



Communique

Child and Adolescent Health Service

This communiqué highlights key discussions from the Child and Adolescent Health Service (CAHS) Board's December 2021 meeting as well as other important information.

December 2021 Board Meeting

The eleventh Board Meeting for 2021 was held on 2 December 2021 in the Perth Children's Hospital (PCH) Boardroom.

The Board welcomed Mr John McLean as the newly appointed Board Member and resolved that he be appointed as Chair of the Audit and Risk Committee and to the Finance Committee.

Key Organisational Discussions

1. Accreditation

The Board discussed the outcomes from the organisation wide survey undertaken by the Australian Commission on Safety and Quality in Health Care (ACSQHC) 1st - 5th November 2021. The Executive outlined that the survey results included 2 not met ratings for Standards 1.1 Clinical Incident Management and 1.8 Audit Schedule. Additional documentation and evidence related to these two standards are to be submitted to the ACSQHC by 25 January 2022. The Board requested weekly updates as to Executive progress towards achieving this timeframe and a plan to ensure that compliance with all ACSQHC Standards become business as usual within the organisation. Ongoing reporting is to be provided to the Board regarding progress and achievement.

2. Report of the Independent Inquiry into PCH

The Board discussed the Report of the Independent Inquiry into PCH (the Report) published 8 November 2021 including the findings and recommendations. The Board, in conjunction with the CAHS Executive discussed the organisation approach to implementation of the Report including governance, monitoring and reporting expectations.

The Board Chair reported meeting with the Aswath family, Minister for Health and Director General regarding the Report with the outcome being the beginning of open and transparent communication following the death of Aishwarya and development of a reporting and communication channel for CAHS regarding implementation of the findings and recommendations of the report. The Board Chair reported that a follow up meeting with the Aswath family would be arranged before the end of 2021.

The Board discussed the role of advocates in supporting all families where a child dies, particularly in providing comprehensive information regarding all processes that occur within Health and external to it.

Consumer Engagement

The Board recognised the transparency of CAHS reporting of clinical incidents, complaints and compliments and reinforced the importance of using all as a source of ongoing learning and a way to imbed a safety culture across the organisation, whilst being cognisant of the impact of negative media reporting on staff morale.

The Board discussed 5 complaints made by consumers regarding:

- injury to a child in neonatology secondary to staff actions;
- mother's experience of her daughters' journey within the Eating Disorder Service including the Transition Program;
- medication error for a child in neonatology;
- mother's experience of treatment whilst on the Medical Service Unit at PCH, including communication, SIDS safety, missing breast milk and engagement with staff when raising concerns; and
- access to child development services and lack of compassion shown by a Developmental Paediatrician to a vulnerable family.

The Board were provided an update by the Director, Aboriginal Health regarding COVID-19 vaccination rates for vulnerable communities and initiatives being undertaken to support access, and a project underway to assess Aboriginal families experience in the PCH Emergency Department (ED).

Chief Executive Update

The Board received a verbal update from the CE including:

- engagement with the family of Kate Savage following communication from them requesting a coronial inquest into their daughter's death;
- data breaches by BOC involving families receiving home oxygen and a request for remediation of the issue and assurance that the breach would not re-occur;
- Supreme Court proceedings by the Department of Finance and Minister for Works against John Holland with respect to the design and commissioning of PCH;
- action plan to address fire Compliance issues at King Edward Memorial Hospital for Women (KEMH);
- launch of the Optimal Paediatric Palliative Care Pathway;
- provision of an unqualified opinion by the Office of the Auditor General (OAG) relating to information technology (IT) controls in the General Computer Controls Audit;
- participation by CAHS in the Aeromedical Services WA inquiry; and
- WA Foundational Plan for Mental Health, Alcohol and other Drugs Services and Suicide Plan and CAHS actions.

The Board noted actions related to:

- appointment of a Project Principal by Hesperia to oversee development of the Perth Children's Hospice;

- the programming of the Prospero Productions TV series in 2022 which includes footage and stories from PCH ED;
- progress towards addressing parking issues at KEMH;
- inclusion of questions within WebPAS to support the identification of non-English speaking families;
- Development of workflow processes to support review ward visitor management;
- Review of the CAHS complaints management process to enhance consumer engagement and participation;
- Remediation of outdoor play areas across PCH including the Child Care Centre and Fun on Four; and
- Investigation of growth options for PCH to address capacity issues.

The Board noted and discussed Emerging risks identified by the Chief Executive including:

- nursing skill mix across PCH Medical Surgical divisions with the risk being referred to the People, Capability and Culture (PCC) Committee for monitoring;
- ability for the organisation to implement the 25% uplift in staff when some areas are experiencing difficulty meeting 100% recruitment to current establishment; and
- increasing potential of patient and staff harm related to the Eating Disorders Transition Program secondary to increased service utilisation.

COVID-19 Preparedness

The Executive Director Nursing Services (EDNS) provided an update to the Board regarding the organisations preparedness for COVID-19 with key points including:

- governance of CAHS preparedness by the COVID-19 Executive Oversight Committee;
- implementation of a program works, including the 100-day Roadmap by dedicated CAHS teams as per the State Health Incident Command Centres/Department of Health recommendations;
- Organisation preparedness assessed against the Centre of Disease Controls Preparedness Checklist and actions implemented to address identified gaps;
- Focus of the team on business continuity plans, fit testing, PPE training and education, vaccination and guided scenario testing.

Specific considerations for CAHS include:

- Testing for families and carers accompanying children to CAHS sites;
- Physical distancing and air filtration at KEMH; and
- Management of high-risk pregnant women at Sir Charles Gairdner Hospital.

Child and Adolescent Mental Health Services (CAMHS)

The Board noted that demand for mental health services continues to increase Statewide and nationally. The Board requested that the emerging model of care for CAMHS services include development of services specific to issues being seen in Aboriginal and other ethnic communities.

The ED CAMHS advised the Board that a consultant liaison service would be implemented in 2022 and that ongoing issues with recruitment of psychiatric staff continues to be an issue.

CAHS Child Safety Protection Internal Audit

The Board noted the commencement of the CAHS Child Safety Protection Internal Audit by Ernst and Young (EY) and provided input as to specific areas the Board would like addressed.

Clinical Incident and Recommendations Report

The Board noted the report and discussed ongoing incidents related to medication errors and the death of a child at Fiona Stanley Hospital (FHS) that had recently presented at PCH.

Other Matters

The Board received updates regarding:

- Progress of the Midland and Murdoch Community Hubs; and
- Review of the CAHS Clinical Governance Framework.

The Board discussed the Balanced Scorecard including performance as outlined within the Health Service Performance Report, differences in Aboriginal Health targets; HPV vaccination rates in teenagers, issues associated with processing of referrals via the Central Referral Service secondary to staffing issues and CAHS need to manage leave liability through 2022.

Board Committees

The Board received reports from its four Standing Committees and Clinical Advisory Group as follows:

Safety and Quality Committee

The Board noted and discussed:

- the draft minutes of the meeting 16 November 2021;
- that the Committee continues to monitor the extreme risk associated with the Neonatal Emergency Transport Service (NETS) and progress against the review report completed by Ernst and Young (EY);
- concerns from the Committee regarding the extension of timeframes for publication of the Mental Health Taskforce report and potential implications for CAHS funding of programs; and
- the presentation at the Committee meeting by the Child Development Service including issues related to activity, staffing and infrastructure.

Finance Committee

The Board noted:

- the draft minutes of the Finance Committee meeting held on 23 November 2021;
- the 2021-22 mid-year review draft budget submission for Child Health Checks;
- the HSS Legacy Salary overpayment remediation approach; and

- the addition of risks related to completion of the Midland Community Hub project within identified timeframes and budget.

The Board endorsed:

- in principle the business case for Clinical Centre of Expertise for Rare Diseases (CCERUD);
- development of a full business case for the CAHS Eating Disorder Unit;
- development of a full business case for insourcing of cleaning services within CAHS community facilities; and
- development of a full business case for operational and capital facility funding shortfalls associated with CAHS Community Health and CAMHS services.

The Board endorsed out of session:

- The Committee recommendation that the Board resolve to enter into Agreement for Lease for Lot 1 Barry Marshall Drive, Murdoch and execute and affix the Common Seal to the Agreement for Lease in accordance with section 41 of the *Health Services Act 2016 (WA)*.
- The Committee request that the Board endorse the write-off of irrecoverable debt totalling \$314,589.19 for the past six months.
- The Committee recommendation that the Board approve the HSS SLA, and addendums as presented.

Audit and Risk Committee

The Board noted that there was no Audit and Risk Committee meeting in November 2021.

People, Capability and Culture (PCC) Committee

The Board noted:

- The draft minutes of the PCC Committee on 19 November 2021; and
- The Committee request of the EDPCP regarding an action plan for hot spots identified within the 2021 Your Voice in health Survey;
- The committee discussion of the Workplan Health and Safety Deep Dive requesting additional information on lost time injuries and manual handling injuries;
- Transition of staff contracts of less than 5 years;
- End of Quarter Workforce Report data;
- Leave liability concerns and impact of State border opening in February 2022;
- Implementation of the Aboriginal Workforce Strategy 2018-2026;
- Implementation of the CAMHS Culture Action Plan 2021-2024; and
- Workforce planning report outlining current workforce and sustainability risks.

Clinical Advisory Group

The Board noted the draft minutes of the Clinical Advisory Group Meeting on 24 November 2021 and expressed concern at the level of misinformation and assumptions outlined by staff within the meeting.

The Board noted the recommendations made by the CAG including technical difficulties experienced by staff during the Accreditation Summation; and ongoing actions related to the implementation of recommendations outlined within the Report.

Board Activity

The Board Chair continued to engage with key stakeholders within CAHS including:

- Derbarl Yerrigan regarding partnership opportunities;
- PCH clinicians;
- Chair, Clinical Advisory Group, Chair Telethon Kids Institute Board, Chair PCH Foundation Board and the President of the Australian Medical Association (WA) regarding receipt of the Report

The Board Chair participated in the CAHS Accreditation Survey including meeting with Surveyors and attending the Summation meeting.

The Board Chair met with the Lead Inquirer, Minister for Health and Director General following receipt of the Report and participated in Board, Staff and Executive Forums to outline the findings and recommendations.

The Board noted that the CAHS Strategic Planning Day has been set for 18 February 2022 and that external facilitators were being procured.

Next Meeting

The Board will meet again on Thursday 3 February 2022.



Dr Rosanna Capolingua
Board Chair
Child and Adolescent Health Service
15 December 2021