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Contact: CAHS.Board@health.wa.gov.au

Hon Amber-Jade Sanderson, MLA  
Level 5, Dumas House  
2 Havelock St  
WEST PERTH WA 6005  
**Via email:** [minister.sanderson@dpc.wa.gov.au](mailto:minister.sanderson@dpc.wa.gov.au)

Dear Minister

## **CHILD AND ADOLESCENT HEALTH SERVICE STATEMENT OF INTENT**

On behalf of the Child and Adolescent Health Service (CAHS) Board I acknowledge receipt of the Statement of Expectation as the guiding document for the operations of the Board and provide the CAHS Statement of Intent below. CAHS commits to provided regular reporting against the Statement of Intent as directed.

### **COVID is the new normal**

The COVID-19 pandemic was a time of significant disruption for the WA Health system but also a time of unprecedented innovation. Whilst clinical services across CAHS have been reinstated to reflect pre-pandemic operations the policies and processes developed to ensure the safety of patients and staff, have been incorporated within standard operating procedures. Examples of ongoing changes include enhancement of infection control protocols, development of Surge Management processes, changes to patient flow, consolidation of the CAHS vaccination program and development of the Specialist Paediatric Adolescent Remote Care service.

As part of its recovery phase, the CAHS Board has ensured that they reviewed lessons learnt and developed a Recovery Plan designed to evaluation initiatives for incorporation within ongoing services. In addition the CAHS Board has encouraged staff to continue to look for opportunities for innovation and improvement of clinical care, whilst also ensuring that there is a sustainable approach to finance and workforce.

### **Sustainable Health Review – revised priorities**

The impact of COVID-19 on the progress against the recommendations of the Sustainable Health Review has been acknowledged by the CAHS Board and we welcome the refocusing of the program to six key recommendations and the alignment of programs in these areas.

Work already undertaken by CAHS as part of Recommendation 8: *Health actively partner in a whole-of-government approach to supporting children and families in getting the best start in life to become physically and mentally healthy adults*, will continue via the Midland Hub (CAHS Community Hubs) development, Early Childhood Dental Program Commissioning Project and Health Navigator Pilot Program. The progress of these three initiatives is overseen by the CAHS Board, Finance and Safety and Quality Committees and the outcomes on completion incorporated within CAHS reporting.

CAHS role in leading Recommendation 23 *Build a systemwide culture of courage, innovation and accountability that builds on the existing pride, compassion and professionalism of staff to support collaboration for change* has now been realigned to the Department of Health (DoH) so as to ensure a system wide approach and the CAHS Board will continue to oversee local progress in this key area via the People, Capability and Culture (PCC) Committee. The CAHS Cultural Action Plan is key to ensuring embedded cultural change that addresses areas highlighted in the Annual Your Voice in Health Survey, AMA Junior Medical Workforce survey and other measures of staff satisfaction.

CAHS progress in implementing the Digital Medical Record as part of Recommendation 22 is due to be completed in the second half of 2023 and reporting of this is provided to the CAHS Finance Committee and CAHS Board.

## **Safety & Quality**

The provision of the highest quality, safe clinical care to children and their families within Western Australia (WA) remains the priority focus for the CAHS Board and its Committees and has been outlined as the key premise within the 2023 – 2025 CAHS Strategic Plan.

The Board has ensured that there is transparency of reporting of clinical incidents, consumer experience and complaints/compliments within the CAHS Board and Safety & Quality Committee. Consumer engagement has been enhanced with the attendance of Consumers at CAHS Board and Safety & Quality Committee meetings. Consumer input into safety and quality discussions at the respective Advisory Groups is part of the regular reporting to the CAHS Board.

The public reporting of patient safety and quality data is being formalised with the publication of the inaugural CAHS Quality Account in the second half of 2023.

## **Ramping, Transfer of Care and Patient Flow**

Management of Patient Flow, and Transfer of Care are integral to ensuring the patients receive the best possible care as timely and appropriately as possible. Performance data is provided monthly at all Board and Committee meetings against key indicators outlined within the Health

Service Performance Report and the Board ensures that challenges and areas of concerns are discussed with robust action plans.

Incidents including the death of Aishwarya Aswath at PCH in 2022 and death of Kate Savage in 2020 and the subsequent reviews and investigations have enabled CAHS to review and enhance patient flow and coordination of care. Examples where change has occurred have included enhancement of patient triage and assessment within Perth Children's Hospital (PCH) Emergency Department (ED), maximisation of patient flow, review of care coordination services, development of the CAHS Occupancy and Demand dashboard to enable real time monitoring of bed demand, occupancy, ED waiting times and WEAT, and review of models of care for inpatient mental health services.

CAHS Board and Committees maintain a strong governance role in this area and will continue to monitor monthly performance data as well as regular updates on items such as Neonatal Emergency Transfer Service, CAHS Transition Services, development of Ambulatory Care services, CAMHS and Child Development Services (CDS).

### **Deferred Care and Plan for Elective Surgery**

The CAHS Board acknowledges the challenges associated with the maximisation of elective surgery services and outpatient performance. Reporting of elective surgery waitlists and outpatient performance is considered within the Safety & Quality Committee and then to CAHS Board with discussion of strategies to mitigate issues.

As a result, the Board has supported the expansion of PCH Theatre infrastructure and actioned a review of theatre utilisation and efficiency. In addition, consideration of public private partnerships to maximise clinical care and strategies to support management of outpatient waitlists have been requested.

### **Mental Health**

The system wide reform and enhancement of mental health services throughout hospital and community-based areas is a key focus of the CAHS Board and all its Committees to ensure that sustainable and evidence-based change is embedded.

CAHS has accepted and reviewed the findings and recommendations resulting from Office of the Chief Psychiatrist (OCP) reviews and PCH Inpatient Mental Health Services. It has taken a leadership role in the Ministerial Taskforce into Public Mental Health Services for Infants, Children and Adolescents aged 0-18years in Western Australia (ICA Taskforce) and was integral in developing contemporary models of care submitted to the DoH and Treasury.

Separate to the system wide reforms CAHS continues to look at enhancing its mental health services, building a sustainable workforce and engaging with community partners including the Mental Health Commission and the Mental Health Advisory Council.

### **Work Health and Safety**

CAHS has already undertaken action to embed the recently enacted Work, Health and Safety (WH&S) legislation, including education of the CAHS Board on its role and responsibilities, completion of a CAHS audit to ensure compliance against the legislation and development of an action plan to address gaps subsequently identified.

The appointment of a WH&S manager has provided leadership within CAHS and consolidation of services areas under this position has enabled a comprehensive approach. CAHS has been able to implement initiatives including enhanced reporting of risks and development of targeted services addressing psychological safety.

### **Increased Job Security**

As part of its commitment to developing a sustainable workforce CAHS Board via the People, Capability and Culture (PCC) Committee receives comprehensive reporting of employment, recruitment and retention data. This includes those areas highlighted by the Minister, including employment type, achievement of conversion to permanency targets, and utilisation of agency workforce.

The CAHS Board has reinvigorated its Clinical Advisory Group which has a key role of providing information and issues raised by the clinical workforce directly to the Board and then to the PCC Committee for action.

In addition, information provided as part of workforce consultation, including the Your Voice in Health and the AMA Junior Medical Workforce Survey are discussed at the CAHS Board and PCC Committee. Strategies have been developed to address challenges monitored.

### **Procurement**

The CAHS Board will continue to ensure that appropriate governance and monitoring across its procurement activity is maintained and is committed to supporting local businesses and manufacturing in these processes.

### **Expenditure and Activity**

The CAHS Board via its Finance Committee ensures that CAHS actively manages its financial responsibilities and performance including achievement of activity targets, and management of the CAHS budget and cashflow. Regular reporting is provided to the Board and Finance Committee and areas for monitoring identified.

Communication with the System Manager and other responsible authorities on areas of concern is proactively undertaken by both CAHS Board and Executive so as to ensure transparency and enable mitigation strategies to be put in place.

The program of work undertaken as a result of the CAHS Level 3 Intervention is actively managed by the CAHS Chief Executive via the Project Management Office. Monthly reporting is provided to the CAHS Board and further reporting is actively managed with the Minister for Health's Office and DoH via the mechanisms established as part of the Level 3 Intervention process.

### **Implementation of Election commitments and key ICT and infrastructure projects**

The CAHS Board is cognisant of the Election commitments applicable to the organisation and is provided regular assurance as to the progress of these projects including:

- Early Childhood Dental Program; and
- Strengthening Multicultural Community Services – Koondoola and Thornlie.

In addition, the CAHS Board is provided regular reporting regarding key ICT projects such as the implementation of the Digital Medical Record, and infrastructure projects including the Midland and Murdoch Community Hubs, WA Children's Hospice and the Women and Newborn's Hospital.

The CAHS Board is currently reviewing its governance arrangements for Infrastructure projects under the current Committee structure with view to ensuring more timely and focused oversight in this area.

### **Independent Governance Review**

The CAHS Board has accepted the Final Report of the Independent Governance Review noting government in principle acceptance of 49 of the 55 recommendations. CAHS Board commits to facilitate all actions and policy changes resulting from these recommendations.

The CAHS Board acknowledges the further work being undertaken regarding Recommendations 14 – 15, WA Public Mental Health System and Recommendations 29-31, Local Commissioning authorities and as appropriate will work with the System Manager towards resolution of these recommendations.

### **Advice to Government**

The CAHS Board will continue to provide accurate and timely advice to the Government regarding significant issues impacting the Health Service particularly those that are of public interest or related to Government priorities.

The CAHS Board provides regular reporting to your office regarding the activity of the Board, which will be supplemented by the regular reporting against the Statement of Intent. In addition, the CAHS Board commits to providing an accurate and comprehensive Annual Attestation Statement which will provide transparency of its activities.

Yours sincerely



Dr Rosanna Capolingua  
**Board Chair**  
**Child and Adolescent Health Service**

3 August 2023

