

<b>The Sydney Children's Hospitals Network (Randwick &amp; Westmead)</b>	
<b>Date</b>	Wednesday, 1 August 2018
<b>Time</b>	8.30am to 11.30am
<b>Location</b>	Boardroom, Level 9 Bright Alliance Randwick
<b>Membership</b>	<p><b>SCHN Board members</b></p> <p>Professor Christine Bennett AO (Chair)            Professor Louise Baur AM            Dr Abby Bloom            Mrs Joanna Capon OAM            Mr Jack Ford            Mrs Renata Kaldor AO            Mr Bruce MacDiarmid            Mr David Nott            Professor Kim Oates AM            Dr Robyn Shields AM            Professor Donna Waters            Mr Jeremy Wright            Professor Les White AM</p> <p><b>Ex officio invitees</b></p> <p>Dr Michael Brydon, (Chief Executive, SCHN)            Dr John Lawson (Delegate, MSC SCH)            Dr Kathryn Browning-Carmo (Chair, MSC CHW)            Dr Mary McCaskill (Executive Medical Director, SCHN)            Mr Brian Jackson (Director of Finance and Corporate Services, SCHN)            Dr Matthew O'Meara (NSW Chief Paediatrician)</p> <p><b>In attendance</b></p> <p>Mr Tim Hoffmann (Director Planning SCHN)            Adjunct Associate Professor Cheryl McCullagh (Director Clinical Integration)            Ms Maryanne Lynch, Manager Executive Services (Secretariat)</p>
<b>Secretariat Contact:</b>	Manager Executive Services Sydney Children's Hospitals Network Ph: 9845 3637 mobile 0417 561 273

**Minutes**  
**Sydney Children's Hospitals Network Board Meeting**  
**1 August 2018**

ITEM	By Exception *	DESCRIPTION	RESPONSIBILITY	PAGE NO.	TIME	ACTION REQUIRED
<b>1</b>		<b>Administrative Matters</b>			<b>5 min</b>	<b>For noting</b>
1.1		<b>Welcome and Attendance</b>	<b>Chair</b>	-		
		<p><b>Attendance</b></p> <p>Board: Mr David Nott (Acting Chair), Dr Abby Bloom, Mrs Joanna Capon OAM, Mr Jack Ford, Mrs Renata Kaldor AO, Mr Bruce MacDiarmid, Professor Donna Waters, Mr Jeremy Wright, Emeritus Professor Les White AM</p> <p>Ex-Officio: Dr Michael Brydon (Chief Executive), Dr John Lawson (Delegate, SCH MSC), Dr Kathryn Browning-Carmo (Chair, CHW MSC), Dr Mary McCaskill (Executive Medical Director), Mr Brian Jackson (Director Finance and Corporate Services), Dr Matthew O'Meara (NSW Chief Paediatrician)</p> <p>In attendance: Mr Tim Hoffmann (Director Planning), Mr Duncan Makeig (via teleconference)</p>				
1.2		<b>Apologies</b>	<b>Chair</b>	-		
		Professor Christine Bennett AO, Professor Louise Baur AM and Dr Robyn Shields				
1.3		<b>Declaration of Conflicts of Interest</b>	<b>Chair</b>	-		
		Nil declarations.				
<b>2</b>		<b>Minutes and Action Items</b>				
2.1		<b>Review of Minutes of meeting held on 6 June 2018</b>	<b>Chair</b>		<b>5 min</b>	<b>For approval</b>
		A review of the minutes of the meeting held on 6 June was undertaken. These were accepted.				
2.2		<b>Matters Arising from Previous Meeting</b>				
		<b>2.2.1 Review of Action Table</b>	<b>Chair</b>		<b>5 min</b>	<b>For noting</b>
		A review of the action table occurred with it noted that any matters to be addressed would be throughout the meeting agenda today.				
<b>3</b>		<b>Work Health and Safety Reporting</b>				
3.1		<b>Work Health and Safety (monthly report)</b>	<b>Chief Executive</b>		<b>5 min</b>	<b>For discussion</b>
		Dr Brydon provided a verbal summary with the paper circulated for noting.				
3.2		<b>Work Health and Safety (Quarterly report April to June)</b>	<b>Chief Executive</b>		<b>5 min</b>	<b>For discussion</b>
		<p>Dr Brydon provided a summary of the key aspects of the quarterly report.</p> <p>Discussion regarding injury arising from moving objects occurred. Dr Brydon provided further context around the circumstances that result in this reporting.</p> <p>Further queries were raised in relation to data and clarification of ratios and percentages with the report for the quarter and the month both noted.</p> <p>A query was raised in relation to Mandatory Training in WHS for Managers compliance with it noted that with recent changes in training, those managers previously compliant were now not. It was agreed that all managers are to undertake this module of training.</p>				

4		Strategic Priority in Focus – Finance				
4.1		Service Level Agreement	Director Finance and Corporate Services		5 min	For noting
		<p>Mr Jackson presented the financial end of year results which was a favourable result and the contributing factors to this result. Operating impacts were summarised as well as the factors that provided a positive result in operating expenditure.</p> <p>Mr Jackson provided a summary on activity at year end with the Network exceeding targets during the 17/18 financial year. A/Prof McCullagh provided additional context relating to some costs associated with DRGs.</p> <p>Service Level Agreement –</p> <p>Mr Jackson provided an overview of what the SLA is aimed at and how the budget allocation to SCHN occurs.</p> <p>Target performance versus actual performance and projections were summarised. Funding for additional activity was discussed.</p> <p>Mr Jackson provided a summary of the budget allocation for 2018/19. An overview of capital funding was provided. A summary of budget enhancements for the past financial year was provided and there was discussion around the activity adjustment. Discussion regarding Palliative Care ensued clarifying that this is funded both from the state and federal governments.</p> <p>Discussion regarding the key capital priorities occurred with Dr Brydon outlining the highest priorities from the Network’s perspective and outlined the funding that the finance team has been working with the Ministry in negotiating.</p> <p>Discussion ensued regarding the profile of the Network and the services provided.</p> <p>Mr Nott provided a summary of the considerations for the Network over the coming financial year and noted that there is a great deal of engagement between the Network and the Ministry with Dr Brydon confirming that the dialogue is continuing.</p> <p>Mr Jackson proposed to the Board that the SLA be signed but with a covering letter from the Chief Executive and Chair outlining expectations for the coming year. The Board approved this proposed action.</p> <p><b>ACTION:</b> Letter from Board to accompany signed SLA contingent on a review period in the first half of the year.</p>				
4.2		Asset Strategic Plan/Clinical Services Plan	Director Planning		30 min	For discussion
		<p>Mr Ford outlined the intent and proposed action for the Board’s consideration.</p> <p>It is proposed that the Asset Strategic Plan and two Clinical Services Plans be submitted to the Ministry. It is noted that these are not final documents with more consultation with stakeholders to occur, with the final three plans being lodged by the end of the month.</p> <p>Mr Ford referred members to the recent minutes from both Extraordinary Capital Works Sub Committee meetings on 29 June (finalised minutes) and 23 July (draft minutes) to provide context to the discussions in recent weeks</p> <p>In relation to the development of the Plans, Mr Ford advised there has been robust engagement and review with feedback incorporated into the documents.</p> <p>Mr Ford referred to ongoing discussions between SCHN and key stakeholders around key focus areas and timeframes for critical decisions to be made.</p> <p>Dr Brydon acknowledged the work of the subcommittee with a summary of priority areas to be further explored later in the meeting particularly those which impact on SCHN.</p> <p>Mr Hoffmann presented on the Asset Strategic Plan and two Clinical Services Plans.</p>				

**Clinical Services Plans:**

It is proposed that the 2 clinical services plans are submitted to the Ministry by the end of this week for further review and consultation with the view to finalization by the end of August.

Mr Hoffmann summarised the key areas for discussion particularly related to beds and theatre space. Mr Nott suggested that the Board consider in September the comments from the Ministry and the significance of this feedback. Mr Ford suggested that this be subject to review by the Capital Works Sub Committee. Dr Brydon advised that the question of beds in ICU will not be resolved by the end of the month given other works around this aspect from the state. It was noted that the planning needs to consider expansion capacity.

Discussion regarding NETS ensued with it noted that there is planning work being done in collaboration with the Ministry.

Discussion regarding population projections occurred with Mr Ford clarifying that this has been covered in the Capital Works Sub Committee meetings. Mr Hoffmann referred members to the papers tabled to highlight these areas and referred to average length of stay changes impacting on bed projections.

**Asset Strategic Plan**

Mr Hoffmann provided a summary of the top four priorities and the key considerations that will be clearly articulated providing the Network with flexibility to change direction if required where other factors may impact of this and may present a risk to the Network.

Dr Brydon summarised some of the key aspects of the future plans at Westmead along with associated risks. Uncertainty about the input of combined developments was noted.

**Randwick:** Mr Hoffmann summarised plans and engagement with architects, project manager and cost planner to date and provided an overview of Stage 1 through to Stage 2C and considerations of the Randwick campus with Dr Brydon cautioning these are high level architectural drawings and may not be representative of future state. Mr Hoffmann provided slides that depicted one possible decant/rebuilt strategy of the future SCH. A key feature of these plans is carparking as it's critical that there is parking in close proximity to the hospital.

Dr Brydon noted that this an opportunity for codeveloping with a university partner and what can enable a better working relationship.

Mr Ford further supported the importance of this continued engagement and furthering the works to be undertaken at the Randwick Campus. Professor White referred to the opportunities for future clinical practice.

Mr MacDiarmid acknowledged the work of Mr Hoffmann and team with Mr Nott seconding this point. Mr Nott advised the Ministry's view at present in relation to Randwick.

Mr Makeig provided some context from the Foundation perspective.

The Board supported the submission of the 2 draft clinical services plans to the Ministry of Health, noting that further review and dialogue will occur.

Mr Ford advised that further drafts of the clinical services plans and the draft asset strategic plan are intended to be considered by the Capital Works Subcommittee prior to the September Board meeting. Mr Nott thanked Members for their review of the plans and their input.

5	Matters for Discussion					
5.1	Update on COU and Bed Capacity SCH	Chief Executive	-	30 min	For discussion	
	Dr Brydon referred members to the briefing circulated in the business papers. This was noted by the Board.					
5.2	Cardiac Planning	Chief Executive	-	5 min	For information	
	Dr Brydon referred to the briefing circulated for noting. Mr Nott referred to the work to date and the tight timeframe for finding an outcome.					

5.3		<b>Clinical Services Direction</b>				
		Dr Brydon referred to the paper within the business papers and advised that this will be planned over the next 12 months and implemented over the next 3-5 years.				
5.4		<b>Corporate Governance Attestation Statement</b>				
		Mr Nott provided an overview of the purposes of the Corporate Governance Attestation Statement noting this has been via Finance and the Audit and Risk Committee. The Board approved this for signature.				
5.5		<b>Internal Audit and Risk Attestation Statement</b>				
		Mr Nott provided an overview of the purpose of the Internal Audit and Risk Attestation Statement and this is recommended for endorsement by the Board and sign off by the Deputy Chair. The Board approved this for signature.				
<b>6</b>		<b>Standing Reports</b>				
6.1		<b>Chair's Report</b>	<b>Chair</b>	<b>verbal</b>	<b>10 min</b>	<b>For noting</b>
		- Cardiac review – report in the future on this.				
6.2		<b>Chief Executive's Report</b>	<b>Chief Executive</b>	<b>15-29</b>	<b>10 min</b>	<b>For noting</b>
		<p>The Chief Executive report was noted, with the following points summarised:</p> <ul style="list-style-type: none"> <li>• Clinical Lead positions:</li> <li>• Dr Carmo expressed that there had been an expectation from both the Medical Staff Councils that the Randwick appointee would be a Randwick based clinician. The Board notes the concerns of both MSCs and referred the matter to Dr Brydon.</li> <li>• Aboriginal Plan launched this week. Some discussion ensued regarding targeted recruitment in this space. <b>ACTION:</b> Plan to be shared with the Board.</li> <li>• Query regarding Reconciliation Action Plan (RAP); Mr Wright offered to assist in developing this with key Network staff along with Dr Robyn Shields. Dr Brydon proposes to learn from the RAPs in place at other LHDs. Dr Brydon provided other context and thanked Mr Wright for his involvement in all ATSI matters pertaining to the Network.</li> <li>• Ongoing clinical access challenges – Winter demand and still significantly impacting despite a range of strategies.</li> <li>• Surgical performance (elective) – going well but a small number of patients still breaching expected wait times.</li> <li>• Close Observation Unit CHW – still progressing recruitment.</li> </ul> <p>Dr McCaskill provided context in the emergency department space and the impending flu season throughout August.</p> <p>Dr Carmo referenced the difficulties in nursing recruitment and queried whether there could be other strategies explored. Dr Brydon advised that international nurse recruitment and associated visa requirements are a challenge but Dr Brydon noted that there is a nursing recruitment strategy that can be tabled at a future Board meeting. Professor Waters referred to some of the difficulties nursing workforce may face in various environments, especially retention.</p> <p>Discussion ensued regarding these challenges.</p> <p>Dr Brydon advised of Adjunct Professor McCullagh's recent Dan Walker Award winner 2018 – Health Information Society of Australia – National Award for My Health Memory.</p>				

		<b>ACTION:</b> Workforce reporting at a future Board meeting is to include the strategies to address nursing shortages.			
6.3		<b>SCHN Performance Report (April 2018)</b>	<b>Chief Executive</b>	<b>30-33</b>	<b>5 min</b>
		Dr Brydon noted that this is similar to last month's report regarding ED performance and surgery waiting times.			
6.4		<b>Foundation</b>			
		<p>Mr Makeig provided an update on the Foundation since the merge. Transition plans are working as expected. Work being done future fundraising strategies. Planning day coming up and a meeting with the Secretary to engage her in some ideas.</p> <p>Dr Brydon meets regularly with CEO SCHF and agrees the transition has been a successful process to date. Future plans will be around a fundraising focus to generate a great deal of interest. Mr Makeig suggested there be a subcommittee (jointly managed) with Dr Brydon referring to the establishment of the Philanthropic Committee to ensure due diligence around process.</p> <p><b>ACTION:</b> Membership to be circulated.</p>			

<b>7</b>	<b>Board Sub-Committee &amp; Network Committee Minutes</b>				
7.1		<b>Finance and Performance Committee</b>	<b>Chair F&amp;P Committee</b>	<b>5 mins</b>	<b>For noting</b>
		<b>7.1.1 Directors report:</b> July 2018	<b>Director Finance and Corporate Services</b>	<b>34-36</b>	
		Mr Jackson referred to his presentation under item 4 which the Board accepted as a summary of financial position for year end. Mr MacDiarmid supported this view.			
		<b>7.1.2 Endorsed Minutes:</b> June 2018		<b>44-49</b>	
		The minutes of the June Finance and Performance Committee were noted.			
7.2		<b>Health Care Quality Committee</b>	<b>Chair HCQC</b>	<b>5 mins</b>	<b>For noting</b>
		<b>7.2.1 Directors report:</b> July 2018		<b>50</b>	
		<p>Professor Waters referred to the presentation from Debra Cutler regarding the Nursing Plan which includes quality and safety.</p> <p>RCA recommendations are noted to be a challenge in their implementation and completion. Discussion ensued around what the factors are that are preventing the implementation of recommendations. Dr O'Meara suggested it relates to how some of the recommendations are written.</p> <p>Dr Brydon referred to changes in relation to how RCAs will be developed in the future including separating those conducting the Root Cause Analysis and the ones making the recommendations.</p> <p>Dr Brydon recognised the work of the Committee in highlighting these matters.</p> <p>Further discussion regarding changes in education of staff occurred.</p> <p>Coroner's recommendations: the HCQC to consider the actions arising from coronial inquiries.</p>			
		<b>7.2.2 Endorsed Minutes:</b> June 2018		<b>51-53</b>	
		The minutes of the March Health Care Quality Committee were noted.			

7.3		<b>Medical and Dental Appointment Advisory Committee</b>	<b>Chief Executive</b>	<b>5 mins</b>	<b>For noting</b>
		<b>7.3.1 Directors report:</b> July 2018		<b>54-57</b>	
		For noting			
7.4		<b>Capital Works Sub Committee</b>	<b>Jack Ford</b>	<b>10 mins</b>	<b>For discussion</b>
		The report from the Clinical Council, circulated in the business papers was noted. Professor White has been attending Precinct Meetings on behalf of the Board and seeks to do so again on Friday along with Dr Brydon.			
7.5		<b>Audit and Risk Management Meeting</b>	David Nott		
		The minutes from April were noted.			
7.6		<b>Clinical Council</b>			
		Dr McCaskill referred to the paper circulated with the Business Papers and this was noted.			
<b>8</b>	<b>Correspondence received</b>				
	Nil				
<b>9</b>	<b>Non-Executive Session</b>				
	Nil				
<b>10</b>	<b>Details of Next Meeting</b>				
	<b>Date and Location</b> Wednesday, 5 September 2018 Level 9 Bright Alliance Randwick		<b>Strategic Focus for Future meetings</b> <b>September – Clinical Services</b> October – Audit and Risk Biannual Report November – Annual General Meeting December – End of Year wrap		

