

The Sydney Children's Hospitals Network (Randwick & Westmead)	
Date	Wednesday, 7 February 2018
Time	8.30am to 11.00am
Location	Boardroom, Level 9 Bright Alliance, Randwick
Membership	<p>SCHN Board members</p> <p>Professor Christine Bennett AO (Chair) Professor Louise Baur AM Dr Abby Bloom Ms Joanna Capon OAM Mr Jack Ford Ms 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>Ex officio invitees</p> <p>Dr Michael Brydon, (Chief Executive, SCHN) Dr Christopher Webber (MSC – SCH representative) 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>In attendance</p> <p>Mr Duncan Makeig (Board Chair, Sydney Children's Hospital Foundation) Kate Hurle, EA to the CE, acting Secretariat</p>
Secretariat Contact:	Manager Executive Services Sydney Children's Hospitals Network Ph: 9845 3637 mobile 0417 561 273

Minutes
Sydney Children's Hospitals Network Board Meeting
7 February 2018

ITEM	By Exception *	DESCRIPTION	RESPONSIBILITY	PAGE NO.	TIME	ACTION REQUIRED	
1		Administrative Matters				5 min	For noting
		1.1	Welcome and Attendance	Chair	-		
			<p>Attendance</p> <p>Professor Christine Bennett AO (Chair), Professor Louise Baur AM, Dr Abby Bloom, Ms Joanna Capon OAM, Mr Jack Ford (via phone until 9.30am), Ms Renata Kaldor AO, Mr Bruce MacDiarmid, Mr David Nott, Professor Kim Oates, AM Professor Donna Waters, Mr Jeremy Wright, Professor Les White AM, Dr Michael Brydon, Dr Christopher Webber, Dr John Lawson, Dr Kathryn Carmo, Dr Mary McCaskill, Mr Brian Jackson, Dr Matthew O'Meara</p> <p>The Chair welcomed Drs Kathryn Carmo and John Lawson to their ex-officio positions on the Board as representatives of the Medical Staff Councils. The thanks of the Board were extended to Prof Ralph Cohen and Dr Chris Webber as the outgoing representatives for their contributions to the Board throughout their tenure. The balanced and thoughtful advice provided to the Board by Prof Cohen and Dr Webber were noted with gratitude.</p> <p>A non-executive session occurred at the start of the Board meeting around Board appointments and other matters.</p>				
		1.2	Apologies	Chair	-		
			Dr Robyn Shields and Mr Duncan Makeig were noted as apologies.				
		1.3	Declaration of Conflicts of Interest	Chair	-		
			No conflicts of interests were declared beyond those already registered.				
2		Minutes and Action Items					
		2.1	Review of Minutes of meeting held on 6 December 2017	Chair	1-7	5 min	For approval
			Subject to several amendments, the minutes were approved.				
		2.2	Matters Arising from Previous Meeting				
			2.2.1 Review of Action Table	Chair	8	5 min	For noting
			It was noted that all matters arising were included within the Agenda.				
3		Work Health and Safety Reporting					
		3.1	Work Health and Safety (monthly report)	Chief Executive	9-10	5 min	For discussion
			<p>The monthly Work Health and Safety report was noted.</p> <p>An increase in incidents relating to biological factors is reflected in the report: monitoring is in place to identify whether there are underlying factors that have contributed to this.</p> <p>It was noted that Worksafe was called to the site in relation to a spill of a chemotherapy agent; there were no further actions required.</p>				

		3.2	Work Health and Safety (quarterly report)	Chief Executive	11-18	5 min	For discussion	
			<p>The quarterly Work Health and Safety report was noted.</p> <p>SCHN performed to expectations in the recent MoH Audit with no issues of significance raised.</p> <p>The Network is also performing well compared with other NSW Local Health Districts. To enable benchmarking with a comparable paediatric facility, an agreement has been reached with Queensland's Lady Cilento Children's Hospital for sharing of data.</p> <p>It was noted that SCHN has some issues at each site related to the aging of the buildings that require ongoing management.</p> <p>It was queried whether there has been a small increase in claims over the most recent quarter; this was confirmed and is being monitored to identify whether there are trends that need further attention.</p> <p>An error in the date of the report was identified with 2017 stated rather than 2018.</p>					
4		Strategic Priority in Focus – Network and Partnerships						
		4.1	Implementation Plan – Strategic Plan	Chief Executive	19	5 min	For noting	
			<p>The CE reported that sessions are scheduled with senior leadership in the coming weeks to support the implementation of the Strategic Plan.</p> <p>It was noted that as part of the implementation of the Strategic plan ways of working is shifting, the way in which the Executive interlinks and communicates with the rest of the organization is undergoing review. Dr Brydon referred to feedback around processes and governance, work undertaken by the Capacity Working Group and incorporating families in decision making in the future.</p>					
		4.2	Foundation update	Chief Executive	20-21	30 min	For discussion	
			<p>Mr Nott provided an update on progress of the Foundation project. Strong goodwill is present on both sides to reach a mutually agreeable resolution. Key matters currently under consideration are as follows:</p> <ol style="list-style-type: none"> 1. Licensing of trademarks <p>SCHN owns the majority of the trademarks and brands associated with the Hospitals, include the trademark of the current SCH Foundation. Agreement needs to be reached on the conditions of use for the trademarks and any circumstances under which the use could be withdrawn or modified.</p> 2. Protections for Charitable Status, Control and Consolidation <p>There are important issues of control and consolidation being considered as part of the transfer of assets and employees including the requirements of a Health Promotion Charity and accounting standings relevant to 2 independent organisations.</p> 3. SCHN Representation on the Foundation Board <p>Discussion regarding SCHN representation on the Foundation is continuing. SCHN will have 2 members (increased from the current single representative) relating to the positions of the Network Board Chair and CE.</p> 4. Transition Period <p>During the initial transition period (at least 3 months), SCHN will be providing funding to the Foundation for the expenditure costs of the transferred staff proportional to the philanthropic revenue still received into SCHN directly.</p> 5. Current CHW Fundraising Staff <p>Pre-consultation with the union has occurred and there has been ongoing discussion with staff. It is the intention of SCHN and the Foundation that current CHW Fundraising staff will be retained as far as possible and negotiations continue regarding equity of pay and conditions, as well as preservation of entitlements being retained for 5 years.</p> 					

			<p>Mr Nott advised that the next steps will focus on the finalisation of the license agreement, followed by a meeting between SCHN Board representatives and the Ministry of Health. It was agreed this meeting should be attended by at least 2 of the Chair, Mr Nott and Ms Kaldor. The Chief Executive and Director of Finance will also attend. It was emphasised that once the license agreement is in place, SCHN has committed to the change and withdrawal could only occur if a threshold for one of the agreed significant triggers is reached.</p> <p>The Chair thanked the Board members for their ongoing work to support SCHN in this process, as well as the many other contributions to key projects and committees.</p>				
5		Matters for Discussion					
		5.1	Capacity Working Group	Chief Executive/DCO/MSC reps	22-23	30 min	For discussion
			<p>The Chair introduced the context for CWG. The SCHN has been challenged by capacity and access issues for some time, with a peak impact experienced in the last 6 months of 2017. Although the challenges have been particularly visible recently in relation to access to Paediatric Intensive Care for post-surgery patients, capacity challenges are organisation wide.</p> <p>The Director of Clinical Operations was welcomed to the meeting and presented on the progress of the Capacity Working Group and the process used to identify the highest priority strategies for funding and implementation.</p> <p>It was outlined that the Working Group identified 45 potential strategies; members were provided with approximate costings and an overall budget based on activity forecasts to consider for allocation amongst those items considered to have most impact. The following priorities were identified following input from the Executive:</p> <ul style="list-style-type: none"> • Optimizing ICU access, especially at Westmead. • Co-ordination to optimise Cardiac Surgery and Spinal Surgery • Increasing bed-base at both sites, including isolation access • Expanding HiTH as part of overall models of care. It was noted that the ranking for this item was scaled up based on significant gains being achievable for minimum investment. <p>These will now undergo a more detailed analysis and consultation in deciding final priorities and solutions.</p> <p>This is a new approach to prioritization for SCHN. Although the engagement has been positive overall, it was acknowledged that some challenges were experienced as the process evolved and it was agreed that the approach can be improved in future. It was clarified that this process has been used to inform management, while responsibility for decision making ultimately sits with the Chief Executive and management team.</p> <p>Concern was expressed that solutions regarding access to PICU for post-operative care for cardiac patients had not been adequately dealt with.</p> <p>Additional engagement has occurred subsequently with areas such as Mental Health where similar issues of pressure are also being experienced. A project to identify strategies to improve mental health services across the Network is being led by Dr McCaskill, supported by a project officer.</p> <p>The Board noted the immediate plans for capital development of an additional high-dependency area at CHW, and better utilisation of both sites in meeting cardiac surgery and PICU demand. Further work on this issue will continue through the CWG and be reported to the Board.</p> <p>The CE and DCO were asked whether they are satisfied that the strategies identified are sufficient to address the capacity and access limitations.</p> <p>The CE acknowledged that these limitations will continue to present challenges to the Network as demand and case complexity continues to increase. However the strategies being progressed will alleviate some pressure and assist in managing capacity in the immediate future once rolled out. Other strategies also proposed by the Capacity Working Group remain under consideration.</p>				

			The Chair reflected the complexities of this area and the commitment the Board, Executive and clinicians have to work towards the shared goal of optimal patient care.				
		5.2	Patient Story	Chief Executive	24-28	5 min	For information
			This item was held over, noting that the DCO's presentation included a patient story.				
		5.3	Paediatric Initial Focus Submission	Chief Executive	29-30	5 min	For noting
			The provided submission document was noted and taken as read. The positive progress being made by Paediatric was noted and a favorable outcome to the submission is anticipated.				
6		Standing Reports					
		6.1	Chair's Report	Chair	verbal	10 min	For noting
			<p>The Chair thanked the Board members for their tireless and varied contributions to SCHN activities and noted the following matters:</p> <ul style="list-style-type: none"> SCHN Board Membership The 4 Board members whose tenure had expired accepted a further term of appointment. Capital Works It was noted that Mr Bruce MacDiarmid has agreed to join the SCHN Capital Works Subcommittee and will particularly focus on the Randwick redevelopment. The Chair has been contacted by the Chief Executive of the Children's Cancer Institute (CCI) seeking to meet to progress discussions regarding future planning for building developments. Paediatric The process is underway for Paediatric to appoint another Board member. It was noted that the Paediatric Board Chair and Executive Officer are undertaking a study tour with a genomics focus; the SCHN Director of Research will also join the tour to provide clinical / research expertise. China Delegation The SCHN Board chair participated in a government delegation to China, which included the Premier and Minister for Health. This was noted as an excellent opportunity for networking and relationship development. Genetics Diagnostic Error This incident is a matter of concern to both the Executive and the Board. It was noted that the external reviewers have provided their report, which identified the most likely cause as a human error. System improvements that would assist in preventing a reoccurrence have been identified and are being implemented. Capacity and Access A meeting occurred in late 2017 between the Board Chair and Sydney Children's Hospital, Medical Staff Council representatives at the request of the MSC. This meeting was productive and the Chair noted her thanks for the MSC's engagement and willingness to work towards a positive outcome. The Chair provided clarification regarding the role of the Board in the processes underway to address the capacity and access challenges that SCHN is experiencing. It was noted that the Board is being kept updated of strategies and progress given the importance of the matter however as these are operational matters, they are not being presented to the Board for endorsement or decision. It was queried whether the Board should also receive regular updates regard the status of the Network Cardiac Service across both sites; it was noted that that this will be considered as part of the overall capacity and access issue. The challenges presented in managing the capacity constraints in the context of the 				

			negative media attention in late 2017 were acknowledged and the Chair expressed the Board's thanks to the Chief Executive and other members of the Executive for their leadership during this time.				
		6.2	Chief Executive's Report	Chief Executive	31-35	10 min	For noting
			The provided report was noted and taken as read. Key matters have been discussed under relevant agenda items.				
		6.3	SCHN Performance Report (December 2017)	Chief Executive	36-39	5 min	
			<p>The CE reported that the Executive are continuing to negotiate with the Ministry of Health in relation to activity and funding. These discussions are progressing positively for the 2018 / 2019 targets and a \$10 million allocation of additional funding for the current financial year was received by SCHN in late December 2017. This was acknowledged as a significant achievement, particularly in the context of the challenges experienced by SCHN in late 2017.</p> <p>The financial position has also been assisted by a reduction in the leave liability following the Christmas and New year period. However revenue from patient use of private insurance continues to decrease. This is a result of changes within the insurance industry and similar impacts are being experienced across the state. It was noted this also has an impact on Senior Medical Staff remuneration.</p> <p>The surgical waiting list KPI's were noted as significantly improved over the past 12 months which is a particularly noteworthy achievement in the context of the wider capacity issues.</p> <p>Prof Oates requested that consideration be given to ensuring a higher profile for quality and safety in the Board's regular agenda. It was noted that this was the focus of the December 2017 meeting but also requires regular inclusion.</p>				

7 Board Sub-Committee & Network Committee Minutes					
*	7.1	Finance and Performance Committee	Chair F&P Committee	5 mins	For noting
		7.1.1 Directors report: January 2018	Director Finance and Corporate Services	40-43	
		7.1.2 Endorsed Minutes: December 2017		44-49	
		The Director's report and endorsed minutes were noted.			
*	7.2	Health Care Quality Committee	Chair HCQC	5 mins	For noting
		7.2.1 Directors report: January 2018		50	
		7.2.2 Endorsed Minutes: December 2017		51-53	
		The Director's report and endorsed minutes were noted.			
*	7.3	Medical and Dental Appointment Advisory Committee	Chief Executive	5 mins	For noting
		7.3.1 Directors report: January 2018		54-57	
		The Director's report was noted.			
	7.4	Capital Works Sub Committee	Jack Ford	10 mins	For discussion
		7.4.1 Chair's Report: January 2018		58-59	
		7.4.2 Endorsed Minutes: December 2017		60-63	
		<p>The Director's report and endorsed minutes were noted.</p> <p>Mr Ford advised that the Capital Works Subcommittee has identified the need for the appointment of a high level position with experience and expertise to support the redevelopment on the Randwick Campus. It was confirmed that this is progressing in consultation with Health Infrastructure.</p> <p>Discussion emphasized that the relocation and expansion of the SCH Emergency Department is of key importance for SCHN and the community in the ongoing discussions with MoH.</p> <p>Prof White advised that the Children's Cancer Institute (CCI) have met with UNSW to explore opportunities as part of this development. It was noted that Prof White is a Board member of CCI (previously declared and recorded).</p>			
8 Business Without Notice					
The Chair reminded all members of the importance of the complete confidentiality of all Board discussions and correspondence. The effective functioning of the Board relates to the ability to have frank and open discussions, applicable to invited attendees. The Chair noted that the attendees are an important voice to hear					

and there is a need to be cognizant of the health of the entire enterprise. The Chair clarified the position of the Board in relation to representatives and obligations for all members.

ACTION: Circulation of Orientation package for all Board members as a refresher. MSC address by Board Chair offered; to be arranged.

9

Details of Next Meeting

Date and Location

Wednesday, 7 March 2018
The Children's Hospital at Westmead

Strategic Focus for Future meetings

March – Research
April – People and Culture