

## Sydney Children's Hospitals Network Board Meeting Minutes

Thursday, 4 November 2021

### Attendance (via Zoom and in person at Level 9, Bright Alliance Building, Randwick)

#### Board

Elizabeth Crouch AM (Chair), David Nott (Deputy Chair), Dr Abby Bloom, Jack Ford, Jane Freudenstein, Bruce MacDiarmid and Mr Jeremy Wright AM

#### Ex-officio

Cathryn Cox PSM, Chief Executive; Dr Angus Alexander for Dr Kath Carmo, The Children's Hospital at Westmead (CHW) Medical Staff Council; and Dr Matthew O'Meara, NSW Chief Paediatrician

#### Executive

Bart Cavalletto, Director, Strategy and Innovation; Professor Chris Cowell, Director, Research; Emma Cuell, Director, Office of the Chief Executive; Sam Galluccio, Director, People and Culture; Dr Joanne Ging, Executive Director, Clinical Operations; Judy Goldman, Director, Communication and Engagement; Tim Hoffman, Director, Redevelopment; Dr Mary McCaskill, Director, Medical Services and Clinical Governance (for items 4.1 and 5.1); and Sayeed Zia, Director, Finance and Corporate Services.

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

#### Guests

**Item 2.1:** Dr Peter Croll, Director, Information Security Services, eHealth NSW; Brian Blood and Stephen Horne, Sydney Children's Hospitals Network (SCHN) Audit and Risk Committee members; Anthony Wallis, Manager, Internal Audit

**Item 4.1:** Chrissy Ceely, Director, Safety, Quality and Governance

### 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 part of the session.

Other attendees joined the meeting from item 2.0.

### 2.0 Presentation and Discussion

#### 2.1 Cyber Security, presented by Dr Peter Croll

The Chair welcomed Dr Croll and the Audit and Risk Committee members. The Board received a presentation on current cyber security issues from Dr Croll, including current challenges and priorities, improving system resilience, reporting obligations, and the opportunity for collaboration between eHealth and SCHN to support local process and system enhancements.

A discussion with the Board followed, including SCHN priorities, the requirements for external organisations working with NSW Health, how best to share learnings, and how cyber security risk was being considered for new projects, products, and builds.

#### 2.2 SCHN Cyber Security Update - Director, Strategy and Innovation

The Board noted the findings from the recent SCHN cyber security review and the priority focus areas.

On behalf of the Board, the Chair thanked Dr Croll for his presentation and discussion, and highlighted the Board's interest in regular updates and commitment to ongoing collaboration. The Chair also thanked the members of the Audit and Risk Committee for their attendance and participation.

**Action:** Further report back to be provided at the December 2021 Board meeting including SCHN plans for development of Information Security Management System (ISMS) and managing cyber security risk

### **3.0 Meeting Opening**

#### **3.1 Acknowledgement of Country**

Jane Freudenstein provided the Acknowledgement of Country. Ms Freudenstein also reflected that November is the anniversary of the enactment of the Aboriginal Protection Act and acknowledged the impact this had on indigenous people.

#### **3.2 Apologies**

Dr Elizabeth McEntyre was not in attendance.

Sally Whalen, Director, Nursing, Midwifery and Education

Dr Angus Alexander was again welcomed as a proxy for Dr Kath Carmo, Chair, CHW Medical Staff Council.

#### **3.3 Declaration of Interests**

The Board noted Dr Bloom's advice of appointments as Non-Executive Director and incoming Chair of DatChem Pty Ltd, and 'Chair-Designate' of the Sovereign Manufacturing Automation for Composites Cooperative Research Centre, received during the previous month. These appointments were acknowledged and have been recorded.

Ms Crouch advised of her appointment as a Non-Executive Director to the Board of Ochre Health.

#### **3.4 Previous Meeting Minutes**

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

#### **3.5 Actions Arising**

The Board noted the Action Item Register.

An update will be requested from the Director, Medical Services and Clinical Governance on paediatric statewide training.

The Director, Strategy and Innovation confirmed that Board member feedback on the Balanced Scorecard will be requested and outcomes presented at the December 2021 Board meeting.

#### **3.6 Board Chair Report**

The Chair discussed the NSW Health Secretary's recent briefing with Board Chairs and will circulate notes to Board members. It was noted that the briefing acknowledged the importance of monitoring COVID-19 levels in children following students returning to school.

Updates were provided on the progress of discussions with the Children's Cancer Institute regarding governance arrangements for the Comprehensive Children's Cancer Centre, service and governance discussions with the Sydney Children's Hospitals Foundation (SCHF), and the focus on precinct redevelopments at Randwick and Westmead with regular meetings continuing with partners for both sites.

There was acknowledgement of the likelihood of and support for future continued virtual/in person 'hybrid' Board meetings.

#### **3.7 Chief Executive Report**

The Chief Executive discussed the focus of recent Senior Executive Forums on system resilience and transition planning and the challenges of 'unbundling' COVID-19 processes such as border arrangements. The importance of recognising the needs of paediatric patients and services in post-lockdown planning was also discussed.

Recent success in obtaining \$900,000 to reduce wait times for electrophysiology studies was noted. It was highlighted that the business case for the Viral Vector Manufacturing Facility has been submitted for consideration by Government, with an outcome likely to be advised mid November 2021.

Arrangements are progressing with the SCHF to develop a Memorandum of Understanding for the Communication and Engagement Services provided by SCHN to support fundraising activities.

Updates were provided on the progress of precinct redevelopment discussions. A detailed briefing will be provided for the Board in early 2022.

Success in the Premier's Awards was recognised, with three finalists representing the Network. Dr Katherine Knight's appointment as the SCHN Director, Mental Health was also noted.

#### 4.0 Matters for Decision

##### 4.1 Safety and Quality Account – Director, Medical Services and Clinical Governance

The Board **noted** the Safety and Quality Account as part of the Safety and Quality Framework, reported annually to the Ministry of Health and published on the SCHN intranet. The Account offers a holistic view of the health service, including patient experience. Through qualitative and quantitative data, the account encourages reflection on the safety and quality of services of the past year and identifies priorities for safety and quality improvements for the next 12 months. The Account also documents the 'enablers' to safety and quality, and plans to improve the patient experience and build capacity for a workplace culture that drives safe and quality care.

The document was presented as a final draft, with the opportunity to be refined pending feedback from the Board. A discussion with the Board followed, including options for Aboriginal health engagement indicators, and opportunities for partnerships to support service delivery and impact.

The Board **approved** the Safety and Quality Account in-principle noting further refinements may be made prior to submission to the Ministry of Health in December 2021.

The Chair thanked staff, including the SCHN Quality and Safety Committee, for the work in producing the Account and recognised the importance of the document. Board member feedback was invited, to be provided to the Director, Medical Services and Clinical Governance or the Board Secretariat by 12 November 2021.

#### 5.0 Matters for Discussion

##### 5.1 COVID-19 Update – Director, Medical Services and Clinical Governance

The paper was taken as read. The Board **noted** the focus now being on how the Network delivers care in a COVID-safe environment.

**Action:** Outline of the SCHN approach to move from 'Pandemic to Endemic' to be provided at the December 2021 Board meeting.

##### 5.2 Health, Safety and Wellness Strategy – Director, People and Culture

The Board **noted** the role of the Strategy in providing a structure for employee safety performance improvement for the next three years, supported by annual action plans. The current priorities are the prevention and management of occupational violence and aggression and supporting staff mental wellbeing.

Board member feedback was invited, to be provided to the Director, People and Culture offline, with a final version to be presented to the Board in December 2021. The Board discussed how staff health, safety and wellness is being incorporated into new building and facility development, how the Strategy's effectiveness will be assessed by the Health, Safety and Wellness Governance Committee who will monitor data and engage with teams, and the importance of workplace culture considerations.

Regular updates will be provided to the Board as the Strategy is implemented.

**Action:** Feedback from Board members on the draft Health, Safety and Wellness Strategy to be provided by 18 November 2021.

##### 5.3 People and Culture Due Diligence Report – Director, People and Culture

As the first report of this kind, Board members were invited to provide feedback on the value of the Due Diligence Report for risk reporting and actions taken. It was noted that any reportable incidents will be advised to the Board between the quarterly Due Diligence reporting schedule, if required.

Board discussion included the SCHN process for managing high risk Work, Health and Safety incidents. The Board **noted** the protocols and practices in place and that an updated process of having the 'right people' involved early was working well. Information was also provided on several current high complexity employee matters and the levels of assessed risk. There was discussion on how the Health, Safety and Wellness Strategy and Due Diligence Report could be more integrated.

The Director confirmed that any concerns in the managing of individual matters would be advised to the Board as a priority.

**Action:** Feedback from Board members on the Due Diligence Report to be provided by 10 December 2021.

## **6.0 Matters for Discussion – Executive Reports**

### **6.1 Research Update – Director, Research**

The Director noted further recent research grant success, including grants being announced today. A further update of successful grants will be included for next month's meeting.

The Board **noted** the impact of COVID-19, including lockdown periods, on SCHN Research. There had been reduced availability of students in the workplace, with universities restricting attendance over the past four months. The move to online work impacted practical skill development for more junior researchers. Delays in clinical trials have been observed, although many moved to telehealth-type models to progress. Grant providers have acknowledged the impact and generally have supported a further six to 12 months in the grant term.

Reduced access to practical research may impact personal career choice, particularly for honours level researchers. Otherwise, the impact at a Research unit level is considered relatively small and transient.

Professor Cowell advised the Board of his decision to retire in December 2021. The Chair and Board members thanked the Director for his extended and significant contribution to the Network, which will be formally recognised at the December 2021 Board meeting.

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

The paper was taken as read. The Chief Executive highlighted the change in policy and process for Serious Adverse Event Reviews and the improvement in clinician engagement.

### **6.3 Clinical Operations Update – Executive Director, Clinical Operations**

The Board **noted** the increased numbers of patients waiting for surgery due to the NSW Health request to put on hold all non-urgent elective surgery cases, and the actions being taken to maximise surgery time at both SCHN sites and through collaborative care. The Board also **noted** there had been a clerical error that had impacted the reporting of Elective Surgery Performance as it relates to Category 1 cases, noting that there was no impact to the care provided.

Discussion included the role that SCHN staff have taken, accelerated as a result of COVID-19, to share expertise with clinicians throughout NSW. Positive feedback has been received on the approach of reaching out, supporting, and 'showing rather than telling' as part of the NSW Paediatrics meeting chaired by the Executive Director, Clinical Operations. It is an approach that is being built on, including the review of current outreach programs and development of policies for care of patients, such as for care of bilious vomiting. The Executive Director spoke of expanding the SCHN role in this style, through seeking feedback from external clinicians and teams on what they need and how they would like to continue, with a focus on improving accessibility to SCHN expertise and inter-organisation interactions.

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

The Board **noted** the current underlying forecast and possible funding opportunities, and the favourable SCHN audit results for the 2021 Financial Year.

Board discussion included the positive outcomes for cost management of the Recruitment Committee process, noting a small project group will review any opportunities for further improvement. Discussion also considered the opportunity for 'doing things collectively better' through precinct partnerships and the work being done at Westmead with car parking and Employee Assistance Program providers that has benefited from a precinct approach.

### **6.5 Strategic Risk Update – Director, Finance and Corporate Services**

The Board **noted** the format change of the risk reporting, seeking to better communicate strategic risks through a heat map and individual risk snapshot. It was noted that the ratings of several risks have been reviewed.

## 7.0 Matters for Noting

### 7.1 Strategy and Innovation Update

Taken as read.

### 7.2 Communication and Engagement Update

Taken as read.

### 7.3 People and Culture Update

Taken as read.

### 7.4 Redevelopment Update

Taken as read.

### 7.5 Mandatory Training Update

Taken as read

### 7.6 Committee Meeting Minutes

Taken as read.

## 8.0 Any Other Business

### Update on Board appointments

The Chair advised that the Board's recommendations for new Board appointments have been submitted to the Ministry of Health, with announcements of new Board members expected in December 2021.

## 9.0 Next Meeting

The next meeting is scheduled for 0830, Thursday 2 December 2021.

The meeting closed at 1145.

| Agenda Item | Description  | Responsible                                       | Due Date  |
|-------------|--|---|-----------|
| 2.1         | Further report back to be provided at the December 2021 Board meeting including SCHN plans for development of Information Security Management System (ISMS) and managing cyber security risk | Director Strategy and Innovation                  | Dec-21    |
| 5.1         | Outline of the SCHN approach to move from 'Pandemic to Endemic' to be provided at the December 2021 Board meeting.   | Director Medical Services and Clinical Governance | Dec-21    |
| 5.2         | Feedback from Board members on the draft Health, Safety and Wellness Strategy to be provided by 18 November 2021   | Board Members                                     | 18-Nov-21 |
| 5.3         | Feedback from Board members on the Due Diligence Report to be provided by 10 December 2021   | Board Members                                     | 10-Dec-21 |