

Sydney Children's Hospitals Network Board Meeting

Date: 3 March 2022

Time: 8.30am

Location: Boardroom, The Children's Hospital at Westmead or via Zoom

Attendance

Board

Elizabeth Crouch AM (Chair), David Nott (Deputy Chair), Dr Abby Bloom*, Jane Freudenstein*, Bruce MacDiarmid*, Dr Nikola Morton*, Stephen Nugent, John Wigglesworth*, and Jeremy Wright AM*

Ex-officio

Cathryn Cox PSM, Chief Executive; Dr Angus Alexander, The Children's Hospital at Westmead Medical Staff Council*; Dr Matthew O'Meara, NSW Chief Paediatrician*; and Dr Puneet Singh, Sydney Children's Hospital Medical Staff Council

Executive

Dr Paula Bray, Acting Director, Research*; Bart Cavalletto, Director, Strategy and Innovation; Emma Cuell, Director, Office of the Chief Executive*; Sam Galluccio, Director, People and Culture; Dr Joanne Ging, Executive Director, Clinical Operations; Judy Goldman, Director, Communications and Engagement*; Tim Hoffman, Director, Redevelopment*; Dr Mary McCaskill, Director, Medical Services and Clinical Governance; Sally Whalen, Director, Nursing, Midwifery and Education*; and Sayeed Zia, Director, Finance and Corporate Services.

Guests

For item 2.1: Chrissy Ceely, Director, Safety, Quality and Governance*

Secretariat: Melissa Gibson Darling, Board Executive Officer

** indicates attendance via Zoom*

1.0 In Camera Session

The Chair led an in camera session for Board members. The Chief Executive and Director, Office of the Chief Executive were present for the session.

Other attendees joined the meeting from item 2.0.

2.0. Presentation and Discussion

2.1 Presentation – Safety and Quality Strategic Direction

The Board received a presentation from the Director, Medical Services and Clinical Governance and Director, Safety, Quality and Governance. The Board **noted** the development of the Clinical Governance Strategic Priorities for the period 2022 to 2024 and the linkages with key Network initiatives within the context of the:

- draft Sydney Children's Hospitals Network (SCHN) Strategic Plan;
- NSW Health Safety System Model; and,

- Clinical Excellence Commission Strategic Plan

The Board noted the important cultural aspects underpinning the program, including the focus on ensuring staff were aware that 'Quality and Safety is everyone's responsibility, every day'.

The Board and presenters discussed the development of a more proactive quality and safety system, learning from what is done well as well as incidents, having patient and family experiences at the core, and enhancing staff engagement. The Board queried how outcomes were measured, the program's influence on how clinicians provide and how patients experience care, and translating the high level statements into 'on the ground' impacts.

The Board recognised the continuous improvement in this area and the Chair thanked the Directors for their presentation and for the valuable discussions.

3.0 Meeting Opening

3.1 Acknowledgement of Country

Mr Nott provided the Acknowledgement of Country.

3.2 Apologies

Jack Ford and Walter Kmet were apologies.

The Chair welcomed Dr Singh to his first Board meeting as the new Chair of the Sydney Children's Hospital Medical Staff Council.

3.3 Declaration of Interests

Nil

3.4 Previous Meeting Minutes

The minutes of the February Board meeting were accepted as a true record of the meeting.

3.5 Actions Arising

The Board **noted** the updates for the Action Item Register and scheduled report backs. All items due in March have been addressed in the meeting papers or are scheduled to be included in discussion items and will have been completed by the conclusion of the meeting.

3.6 Board Chair Report

The Chair reported that the recent Board Chairs meetings with the NSW Health Secretary had provided information on the NSW Health management of rapid antigen tests, COVID vaccination booster dose uptake, a review of the Ministry of Health COVID modelling, and discussion of the challenge across NSW in managing delays in surgery access due to COVID restrictions. Forum discussions also included the impact at both individual and organisational levels of staff furloughing due to COVID infection or exposure.

The Chair advised of ongoing engagement, along with the Chief Executive, in relation to the Randwick Precinct Council. The Chair also noted the conclusion of Board terms for Mr Ford and Mr Nott, and advised of the recommendation to the Minister to appoint Mr MacDiarmid as Deputy Chair.

3.7 Chief Executive Report

Noting the report as read, the Chief Executive updated the Board on recent redevelopment news for both Randwick and Westmead campuses, including the positive result in securing approval for the maximum building heights on both sites. She also noted the Executive Leadership Team workshop was scheduled for 7 March 2022.

The Board **noted** the preparation for the Service Agreement discussions with the Ministry of Health, with the first meeting scheduled for tomorrow. The Network will be highlighting the importance of growth funding in 2022-23 to support service provision.

4.0 Matters for Decision

4.1 Minderoo Agreement – Chief Executive

The Board **noted** the proposed Grant and Collaboration Agreement. Discussion included the various funding sources for the project, the proposed building naming arrangements, the expert support provided by Clayton Utz in relation to legal and contractual matters, as well as Ministry of Health legal advisors.

The Board **noted** that the separate Foundation Agreement was still being negotiated and needed to be in place by 2024.

The Board **approved** the SCHN execution of the Minderoo Grant and Collaboration Agreement.

4.2 People, Strategy and Engagement Committee Terms of Reference (Annual Review) – Director, Office of the Chief Executive

The Board **noted** the proposed amendments to the Terms of Reference, and that the purpose and functions of the Committee are essentially unchanged.

The Board **approved** the updated People, Strategy and Engagement Committee Terms of Reference.

4.3 Board Committee Structure and Membership – Director, Office of the Chief Executive

The Board **noted** that with several Board member's terms concluding in late 2021 and the first quarter of 2022, a review of Board Committee structure and membership was conducted. The review was undertaken to ensure that the committee structure was fit for purpose and to support coverage and transition of Board members. It was highlighted that the changes will become effective immediately on approval.

The Board **approved** the Board Committee Structure and Membership.

5.0 Matters for Discussion

5.1 Strategic Plan Update – Director, Strategy and Innovation

The Board **noted** the Strategic Plan stakeholder consultation approach and the alignment to the NSW Health Future Health Strategy, as well as the six pillars to be further explored during the consultation process that have been identified through feedback. Board discussion included the importance of engaging with a wide range of stakeholders and the plans in place to achieve that, ensuring efficiency of consultation so as not to add workload for staff, the models of delivery, and the need to be clear on how the outcomes of the sessions will inform the Strategic Plan development.

The Board **noted** the plans for the Board Strategy Day to be held in June 2022, with the Strategic Plan expected to be finalised late 2022/early 2023. Further details will be sent to the Board out of session to schedule the Board Strategy Day.

5.2 COVID Update – Director, Medical Services and Clinical Governance

The Board **noted** the report and the Director's advice that the number of staff furloughing due to COVID-19 infection or close contacts has risen in the past week. The Board discussed the benefits of school testing identifying children who were COVID-positive but asymptomatic.

6.0 Matters for Discussion – Executive Reports

6.1 Mandatory Education Update – Director, Nursing, Midwifery and Education

The Board **noted** that mandatory training compliance had been negatively impacted by the number of staff on leave during December 2021 and January 2022, including those furloughed, and the hospitals' 'red alert' status of past months. The Director advised that there is a focus on improving the compliance of medical officers, particularly Senior Medical Officer (SMO) where mandatory training compliance will be required for appointment, contract renewal, and advancement.

The Board **noted** that recruitment has commenced for the role of Associate Director, Education and Training (non-clinical), who will support a focus on progressing the Education Strategy as well as inter-professional education, fine-tuning training delivery channels, and partnering with key stakeholders including Local Health Districts, universities, and Precinct partners.

Significant Board discussion focused on the following issues relating to mandatory training:

- The mechanisms used to support individual compliance, and where escalation was of value.
- How the Network can access a deeper, more sensitive understanding of the SCHN data, including gaining a better understanding and monitoring if there are instances of 'chronic' non-compliance.
- The 'on the ground' experience, particularly of SMOs, and the demands and relevance of mandatory training modules. It was noted that a SMO working party, coordinated by the Director, Nursing, Midwifery and Education and Director, Medical Services and Clinical Governance, was considering how SMO mandatory training compliance could be better supported.
- Providing SCHN feedback to the Health Education and Training Institute, particularly regarding a refresh of older training requirements and ensuring currency and relevance in content.
- The importance of Board oversight when compliance is lower than considered acceptable and/or the NSW Health targets.

Action: The Director, Nursing, Midwifery and Education will consider Board feedback and provide a proposed plan for improving SCHN compliance with mandatory training. An update will be provided at the June 2022 Board meeting.

6.2 Clinical Operations Update – Executive Director, Clinical Operations

The Board **noted** the report and the focus on reducing the surgical waitlist that had resulted from NSW Health mandating COVID-related suspension of surgery, including the specific challenges of using private hospitals to provide paediatric surgery.

The Board **noted** the ongoing progress of the Statewide Paediatrics Meeting, which had commenced in July 2021 to discuss COVID issues of importance for clinicians for paediatric patients and services. Feedback on these sessions has been very positive and the meetings are being considered as an ongoing forum for discussion of broader paediatric issues. It was noted that participants from interstate and New Zealand had recently joined the forum.

The Board also **noted** the work being undertaken on reviewing and refining NSW paediatric outreach services, to support equity in access for regional and rural paediatric patients.

6.3 Quality and Safety Update – Director, Medical Services and Clinical Governance

The report, including the patient story, was taken as read.

6.4 Finance, Capital Works and Performance Update – Director, Finance and Corporate Services

The Board **noted** that financial results had been fairly stable from the previous month, and the work being done to manage the financial position. The Director highlighted the upcoming Service

Agreement meeting and the significant preparation done, particularly in understanding issues such as population growth metrics and Network structural challenges.

The Board **noted** the presentation to the Board of the Sydney Children's Hospitals Foundation in February 2022, and the feedback that it had provided an opportunity for improved understanding between the Network and Foundation and the initiation of a joint Network-Foundation working group which will have its first meeting this month. The Board also noted the cash flow timing challenges in relation to Foundation contributions for the redevelopments.

Additional operational costs related to the redevelopments will continue to be included in discussions with the Ministry of Health.

6.4 Strategic Risk Update –Director, Finance and Corporate Services

The report was taken as read. The Director clarified the application of risk appetite ratings.

Board discussion included the role of eHealth in supporting management of cyber security risk, the attestation eHealth provided to SCHN, and the plans for improving governance in this area. The Board also discussed the relationship with HealthShare for the provision of payroll services.

6.6 Strategy and Innovation Update –Director, Strategy and Innovation

The report was taken as read.

7.0 Matters for Noting

7.1 People and Culture Update

Taken as read. The Board noted the update on an industrial matter.

7.2 Committee Meeting Minutes

Taken as read.

8.0 Any Other Business

Recognising the Conclusion of Board Term for David Nott

The Chair spoke of Mr Nott's significant contribution to the Network over his ten years as a Board member, including as Deputy Chair, and as Acting Chair at a time of particular challenge in the Network. The Chair acknowledged Mr Nott's extraordinary support to her, his collaborative and generous support of his colleagues, his significant contribution and expertise in the area of Audit and Risk management, and his dedication to the Network including his consistency in advocating for the experiences of patients and families. On behalf of the Network, including children and their families, the Chair thanked Mr Nott for his substantial contribution, noting his commitment to continue his role with the Foundation for the present.

9.0 Next Meeting

9.1 Meeting Evaluation

A short, online evaluation was completed by Board members.

9.2 Next Meeting

The next meeting is scheduled for 0830, Thursday 7 April 2022.

The meeting closed at 1203.

Action Items

Agenda item	Description	Responsible	Due date
6.1	Report to the Board on a proposed plan to improve SCHN compliance with mandatory training	Director, Nursing, Midwifery and Education	June 2022

Privacy – NSW Health is committed to safeguarding the privacy of consumer information. Health service staff are bound by law (Health Records and Information Privacy Act 2002), NSW Health privacy policy and a strict code of conduct to maintain confidentiality of consumer information. Consumer information is used for purposes directly related to treatment and to ensure ongoing care. When consumer information is discussed at meetings for the purposes of care planning, all personal health information, including names and personal details must be de-identified for the minutes. Participants of the meeting must not discuss the health information of consumers outside of the meeting, unless they are directly involved in providing a service to those consumers.