

Executive Summary



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Locations and contact information

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Phone

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cahs.health.wa.gov.au/Our-services/Neonatology

Community Health

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Perth WA 6000

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Phone

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cahs.health.wa.gov.au/Our-services/Community-Health

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Some of the images featured in this report were taken prior to physical distancing measures put in place during the COVID-19 pandemic, or at a time when they were not required.



Message from the Board Chair



Dr Rosanna Capolingua
Board Chair

The focus of my first 12 months as Board Chair of the Child and Adolescent Health Service (CAHS) was to support the Executive to implement significant and tangible improvements to ensure we excel in delivering safe, high-quality care, to children, young people and families.

We have seen an enormous amount of change across our health service during the past year, faced challenges that we have embraced and continue to embrace as genuine opportunities for growth and improvement. We are on a journey of cultural transformation.

I am continuously humbled and touched by the experiences of infants, children, young people and families whose lives intersect with the need for our care. I know they are often at their most vulnerable when they come seeking care and support. We must always connect with compassion and

generosity of heart, along with professionalism, skills and commitment. We must always provide comfort, hope and safety to those who pass through any portal of CAHS.

I acknowledge that whilst we undoubtedly make significant and very positive contributions in the lives of many, sometimes we do not achieve the desired outcome. The privilege we have in caring for children and families comes with the enormous responsibility to reflect and learn from those occasions when we fail to achieve the standards of care or interaction to which we aspire.

This collective responsibility and accountability to ensure every child in our care is the absolute focus of every decision we make sits with each and every one of us at CAHS. For the Board, it is also critical that we ensure that our staff are supported and acknowledged for the excellent care they deliver. This commitment extends to all staff groups, as we recognise everyone at CAHS has a role which ultimately contributes to clinical care. The responsibility for quality care rests with all of us.

Clear and good governance at all levels creates a workplace that is transparent and effective for all who serve in it and for those who are served by it. Accountability and a focus on the needs of those in

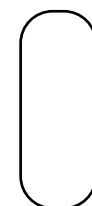
our care underpins the work of the Board and the Executive.

This year we established a new structure which ensures that all service areas are represented with accountability and advocacy at the highest level. This has meant establishing dedicated Executive Director roles for Perth Children's Hospital and Neonatology services, for Child and Adolescent Mental Health Services and for Community Health.

I believe that the rigour of the Board in clinical governance is a priority. To fulfil our governance responsibilities effectively, it is essential that the Board is alive to the challenges at the coal face, where staff interact with those in our care.

My thanks to outgoing Board Members; Ms Miriam Bowen, Ms Kathleen Bozanic, Professor Geoff Dobb and Ms Anne Donaldson for their dedicated commitment to CAHS and their contributions during their terms on the CAHS Board. Welcome to our new Board members; Mr John McLean who joined during the year and from 1 July 2022 we welcomed Dr Shane Kelly, Ms Nicole Lockwood and Ms Pamela Michael.

Significant work has taken place since the report following the Independent Inquiry into PCH was released in November 2021. Many of the 30



recommendations from the Inquiry built on the changes and focus that we had already put in place. We committed to implement and embed as working practice the recommendations and the implementation of all of these has been a critical focus for our health service.

All recommendations provide the foundation for cultural, clinical and system-wide changes. We are focused on extending the scope and intent of all recommendations to embed and ensure real change. These recommendations are, and will always be, part of how we work, each and every day. This is not a process that starts and finishes – it is a journey of continuous improvement and milestone evaluation of that change. This is required to embed lasting change in governance and the safety culture at CAHS.

Changes within our Emergency Department have been a significant priority. Changes include more doctors and nurses, including nurses in waiting areas, and structural changes in the Emergency Department that have improved line of sight of families waiting. I know that no one knows their child better than the parent, and this message has been reinforced in recognition of parental concern, active engagement with parents and carers, and the introduction of Aishwarya’s CARE Call. We are also improving processes to move patients into and across our hospital more quickly, with a priority focus on those waiting in the Emergency Department.



This year we also underwent Australian Council on Healthcare Standards accreditation with a focus on staff training, and quality and safety, and have been accredited against these Standards. We have learnt a great deal and have implemented a lot of change that must be embedded and reviewed across all our services.

We know that the mental health and wellbeing of children and young people is a national crisis and has been exacerbated by the pandemic. Those affected and their loved ones need much more in support and access to care, and this growing pressure has been felt on the frontline. Following the Ministerial Taskforce into Public Mental Health Services for Infants, Children and Adolescents, we are working closely with the Mental Health Commission to look at what we need to do to bring the Taskforce report to life, to redesign the provision of care across WA so that children and families are better supported.

At CAHS, we celebrate the diversity of our community and strive to foster a welcoming and accessible environment where consumers and staff feel respected, safe, and included.

We must reach in and be alive to the needs of our First Nations peoples so they can feel confident and safe in our spaces and places. We have a new Reconciliation Action Plan and we must demonstrate respect to our First Australians with real adaptation to meet their needs.

We must also be open to the different experiences of children, families and staff from culturally

and linguistically diverse backgrounds. Across Australia this is a focus and we know we can do better. Refreshed training programs for cultural competency have started and will help increase cultural awareness of the unique needs of our diverse communities. We have also developed our second Multicultural Action Plan and we have explicitly called out the need to address any discrimination.

We must always reflect on what we do, how we do it, and how our consumers are experiencing our care. We are committed to deliver the changes required to continuously improve care and the experience children and families have with us.

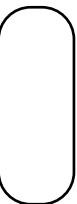
We have reinforced measures to ensure an ongoing culture of accountability and transparency. The CAHS Board is actively engaged in reviewing both the data and the personal stories, where the experience of staff and or families could, or should, have been better. We have a responsible culture of reporting of incidents, near misses, complaints and concerns. We actively encourage reporting and engagement by our staff and from families. While this may appear to increase reported incidents, this transparency is central to our goal to ensure that a culture of learning and improvement becomes firmly embedded. The evidence that such an approach in fact translates to better, safer care is overwhelming. We are also sharing these stories across our health service so that we can all learn together and prevent harm.

The CAHS Executive and Board have committed to producing a biannual Quality Account for the people of WA. In this, we will report on metrics that are not just the expected key performance indicators but will transparently tell the story of striving for improvement at CAHS so that the community can be confident in the excellence of the care we provide.

The Board has focused on finalising our strategic planning process that will set the path for continued growth and renewal of our health service over the next three years. Staff, consumers and our key partners have been involved in this planning and have had the opportunity to inform our renewal.

We know that COVID-19 has continued to impact all of us, and throughout the pandemic our staff have demonstrated a commitment that is beyond words of thanks and respect. Everyone in healthcare has been working so hard over the period of the pandemic, and we know we are not through it, and yet they continue to give above and beyond.

Looking ahead, we will continue to work together to deliver a legacy of lasting change which will inform and improve our health service for decades to come. While I am in the privileged position of being the Chair of the Child and Adolescent Health Service, I make that commitment to the people of Western Australia.





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Message from the Chief Executive



Valerie Jovanovic
Acting Chief Executive

Over this reporting period, I have been a part of the Child and Adolescent Health Service Executive, as Executive Director, People, Capability and Culture, appointed as Acting Chief Executive in mid-August 2022. It is a privilege to step in to lead the health service, together with the Board and the Executive team.

It is my honour to acknowledge our former Chief Executive, Dr Aresh Anwar, who has ably led the transformation of CAHS since his appointment to the role in 2018. Dr Anwar worked tirelessly to lead our health service through a journey of cultural transformation, and during unprecedented times for CAHS and WA Health, resigning from the role in August 2022.

On reflection of our work this year, I am inspired by the commitment and dedication of our staff and volunteers, and the resilience of the children and

families we serve, as we continued to provide safe and high-quality care against the ever-changing backdrop of the COVID-19 pandemic.

CAHS has moved quickly to respond to the changing COVID-19 environment during the year, with a focus on keeping children, families and staff safe. We have continued to provide safe care across all our services, with adaptations to meet infection prevention guidelines and COVID-19 related directions.

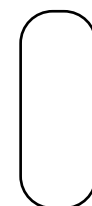
Simultaneous to this, we have continued to build and improve safety and quality at CAHS. We have maintained a focus on ensuring the recommendations from the Independent Inquiry into Perth Children's Hospital conducted by the Australian Commission on Safety and Quality in Health Care are implemented robustly, to bring about enduring changes to the health service and the broader health system.

Building on our foundations, we have also continued to work toward improving the culture at CAHS, as we recognise and fulfil our obligation to support our staff so that they can continue their work, caring for children, young people and families.

I would like to thank the 6,500 staff who choose to work in our health service for their role in the

provision of safe, high-quality, compassionate care. I would also like to thank our team of more than 400 volunteers who make an incredible contribution to the care we provide approximately 800 hours each week and we thank them for their incredible contribution. I would also like to acknowledge our many partner organisations for the role they play in supporting children and families across Western Australia.

On behalf of the Executive team at CAHS, we commit to continue to place the child at the centre of everything we do and to demonstrate our values of respect, equity, collaboration, accountability, excellence and compassion to every child and family, and to each other.



About the Child and Adolescent Health Service

The Child and Adolescent Health Service (CAHS) is Western Australia’s (WA) only dedicated health service for infants, children and young people.

CAHS is made up four service areas: Neonatology, Community Health, Child and Adolescent Mental Health Services (CAMHS), and Perth Children’s Hospital (PCH).

Our health service is uniquely positioned to ensure all children get the best start in life and receive the best possible care. Our services are delivered at PCH and King Edward Memorial Hospital, and across more than 160 community clinics throughout the metropolitan area, ensuring the many aspects of care we provide are accessible close to where children and families live.

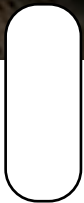
Neonatology provides state-wide specialised neonatal services to meet the needs of newborn babies and infants who need specialist treatment in the first months of life. Neonatology operates two neonatal intensive care units at PCH and King Edward Memorial Hospital.

Community Health offers child health assessments, screening, immunisation, support and advice to every child born in the Perth metropolitan area, with a focus on prevention and early intervention.

CAMHS provides specialist public mental health community services across the Perth metropolitan area, and state-wide inpatient and specialised services for children and adolescents with moderate to severe and complex mental health conditions.

PCH is WA’s only dedicated paediatric hospital, providing medical care to children and adolescents who are 15 years old or under. The hospital provides inpatient, ambulatory, and outpatient services, and is WA’s only paediatric trauma centre. PCH is also home to the Stan Perron Immunisation Centre.





Our year at a glance



Neonatology

2,979
neonatal admissions

12
days average length of stay

1,224
neonatal emergency transports

354 pre-term infants received
923 litres of donor milk



Community Health

144,632
child health assessments

24,154
school health assessments (2021)

32,982
unique children received services
from the Child Development Service

118,195
immunisations (2021)



CAMHS

138,681
service contacts

7,956
young people seen

415
inpatient unit separations

2,629
mental health ED presentations



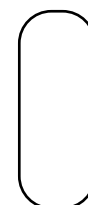
PCH

69,745
Emergency Department
attendances

30,398
hospital admissions

14,850
surgeries performed

258,588 outpatients





Vision, values and objectives

Our vision

Healthy kids, healthy communities

Our objectives

- Care for children, young people and families
 - Provide high value healthcare
 - Collaborate with our key support partners
 - Value and respect our people
 - Promote teaching, training and research
-

Our values drive us

Accountability

We take responsibility for our actions and do what we say we will

Respect

We value others and treat others as we wish to be treated

Compassion

We treat others with empathy and kindness

Equity

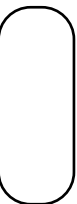
We are inclusive, respect diversity and aim to overcome disadvantage

Excellence

We take pride in what we do, strive to learn and ensure exceptional service every time

Collaboration

We work together with others to learn and continuously improve our service



The Child and Adolescent Health Service (CAHS) values of accountability, respect, compassion, equity, excellence and collaboration are enduring foundations of everything we do in our health service.

We aspire to demonstrate these values in our interactions with children and families and with our colleagues. This year has brought unprecedented challenges and opportunities to our health service and as we have navigated these, our values have never been more important.

Accountability

To deliver improved accountability and ensure dedicated oversight of each clinical service, the organisational structure was expanded to include an Executive Director, Perth Children’s Hospital and Neonatology, Executive Director, Community Health and Executive Director, Child and Adolescent Mental Health Services. This ensures that all service areas are now represented with accountability and advocacy at the highest level. These new roles report directly to the Chief Executive and work collaboratively with other members of the Executive.



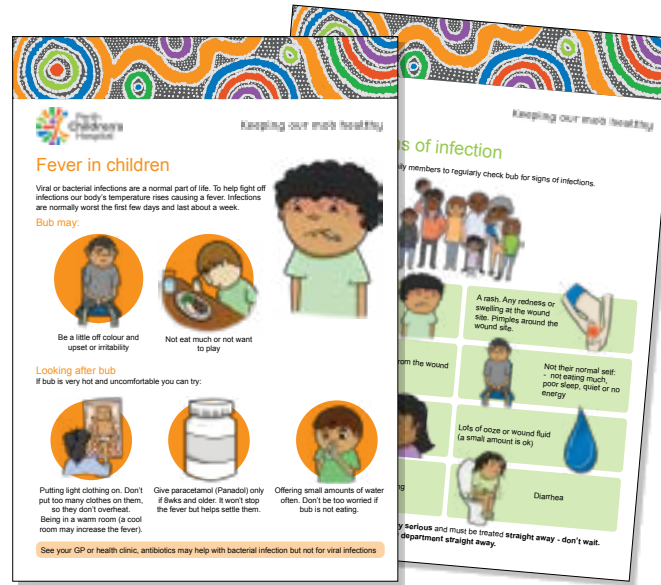
CAHS continuously strives for better outcomes and experiences for our patients, families and clients, ensuring every child in our care is at the centre of every decision we make, for the best possible patient outcomes.

Respect

We recognise the diversity of Aboriginal and Torres Strait Islander people and value their strength, resilience and capacity. Providing just and equitable opportunities and outcomes for our Aboriginal and Torres Strait Islander staff, children and their families is a key priority at CAHS.

The **CAHS Reconciliation Action Plan**, launched during Reconciliation Week in May 2022, reinforces our ongoing commitment to reconciliation, and provides a framework for CAHS to consciously and deliberately deliver tangible and substantive benefits for Aboriginal and Torres Strait Islander people. It sets out our commitments to increasing our awareness about Aboriginal culture and protocols through cultural awareness training, the land our services are placed on and developing an understanding of the local Traditional Owners or Custodians of those lands.

CAHS recognised the need to better communicate health information with Aboriginal families to ensure that they understand the medical condition of their child, the treatment to be undertaken and the overall care necessary for recovery. **Keeping our Mob Healthy Health Facts sheets** are now available on the Perth Children’s Hospital website thanks to a Perth Children’s Hospital Foundation



“ Over 120 culturally appropriate fact sheets have been developed for Aboriginal families, illustrated by local Noongar and Saibai Islander artist Tyrown Waigana. ”

grant. Over 120 culturally appropriate fact sheets have been developed for Aboriginal families, illustrated by local Noongar and Saibai Islander artist Tyrown Waigana.

Bringing the voice of Aboriginal consumers and the wider Aboriginal community to help guide and shape our decision making, services, policies and practices at CAHS was also advanced during this period, with the new **CAHS Aboriginal Community Advisory Group** engaged and contributing in a meaningful way to our health service, including representation as a voting member of the CAHS Executive Committee meetings.

Compassion

We recognise that children and families are often at their most vulnerable when they access our services, and it is our responsibility to ensure that we approach every interaction with genuine compassion.

Our staff are privileged to stand alongside families to provide end of life care and recognise compassionate bereavement support as a critical component of that care. Opportunities for improvement were identified in response to consumer feedback, and consultation with clinical staff. CAHS has established a dedicated **Bereavement Coordinator** to enhance our care and support to families who experience the tragic loss of a child. An enhanced service will include:

- Psychological support tailored to each situation and the needs of each individual family.
- Identifying and promoting the experience and needs of Aboriginal and Torres Strait Islander families, and families from a culturally and linguistically diverse backgrounds.
- Expert clinical advice to support all clinicians engaging in bereavement care.





- Development of a broader suite of supports and resources for children, siblings, parents and extended families.

Equity

We celebrate the diversity of our community and strive to foster a welcoming and accessible environment where consumers and staff feel respected, safe, and included. We will measure ourselves against national and international benchmarks in order to identify scope for better delivery to those in our care, and strive to be leaders in what we do.

The **CAHS Multicultural Action Plan** provides a systematic approach to guide the way we work to promote the benefits of cultural and linguistic diversity and celebrate the achievements of people from culturally and linguistically diverse backgrounds. It drives us to deliver on our commitment to deliver health services that are welcoming, inclusive and equitable for the children, adolescents and families of WA's diverse communities.

On 3 December 2021 CAHS celebrated the International Day of People with Disability with the launch of a new disability access and inclusion e-learning package, customised for our health service. This resource was developed with input from consumers and staff on our Disability Access and Inclusion Committee and is set to be introduced as an essential part of CAHS staff induction.

Consumer feedback had highlighted a lack of accessible toilets and changing facilities for families at Perth Children's Hospital after hours, overnight, on weekends and public holidays. Perth Children's Hospital has now introduced a **'Changing Places'** facility, open 24 hours providing suitable amenities for people who cannot use standard toilets, for example including a height-adjustable adult-sized change table; a constant-charging ceiling track hoist system; an automatic door; and a privacy screen.

Excellence

CAHS is committed to continuous improvement to ensure excellence across its services and is internationally recognised for the work it does. We will measure ourselves against national and international benchmarks in order to identify scope for better delivery to those in our care, and strive to be leaders in what we do.

The Child Development Service made a significant contribution to a major **international study on autism** in partnership with the Telethon Kids Institute. The study demonstrated a reduction in clinical autism diagnosis due to a parent-led therapy for babies displaying signs of autism. The findings provided the first evidence worldwide that a pre-emptive intervention during infancy could lead to such a significant improvement in children's social development that they fell below the threshold for a clinical diagnosis of autism.

Collaboration

CAHS partners with a large number of government agencies, and community and non-profit organisations that make significant contributions to support our patients, clients, families and carers. CAHS values these partnerships, as they are integral to the safe and high-quality delivery of paediatric health care services.

CAHS recognises that strong partnerships contribute to better health outcomes and a more sustainable health care system.

In 2021–22, **CAHS partnered with more than 49 non-government organisations** through a range of contractual arrangements, including:

- Nine NGOs who have a licence agreement or service level agreement for the occupancy of a dedicated space at Perth Children's Hospital. These organisations provide services to children and families without remuneration from CAHS.
- Forty visiting non-government organisations who have an access agreement with CAHS, enabling them to visit PCH to provide advocacy, support and education to children and parents without remuneration from CAHS.

Those with whom CAHS has a formal contract, awarded after a procurement process, and are funded to provide a range of health-related services in the community.

