



Government of Western Australia  
Child and Adolescent Health Service

## Strategic Plan 2016-2017

*Committed to the pursuit of healthier lives for children and young people*

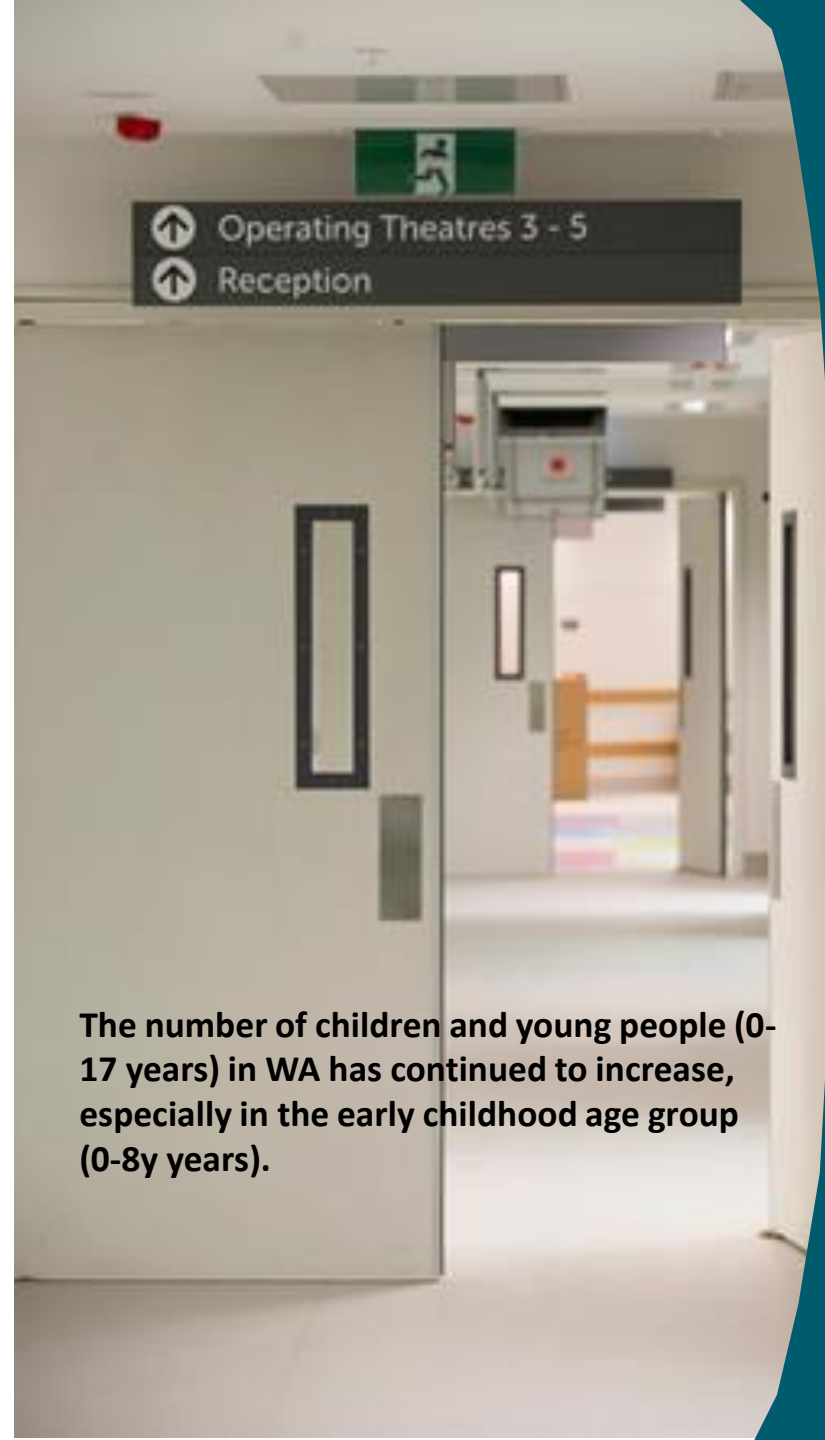


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CAHS acknowledges the Aboriginal people of the many traditional lands and languages of Western Australia. It pays respect to the wisdom of the Aboriginal Elders both past and present and to the Aboriginal people of today.

Within Western Australia, the term Aboriginal is used in preference to Aboriginal and Torres Strait Islander, in recognition that Aboriginal people are the original inhabitants of Western Australia. No disrespect is intended to our Torres Strait Islander colleagues and community.



**The number of children and young people (0-17 years) in WA has continued to increase, especially in the early childhood age group (0-8y years).**

# Introduction

We are delighted to present the 2016- 2017 Strategic Plan for the Child and Adolescent Health Service (CAHS).

This plan defines our strategic priorities and the action we will take to fulfil our commitment to the pursuit of healthier lives for the children and young people of Western Australia. Everything we do is based on the CAHS values of excellence; equity; compassion; integrity and respect.

The coming year presents many exciting opportunities to enhance the delivery of care for the children, young people, families and carers of Western Australia. This includes the opening of the new Perth Children's Hospital (PCH) and welcoming the new CAHS Board to the health service. These important milestones will build a platform to

enhance the clinical care delivered in the hospital and in our community services.

We recognise that our team is our greatest asset and we will continue to focus on building a strong, committed workforce with a focus on education, training and research.

This plan recognises the importance of working closely with patients, clients and families in order to deliver the best possible care and a great patient experience.

It is a special privilege to be part of an organisation focused on building healthy lives for children and young people, and we look forward to achieving the delivery of excellent care for our community.

Ms Debbie Karasinski



Interim Chair  
Child and  
Adolescent  
Health Service

Professor Frank Daly  
Chief Executive  
Child and  
Adolescent Health  
Service and  
Perth Children's  
Hospital  
Commissioning



Admissions to the new Perth Children's Hospital projected to rise annually by approximately 5% over the next five years.





Government of **Western Australia**  
Department of **Health**  
Child and Adolescent Health Service

The Child and Adolescent Health Service in Western Australia encompasses Princess Margaret Hospital for Children (PMH), Child and Adolescent Community Health (CACH), Child and Adolescent Mental Health Service (CAMHS) and the Perth Children's Hospital Project (PCH).

# CAHS vision • mission • values

## vision

We are committed to the pursuit of healthier lives for children and young people.



## mission

- Place children, young people, families and carers at the centre of everything we do.
- Deliver high quality health care in hospital and in the community.
- Build partnerships to advocate and deliver care to those who need it most.
- Advance internationally recognised research focused on health outcomes.
- Attract exceptional staff by offering continued education, training, support and career development.

## values

- Excellence
- Equity
- Compassion
- Integrity
- Respect



# Child and Adolescent Health Service (CAHS)

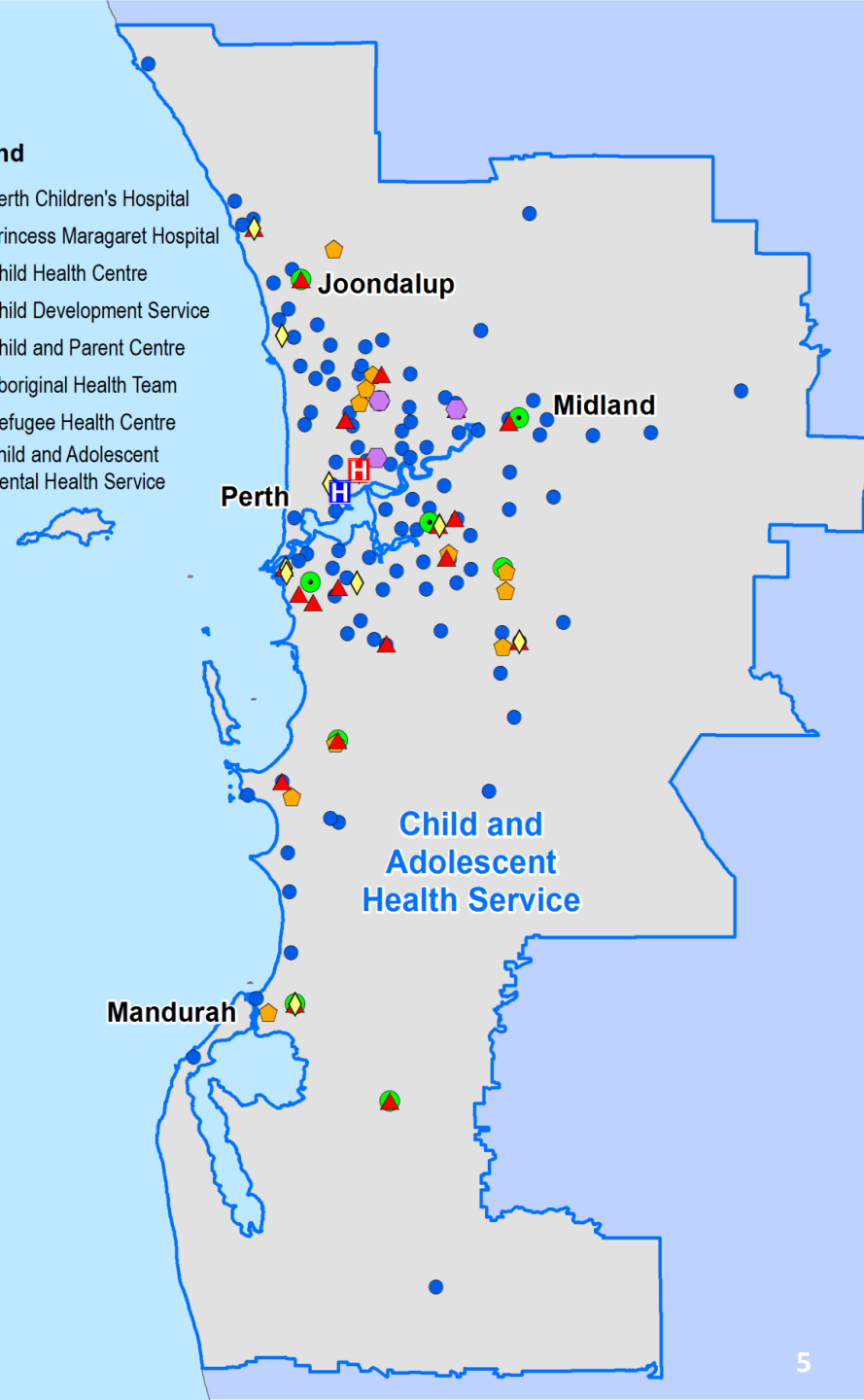
The Child and Adolescent Health Service (CAHS) provides a comprehensive service supporting the health, wellbeing and development of young Western Australians. We aim to ensure all our young people get the best start in life through health promotion; early identification and intervention; and patient-centred, family-focused care.

We care for children and adolescents through our metropolitan community and mental health services; the State's only dedicated paediatric hospital; through specialised state-wide services; and support to other hospitals and health services across the State.

CAHS currently employs approximately 4,000 people across 3,102 full-time equivalent positions.

## Legend

-  Perth Children's Hospital
-  Princess Margaret Hospital
-  Child Health Centre
-  Child Development Service
-  Child and Parent Centre
-  Aboriginal Health Team
-  Refugee Health Centre
-  Child and Adolescent Mental Health Service





# Princess Margaret Hospital (PMH)

PMH is a 240-bed paediatric tertiary teaching hospital. It is Western Australia's only dedicated paediatric hospital for treating children and adolescents from around the State. Services include:

- 24 hour Emergency Department
- Acute and Complex Pain Services
- Anaesthesia
- Child Protection Unit
- Comprehensive outpatient services
- Medical imaging
- Medical and surgical inpatient wards
- Neonatology Intensive Care Unit
- Paediatric Intensive Care Unit
- Pastoral Care
- Pharmacy services
- Rehabilitation services
- Rural Paediatric Service
- Surgical Day Procedure Unit
- Specialist paediatric medical services
  - Adolescent medicine
  - Cardiology
  - Dermatology
  - Endocrinology and Diabetes
  - Gastroenterology
  - General Paediatrics
  - Haematology and Oncology
  - Immunology
  - Infectious Diseases and Refugee Health
  - Metabolic Medicine
  - Nephrology
  - Neurology
  - Respiratory and Sleep Medicine
  - Rheumatology
- Specialist Surgical Services:
  - Burns
  - Cardiothoracic Surgery
  - Cleft Lip and Palate and Craniofacial
  - Ear Nose and Throat
  - General Paediatric Surgery and Urology
  - Neurosurgery
  - Orthopaedics
  - Plastic and Reconstructive Surgery
- Specialist Mental Health Services:
  - Eating Disorders Unit
  - High Acuity Mental Health Ward
- Ambulatory Care Services:
  - Palliative Care Services
  - Hospital in the Home and Care Coordination
  - Ambulatory Care Day Facility
- Allied health services
  - Aboriginal Liaison Services
  - Language Services
  - Nutrition and Dietetics
  - Occupational Therapy
  - Physiotherapy
  - Social Work
  - Speech Pathology

80,101 children were seen at PMH in 2014/15.



The PCH footprint is six times bigger than that of PMH.

## Perth Children's Hospital (PCH)

- The \$1.2 billion, 298-bed PCH will replace the Princess Margaret Hospital for children (PMH) and will be co-located with adult services at the QEII Medical Centre.
- Construction commenced in January 2012, with commissioning of services due to commence in 2016.
- PCH will include an Integrated Research Facility including the Telethon Kids Institute and an education precinct developed in collaboration with university partners.
- PCH will have 75% single rooms and 31 isolation rooms, an increase from 26% single rooms and 17 isolation rooms currently at PMH.
- There will be capacity for 12 multi-use theatres, including the State's first intra-operative MRI and two interventional theatres
- The hospital includes recreation facilities for patients and their families, family resource areas and improved parent and carer support facilities. It will also include an Aboriginal resource lounge, Kulunga Moort Mia.
- The hospital will also include a helicopter landing pad to service the QEII Medical Centre.
- The design of the hospital incorporates a number of elements to support a healing environment including an abundance of natural light; green outlooks, with many views to Kings Park; and access to green space.

### PCH has:

- **An increase of 26% to 75% single rooms**
- **An Emergency Department 88% larger than PMH**
- **3,500m<sup>2</sup> of green space including roof terraces.**



# Child and Adolescent Community Health (CACH)

Child and Adolescent Community Health (CACH) is a service available to all children and their parents or carers within the Perth metropolitan area. It provides evidence based services that are designed to promote good health during childhood and adolescence.

CACH offers child health assessments, screening, immunisation, support and advice to every child born in the Perth metropolitan area. Additional services are offered to families who might need them, including children with developmental delay, Aboriginal families, refugee families and families in need of additional support.

In cases where additional support is required, CACH provides this through more frequent contact with families and/or by referring families to other specialist services (such as general practitioners or hospitals).

CACH works in partnership with children, parents or carers and other key people in a child's life to create a strong and resilient network of support for each child to enable them to reach their developmental potential.

CACH also has a focus on working collaboratively to develop research and partnerships with a range of government and non-government providers of child and family health and supportive services.

A number of support services are provided by CACH including the development of policy and practice guidelines, supporting policy compliance across the health system, performance reporting, resource allocation and program evaluation.

The core service delivery areas of CACH are:

- Child health services
- School health services
- 'At-risk' services, with a focus on Aboriginal families
- Immunisation services
- Child development services
- Child and adolescent health policy development and evaluation.

***666,632 CACH services were provided to children and young people in 2014/15.***



# Child and Adolescent Mental Health Service (CAMHS)

CAMHS provides specialist mental health services for children, young people and their families throughout the metropolitan area. Services include:

Community CAMHS has 10 specialist community outpatient services based in districts in the Perth metropolitan area. Community clinics provide specialist multidisciplinary care that integrates with multiple stakeholders including local schools, the Department for Child Protection and Family Services and non government organisations. Teams provide holistic, recovery focussed care for children and families that is close to their home.

Other CAMHS services provide more intensive or focussed specialist services that cannot be provided by community CAMHS clinics. These include:

- Acute Community Intervention Team (ACIT), which provides an alternative to hospital based care by managing high risk young people in the community for 6-8 weeks.
- Acute Response Team (ART), which provides mental health triage, assessment in the PMH Emergency Department and assessments in the community.
- CAMHS Inpatient Unit (IPU), which provides a state wide specialised service for voluntary and involuntary patients.
- Complex ADHD service, which is a

specialist assessment and consultation service for children with persistent complex attention difficulties and co-morbid conditions.

- Eating disorders program, which is an evidence-based, multidisciplinary outpatient and inpatient service for young people with eating disorders.
- Pathways service, which provides complimentary and multi-modal intensive day program for protracted, co-morbid and complex child and family mental health problems
- Multi Systemic Therapy service, which is a community based service for families with young people who are experiencing serious behavioural problems
- Touchstone, which is an outpatient and day intervention program for young people with persistent, high risk, deliberate self-harm behaviours

CAMHS also comprises a Paediatric Consultation Liaison Service, which provides an inpatient and outpatient service to address mental health issues of PMH patients with sever physical disorders

**3% of infants, children and adolescents have significant and severe mental disorders requiring access to specialist mental health services...**



**... 3% equates to 12,246 Perth infants, children and adolescents in the area covered by metro CAMHS.**

# Children and family engagement

- Engagement with patients and families is fundamental to the delivery of high quality, safe services and excellent patient experience. This unit is currently being established and will incorporate the existing customer liaison service and volunteer coordination within a broad family engagement framework.
- The Consumer Advisory Council (CAC), the Youth Advisory Committee (YAC) and the Disability Advisory Committee (DAC) are a key strategy for engaging with our consumers and patients.
  - The Consumer Advisory Council was established in 2008/09 and is chaired by Amanda Magraith who has had a longstanding involvement with CAHS services. Recent achievements of the CAC include participation in the pharmacy review; successfully advocating for the installation of an adult change table; representation on a number of CAHS committees including the Health Service Executive Committee (HSEC); development of feedback templates; and participation in the PCH consumer engagement framework.
  - The Youth Advisory Committee was established in 2009 and is chaired by April Welsh who has a longstanding involvement with CAHS and health, more generally including being the Youth Ambassador for Juvenile Diabetes Research Foundation. Other members of the YAC are mostly past or current patients of PMH. Recent achievements include having input to the design of PCH, adolescent transition and school services; reviewing communications and publications, and representation on a number of committees including the Health Service Executive Committee (HSEC).
  - The Disability Advisory Committee (DAC) has recently been reinvigorated and has representation from consumers and health service staff. Its current priorities are the development of the Disability Action Inclusion Plans; and ensuring that the facilities at PCH support the needs of children with disabilities.



# Aboriginal Health



- There are specialised teams within CACH, CAMHS and PMH to support the delivery of culturally appropriate services to Aboriginal children and their families. This includes:
  - The CACH Aboriginal Health Team (AHT) – the AHT provides culturally appropriate and secure services to Aboriginal children, adolescents and their families across the Perth metropolitan area. The teams provide additional support to families through targeted and intensive services, via the Enhanced Aboriginal Child Health Schedule (EACHS), which is a comprehensive schedule of contacts for Aboriginal infants and young children with identified health and developmental conditions.
  - The Statewide Specialist Aboriginal Mental Health Service (SSAMHS), which provides culturally safe and developmentally appropriate mental health services for Aboriginal infants, children, adolescents and their families. The service provides a ‘whole of family’ approach to service delivery regardless of location within Western Australia. In 2015 CAHS’ five Aboriginal specialist mental health workers delivered services as part of the CAMHS community teams.
  - The Koorliny Moort program in PMH, which was initially funded through COAG and then the WA Footprints to Better Health program. The program was designed to bridge the gap in service provision for Aboriginal children requiring hospitalisation or outpatient services at PMH. The service is staffed by an Aboriginal Project Manager, Administrative staff, Paediatric Doctors, Aboriginal Social Worker, and Nursing staff who work closely with the PMH Aboriginal Liaison Unit. The staff work in partnership with community based primary care providers to facilitate effective care coordination and discharge planning for Aboriginal patients and families. The program received a very positive rating in the Darcy Holman review of Aboriginal health programs.
  - The Aboriginal Liaison Service, which is offered through the Social Work Department at PMH. The service is comprised of two Aboriginal Liaison Officers (ALOs) that contribute to the cultural safety of Aboriginal families by providing cultural and practical support and advocacy to children and families who are most vulnerable in the hospital setting. The ALOs provide cultural advice, consultation and education to hospital colleagues, participate in strategic planning and are part of a multi-disciplined team approach to the provision of care for Aboriginal families.
- The Director of Aboriginal Health sits within the Organisational Development unit and plays a key role in providing leadership across the health service. Key priorities include having a comprehensive cultural learning plan in place for CAHS, ensuring that policies and practice are culturally appropriate, and maximising employment opportunities for Aboriginal people. Specific initiatives include:
  - The CAHS Cultural Learning Plan - in line with the WA Aboriginal Health cultural learning framework, CAHS has a cultural learning plan which is currently being revised. CAHS is currently at 61% completion rate for the staff mandatory online cultural e-learning.
  - CAHS Aboriginal Workforce Development Strategy - Aboriginal staff represent 1% of CAHS’ workforce, with 34 Aboriginal staff (by headcount). WA Aboriginal Health targets for Aboriginal workforce are currently being revised.
  - CAHS Aboriginal Leadership Group – this group has been operating for three years, and is a policy consultation group, in accordance with the WA Aboriginal Health impact statement and declaration. The group includes senior Aboriginal CAHS staff. The role is to provide advice and direction in improving services to Aboriginal families. The group currently has 12 members.



# Safety and Quality

- The Safety and Quality unit provides leadership and oversight of the CAHS clinical governance program including risk management, clinical incidents, reporting, accreditation, audits, monitoring compliance with the National Safety and Quality Health Service Standards, and policy review and development.
- Patient safety and quality improvement programs are aligned to the Western Australian Strategic Plan for Safety and Quality in Health Care 2013-2017 and its associated annual action plans.
- All services work to ensure that patients, families and carers are involved in the planning and provision of health care.

## Workforce

- The workforce unit includes workforce planning; human resource management; occupational health and safety; medical administration; education and development; and Aboriginal workforce planning.
- Planning is currently being undertaken to ensure:
  - a future paediatric workforce for WA
  - a sustainable and affordable workforce for PCH.
- CAHS currently employs approximately 4,000 people across 3,104 full-time equivalent (FTE) positions, including:
  - more than 1,166 FTE nursing staff
  - more than 425 FTE medical officers
  - more than 612 FTE allied health staff
  - more than 150 FTE hotel services staff
  - more than 750 FTE other staff.
- The CAHS workforce is deployed to the following areas:
  - Princess Margaret Hospital for Children – 1,669 FTE
  - Child and Adolescent Community Health – 780 FTE
  - Child and Adolescent Mental Health Service – 389 FTE
  - CAHS Corporate Services – 103 FTE
  - Perth Children's Hospital project – 162 FTE



Readiness for Boards

Best possible outcomes for patients and clients

Improved patient and client experience



Committed workforce

Financial sustainability

Safe PCH Commissioning

# Best possible outcomes for patients and clients

Ensuring the best possible outcomes for patients and clients of CAHS is a central tenet to the work we do. A part of this work will include **strengthening the culture of safety in partnership with children and families.**

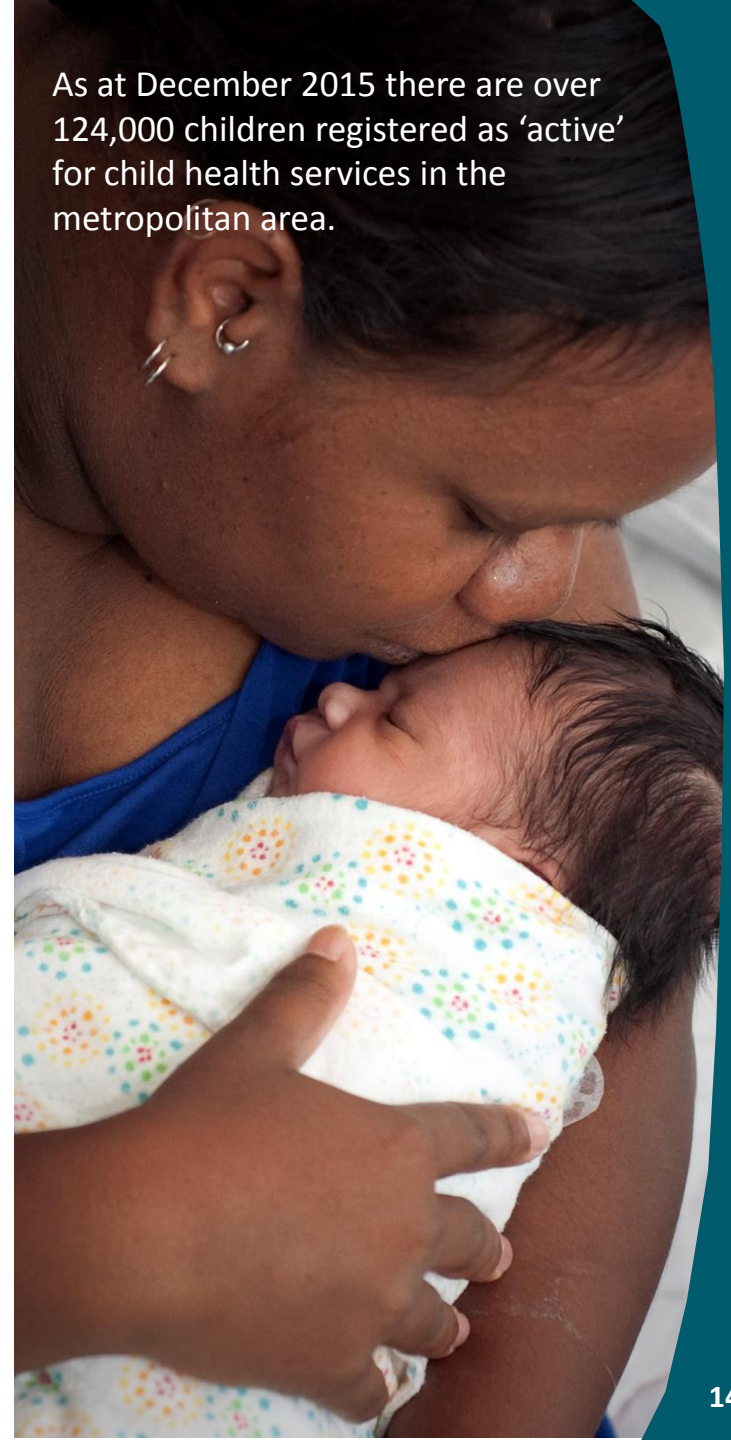
Sometimes this work will evolve around implementing structured programs based on sound evidence based practice, such as a **'7 day hospital' model of care** in Princess Margaret Hospital and eventually the new Perth Children's Hospital; rollout of the **Choice and Partnership Approach (CAPA)** for mental health services; or implementing a plan for the **WA Aboriginal Health and Well-being Framework 2015-2030.**

Other ways CAHS will ensure best possible outcomes for patients and clients is to constantly review the work we do; such as **redesigning the child development service; reviewing the service delivery model for rural/ remote and refugee health; or optimising use of Telehealth across all services.**

CAHS strives for continuous excellent care for patients and families, and work with other health services providers to ensure robust processes for **transition of care for 16 and 17 year olds to adult services.**



As at December 2015 there are over 124,000 children registered as 'active' for child health services in the metropolitan area.





# Improved patient and client experience

Patient and client experience is recognised as one of the most important factors in high quality health care; and CAHS monitors this closely through **patient experience surveys at Princess Margret Hospital; the Child and Adolescent Mental Health Service and the Child and Adolescent Community Health family and consumer network polling project.**

Feedback processes are also adapted for culturally diverse patients and their families, including robust feedback processes for **Aboriginal and Torres Strait Island families and patients.**

An aim for CAHS is to ensure consistent experience throughout all our services, and this will be helped with the implementation of an innovative **ward status / safety thermometer project throughout Princess Margret Hospital.**

Its important to share these findings with our patients and CAHS stakeholders, this is why CAHS' performance against **safety and quality indicators are displayed in high traffic areas around Princess Margret Hospital.**



The budget for CAHS in 2015/16 is \$515 million, excluding the Perth Children's Hospital project.





CAHS employs more than 4,400 staff across 3,200 roles in the health service

## Committed workforce

CAHS staff are our most valued resource; and their dedication and expertise are pivotal to providing world class paediatric health care. This starts with a model for **values based selection and recruitment process for senior clinicians**, which will be implemented throughout the organisation.

Staff are encouraged to reach their full potential with opportunities to participate in **Frontline Leadership** and **Executive leadership development programs**.

Ensuring a culturally diverse workforce is also a priority for CAHS as **Aboriginal workforce targets** are carefully monitored.

Transitioning to the new PCH has ignited excitement amongst staff. Robust **change management strategies** will ensure a smooth transition to the new environment; and the dynamic workforce landscape will be carefully monitored through **voice of the staff** workshops and surveys.





The budget for CAHS in 2015/16 is \$515 million, excluding the Perth Children's Hospital project.

## Financial sustainability

Financial sustainability and accountability is a key aspect of providing high quality care for all children and young people in WA.

All staff participate in ensuring the best use of our resources, with **dashboards for monitoring activity, quality and financial KPIs on every ward in the Princess Margaret Hospital.**

This collaboration between the business and the clinical operations of the health service facilitates an important synergy in **identifying and monitoring progress of financial strategies to ensure the best use of our resources.** An important result of this effort has been the development of CAHS' **operating cost model** – a tool which ensures a workforce that will seamlessly transition services from the Princess Margaret Hospital to the Perth Children's Hospital while continuously providing safe, high quality care.





# Challenges

- A growing population, leading to increased demand for all services
- Meeting demand for emergency services
- Managing elective surgery waitlists
- Need to adequately resource community health and mental health facilities, particularly in light of loss of low cost lease arrangements and changing population demographics
- Continue to build partnerships with Aboriginal communities to improve access for Aboriginal children to community health and mental health services
- Management of complex physical and mental health needs of vulnerable children including those from culturally and linguistically diverse backgrounds
- Coordination and integration of services within CAHS and with external service providers
- Meeting the progressive health information technology needs of the service
- Shortages in some specialised areas of the workforce
- Financial sustainability

80,101 children were  
seen at PMH in  
2014/15.



# Strategic Framework for CAHS

