

The Sydney Children's Hospital Network (Randwick and Westmead)

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Chief Executive: Elizabeth Koff

Chief Executive's Year in Review

The establishment of the Sydney Children's Hospitals Network on 1 July 2010 was a milestone for paediatric healthcare in our State.

By sharing resources and harnessing the strengths of Sydney's two children's hospitals, we are seeing the development of clinical networks, enhanced models of co-ordinated care, new partnerships and a boost to the research capacities of both hospitals.

A range of achievements across our Network have enhanced the quality of paediatric health care in 2010-11. These achievements reflect our key areas of care – clinical, research, education and advocacy.

The size, scale and capacity of our Network exceed many paediatric health care facilities on a national and international scale. We will see further growth and development as we welcome the Newborn and Paediatric Emergency Transport Services (NETS), the Pregnancy and Newborn Services Network (PSN) and other child and youth related services to the Sydney Children's Hospitals Network.

Our strategic plan for 2012 and beyond outlines our continued commitment to providing exceptional world-class care. Many of our services are already regarded as world-class and we are committed to expanding this standard of excellence in coming years for the benefit of our community.

The vision of our Network, 'Children First and Foremost', encapsulates our philosophy of care perfectly and is a constant reminder that the child and their family is at the centre of all we do.

Elizabeth Koff, Chief Executive

Key Achievements 2010-11

- The Paediatric Gait Analysis Service, part of the Kids Research Institute at The Children's Hospital at Westmead, was officially opened. This high-tech laboratory will be used to intricately analyse the movement of 180 patients with neuromuscular conditions each year.
- Cardiac surgeons from The Children's Hospital at Westmead, in conjunction with transplant specialists from St Vincent's Hospital, have performed the first paediatric lung transplant at St Vincent's Hospital.
- An innovative and high-tech learning portal to enhance learning and development for clinical and non-clinical staff has been developed by The Children's Hospital at Westmead.
- Refurbishments to the Emergency Department waiting room and triage area at Sydney Children's Hospital at Randwick have been completed, providing a more efficient and comfortable space for children, families and staff.
- A model of an MRI machine has been installed at The Children's Hospital at Westmead to familiarise children with the MRI scan process. Child Life Therapists have introduced this initiative to ultimately avoid having to anaesthetise children during MRI scans.
- Surgery performance benchmarks have been achieved across all waiting list categories, ensuring children receive their surgery within clinically appropriate timeframes.
- The deteriorating patient program, 'Between the Flags' was implemented across the Network.
- SCHN progressed to a network governance structure, including the appointment of the Governing Council and the Network Executive.

Key Planned Activities and Outcomes 2011-12

Newborn and Paediatric Emergency Transport Services (NETS), the Pregnancy and Newborn Services Network (PSN) and the Children's Court Clinic will become part of the Sydney Children's Hospitals Network.

The Sydney Children's Hospitals Network is embarking on a Clinical Services Planning process to identify opportunities for greater collaboration and integration between the two hospitals.

A new \$27.7 million Clinical Services Wing will be built at Sydney Children's Hospital at Randwick, including a Mental Health Unit, Brain Injury Rehabilitation Centre and a surgical inpatient ward.

The Cancer Institute NSW has awarded \$6.5 million to the Translational Cancer Research Centre for Kids (TCRCK). The funding will create a network uniting the three NSW clinical centres treating children with cancer at Randwick, Westmead and Newcastle with the three NSW medical research institutes.

A second MRI machine will be installed at The Children's Hospital at Westmead.

Paediatric simulation training initiatives will be launched, including capital infrastructure for simulation centres and recurrent funding for staffing and training.

Equal Employment Opportunities

Key Achievements 2010-11

- Twenty-five indigenous Australians have graduated from pre-employment training with a Certificate II in Business facilitated by The Children's Hospital at Westmead.
- The pre-employment program formed part of the Hospital's Aboriginal Workforce Plan with a commitment to significantly increase the number of Aboriginal people employed over three years.
- A strategy has been implemented to identify positions as Aboriginal before recruitment commences – this strategy has been successful with six Aboriginal people employed to date.
- In addition to the Hospital's connection with the Aboriginal community through workforce development, the Aboriginal Health Strategic Plan, Koori Kids, has also been developed and provides a map for the provision of health care to Aboriginal children.
- Aboriginal secondary schools program established with career information days held.
- As part of the evaluation of the Parent and Carer Resource Centre (PCRC) a survey of staff was conducted and this feedback will be used to develop some resources and support for staff who are carers.
- Carers Week was celebrated at the Hospital with education sessions, free massage in the PCRC, prizes and an education stall outside the PCRC – a number of staff who are carers accessed these events.

Key Planned Activities and Outcomes 2011-12

- Continue the implementation of the Hospital's Aboriginal Workforce Plan.
- Establish an Aboriginal Workforce Steering Committee for The Sydney Children's Hospitals Network.
- Develop strategies to implement *Respecting the Difference – An Aboriginal Cultural Training Framework for NSW Health*.
- Aboriginal secondary schools program will continue with career information days being held quarterly.
- In consultation with Aboriginal employment agencies, career information days will be held for Aboriginal job seekers.
- Establish priorities for staff with disabilities within The Sydney Children's Hospitals Network.

Table 1. Trends in the Representation of EEO Groups¹

EEO Group	Benchmark or target	% OF TOTAL STAFF ²			
		2008	2009	2010	2011
Women	50%	0	0	0	80.3%
Aboriginal people and Torres Strait Islanders	2.6% ³	0	0	0	0.8%
People whose first language was not English	19%	0	0	0	23.7%
People with a disability	N/A ⁴	0	0	0	4.7%
People with a disability requiring work-related adjustment ⁵	1.1% (2011) 1.3% (2012) 1.5% (2013)	0	0	0	0.6%

Table 2. Trends in the Distribution of EEO Groups⁶

EEO Group	Benchmark or target	DISTRIBUTION INDEX ⁷			
		2008	2009	2010	2011
Women	100	0	0	0	85
Aboriginal people and Torres Strait Islanders	100	0	0	0	77
People whose first language was not English	100	0	0	0	92
People with a disability	100	0	0	0	100
People with a disability requiring work-related adjustment	100	0	0	0	91

Note: Information for the above tables is provided by the Workforce Profile Unit, Public Sector Workforce Branch, Department of Premier and Cabinet.

1. Staff numbers are as at 30 June. **2.** Excludes casual staff. **3.** Minimum target by 2015. **4.** Per cent employment levels are reported but a benchmark level has not been set. **5.** Minimum annual incremental target. **6.** A distribution index of 100 indicates that the centre of distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. An index of more than 100 indicates that the EEO group is less concentrated at the lower salary levels. **7.** Excludes casual staff.

* EEO survey was conducted in June 2011 elicited a low response rate (22%). A distribution index based on an EEO survey response rate of less than 80% may not be completely accurate.

Government Information (Public Access) Act 2009

Under the *Government Information (Public Access) Act 2009* (GIPA Act) there is a presumption in favour of the disclosure of government information unless there is an overriding public interest against disclosure.

During the period 1 July 2010 to 30 June 2011, the Sydney Children's Hospital Network received eight access applications under the GIPA Act. Of the eight applications received, five applications have been granted in full, one application was withdrawn, one application information was not held by the Network.

All the applications were provided in full with no partial release of documents.

The Sydney Children's Hospital Network regularly reviews its website and GIPA information strategy to ensure that any updates to the legislation are incorporated. A further review of the GIPA website is currently being done as of the print date of this document.

Information, as set out in the required form in Schedule 2 of the *Government Information (Public Access) Amendment Regulation 2010*, relating to the access applications made to the Sydney Children's Hospital Network during 2010-11 is provided below.

Table A. Number of applications by type of applicant and outcome*

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM OR DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN
Media	1	0	0	0	0	0	0	1
Members of Parliament	1	0	0	1	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	1	0	0
Members of the public (application by legal representative)	1	0	0	0	0	0	0	0
Members of the public (other)	2	0	0	0	0	0	0	0

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B. Number of applications by type of application and outcome

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM OR DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN
Personal information applications#	2	0	0	0	0	0	0	0
Access applications (other than personal information applications)	2	0	0	1	0	0	0	1
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

A personal information application is an access application for personal information (as defined in Clause 4 of Schedule 4 of the Act) about the applicant (the applicant being an individual).

Table C. Invalid applications

REASON FOR INVALIDITY	NUMBER OF APPLICATIONS
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D. Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	NUMBER OF TIMES CONSIDERATION USED*
Overriding secrecy laws	0
Cabinet information	0
Executive Council Information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies to Table E.

Table E. Other public interest considerations against disclosure: matters listed in table to Section 14 of the Act

	NUMBER OF OCCASIONS WHEN APPLICATION NOT SUCCESSFUL
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F. Timelines

	NUMBER OF OCCASIONS WHEN APPLICATION NOT SUCCESSFUL
Decided within the statutory timeframe (20 days plus any extensions)	3
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	3

Table G. Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	DECISION VARIED	DECISION UPHELD	TOTAL
Internal review	0	0	0
Review by Information Commissioner*	0	1	1
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	1	1

*The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H. Applications for review under Part 5 of the Act (by type of applicant)

	NUMBER OF APPLICATIONS FOR REVIEW
Applications by access applicants	0
Applications by persons to whom information the subject of access applications relates (see section 54 of the Act)	0