

BRIEFING NOTE

ISSUE

Update One: The Child and Adolescent Health Service (CAHS) Board undertakes to provide the Minister for Health with fortnightly updates on the progress of the recommendations arising from the *'CAHS Review of the morale and engagement of clinical staff at Princess Margaret Hospital (PMH) Report.'*

BACKGROUND

- In June 2017, the CAHS Board released the *'CAHS Review of the morale and engagement of clinical staff at Princess Margaret Hospital (PMH) Report'* (the Report).
- The Board accepted all 21 recommendations of the Report.

CURRENT SITUATION

- A total of five interim recommendations were presented to the CAHS Board during the Review.
- Work to implement the five interim recommendations is being finalised, including assurance of completion by the CAHS Chief Executive (CE).
- Below is progress to date (currently available on Healthpoint) in relation to the five interim recommendations:

Recommendation 1

- **A consistent approach to management of overtime should be implemented immediately:**
Work has taken place to consolidate rostered overtime arrangements to ensure a consistent approach. Changes have been made to rosters including allocation of time for clinical handover within rostered shifts. The details of these changes, and plans for monitoring how they work, have been shared with staff.

Recommendation 2

- **All legitimate claims to overtime should be paid, and JMOs should be informed of these changes:**
Senior medical staff have been involved in developing the new process for Junior Medical Officer (JMO) call backs and un-rostered overtime. This process will be in place by 10 July 2017 and will be monitored over a three month period. JMOs can register any issues or concerns with the process to Dr [REDACTED] Medical Administration Registrar.

Recommendation 3

- **Handover to be included within rostering practice and to be paid. For practical and patient safety purposes the working day for RMOs should coincide with business practices of the hospital generally:**
Shift end time has been changed for relevant JMOs from 4pm to 5pm to allow for payment of JMO participation in clinical handover. This took effect on Monday, 10 July 2017; clinical handover will run from 4.30pm to 5pm.

Recommendation 4

- **Review of STARS roster required to ensure that the after-hours roster is not negatively impacting on ability to authorise leave of Junior Medical Officers. In particular in regard to the practice of using leave relief positions to staff the STARS roster:**

The STARS Registrar FTE have been moved out of the leave relief pool and into the Department of General Paediatrics (DGP), effective Term 2. The staffing required for STARS has been determined and the roster is subject to approval by the Head of Department DGP, Director of Clinical Services and Director of Medicine.

Recommendation 5

- **Provision of decision making governance by Executive to the medical workforce team to support immediate advertising and recruitment of current medical (JMOs) vacancies is recommended:**

As at mid-June, Medical Workforce had secured 12 FTE JMOs who have been appointed with start dates between March and August 2017, through Expressions of Interest (EOIs) and advertisements. Locum agencies have referred candidates for consideration as paediatric registrars to provide additional leave relief. The Medical Administration Registrar has interviewed five candidates, two of whom have started in July 2017 for one month to assist with Registrar leave provision; two more Registrars are awaiting final referee reports to commence in August 2017 for six months.

Board PMH Review Oversight Committee

- The Board PMH Review Oversight Committee (the Committee) will provide the overarching governance of the implementation of the Review recommendations, with support from an independent Project Management Office (PMO).
- The first meeting of this Committee took place on Thursday 6 July 2017 at PMH and was attended by eight of the nine Board members and the CAHS CE. The following was discussed:

- **Terms of Reference for the Review Oversight Committee**

- the Committee reviewed and amended the Terms of Reference (ToR), and agreed that some further edits would take place out of session before the final draft would be taken to the Board for endorsement.
- the Committee agreed that [REDACTED] would be the Chair of the Committee; and that Board members [REDACTED], [REDACTED], [REDACTED], [REDACTED] and [REDACTED] would be Committee members.
- the Board will be updated on Committee discussions at each Board meeting.

- **Independent Project Management Office**

- the Committee discussed the appointment process and scope of work to be undertaken by the independent PMO.

- **PMH Review Project Control Group Terms of Reference**

- the Committee reviewed the CAHS Review Working Group ToR; this document will finalised by the CAHS CE.

- **Implementation and closure of interim recommendations**
 - the Committee received a briefing from the CE in relation to the finalisation of the implementation of the interim recommendations.
- **Implementation and Prioritisation of Princess Margaret Hospital Review recommendations**
 - the Committee agreed that it would receive an ongoing progress report in relation to the implementation of the each recommendations of the PMH Review.
- The PMH Review Project Control Group (PCG) ToR have been endorsed by the CAHS Health Service Executive Committee. Membership on the PCG will include two PMH staff representatives; staff who would like to be involved will be invited to submit an EOI. The group will also include consumer representation.
- To ensure that staff have as much visibility as possible, the Minutes of these meetings will be available on the intranet, along with the project plan.
- The Expression of Interest (EOI) for the short term filling (three to six months) of the ED, PMH/PCH closed on Monday 17 July 2017. The CE will shortly announce this appointment. The advertisement for the longer term appointment will be advertised on 21 July 2017.
- Recruitment to other Executive positions will commence when the CAHS organisational structure has been determined.
- The CAHS CE is continuing to meet face to face with various groups of staff across the Health Service to listen to any concerns that staff may have.
- The CAHS Board Chair has also met face to face with individuals and groups of staff across the Health Service to listen to any staff concerns and to support the CAHS CE.
- [REDACTED], who has previously worked with the Institute of Health Leadership, is continuing to work with Senior CAHS staff in relation to culture and leadership styles. This is a critical early step in implementing the recommendations of the PMH Review. [REDACTED] has also met with the CAHS Board Chair and members of the Board to support the Board's role in the cultural change process and to share an international perspective.
- As previously announced by the CAHS Board Chair, additional expertise in the areas of cultural change and staff engagement are being sought. A procurement process will be undertaken to secure this support.
- Recruitment of JMOs for 2018 is underway. Additional JMO's will be employed to enable leave cover and resourcing of afterhours rosters.
- A review of the PMH medical administration systems and processes is planned.
- The trained CAHS Safety Champions continue to roll out the Speaking up for Safety program across CAHS. This program is critical for maintaining a strong focus on patient safety whilst the review recommendations are implemented as well as the transition to the new hospital. Workshops will be undertaken to provide people with the skills and a framework to speak up whenever there is a concern for safety and we remain focused on delivering the workshop to all staff over the next 12 months. The introduction of the second program, Promoting Professional Accountability, will be considered as part of the Project Plan.

- In response to staff across CAHS indicating an interest in being involved in progressing implementation of some of the recommendations, consideration as to whether a specific recommendation is applicable across CAHS more broadly will be given and appropriate actions (if required) will take place accordingly.
- A staff forum is scheduled for Friday 11 August 2017 with the Minister for Health, the Director General and the Board Chair in attendance.

RECOMMENDATION/ACTION

For information.


Prepared by:

[REDACTED]
A/Director, Office of the CE
Child and Adolescent Health Service
[REDACTED]

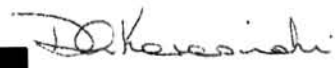
Date:

21 July 2017

Approved by:

[REDACTED] 
Chief Executive
Child and Adolescent Health Service and
PCH Commissioning
[REDACTED]

Approved by:

[REDACTED] 
Child and Adolescent Health Service
Board Chair

 7/8/17

Sign off:

Dr D J Russell-Weisz
DIRECTOR GENERAL

Approved ☐

Not Approved ☐

Noted ☒

Comments:

Signed


MINISTER FOR HEALTH

Date

10/8/17.

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Update Two: The Child and Adolescent Health Service (CAHS) Board undertakes to provide the Minister for Health with fortnightly updates on the progress of the recommendations arising from the *'CAHS Review of the morale and engagement of clinical staff at Princess Margaret Hospital (PMH) Report.'*

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CURRENT SITUATION

- The Chief Executive (CE) CAHS has verified that all five interim Review recommendations are complete and will seek endorsement for closure from the Board PMH Review Oversight Committee.
- The second meeting of the Board PMH Review Oversight Committee is scheduled to meet on 9 August 2017.
- The first PMH Review Project Control Group (PCG) meeting, which will implement the PMH review recommendations, is scheduled for 4 August 2017. The PCG will be Chaired by Dr [REDACTED].
- Procurement for an organisational change consultant to support a number of the PMH Review recommendations has progressed. Six applications are being reviewed for suitability.
- The specification for the Independent Project Management Office (IPMO) will be considered by the CAHS Board Review Oversight Committee on 9 August 2017.
- A high level paper outlining the CAHS organisational structure options is being prepared for the CAHS Board Oversight Committee.
- Procurement for a suitably qualified and experienced health administrator to review medical administration /medical workforce commenced on 1 August 2017.
- A review of the PMH medical administration systems and processes is then planned to follow.
- Recruitment of JMOs for 2018 is underway. It is intended to employ additional JMOs to address a range of resourcing requirements, including after hour's rosters and leave relief.
- The Executive Director, Clinical Services is working on finalising the JMO Action Plan (the Plan). The Chief Registrar has requested a further review of the Plan. When complete, progress against the Plan will be monitored monthly and presented at the PMH Review PCG.
- [REDACTED] recently met with the Board and a number of CAHS staff and has provided the CE a summary report. He is returning in October 2017 to undertake further work for CAHS.
- Dr [REDACTED] commenced in the role of PMH Executive Director (ED) on Monday 31 July 2017 initially for a 3 month period. The advertisement for the longer term appointment of this PMH ED role is on hold, as per direction by the Board, pending the review of the CAHS structure.
- A staff forum is scheduled for 11 August 2017 with the Minister for Health, the Director General and the Board Chair in attendance.

RECOMMENDATION/ACTION

That the Minister for Health notes the above information.

Prepared by: [REDACTED]
A/Director, Office of the CE
Child and Adolescent Health Service
[REDACTED]

Date: 2 August 2017

Sign off: Dr [REDACTED]
Chief Executive
Child and Adolescent Health Service and
PCH Commissioning
[REDACTED]



2 August 2017

Sign off: [REDACTED]
Child and Adolescent Health Service
Board Chair



Sign off: Dr D J Russell-Weisz
DIRECTOR GENERAL

8/8/17

Approved ☐

Not Approved ☐

Noted ☒

Comments:

Signed 
MINISTER FOR HEALTH

Date

10/8/17.