



Hon Roger Cook MLA
Deputy Premier,
Minister for Health, Mental Health
13th Floor Dumas House
2 Havelock Street
WEST PERTH WA 6005

Via email: Minister.Cook@dpc.wa.gov.au

Dear Minister

STATEMENT OF INTENT

Thank you for your letter dated 16 April 2020 containing your revised Statement of Expectation, which you have provided in the context of the current COVID-19 pandemic.

I confirm that the CAHS Board has read your Statement of Expectation in the context of the functions and responsibility as listed in the *Health Services Act 2016 (WA)*.

Management of the Pandemic

The CAHS Board supports the governance structure for the health operations established by the Department of Health, and is fully committed to the management of the COVID-19 pandemic as it has impacted on CAHS and where required, throughout the health system.

To this end CAHS has established a COVID-19 Governance Structure which reflects the context of the anticipated ongoing impact of COVID-19 on CAHS operations, with peaks of increased activity in response to emergent issues within the broader incident of the pandemic. The governance structure is closely aligned to the existing governance structure.



Healthy kids, healthy communities

Compassion

Excellence

Collaboration

Accountability

Equity

Respect

Neonatology | Community Health | Mental Health | Perth Children's Hospital

The Executive team will lead key response 'cells' consistent with their current accountabilities and responsibilities, and aligned to structure of the State Health Incident Control Centre. This structure supports ongoing preparatory work and directs the structure of the Emergency Operations Centre (EOC) that will be 'stood up' in response to an emergent incident or at the direction of the state through the Chief Executive.

Safety and Quality

The CAHS Board maintains increased focus on safety and quality, with monthly Safety and Quality Committee meetings to further strengthen governance in this area, including overseeing CAHS' activities in meeting the requirements of the National Safety and Quality Standards. CAHS has launched the electronic display of safety and quality data specific to each area of PCH in public areas in support of a culture of openness and transparency, and is now monitoring the effectiveness of these.

Organisational culture

The CAHS Board is acutely aware of the need to support the health and wellbeing of our workforce. The Board continues to give high priority to organisational culture, and holds an annual values week to celebrate and demonstrate CAHS' commitments to the values. The Board continues to provide additional support in those areas of the health service where persistent cultural issues appear to exist. The Executive Director, People, Capability and Culture, Ms Valerie Jovanovic, has commenced and is undertaking an ambitious program of activities to drive improvement in organisational culture.

The Board continues to support the Shape Our Future Steering Committee and its work, and has recently established a Shape Our Future Committee specific to our mental health services. In addition, the Clinical Advisory Group continues to provide feedback directly to the Board on the organisational temperature.

Commissioner's Instructions 23

The CAHS Board is committed to permanent employment. The Board monitors the progress of conversions to permanency through Chief Executive updates, in Board meetings, and in People, Capability and Culture meetings.

The Board also notes your reference to the Public Sector Labour Relations circulars regarding flexibility to address workforce matters, and notes that you are informed of these by the Chief Executive.

Sustainable Health Review

The CAHS Board remains committed to the implementation of the Sustainable Health Review, and notes that it has been officially paused until November 2020. CAHS is maintaining its focus on the first thousand days to the extent possible within available resources. The Board advises that CAHS is working toward delivery of the Midland Hub in support of the aims of the Sustainable Health Review.

Research and innovation

Research remains one of the strategic pillars of CAHS. We are supporting the research reform program currently underway at CAHS aimed at enhancing the sustainability of research and research support required to maximise research capacity and research collaborations to grow CAHS as a world-class paediatric research focused health service.

The Board remains committed to supporting any positive advancements in research linked to the WA Future Health Research and Innovation Fund.

Election commitments

The CAHS Board notes that election commitments are currently being reviewed and advice will be provided in due course.

In relation to the protection of frontline staff 308 Personal Duress Alarms (PDA) have been commissioned for use across Community Health and Hospital in the Home services, along

with implementation policy to support effective and efficient usage, monitoring and asset management. Procurement and commissioning of 43 devices for Child and Adolescent Mental Health Services will be complete by the end of 2020.

Hospital performance targets

The CAHS Board notes the impact of COVID-19 on Western Australian Elective Surgery Targets, and continues to monitor CAHS' performance in all hospital performance targets.

Elective surgery activity has been directly impacted in relation to the cancellation of all category 2 and 3 cases resulting in a predictable move away from WEST performance targets. A recovery plan will be required to return to pre-COVID-19 activity and performance.

PCH had recorded consecutive increases in presentations to emergency departments in January and February; this trend has not continued during the current COVID-19 movement restrictions. Activity will not impact WEAT scores, however the likely impact on workforce capacity due to illness and potential diversion of staff to the adult and intensive care services may impact capacity to meet targets. Following a short hiatus to focus on COVID-19 planning, CAHS has refocused efforts on a WEAT recovery plan to address over-boundary trends with strategies to include improved general paediatric patient flow, the introduction of a medical assessment unit and enhanced mental health pathways.

Consumer engagement

CAHS Board meetings, undertaken through MS Teams, continue to open with a discussion of a patient experience and the changes CAHS has undertaken as a result. The Board has a consumer representative on the Safety and Quality Committee. A consumer engagement framework is in the final stages of development. CAHS has a Youth Advisory Committee and a Consumer Advisory Committee, representatives of which participate in the CAHS Executive Committee, and the Deputy Chair of the CAHS Board is meeting with the Youth Advisory Committee at their May meeting.

Finance

The CAHS Board continues to ensure financial costs are managed and minimised where possible within this COVID-19 environment, and will discuss any emerging issues with the System Manager in a timely manner.

Recovery plans

The CAHS Board has requested the Executive to prepare comprehensive recovery plans to ensure an orderly transition to business as usual operations.

Compliance

The CAHS Board complies with all mandatory policy frameworks, including the Health Service Provider Board Governance Policy, and will provide you with the Board's Annual Governance Attestation Statement for 2019-20 at the end of the financial year.

The CAHS Board appreciates your comments on the efforts that the Board is taking to lead CAHS through these challenging times.

May I take this opportunity to commend you on the manner in which you are managing and communicating the Western Australian response to the COVID-19 pandemic.

Yours sincerely

A handwritten signature in black ink that reads "Debbie Karasinski". The signature is written in a cursive style with a large initial 'D'.

Ms Debbie Karasinski AM

Board Chair

Child and Adolescent Health Service

12 May 2020