

## Sydney Children's Hospitals Network Board Meeting

**Date: 2 June 2022**

**Time: 9.15am**

**Location: Boardroom, Bright Alliance Building, Randwick campus, or via Zoom**

### Attendance

#### Board

Elizabeth Crouch AM (Chair), Bruce MacDiarmid (Deputy Chair)\*, Jane Freudenstein, Walter Kmet, 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 (MSC)\*; 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 1.1: Kathryn Asher, Acting Director, Allied Health, Sydney Children's Hospitals Network (SCHN)\*; Chrissy Ceely, Director, Safety, Quality and Governance, SCHN; Sarah Collins, Patient and Family Engagement Lead, SCHN\*; Anne F., consumer representative\*; Marguerite Pain, Consumer Experience Manager, SCHN; Mae R., consumer representative\*; Olivia W., consumer representative\*.

**Secretariat:** Melissa Gibson Darling, Board Executive Officer

*\* indicates attendance via Zoom*

### 1.0. Presentation and Discussion

#### 1.1 Presentation – SCHN Consumer Committees: achievements and plans

The Board received a presentation from staff and consumers who participate in the SCHN Families and Consumer Council, Youth Council, and/or Patient eXperience Council. Each consumer spoke about what had motivated them to contribute to the Network in this important way.

Olivia spoke of her participation in the Youth Council, providing the perspectives of young people in the development of Network programs and facilities, and achieving positive outcomes for patients, their families, and siblings. Anne brought her experience as a parent to consumer council discussions, sharing positive and negative experiences to improve care and services. Mae spoke of her focus on supporting access to care and information for families from culturally diverse backgrounds, and how lower levels of health literacy can impact the experience of health care.

Ms Asher described the Patient eXperience Council working ‘hand in hand’ with the other councils in the consumer framework, as the ‘operational arm’ transforming ideas into Network outcomes. An example of a recent achievement is the development of an orientation brochure for families. Current priorities include ensuring consumer feedback channels are accessible for families who are culturally and linguistically diverse, youth-relevant Network communications, supporting the Kids GPS program, and sibling support.

Discussion between the presenters and Board included:

- The importance of ensuring broad and representative consumer feedback is received
- Ensuring learnings are shared across Network sites
- Acknowledging the diversity of patients – for example, age range from babies to adolescents, and that “one size” will not necessarily “fit all”
- The challenges in coordinating care, particularly for children with complex medical needs requiring multiple specialist input, and that access should not be related to the parent’s ability to advocate or their knowledge of ‘the system’. Discussion included how ‘super clinics’ or other coordinated and patient focused options might support access to multiple specialist reviews
- Improving communications with the patient and between teams (for example, enhanced direct clinical team access by phone or email)
- Recognising the stress on patients and families during hospital visits, and the importance of a parent being able to be ‘a parent’
- The role of technology in further supporting consumer involvement and extending access to care, accelerated as a result of COVID
- The contribution of the consumer councils to the current strategic planning process.

The Chair thanked the consumer and staff guests for the valuable discussion and noted the opportunities the Network’s strategic planning presents for improving the patient and family experience.

## 2.0 Meeting Opening

### 2.1 Acknowledgement of Country

An Acknowledgement of Country was offered by Mr Kmet at the commencement of the meeting.

### 2.2 Apologies

Dr Abby Bloom

### 2.3 Declaration of Interests

The Board **noted** Mr Wigglesworth’s advice that he was commencing as a director of Independent Reserve Pty Ltd.

### 2.4 Previous Meeting Minutes

The minutes of the May 2022 Board meeting were accepted as a true record of the meeting.

### 2.5 Actions Arising

The Board **noted** the responses to the actions items that were scheduled for June 2022:

- An update on the ForeSite Project was provided in the Communications and Engagement Update at Item 4.4. The Director, Communications and Engagement will discuss further next month.
- Sustainability updates to the Board are scheduled to be at least quarterly.
- The Director, Medical Services and Clinical Governance provided an update on the status of

statewide paediatric training. The Board **noted** that there was significant variability in demand for and supply of training across specialties, and the work being undertaken with the Ministry of Health, Health Education and Training Institute, and college accreditation programs to facilitate longer term planning. The Board also noted retention of junior medical officers has been raised at the Senior Executive Forum as a critical matter.

- The Director, Medical Services and Clinical Governance provided an update on the Junior Medical Officer (JMO) Wellbeing Strategy. The Board **noted** Network initiatives focusing on encouraging a positive culture and recognising contribution, the program option for participants to take leave for one term without disadvantage, and the multiple channels of support that were available and promoted for staff to raise concerns. It was also discussed that during college accreditation processes, college representatives are asked to obtain feedback on SCHN department culture so that any issues can be identified and addressed.
- The Board agreed the update on mandatory training can be rescheduled to September 2022, as a result of a key staff member being on unexpected leave.

## 2.6 Board Chair Report

The Chair provided a summary of discussions at the most recent Board Chairs' meeting with the NSW Health Secretary, including recruitment challenges in rural and regional areas, a focus on international recruitment particularly of nursing staff, the state-wide pressures on hospital emergency services, and the commencement of planning at government level for future catastrophic events. The Chair also noted that the re-establishment of a COAG-like meeting at national level, bringing together all levels of government, provided opportunities for enhanced health service management.

The Chair noted that she and the Chief Executive were continuing meetings with key stakeholders to support progress of the Children's Comprehensive Cancer Centre.

## 2.7 Chief Executive Report

The Chief Executive updated the Board on the unprecedented number of patients presenting to the Network's emergency departments and the impact on the rest of the hospitals. Surge beds have been opened and intensive care units are being fully utilised, noting the continuing challenge of staff furloughed due to COVID infection or exposure. The significant efforts of all staff were recognised, with special acknowledgement of the After Hours Nurse Managers. The Chief Executive advised of daily NSW Health meetings regarding patient flow and ambulance demand. The impact on access to elective surgery was also noted.

The Chief Executive also advised that Service Agreement discussions with the Ministry continue. Plans and status are discussed at the Finance, Capital Works and Performance Committee, including concerns as to the adequacy of funding against required services. A cover letter with explanation of the Network's position is being considered, and will be proposed for Board review as required.

The Board acknowledged the strong philanthropic support of donors through the Gold Dinner, Emerald Ball, and upcoming Grace Gala. The Chief Executive spoke of the continued strong reputations of the Network's entities, reported through the annual Reprtrak survey.

The Chief Executive also advised of her upcoming tour, as part of Westmead Precinct representation, to Israel.

## 3.0 Matters for Discussion

### 3.1 Asset Management and Capital Investment Planning – Director, Finance and Corporate Services, and Director, Redevelopment

The Board **noted** the background information to support the development of the SCHN capital planning proposal, including the Network Strategic Asset Management Plan and Asset Management Plan. This included the overall NSW Treasury cycle, the SCHN Asset Strategy, the process of prioritisation, and the process of recommendation and endorsement. The Board discussed some of the needs of the individual Network sites, and the importance of ensuring new and emerging models of care are reflected, and recurrent cost impacts considered.

The Board **noted** that further information will be provided ahead of the next Board meeting, at which time it will be requested that the Board endorse the SCHN Capital Investments Proposals, Strategic Asset Management Plan, and Asset Management Plan, for submission to the Ministry.

## 4.0 Matters for Discussion – Executive Reports

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

The Board **noted** the operational performance data. Discussion included the very high demand on emergency departments, the trialling of the ‘VirtualKIDS ED’ which commenced late May 2022, and the impact of some external agency advice that is assessed to have contributed to heightened emergency presentations.

The Board **noted** the collaboration of SCHN and NSW Ambulance in the provision of paediatric clinical expertise to support care and efficiency across the Health system, and the promotion of the respiratory clinic at Sydney Children’s Hospital, Randwick. The Board also discussed the request to the Ministry regarding improved theatre access at the Children’s Hospital at Westmead in relation to Block K.

### 4.2 Strategy and Innovation Update – Director, Strategy and Innovation

The Board **noted** the report and in particular the planned completion of the Information Security Management System project in October 2022, and plans for concluding the consultation phase of the Strategic Plan development.

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

The Board **noted** the report, the progress that has been made, and the anticipated year-end projection. The Board also noted the Director’s advice that there are expected to be a number of adjustments as the financial year comes to an end.

### 4.4 Communications and Engagement Update – Director, Communications and Engagement

The Board **noted** the report, and that additional updates on the ForeSite Project and Thought Leadership plans will be provided at the July 2022 meeting.

**Action:** Updates on the ForeSite Project and Thought Leadership plans to be provided at the July meeting.

### 4.5 Quality and Safety Update – Director, Medical Services and Clinical Governance

The Board **noted** the report. The Director highlighted the SCHN winning ‘Quiet Pathway’ project at the NSW Health Awards.

## 5.0 Matters for Noting

### 5.1 Strategic Risk Update

Taken as read.

### 5.2 COVID-19 Update

Taken as read.

### 5.3 Research Update

Taken as read. The Acting Director, Research highlighted the awarding of Allied Health Researcher of the Year at the Excellence in Allied Health Awards to SCHN's Dr Cathryn Crowle. The Board congratulated Dr Crowle on her achievement.

Board discussion included management of intellectual property and the translation of research findings to clinical care.

### 5.4 Redevelopment Update

Taken as read. The Director, Redevelopment advised that the announcement of the awarding of the building tender for the Sydney Children's Hospital Stage 1/Children's Comprehensive Cancer Centre was imminent.

### 5.5 People and Culture Update

Taken as read. The Director provided short updates on the new joint leadership development initiative with South Eastern Sydney Local Health District and the University of NSW as part of the Randwick Health and Innovation partnership, the current industrial situation, and the staff recognition program.

### 5.6 Education Update – Transition of Sydney Child Health Program to Graduate Diploma

Taken as read. The Director advised that discussions with Western Sydney University were progressing well, with a first course intake anticipated in July 2022.

### 5.7 Committee Meeting Minutes

Taken as read.

The Board **approved** the following temporary arrangements for the Medical and Dental Appointments Advisory Committee, due to the temporary non-availability of the current Chair:

- Board member Jeremy Wright to act as the alternate non-medical member during August and September 2022.
- The Director, Medical Services and Clinical Governance to act as Committee Chair during August and September 2022.

### 5.8 Clinical Council Update

Taken as read. The Director, Medical Services and Clinical Governance highlighted the invitation to Board members to attend Clinical Council meetings.

## 6.0 Any Other Business

Dr Singh advised that the Chief Executive and Executive Team members had attended the recent Sydney Children's Hospital Medical Staff Council meeting. The Board also noted recent Executive attendance at the Children's Hospital at Westmead Medical Staff Council.

The Board supported the minutes of the Randwick and Westmead Medical Staff Councils being distributed with Board papers.

**Action:** MSC minutes to be included in Board papers when submitted by MSC Chairs.

The Board formally acknowledged Professor Louise Baur being awarded the National Health and Medical Research Council (NHMRC) Elizabeth Blackburn Investigator Grant Award – Public Health (Leadership) for her work in advancing the prevention and treatment of child and adolescent obesity.

**Action:** Chair to write to Professor Baur to recognise her award.

The general meeting closed at 1138.

## 7.0 In Camera Session

The Chair led an in camera session for Board members. The Chief Executive was present for the session.

## 8.0 Next Meeting

### 8.1 Meeting Evaluation

A short, online evaluation is to be forwarded to Board members following the meeting.

### 8.2 Next Meeting

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

The meeting closed at approximately 1200.

## Action Items

Agenda item	Description	Responsible	Due date
4.4	Provide updates on the ForeSite Project and Thought Leadership plans	Director, Communications and Engagement	7 July 2022
6.0	MSC minutes to be included in Board papers as received	Board Executive Officer	7 July 2022
6.0	Letter to be sent from Chair to Professor Louise Baur recognising her NHMRC award	Board Executive Officer	7 July 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.*