



The
Sydney
Children's
Hospitals
Network

Annual Review
2010-11



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Chairman Foreword

As Chairman of the Sydney Children's Hospitals Network, I am privileged to work alongside a team of experts who are committed to providing the best care for the children and families of NSW and beyond.

Since the Network was established in mid-2010, we have witnessed an evolution in paediatric health care. No longer two separate entities, the Sydney Children's Hospital, Randwick and The Children's Hospital at Westmead have come together to further enhance the care available for sick and injured children and support services for their families.

Many significant advances in clinical care, research and advocacy have been achieved in the past year, demonstrating the talent and commitment of staff at all levels.

From treating sick children in grave need of our care to ground-breaking research and a commitment to planning and infrastructure, the Network's first year has been driven by our clear mission, 'Children First and Foremost'.

The establishment of the Network is a milestone within a broader strategy to enhance health care in NSW. The State Government has pledged its ongoing commitment to the children and families of NSW, most recently through the establishment of a working party to review and advise on the future direction of children's health services.

I would like to acknowledge the outstanding leadership of Elizabeth Koff and her team, as well as the unwavering commitment of our doctors, nurses, allied health professionals and generous community donors and supporters.

I look forward to the future of the Sydney Children's Hospitals Network and to further enhancing the care available to save precious young lives.

Roger Corbett AO
Chairman
Sydney Children's Hospitals Network



Chief Executive Foreword

The establishment of the Sydney Children's Hospitals Network in July 2010 was a defining moment for paediatric health care in NSW.

Through the union of the State's two leading paediatric hospitals, we have demonstrated our commitment to child health and to creating a more cohesive network of care for sick children for generations to come.

After the end of the 2010/11 financial year, we welcomed the Newborn and Paediatric Emergency Transport Service (NETS), the Pregnancy and Newborn Services Network (PSN) and other child and youth related services to our Network.

A Network-wide strategic planning process has been undertaken, establishing a strong organisational shared understanding of our direction and vision for our key pillars of clinical care, research, education and advocacy.

Despite the continued work behind the scenes to develop and enhance our Network structure, what remains unchanged is our strong focus on the children and families we care for and a continued demand on expert paediatric health care services.

In 2010/11, more than 85,000 sick and injured children attended the Emergency Departments at Westmead and Randwick, with more than half admitted for specialist health care.

Delivering superior care to children, ranging from newborn babies to adolescents, is only possible through the outstanding efforts of the Network's multidisciplinary team of expert health professionals. Our talented teams work around the clock and I commend them for their continued commitment to their profession and to the children and families of NSW.

As we look ahead to another year, we remain committed to providing paediatric health care equal to the best available worldwide, with the health and wellbeing of children and families at the heart of everything we do.

Ms Elizabeth Koff
Chief Executive
Sydney Children's Hospitals Network

Network Biography

The Sydney Children's Hospitals Network (SCHN) was formed in 2010, creating a single management structure for The Children's Hospital at Westmead (CHW) and Sydney Children's Hospital, Randwick (SCH).

The Network brings together the advanced facilities, expertise and services of Sydney's children's hospitals to provide the very best care for sick children and their families. This is a milestone in the long and distinguished history of the two hospitals that were first established in the late 1800's.

The Sydney Children's Hospitals Network is the largest paediatric healthcare entity in Australia, with 47,000 inpatient admissions, over 85,000 Emergency Department presentations and over one million outpatient occasions of service each year.

The team of over 3500 talented staff (full time equivalent) across the Network are committed to providing world-class paediatric health care in a family-focussed, healing environment.

Sick children have access to the best facilities across the Network, with speciality care available for children with conditions such as cancer, heart problems, severe burns, HIV/AIDS and children needing organ, bone marrow or cord blood transplants.

Ground-breaking research into the causes, treatments and cures of many childhood illnesses is undertaken across the Network, changing the face of healthcare on an international scale. Hundreds of staff across the Sydney Children's Hospitals Network are committed to undertaking world-leading research that can be directly translated into enhanced clinical care.



Activity Levels

The Children's Hospital at Westmead

	2010/2011	2009/2010
Admissions	28,972	28,886
Day Only Cases	13,212	13,071
Hospital Average Length Of Stay (Days)	3.30	3.22
Occupancy	94%	92%
Emergency Presentations	48,664	49,833
Non-admitted Patients (Outpatients)	911,486	886,917

Sydney Children's Hospital, Randwick

	2010/2011	2009/2010
Admissions	17,995	15,592
Day Only Cases	8,950	6,965
Hospital Average Length Of Stay (Days)	2.5	2.9
Occupancy	92.3%	96.7%
Emergency Presentations	36,719	36,798
Non-admitted Patients (Outpatients)	328,990	323,164

Network Board

The Sydney Children's Hospitals Network Board is responsible for ensuring governance responsibilities are clearly allocated and understood, setting the strategic direction for the organisation, monitoring performance, maintaining high standards of professional and ethical conduct, involving stakeholders in decisions that affect them and establishing sound audit and risk management practices.

The Board has played a crucial role in the establishment of the Sydney Children's Hospitals Network and continues to advise on the future expansion of the Network.

The Board is chaired by Mr Roger Corbett AO, who brings a wealth of experience from the retail sector and also holds board positions with the Reserve Bank of Australia and Fairfax Holdings.

Other members of the Board bring expertise in the fields of paediatrics, management and finance. Their valued advice and guidance contributes greatly to the high standard of paediatric care available for children and families of NSW and beyond.

Chairman

Roger Corbett AO

Network Board Members

Mr Richard Alcock

Prof Louise Baur AM

Mr John Conde AO

Mrs Joanna Capon OAM

Prof Patricia Davidson

A/Prof Michael Fasher

A/Prof Alyson Kakakios

Mrs Renata Kaldor AO

Ms Elizabeth Koff

Prof Glen Marshall

Dr Richard Matthews AM

Mr Justin Milne

Dr Michael McGlynn OAM

Prof Ralph Nanan

Prof Kim Oates AM

Mr Daniel Petre AO

Prof Bruce Robinson

Dr Robyn Shields

Prof Peter Smith

A/Prof Donna Waters

Dr Christopher Webber

Prof Les White AM

Executive

The team of Executive Directors for the Sydney Children's Hospitals Network are dedicated to the Network's vision 'Children First and Foremost', providing world-class health care for children and significant support services for families.

The Executive team is led by Chief Executive, Elizabeth Koff, who commenced in the role of Chief Executive in September 2010 after holding various management roles within the NSW Health system.

Many of the Executive Directors of the Sydney Children's Hospitals Network held executive positions at The Children's Hospital at Westmead or Sydney Children's Hospital, Randwick for significant periods prior to the creation of the Network.

Chief Executive

Ms Elizabeth Koff

Director of Clinical Operations

Dr Michael Brydon

Director of Clinical Integration

Ms Cheryl McCullagh

Director of Clinical Governance

Dr Stuart Dorney

Director of Nursing

Adjunct Prof Annette Solman

Director of Finance and Corporate Services

Ms Lis Wilson

Acting Director of Workforce Development

Mr Frank Horn

Director of Community Relations and Marketing

Ms Gilly Paxton

Director of Research

Prof Chris Cowell



Clinical Council

In line with the principle of enhanced clinical engagement, the Sydney Children's Hospitals Network Clinical Council is a key leadership group that provides advice to the Network Board and Executive on clinical matters affecting the Network.

Some key responsibilities of this group are planning clinical services, assisting to implement new clinical strategies, translating national and international best practice into local delivery of services and communicating to clinical staff.

Co-Chairs

Ms Elizabeth Koff, Chief Executive

A/Prof Andrew Rosenberg, Executive Medical Director

Executive Members

Dr Michael Brydon, Director of Clinical Operations

Dr Stuart Dorney, Director of Clinical Governance

Ms Cheryl McCullagh, Director, Clinical Integration

Adjunct Prof Annette Solman, Director of Nursing

Clinical Council Members

Ms Virginia Binns (SCHN)

Ms Bronwyn Carrigg, Senior Speech Pathologist (SCH)

Ms Jane Cichero, Nurse Educator (SCH)

A/Prof Richard Cohn, Clinical Director (Medical) Head, Clinical Oncology (SCH)

Ms Mayra Dos Santos, Clinical Nurse Specialist, Practice Development Unit (CHW)

Ms Christie Graham, Senior Dietitian (CHW)

Ms Karen Jameson, After Hours Nursing Manager (CHW)

Dr Hala Katf, Staff Specialist, Paediatrician (SCHN)

Ms Verity Luckey, Clinical Director, Procedural (SCH)

Dr Mary McCaskill, Co-Chair Ambulatory and Emergency Medicine Program (CHW)

Dr Damien McKay, Chief Resident Medical Officer (CHW)

A/ Prof Phyllis Moran, Director of Nursing (SCH)

Ms Fiona Nelson, Nurse Unit Manager, Commercial Travellers Ward (CHW)

Prof Kathryn North, Head, Institute for Neuroscience and Muscle Research (CHW)

Ms Deborah O'Neill, Medical Program Co-Chair (CHW)

A/Prof Gary Sholler, Director, Heart Centre for Children (CHW)

Dr Grahame Smith, Co-Chair Perioperative and Critical Care Program (CHW)

Ms Kay Spence, Clinical Nurse Consultant, Neonatology (CHW)

Dr Christopher Webber, Senior Staff Specialist, Emergency Department (SCH)

Dr David Ziegler, Paediatric Haematologist/Oncologist (SCH)

Highlights

Sydney Children's Hospitals Network

This significant grant will assist researchers to explore the causes of cancer, trial improved treatments and to hopefully find a cure for this deadly disease.

The Translational Cancer Research Centre for Kids

A \$6.5 million grant has been awarded to researchers across the Sydney Children's Hospitals Network by the NSW Cancer Institute to establish a new centre for childhood cancer.

The Kids Research Institute, the Children's Cancer Institute of Australia and the Children's Medical Research Institute have joined forces with the Sydney Children's Hospitals Network and John Hunter Children's Hospital to establish the Translational Cancer Research Centre for Kids (TCRCK).

Cancer is the leading death-causing disease in children in Australia. More than 600 children are diagnosed with cancer each year. Advanced treatment options save many young lives but, sadly, 150 children die annually.

Graduation Ceremonies

The Sydney Children's Hospitals Network marks the transition of chronically-ill adolescent patients to adult care through important annual graduation ceremonies. These ceremonies have become an important rite of passage for long-term patients and their families.

Sydney Children's Hospital, Randwick first introduced the concept in 2006 and has just celebrated a milestone with the 100th adolescent patient graduating at the Hospital's tenth ceremony. The Children's Hospital at Westmead has been holding these important ceremonies since 2009.

Similar in style to a high-school graduation ceremony, the event provides long-term chronically-ill adolescent patients and their families an opportunity to celebrate shared experiences and farewell the team of staff who have cared for them, often since birth.

The Sydney Children's Hospitals Network sees transition planning as an important step in chronically-ill young people becoming independent and managing their own health care.

With advances in technology and scientific breakthroughs, more and more children with serious health conditions are surviving into adulthood, making the smooth transition to adult health services even more important.

Waiting list targets

For the 2010-2011 financial year, the Sydney Children's Hospitals Network achieved 000 surgical waiting lists at both The Children's Hospital at Westmead and Sydney Children's Hospital, Randwick.

All category 1, 2 and 3 elective surgery patients were seen within the designated NSW Health waiting times.

Categorisation of elective surgery patients by clinical priority is required to ensure patients receive care in a timely and clinically appropriate manner. A clinical priority category is assigned by the patient's referring doctor, indicating that the patient needs surgery within a set period of 30 days, 90 days or 365 days.

Meeting these targets is an important priority for staff across the Sydney Children's Hospitals Network, recognising the need to provide prompt treatment for the benefit of the child's condition and their family's wellbeing.



Highlights

The Children's Hospital at Westmead

Opening of the Gait Lab

The Sydney Children's Hospitals Network is now able to provide optimal treatment for cerebral palsy patients through the new Paediatric Gait Analysis Service, located in the Kids Research Institute at The Children's Hospital at Westmead.

This high-tech laboratory can intricately analyse the movement of patients with neuromuscular conditions that affect a child's movement and strength. Eight cameras are directed at sensors attached to the patient as they walk, creating a three dimensional overview of how a patient's limbs and muscles are functioning.

A team of bio-mechanists, physiotherapists, orthopaedic surgeons, and rehabilitative physicians will use the laboratory facilities to help provide world-class, individualised care for around 180 patients each year.

The laboratory will also be used to facilitate research into the causes and cures of debilitating neuromuscular conditions.

The Paediatric Gait Analysis Service was established through donations from the Humpty Dumpty Foundation and the Cerebral Palsy Foundation.

Bear Cottage Anniversary

Bear Cottage, The Children's Hospital at Westmead's hospice for children with life-limiting conditions, recently celebrated its tenth anniversary.

Bear Cottage is the only children's hospice in NSW and the first children's hospice in the world to be attached to a paediatric hospital.

Specially-trained staff at Bear Cottage provide support, respite and end-of-life care for children with life-limiting illnesses and their families. Bear Cottage is a medically supported facility that has a wonderful, home-like atmosphere.

The Pain and Palliative Care Unit at The Children's Hospital at Westmead provides care for around 90 terminally-ill children and their families each year.

Referrals to Bear Cottage come from hospitals and clinicians across the state, not just children cared for at The Children's Hospital at Westmead.

Bear Cottage was established in 2001 through community support and, as this facility receives no recurrent government funding, all ongoing operating costs are funded by donations

MRI Innovation

A model of a magnetic resonance imaging (MRI) machine, same in size and scale as the real thing, has been installed at The Children's Hospital at Westmead and is dedicated for use by Child Life Therapists to familiarise children with the MRI scanning process.

The main benefit of this innovative program is to avoid having to anaesthetise children for MRI scans. Avoiding a general anaesthetic is much better for

the patient, reduces waiting times for MRI scans and minimises hospital costs.

The Children's Hospital at Westmead is currently installing a second MRI suite to increase advanced diagnostic capabilities for patients, especially those with abnormalities of the brain, spinal cord, blood vessels, joints and internal organs.



Highlights

Sydney Children's Hospital, Randwick

Clinical Services Wing

Sydney Children's Hospital, Randwick is undergoing a number of changes, with one of the most highly anticipated being the development of a new hospital wing.

In May 2010, the Minister for Health announced that the NSW Government had committed to supporting this important project, in partnership with the Sydney Children's Hospital Foundation.

The new wing will provide additional space to care for current and future generations of children.

The new five-storey building will be home to:

- An eight-bed Child and Adolescent Mental Health Unit
- A comprehensive Brain Injury Rehabilitation Centre (partly funded by the Motor Accidents Authority of NSW)

- A surgical 23-hour inpatient ward
- A new Family Centre for parents and carers, sponsored by Ronald McDonald House Charities
- The Child Protection Unit
- New clinical office space for health care professionals

The building works are expected to be completed by late 2012.

Opening of the Medical Day Unit

A new Medical Day Unit opened at Sydney Children's Hospital, Randwick in September 2010 and delivers care to an average of 250 patients a month.

Providing inpatient care on an outpatient basis, the Medical Day Unit model of care reduces the need for hospital admissions, decreases the length of admission and assists in reducing pressure on the Emergency Department.

Located in the Care by Parent Unit, the Medical Day Unit is staffed by the Care by Parent Unit Nursing Unit Manager, three highly experienced nurses, registrar and consultant cover and an admissions clerk.

Patients requiring medical review, IV infusions, injections and procedures, such as gastrostomy replacement under nitrous, are seen in the Medical Day Unit.

Emergency Operating Theatre List

An operating list dedicated solely to paediatric emergency surgical cases recently commenced at Sydney Children's Hospital, Randwick.

Catering to urgent and unplanned surgical cases for inpatients and new admissions, a dedicated emergency operating list is available eight hours a day, Monday to Friday.

From children requiring plastic surgery following a fall in the home to children involved in motor vehicle accidents, the dedicated emergency list allows children to have access to surgical care in a timely manner.

The Hospital continues to share a weekend emergency list with the adult Prince of Wales Hospital.



Financial Overview

The audited financial statements of the Sydney Children's Hospitals Network (Randwick and Westmead) (incorporating The Royal Alexandra Hospital for Children) for the year ended 30 June 2011 provide for a Net Cost of Services budget of \$437.8 million, against which the actual of \$429.1 million represents a favourable variance of \$8.7 million or 2%.

The Sydney Children's Hospitals Network has increased inpatient separations by 2.3% and bed days by 2.9% for the financial year to 30 June 2011. This activity increase has predominately occurred at the Randwick Campus. In addition, the Network's Non-

admitted Patient Occasions of Service (NAPOOS) increased. Presentations to the Emergency Department declined in this financial year.

The increase in demand for services resulted in a \$6m expense unfavourable variance to budget. Offsetting this cost overrun was revenue favourability of \$15m. The Network outperformed budget in the areas of grants and contributions, investment income, sale of goods and services and other revenue.

Abridged Statement of Financial Position

At 30 June	Consolidated		
	2010/11 Actual \$000	2010/11 Budget \$000	2009/10 Actual \$000
Current Assets	114,693	96,102	97,807
Non-current Assets	504,414	377,999	378,489
Total Assets	619,107	474,101	476,296
Current Liabilities	96,807	106,335	104,862
Non-current	228	9,309	5,123
Total Liabilities	97,035	115,644	109,985
Net Assets	522,072	358,457	366,311

Abridged Operating Statement

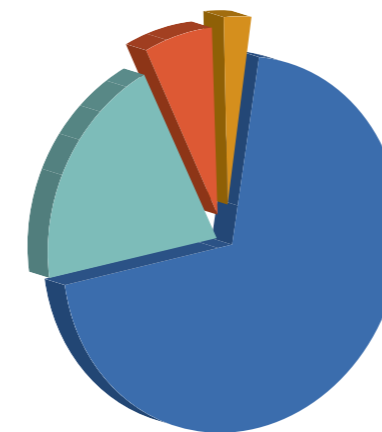
At 30 June	Consolidated		
	2010/11 Actual \$000	2010/11 Budget \$000	2009/10 Actual \$000
Expenses			
Employee Related Expenses	385,528	391,673	254,177
Visiting Medical Officers	9,825	9,321	5,225
Goods & Services	121,392	113,091	76,831
Maintenance	12,980	10,815	9,530
Depreciation & Amortisation	21,708	21,688	16,956
Grants & Subsidies	1,988	928	1,923
Borrowing Costs	59	-	114
Total Expenses	553,480	547,516	364,756
Revenue			
Sale of Goods & Services	60,742	57,581	246,054
Investment Revenue	7,871	5,847	8,186
Grants & Contributions	51,517	41,971	37,370
Other Revenue	5,283	4,891	6,146
Total Revenues	125,413	110,290	297,756
Gain/Loss			
Gain/(Loss) on Disposal of Non Current Assets	(461)	-	(257)
Other Gains / Losses	(613)	(555)	(249)
Net Cost of Services (NCOS)	429,141	437,781	67,506
Total Government Contributions	427,609	429,928	65,578
Deficit	(1,532)	(7,853)	(1,928)

Service Group Reporting

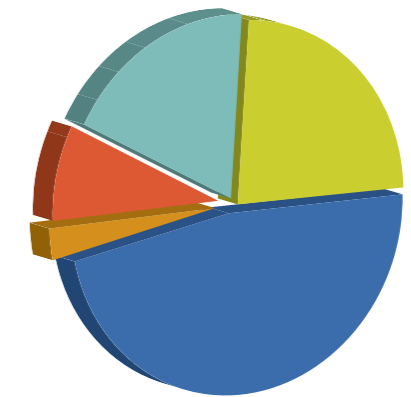
The Sydney Children's Hospitals Network reporting of Service Groups is consistent with the nine Service Groups of healthcare delivery utilised across NSW Health and satisfies the methodology for apportionment advised by NSW Health.

	2010/11 Expenses \$000	2010/11 Revenues \$000	2010/11 NCOS \$000
Service Group			
Primary & Community	16,322	\$6,404	9,918
Aboriginal Health	927	106	821
Outpatients	101,075	15,472	85,603
Emergency	41,798	6,193	35,605
Inpatient Hospital	276,424	40,991	235,433
Mental Health	21,287	337	20,950
Rehab & Extended Care	13,049	4,244	8,805
Population Health	13,547	4,753	8,794
Teaching & Research	69,051	45,839	23,212
Total	553,480	124,339	429,141

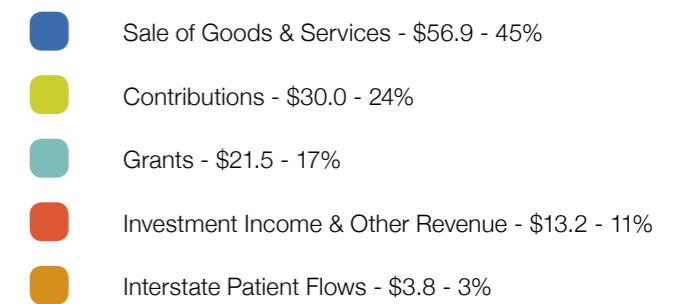
	2009/10 Expenses \$000	2009/10 Revenues \$000	2009/10 NCOS \$000
Service Group			
Primary & Community	9,129	3,289	5,840
Aboriginal Health	554	77	477
Outpatients	82,569	14,821	67,748
Emergency	15,569	13,516	2,053
Inpatient Hospital	174,981	225,446	(50,465)
Mental Health	15,874	526	15,348
Rehab & Extended Care	7,855	2,712	5,143
Population Health	9,284	3,310	5,974
Teaching & Research	48,941	33,553	15,388
Total	364,756	297,250	67,506



Expenditure 2010-11 (\$000)



Revenue 2010-11 (\$000)



The 2011/12 Budget

The Sydney Children's Hospitals Network received its 2011/12 budget allocation on 16 September 2011. The allocation provides additional funding for:

- Additional acute beds \$1.2m
- Paediatric ICU bed \$1.3m
- General Growth \$0.6m
- Additional Nurses \$0.1m

Future Direction

On 1 July 2011, the Newborn and paediatric Emergency Transport Service (NETS), the Children's Court Clinics from the NSW Attorney General's Department and Pregnancy and Newborn Services (PSN) from the Sydney South West Local Health District were transferred to the Sydney Children's Hospitals Network.

As a new and united Network, we will continue to work with the NSW Health on:

- Strategic priorities of government
- Activity-based funding
- Economies of scale and efficiency of support services
- A long-term capital plan to provide better facilities and equipment for the delivery of child health care in New South Wales

We will continue to work with the community to facilitate and foster fundraising activity and voluntary work to support services across the Network.

The Sydney Children's Hospitals Network



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The Sydney children's
Hospitals Network
(Randwick and Westmead)