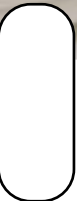


Governance



Enabling legislation

CAHS was established as a Board governed health service provider in the Health Services (Health Service Provider) Order 2016 made by the Minister for Health under section 32 of the Health Services Act 2016.

Responsible Minister

CAHS is responsible to the Minister for Health; Mental Health, and the Director General of the Department of Health (System Manager) for the efficient and effective management of the organisation.

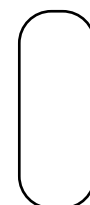
Accountable authority

Under section 70 of the Act, CAHS is a Board governed health service provider, responsible to the Minister for Health; Mental Health, the Honourable Amber-Jade Sanderson MLA.

The Minister appoints the CAHS Board Chair and Board members.

The Director General of the Department of Health, as System Manager, is responsible for strategic leadership, system-wide planning, policy and performance and provision of services for health service providers. The System Manager is the employing authority of the CAHS Chief Executive.

The Board works closely with the Chief Executive, who manages the day-to-day operations of CAHS, to deliver safe, high quality and efficient health services to sick and vulnerable children and families in Western Australia.



The Health Service Board



Board Chair, Dr Rosanna Capolingua
MBBS FAMA FAICD

Dr Rosanna Capolingua is a General Practitioner with broad experience across health care delivery, serving as the Australian Medical Association WA President and Federal AMA President. A member of the Federal AMA Executive for six years, she chaired the Ethics and Medico- Legal committee, Finance committee and Taskforce on Indigenous Health. She has extensive Board experience, including the Medical Board of WA, Professional Services Review Committee, Healthway and the Board of MercyCare. She was Chair of the Governing Council for the Child and Adolescent Health Service, Deputy Chair of the North Metropolitan Health Service, and a member of the WA Mental Health Commission's Alcohol and Other Drugs Advisory Board. She continues as Medical Director of the AMA (WA) Foundation, Chair of the Board of AMA, Chair of the WA Immunisation Strategy Committee, and member of the AMA Indigenous Scholarship Foundation and St John of God Healthcare Australia Boards.



Board Member, Dr Alexius Julian
MBBS

Dr Alexius Julian is a highly-skilled clinician with significant experience in Information and Communications Technology (ICT) across health care. In particular, Dr Julian has previously served as the Chief Medical Information Officer at the St John of God Health Care Group, was a Clinical Lead in the commissioning of ICT at Fiona Stanley Hospital, and has also worked as a Medical Leadership Adviser for the Institute of Health Leadership. Alexius has a strong interest in technology, start-up and business, and is currently a self-employed clinician and works on several commercial interests.

The Child and Adolescent Health Service Board is the governing body of CAHS. Appointed by the Minister for Health, Board members have experience across the fields of medicine and health care, finance, law, and community and consumer engagement.

The Board meets on a monthly basis and met on 11 occasions during 2021–22.

There are four standing committees of the Board:

Monthly committees:

- Finance
- Safety and Quality

Bi-monthly committees:

- Audit and Risk
- People, Capability and Culture



Board Member, Dr Daniel McAullay
Ph.D, M AppEpi, B.Sc.

Dr Daniel McAullay is a health professional and a past member of the CAHS Governing Council and has extensive experience as a member on health boards and committees. Dr McAullay currently works as the Director of Aboriginal Research at Edith Cowan University and is an Associate Professor with the Centre for Improving Health Services for Aboriginal Children and Families. Dr McAullay is a health services researcher with expertise in maternal, infant and child health, primary health care and Aboriginal health.



Board Member, Mr John McLean
Bsc (Econ) Hons, CA (ANZ), F.FINSIA, GAICD

CAHS welcomed Mr John McLean in November 2021 as a member of the Board, Finance Committee, and Chair of the CAHS Audit and Risk Committee. Mr McLean is a Chartered Accountant and experienced non-executive director. He is currently a director of Red Jacket Consulting. Over the past eight years Mr McLean has held a range of non- executive roles, mainly in the not-for-profit sector, and worked as a business consultant specialising in financial reviews, strategic planning, policy reviews, and procurement. After qualifying as a Chartered Accountant with Deloitte in London he transferred to Africa, handling audits for a range of listed and non-listed clients. He joined Coopers and Lybrand in Perth (now PWC) from Africa, initially in their audit division, transitioning to management in the Perth office before joining law firm Jackson McDonald, where he spent 15 years as their CEO. Mr McLean currently holds board roles with the Neurological Council of Western Australia, the Aboriginal Arts Centre Hub of Western Australia, Martu United Pty Ltd and the SwanCare Group.



Board Member, Mr Peter Mott
Dip.HospAdmin, B.Bus, MIR, Grad Cert Lship

Mr Peter Mott has four decades of health, executive management and CEO experience. Mr Mott was appointed Ramsay Health Care WA State Manager in May 2022. Prior to his appointment Peter was CEO of Hollywood Private Hospital for nine years He is Vice President of the Australian Private Hospitals Association and Chair of the APHA Workforce Taskforce, a member of the University of Western Australia (UWA) Business School Ambassadorial Council and a member of the Young Lives Matter Foundation UWA Board. Peter is a former Deputy President of the Australian College of Health Service Management WA Branch Council, past President of the Australian Institute of Management (AIM) WA, past Chairman of the AIM WA UWA Business School Executive Education Advisory Board, and past Chairman of Lifeline WA.





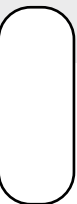
Board Member, Ms Maria Osman
M. Ed GAICD

Ms Maria Osman has been leading policy reform, service delivery and community development across government, community and university sectors for more than 40 years. Ms Osman's constant focus has been on human rights, cultural diversity and gender equality in all sectors. Ms Osman has held executive positions in government, was an Australian delegate to the United Nations Commission on the Status of Women and the UN Conference on Racism. Ms Osman is Non-Executive Director of Circle Green Community Legal Centre, the International Advisory Board of the UWA Public Policy Institute and the WA Voluntary and Assisted Dying Board.



Board Member, Emeritus Professor Di Twigg
AM PhD, MBA, B.HlthSc. (Nsg) Hons, RN, RM, FACN, FACHSM

Professor Twigg has more than 45 years' experience in health and education, most notably as Executive Dean, School of Nursing and Midwifery at ECU and Executive Director of Nursing, SCGH. She combined her extensive experience in health service leadership with more recent research and policy development to contribute to issues related to nursing workforce, patient outcomes and cost-effective care. She was awarded the Lifetime Achievement Honour in 2017, was made a Member of the Order of Australia for significant service to nursing through a range of leadership, education and advisory roles in 2019, and was made an Emeritus Professor of Edith Cowan University in 2021.



CAHS acknowledge the following outgoing members of the CAHS Board for their dedicated service.



Former Deputy Board Chair, Professor Geoffrey Dobb
B.Sc.(Hons), MBBS, FRCP, FRCA, FANZCA, FCICM

As an inaugural Board member, Deputy Board Chair and Chair of the Board Safety and Quality Committee, Professor Geoff Dobb’s passion for safety and quality in healthcare has been a constant driving force. Professor Dobb has made an enormous contribution and leaves our health service a lasting legacy with patient and client safety as our priority.



Former Board Member, Ms Kathleen Bozanic
B.Com., ACA, GAICD

Ms Kathleen Bozanic stepped down from her position as Board member and Chair of the CAHS Audit and Risk Committee in September 2021 after five years of service. Ms Bozanic brought extensive experience in financial management, governance and compliance, risk management, business planning and strategic transformation to the Board.



Former Board Member, Ms Miriam Bowen
LLB

Ms Miriam Bowen has provided strong leadership and advocacy for children and families throughout her tenure. She has provided the Board with invaluable governance and legal compliance support and advice.



Former Board Member, Ms Linley (Anne) Donaldson
M.HMgt, B.AppSc, Postgrad Bus, GAICD

Ms Donaldson is a professional Non-Executive Director with over 15 years’ experience on Boards and committees. Current board membership includes GP DownSouth, Mental Health Foundation Australia, Member (Trustee) RUAH, and ECU Human Research Ethics Committee. Ms Donaldson brings over 35 years’ experience in Health and Human Services in metropolitan and regional Western Australia in senior executive, and CEO positions. She has successfully led organisations through major change, project management and commissioning of capital works, financial and operational governance. This experience includes extensive knowledge in community and stakeholder engagement effectively achieving consensus in program delivery.



Committee meeting attendance July 2021 to June 2022

Name	Number of meetings	Meetings attended
Full CAHS Board Meeting		
Dr Rosanna Capolingua (Chair)	11	11
Professor Geoffrey Dobb (Deputy Chair)	11	11
Professor Di Twigg	11	11
Ms Miriam Bowen	11	11
Ms Kathleen Bozanic	3	3
Ms Anne Donaldson	11	11
Dr Alexius Julian	11	10
Dr Daniel McAullay	11	10
Mr Peter Mott	11	11
Ms Maria Osman	11	10
Mr John McLean	6	6
Finance Committee		
Dr Alexius Julian (Chair)	10	10
Mr John McLean	6	6
Professor Geoffrey Dobb	10	10
Ms Linley (Anne) Donaldson	10	10
Mr Peter Mott	10	9

Name	Number of meetings	Meetings attended
Audit and Risk Committee		
Mr John McLean (Chair)	3	3
Dr Alexius Julian (former acting Chair)	5	5
Ms Kathleen Bozanic (former Chair)	1	1
Professor Geoffrey Dobb	5	5
Ms Anne Donaldson	5	5
Professor Di Twigg	5	5
Safety and Quality Committee		
Professor Geoffrey Dobb (Chair)	11	11
Ms Miriam Bowen	11	10
Dr Daniel McAullay	11	8
Ms Maria Osman	11	10
People, Capability and Culture Committee		
Professor Di Twigg (Chair)	6	6
Ms Miriam Bowen	6	6
Ms Maria Osman	6	5
Dr Daniel McAullay	6	5
Mr Peter Mott	6	6

Note:

Ms Kathleen Bozanic was the Chair of the Audit and Risk Committee up to September 2020. Dr Alexius Julian became interim chair until the appointment of current Chair, Mr John McLean.

Performance management framework

To comply with its legislative obligations, CAHS operates under the WA health system Outcome Based Management Framework, as determined by the Department of Health.

This framework describes how outcomes, services and key performance indicators are used to measure agency performance towards achieving the relevant overarching whole-of-government goal “strong communities, safe communities and supported families”.

Key performance indicators measure the effectiveness and efficiency of services provided by the WA health system in achieving the stated desired outcomes.

All WA health system reporting entities contribute to achieving the outcomes through health services delivered either directly by the entities or indirectly through contracts with non-government organisations.

The WA health system’s outcomes and key performance indicators for 2021–22 are aligned to the State Government goal of strong communities: safe communities and supported families.

CAHS reports performance for:

Outcome 1: Public hospital-based services that enable effective treatment and restorative health care for Western Australians.

Outcome 2: Prevention, health promotion and aged and continuing care services that help Western Australians to live healthy and safe lives.

GOVERNMENT GOAL

Strong communities, safe communities and supported families

WA HEALTH GOAL

Delivery of safe, quality, financially sustainable and accountable healthcare for all Western Australians

Outcome 1: Public hospital-based services that enable effective treatment and restorative healthcare for Western Australians

Services

1. Public hospital admitted services
2. Public hospital emergency services
3. Public hospital non-admitted services
4. Mental health services

Effectiveness KPIs

- Unplanned hospital readmissions for patients within 28 days for selected surgical procedures
- Percentage of elective wait list patients waiting over boundary for reportable procedures
- Healthcare-associated *Staphylococcus aureus* bloodstream infections (HA-SABSI) per 10,000 occupied bed-days
- Percentage of admitted patients who discharged against medical advice: a) Aboriginal patients; and b) Non-Aboriginal patients
- Readmissions to acute specialised mental health inpatient services within 28 days of discharge
- Percentage of post-discharge community care within seven days following discharge from acute specialised mental health inpatient service

Efficiency KPIs

- Average admitted cost per weighted activity unit
- Average Emergency Department cost per weighted activity unit
- Average non-admitted cost per weighted activity unit
- Average cost per bed-day in specialised mental health inpatient services
- Average cost per treatment day of non-admitted care provided by mental health services

Outcome 2: Prevention, health promotion and aged and continuing care services that help Western Australians to live healthy and safe lives

Services

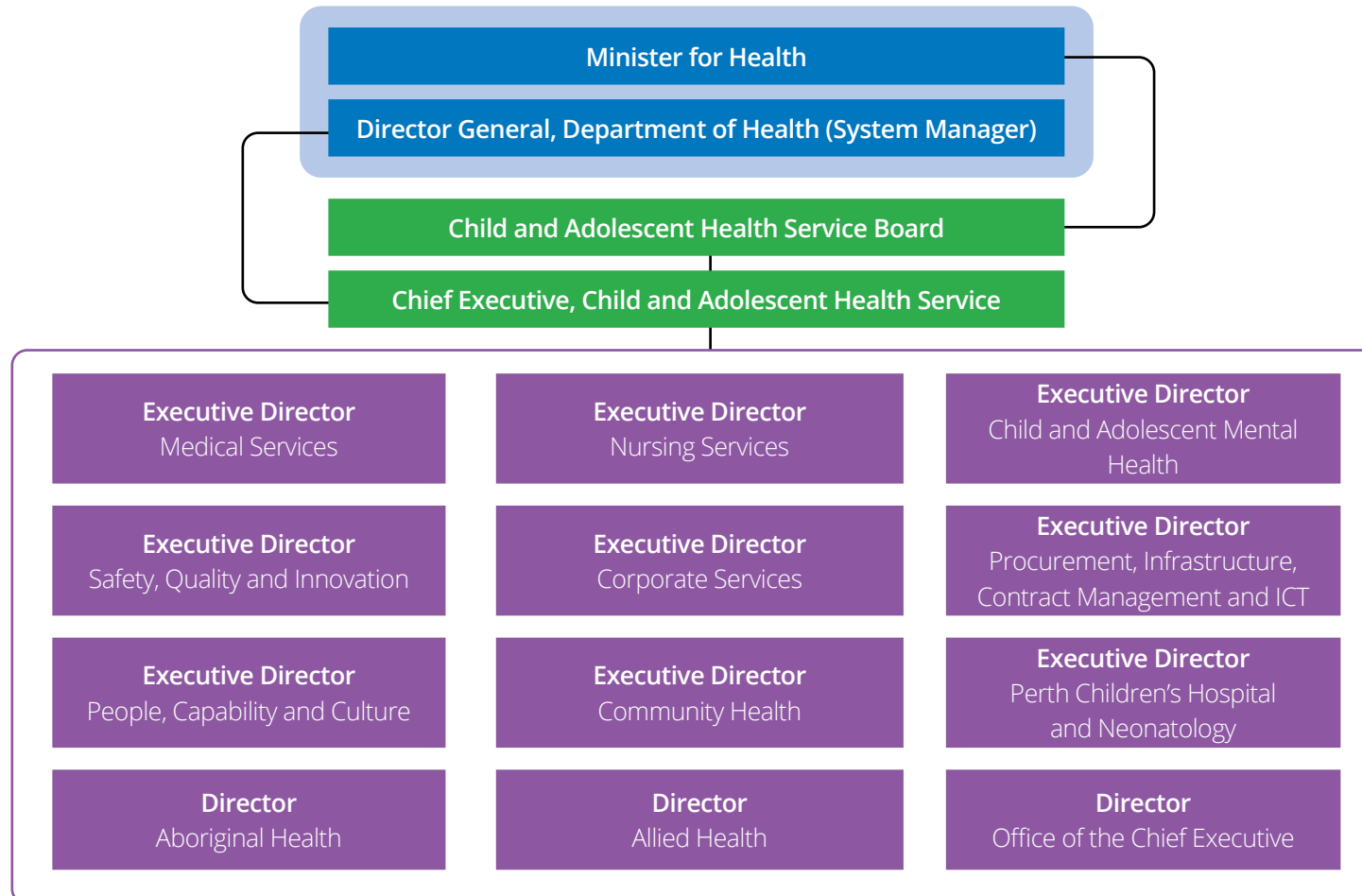
5. Public and community health services

Efficiency KPIs

- Average cost per person of delivering population health programs by population health units



CAHS Management Structure 2021-22



Senior officers



Child and Adolescent Health Service
Chief Executive
Aresh Anwar
 1 July 2021 – 30 June 2022



Medical Services, CAHS Perth Children’s Hospital and Neonatology
Executive Director
Simon Wood
 1 July 2021 – 30 June 2022



Nursing Services
Executive Director
Katie McKenzie
 1 July 2021 – 11 March 2022*



Nursing Services
Executive Director
Terri Barrett
 1 July 2021 – 30 June 2022



Safety, Quality and Innovation
Executive Director
Mary Miller
 1 July 2021 – 1 April 2022



Safety, Quality and Innovation
Executive Director
Valerie Jovanovic
 2 April 2022 – 25 April 2022

People, Capability & Culture
Executive Director
 1 July 2021 – 30 June 2022



Safety, Quality and Innovation
Executive Director
Audrey Koay
 26 April 2022 – 30 June 2022



Corporate Services
Executive Director
Tony Loiacono
 1 July 2021 – 30 June 2022



Community Health
Executive Director[^]
Sue Kiely
 11 April 2022 – 30 June 2022



Child and Adolescent Mental Health Services
Executive Director[^]
Maureen Lewis
 11 April 2022 – 30 June 2022



Procurement, Infrastructure, Contract Management and ICT
Executive Director
Danny Rogers
 1 July 2021 – 30 June 2022



People, Capability and Culture
Executive Director
Richard Prunster
 2 April 2022 – 25 April 2022#



Aboriginal Health
Director
Mel Robinson
 1 July 2021 – 30 June 2022



Allied Health
Director
Emma Davidson
 1 July 2021 – 30 June 2022^^



Office of the Chief Executive
Director
Joanne Mizen
 1 July 2021 – 30 June 2022

*During this time, Ms Katie McKenzie was responsible for Community Health and Child and Adolescent Health Services as Executive Lead, pending the determination to formally establish dedicated Health Executive Service roles. Ms Terri Barrett was responsible for Nursing Services. ^ Newly established positions # Cover temporary deployment of Ms Jovanovic. ^^ For the period of 1 July 2021 to 26 January 2022, Ms Jennifer Mace was responsible for Allied Health.

