorporated from the next meeting.				
2.2	Matters Arising from Previous Meeting				
	2.2.1 Review of Action Table				
	The open action items were agreed, noting that the ongoing discussions regarding the Service Agreement is the most significant item and is included at item 4.1 of the agenda.				
	Item 4.1.1 (01/05/2019) of the Action Sheet relates to seeking better funding recognition for Early Intervention was reviewed. The Chief Executive advised that there has been significant progress in the program in recent months through the better co-ordination of existing resources (refer Item 6.4). It was acknowledged that these initiatives do not attract Activity Based Funding and it is unlikely that this change in the foreseeable future. Item to be closed.				
3.0	SCHN Chair and CE Update				
3.1	Chair's Report	A/Chair			
	The Acting Chair noted that A/Prof McCullagh has been extended as Chief Executive until February 2020. The Board's appreciation of A/Prof McCullagh's continued leadership. The ongoing acting arrangements for the wider Executive roles were also discussed.				

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The Board's significant concern that a decision has not been yet communicated from the Ministry of Health regarding Cardiac Services or Network Governance was strongly expressed as this has ongoing impact on staff wellbeing and engagement which is not conducive to optional service provision. It was noted that any patient events that are being raised in correspondence are being investigated to fully understand events.

The performance in core workforce KPI's (appraisals, leave management) was noted by the Board as a continuing area of concern. It was acknowledged that the current circumstances have increased some of the challenging in this area, however a strategy to support improvement in these areas is required (refer also Item 5.1). The importance of leadership from the Workforce portfolio to support anticipated structural changes in the future was highlighted.

3.2 Chief Executive Report

a) Governance Review and Cardiac Services

The current status was noted. The Board expressed significant concern that the lack of clarity regarding the future direction for the Network, particularly in the context of staff wellbeing. The ongoing work of the Chief Executive and management team to provide leadership and stability was acknowledged with appreciation.

b) Advanced Therapeutic Centre – Westmead

The Chief Executive outlined the significance of the opportunity to grow the research and educational support on the Westmead Precinct provided by this initiative, by maximizing the capital opportunities created by partnership approach.

Clarification was requested to ensure that appropriate due diligence occurred in appointing the supporting consultancy firm, it was confirmed that this occurred with the approval of NSW Health on the basis of ability to meet the brief of the project in the required timeframes.

The Board noted the development positively, while highlighting the need to be vigilant regarding future costs and the need to incorporate in future planning.

Action / Decision: Updates on the development of this matter to be provided to the Board on a regular basis

c) NSW Health Precinct Strategy

The provided briefing was noted and it was agreed that it would be appropriate to invite the recently appointed Director of Health Precinct Strategy to a future meeting of the Board.

Action: Invitation to be extended to Director of Health Precinct Strategy to attend a Board meeting in early 2020.

d) Update on SMA Newborn Screening Program

The impact of the combination of the identification of a treatment for SMA and the implementation of a trial inclusion of SMA in the NSW Newborn Screening program was commended. The screening is now being rolled out in other Australian states following the success of the NSW trial.

4.0 Finance / Infrastructure / Systems & Processes 30mins

4.1 Finance and Performance

a) Chair's Report – Finance and Performance Committee

The provided briefing was considered by the Board. It was noted that the Network's financial performance is unfavourable compared to budget. Employee related expenses are a significant part of this; leave management remains an area of focus to address this, as well as close monitoring of FTE in all areas. Activity continues to exceed target. It was noted that the current budget position and forecasts do not factor the potential impact of roadmap initiatives.

The revenue impact of changes in health insurance continues to impact the Network, as well as more widely across the state. It was noted that NSW Health is advocating on this matter and is aware of the impact on revenue for the Network and Local Health Districts.

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b) Service Agreement Negotiations Update

The CE advised that a response to SCHN's correspondence to NSW Health regarding the Service Agreement is currently pending. It was clarified that the Network is monitoring performance and reporting against the KPI's as set out in the draft Service Agreement.

The interrelationship between the budget targets as per the Service Agreement and the Roadmaps was discussed; noting that these are intended to bridge the gap between budget and actual costs. The lack of growth funding in the current budget allocation means that budget will be exceeded based on the increased activity, without additional expenditure.

The importance of maximizing efficiency while continuing to deliver the services was emphasized. It was agreed that the Board will receive ongoing information regarding progress with efficiencies. It was also noted that there has been some initial progress in the area of Employee Related Expenses; this will be update further at the next meeting.

Discussion considered the current use of donated funds to support service delivery and the impact that this has on the way service costs are calculated. This is an area that will require further consideration in future funds allocations.

Action: Budget efficiency strategies will be regularly reported to the Board, including the current status of progress in the area of employee related expenses. A detailed Roadmap update will be provided to the December meeting as previously agreed.

4.2 Infrastructure

a) Chair's Report Capital Works Subcommittee

The next meeting of the SCHN Capital Works Subcommittee will be held the week following the October Board meeting.

b) Redevelopment Update – SCH

The provided briefing was reviewed and noted.

c) Redevelopment Update – CHW

The provided report was noted. Recent changes in the leadership team for the Westmead Redevelopment were discussed.

The progress of shared service agreements on each campus was queried; advice was provided that progress has been slower than anticipated however engagement and discussion continue. It was agreed that this matter should be referred for further discussion at the next meeting of the Capital Works Subcommittee.

Action: Status review of Shared Services Agreements to be referred to the Agenda of the Capital Works Subcommittee.

4.3 Risk Management

a) SCHN Operational Risks

The report was reviewed, noting that the overall these risks are being managed and mitigations are in place. It was noted that the 3rd generator is currently being installed at CHW which will address a long standing infrastructure risk.

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b) SCHN Strategic Risks

It was noted that the key risks in this area relate to pending outcomes of the Governance Review; this is increasing the level of risk across all areas of strategy.

4.4 Audit and Risk Committee: Annual Report to the Board

The detailed report of from the Audit and Risk Committee was reviewed. It was noted that there were no material findings from the review by NSW Audit Office. The reports of the internal auditors were also noted and the strong progress made by the team acknowledged.

4.5 Clinical Integration and Information Services Update

The ongoing progress and innovation in the Clinical Integration directorate was noted. The go-live of EMM at SCH is the next major milestone and will be a significant step in integration of the two Hospital's processes.

The relationship of the SCHN model to state-wide planning in EMR was discussed; it was noted that there is a need for a bespoke model to optimally support paediatrics which requires leadership and innovation from SCHN.

5.0 Strategic Focus - People and Culture

5.1 Presentation: Progress against Strategy

Mr Ian Fuller and Ms Sally Laugesen were welcomed to the meeting.

The results and action plan arising from the 2019 People Matter survey were presented. The key points noted were:

- The timing of the survey was complex within the Network and this impacted the promotion of the survey.
- There was a decrease in participation from clinicians, with the exception of Allied Health which maintained a high response rate.
- A decrease in the percentage of staff who expect that action will be taken, as well as in engagement scores was reported
- The results showed an increase in incidents of bullying; on examination this reflects "upwards" bullying. It was noted that this increase is not reflected in the rate of reported incidents.
- There was positivity regarding local teams and management; it was noted that the survey does not clearly define what is meant by "manager" and "senior management".
- Trends are different at SCH compared to CHW.

It was discussed that the Action Strategy will be based on local engagement and actions, including working directly with Heads of Department and managers. The "It Starts with Me" program will be further developed and include a "Commit to 3" aspect based on empowering all staff to take three local actions to support change and improvement.

Mr Fuller then presented on progress against the Workforce strategy. There are a number of challenges in this area that continue to be addressed, including appraisal compliance, increase Aboriginal workforce and improving responsiveness and management of workplace grievances and allegations. Strategies in each area were outlined and will continue to be monitored and reported.

Domain Updates

6.0 Safe, excellent child and family centred care

6.1 KPI's against Service Agreement CE

Noted the removed section

6.2 Health Care Quality Committee – Chair's Report Chair – HCQC -
Nil Report – Meeting postponed

6.3 Clinical Council – Chair's Report

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The provided report was noted.

6.4 Clinical Operations Report CE

The provided report was reviewed and noted. The positive progress in the development of the implementation plan for the "First 2000 days" policy was outlined; this will also support aspects of the Aboriginal Health strategic plan as there are strong interrelationships with the objectives of these programs.

The Director of Clinical Operations reported on the pilot program "Thrive at Five" which is being delivered in conjunction with partner organisations including Family and Community Services and Wentwest. The program is focussed on early intervention programs with Aboriginal families in Western Sydney. It was noted that the program is intended to be able to be scaled up once effectiveness is confirmed.

The performance indicators were reviewed, noting that presentations and rates of admission to the Emergency Departments continue to be high; SCHN has maintained good overall performance in KPI's in this area. It was noted that the additional beds opened to support Winter strategies will be closing in the coming week.

The Chief Executive advised of discussions with WSLHD regarding potential SCHN support for the opening for of paediatric services (including Emergency) at Blacktown Hospital. SCHN are very supportive of these services being available to support care being delivered closer to home for families.

Planning for the low activity period over the Christmas period was noted; it was reported that it is anticipated that no surgical waiting timeframes will be breached over the period.

6.5 Clinical Services Direction

The provided report was reviewed and noted. The Chief Executive advised that a series of workshops have been held with staff from across SCHN, with positive engagement at each session.

7.0 People and Culture / Education

7.1 Work Health and Safety

The provided report was reviewed. It was noted that there were no significant matters reported.

7.2 Appraisal Compliance Report CE / DoW -

The current compliance rate remains well below target and requires management attention (refer also item 5.2)

7.3 Director's Report – Medical and Dental Appointments Committee CE / DCG

The provided was noted.

7.4 Safety Pause CE -

Item held over

8.0 Partnerships and Networks 15mins

8.1 Chair's Report – Stakeholder Engagement and Communications Committee Chair – SECC / CE -

It was requested that the Committee considered how matters of workforce engagement may fit with the Committee's remit.

Action: Consideration of potential role of the Stakeholder Engagement and Communications in support workforce engagement matters will occur

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8.2	Communications Update	CE			
	The provided report and ongoing focus on communications was noted.				
8.3	Schedule of Upcoming SCHN Events				
	The provided schedule of events was reviewed and attendance at the upcoming Radiothon at The Children's Hospital at Westmead was encouraged.				
	Representation for the upcoming events was discussed, noting that the Acting Chair will attend the Service of Remembrance at CHW and that a representative for the SCH event is requested.				
	Action: Board representation for the SCH Service of Remembrance to be identified.				
9.0	Research				
9.1	Research Update				
	The consistently high performance of the SCHN research team was acknowledged, with a number of high profile awards and excellent recent appointments noted. The Board requested that their congratulations be expressed to the Research team.				
10.	Correspondence for Received				
10.1	MoH Generated Board Report <i>(NB this report is under development. Refer also item 6.1.1 - KPI's Against Service Agreement for complete dataset).</i>				
	The provided report was noted. Discussion reflected that the report is very "hospital" oriented, and does not reflect the wider Network structures. The report's inclusion of information on the operational costs between sites was noted as of value. It was noted that this report is still developing and will continue to be reviewed by the Board and Executive.				
10.2	Response from NSW Health Secretary to SCHN Board Correspondence				
	The Secretary's response was noted and discussion reflected that this unfortunately does not provide additional clarity for the Network. The Secretary has been invited to attend the December meeting of the SCHN Board and a further meeting with the Chair and Chief Executive will be sought.				
11.0	For Noting				
11.1	Subcommittee Minutes				
	The provided minutes of the Subcommittees were noted.				
12.0	Business without notice				
	The Chief Executive asked the Board to consider inviting a representative from the Family and Consumer Committee (FAC) to attend future Board meetings. This was positively received and it was agreed that the Chief Executive would discuss with the Chair on his return before extending an invite via the Chair of the FAC.				
	Action: The Chief Executive will seek the Chair's support to invite a representative from the FAC to attend the Board as an Observer.				
13.0	Next meeting				
	The next meeting of the Sydney Children's Hospitals Network Board will be held 6 November 2019 at The Children's Hospital at Westmead.				
	Apologies for the November 2019 meeting were noted from Profs White, Waters and Baur.				