

# Sydney Children's Hospitals Network Board Meeting

**Date:** 3 February 2022

**Time:** 8.30am

**Location:** Sydney Children's Hospital, Randwick (Bright Alliance Boardroom) or via Zoom

## Attendance

### Board

Elizabeth Crouch AM (Chair), David Nott (Deputy Chair)\*, Dr Abby Bloom\*, Jack Ford, Jane Freudenstein, Walter Kmet\*, 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 (CHW) Medical Staff Council\*; and Dr Matthew O'Meara, NSW Chief Paediatrician\*

### Executive

Eileen Albertini, Acting Director, Finance and Corporate Services; 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\*; and Sally Whalen, Director, Nursing, Midwifery and Education\*

### Guests

For item 2.1: Dr Hugo Sampaio, Head of Department of Neurology, Sydney Children's Hospital, Randwick (SCH); and Dr Richard Webster, Head of Department of Neurology, CHW

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. The Director, People and Culture attended for part of the session.

Other attendees joined the meeting from item 2.0.

## 2.0. Presentation and Discussion

### 2.1 Clinical Presentation – Neurology: Sydney Children's Hospitals Network (SCHN)

The Board received a presentation from the Network's Heads of Neurology. Dr Sampaio and Dr Webster spoke about the experiences of both patients and staff, and key features of their practice being the complexity of often ultra-rare diseases, the high demand for service, the critical integration with research, and the hope now offered in being able to treat diseases that were previously considered untreatable.

Discussion between the clinicians and Board members included questions regarding access to high quality neuroscience training programs, SCHN's international and national clinical and research leadership role, the work being done to enhance neuroscience facilities as part of CHW and SCH redevelopments, and the importance of integrated patient care and early intervention. It was noted there is a need to improve data capture and analysis to

inform future models of care and support equity of patient access. The Board acknowledged the importance of the SCHN clinicians and researchers as expert advisors to a broad range of health clinicians across NSW and Australia, improving access to quality care for patients and families.

The Board discussed the 2022 plans for comprehensive service planning for the Network Neurology service.

The Chair thanked Dr Sampaio and Dr Webster for their comprehensive and compelling presentation and the excellent discussion that followed.

## 3.0 Meeting Opening

### 3.1 Acknowledgement of Country

Mr MacDiarmid provided the Acknowledgement of Country.

### 3.2 Welcome to New Board Members

The Board welcomed new Board members Mr Kmet, Dr Morton, Mr Nugent, and Mr Wigglesworth. The Chair outlined the extensive experience and knowledge of each new member.

### 3.3 Apologies

Sayed Zia, Director, Finance and Corporate Services. Ms Albertini attended as Acting Director.

The Chair welcomed Dr Bray and Dr Alexander to their first Board meetings in their new roles.

### 3.4 Declaration of Interests

The Board noted the Chair's advice of her appointment as Acting Chair, Hearing Australia (noting she had previously declared her appointment as a member of the Hearing Australia Board).

### 3.5 Previous Meeting Minutes

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

### 3.6 Actions Arising

The Board noted the updates for the Action Item Register and scheduled reporting back to the Board.

### 3.7 Board Chair Report

The Chair advised that the Secretary, NSW Health had resumed weekly meetings with NSW Health Board Chairs following the most recent Omicron outbreak and the need to maintain the COVID response. Discussions at the most recent briefing included advice on COVID Omicron modelling and patient and staff experience, particularly in relation to suspended elective surgery and hospital visitor restrictions. The NSW Health Chief Financial Officer provided a review of financial performance year-to-date, targets, and the significant impact of changes in Federal government funding approaches (such as for rapid antigen tests).

The Board noted recent and upcoming changes to the SCHN Board with Mr Ford's and Mr Nott's terms ending in March 2022, with consideration being given to the skills matrix to guide further Board appointment recommendations to the Minister.

The Board noted it is proposed that Mr Wigglesworth replace Mr Nott on the Sydney Children's Hospitals Foundation (SCHF) Board in future and that other committee appointments will be determined following a meeting of the People, Strategy and Engagement Committee.

### 3.8 Chief Executive Report

Noting the report as read, the Chief Executive briefed the Board on matters that had been discussed at the February NSW Health Senior Executive Forum. This included consideration of workforce stability and quality. It was noted

that retention of allied health and corporate staff has been identified as an area of further focus.

The Board noted the update on the SCHN strategic planning process, with the current phase focusing on developing the stakeholder engagement process. A further report will be provided to the Board People, Strategy and Engagement Committee in February 2022. The Board also noted the scheduled presentation to the Foundation Board on 10 February 2022 by the Director, Finance and Corporate Services, to discuss SCHN priorities and funding requirements.

**Action:** A copy of the SCHF Board presentation to be made available on Diligent for Board members.

The Chief Executive also highlighted the recent positive progress with the CHW and SCH redevelopments, provided an update on the Viral Vector Manufacturing Facility (VVMF) following the NSW Premier's announcement this week of the facility's establishment, and confirmed the appointment of Dr Bray as Acting Director, Research.

**Action:** A formal letter of thanks to be sent, on behalf of the Board, to senior staff who have led the VVMF proposal which is a significant and strategic project.

**Action:** Information and discussion sessions to be organised for new Board members (invitation open to all), to cover SCHN strategic planning, Redevelopment projects, and SCHN financials and related reporting.

## 4.0 Matters for Decision

### 4.1 Board Charter Annual Review – Director, Office of the Chief Executive

The Board **noted** the minimal changes that were proposed for the Board Charter.

The Board **approved** the Board Charter.

## 5.0 Matters for Discussion

### 5.1 Board Evaluation – Director, Office of the Chief Executive

The Board **noted** the summary of feedback received through the annual evaluation of Board processes, relationships, and structures. Three suggested areas for improvement were discussed including enhanced Board involvement in monitoring Key Performance Indicators where these are not being met, more structured Board development opportunities, and focus on succinct Board papers with benchmarking and a forward looking perspectives where relevant.

Following discussion, Board members were invited to offer further feedback on the style and topics of development sessions they felt would be most valuable.

### 5.2 COVID Update – Director, Medical Services and Clinical Governance

The Board **noted** the presentation and discussed the impact of staff furloughing as a risk to service provision, and the introduction of daily staff rapid antigen testing and the associated reduction of staff-to-staff transmission. The Board also noted improved staff absence reporting and the predictive planning analysis being undertaken.

The Board **noted** the patient surveillance practices put in place to reduce exposures and maintain patient services, with surveillance tailored to service requirements and patient group needs.

## 6.0 Matters for Discussion – Executive Reports

### 6.1 People and Culture Update (including People and Culture Due Diligence Report) – Director, People and Culture

The Board **noted** work being done in the area of leadership development, with the appointment of an external specialist consultant and the first Leadership Development Reference Group meeting earlier in the week. The initial focus will be on the development of a 'management/leadership essentials' program.

The Board discussed staff access to Employee Assistance services and the progress of the implementation of the

Junior Medical Officer (JMO) wellbeing strategy.

**Action:** The Director, Medical Services and Clinical Governance will provide an update on the implementation of the JMO wellbeing strategy at the April 2022 Board meeting.

## 6.2 Finance, Capital Works and Performance Update – Acting Director, Finance and Corporate Services

The Board **noted** the report. The Acting Director provided a summary of the key data and described the discussions being held with the Ministry of Health regarding improving structural deficiencies, and the projects being undertaken to improve the financial position.

As documented above, the series of discussion sessions offered to new Board members will include Finance and related reporting.

## 6.3 Strategic Risk Update – Acting Director, Finance and Corporate Services

The Board **noted** that risks were largely stable from the previous month.

The Board requested a further review of the rating of the risk appetite in relation to the strategic risks.

**Action:** The Director, Finance and Corporate Services to review the assignment of risk appetite ratings.

## 6.4 Clinical Operations Update – Executive Director, Clinical Operations

The Board **noted** the impact on elective surgical wait times due to the ongoing COVID response and NSW Health restrictions for elective surgery. The Executive Director advised that the SCHN had submitted a request to resume a proportion of elective surgery from next week and was waiting on advice from the Ministry of Health.

The Board also **noted** progress with cardiac services data collection, with the recruitment of an analyst, confirmed access to significant historical data, and consideration of a new data system, as well as the Network's work to enhance outreach clinics for ease of patient access.

# 7.0 Matters for Noting

## 7.1 Strategy and Innovation Update

Taken as read.

## 7.2 Research Update

Taken as read.

## 7.3 Communications and Engagement Update

Taken as read.

## 7.4 Redevelopment Update

Taken as read.

## 7.5 Committee Meeting Minutes

Taken as read.

## 7.6 Clinical Council Update

Taken as read.

# 8.0 Any Other Business

## Recognising the Conclusion of Board Term for Jack Ford

The Chair spoke of Mr Ford's contribution to the Network over his ten years as a Board member, and prior to that as

Director, including as Chair, of the Sydney Children’s Hospitals Foundation for approximately 15 years. In particular, the Chair acknowledged Mr Ford’s leadership of the Capital Works Committee at a time of significant redevelopment, his passion and commitment for the Network, and the value of his exemplary counsel. The Chair thanked him for his significant contribution.

## 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 3 March 2022.

The meeting closed at 1207.

## Action Items

Agenda item	Description	Responsible	Due date
3.8	Board to be provided with a copy of the presentation to the SCHF Board	Board Executive Officer	February 2022
3.8	A letter of thanks to be sent, on behalf of the Board, to key senior staff who have led the VVMF project	Board Executive Officer	March 2022
3.8	Information and discussion sessions to be organised for new Board members, on the topics listed	Director, Office of the Chief Executive; Board Executive Officer	March 2022
6.1	Provide an update on the implementation of the JMO wellbeing strategy	Director, Medical Services and Clinical Governance	April 2022
6.3	Review the assignment of risk appetite ratings	Director, Finance and Corporate Services	March 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.