



Government of Western Australia
North Metropolitan Health Service

North Metropolitan Health Service **Strategic Plan**

2017 – 2021



The North Metropolitan Health Service acknowledges the traditional owners of the land, the Noongar people.

We pay our respects to the elders past and present and recognise the continuing cultural and spiritual practices of the Noongar people.

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Our values and behaviours influence the way we work and the outcomes we achieve

Care | Respect | Excellence | Equity | Integrity | Teamwork | Leadership

Message from the Board Chair

The North Metropolitan Health Service Board has been in place since the 1 July 2016. This Strategic Plan sets a clear direction and focus for North Metropolitan Health Service (NMHS) from 2017 to 2021. As a health service, it is important that our efforts are focused on strategies that will deliver the best outcomes for our patients and the best working environment for our employees.

This Strategic Plan details our mission, vision and values that guide the day-to-day work of NMHS. Importantly, this Strategic Plan communicates to our key stakeholders where our efforts will be invested over the coming five years.

It is vital that the Strategic Plan remains flexible and current over the five-year period until 2021. To ensure this, the outcomes and deliverables of the five Strategic Priorities will be reviewed annually by the NMHS Board, with the results being made available to the public.



A handwritten signature in black ink, reading "Bryant Stokes".

Professor Bryant Stokes AM
Board Chair

We are committed to being transparent and accountable and will be held to account through various means, including:

- Government policies and statutory obligations as prescribed by legislation. An indicative list of relevant legislation is noted in the Statutory Board Operations Policy Framework www.health.wa.gov.au/CircularsNew/Statutory_Board_Operations.cfm
- Measuring our performance through a range of key performance indicators contained in our Annual Service Agreement with the Department of Health, which also requires compliance with a wide range of Policy Frameworks www.health.wa.gov.au/CircularsNew/policy_frameworks.cfm
- NMHS hospital sites will be measured against the National Safety and Quality Health Service Standards by The Australian Commission on Safety and Quality in Healthcare.

On behalf of the Board, I would like to thank the many employees who provided written and verbal feedback on the Draft Strategic Plan 2017-2021. We have deliberated on their comments and have included your feedback in this plan. While some specific ideas and strategies could not be included in this document, they will be incorporated into the relevant Operational or Business Plans.

Message from the Chief Executive

The NMHS Board's first Strategic Plan (2017-2021) provides NMHS staff with clear strategic priorities and direction so that we can continue to deliver healthcare excellence for our patients, population and community.

The NMHS leadership team has embraced the greater accountability and strategic governance that has been provided by our Board and we look forward to working together to strengthen and continually improve the services we provide. All of this will be done with an emphasis on patient centred care, sound financial management and engaging with our communities and stakeholder partners.

To deliver the services needed by our patients, carers and the community, the plan's cores strategies and strategic programs will be embedded in our Operational and Business Plans. This requires our staff's strong support and commitment to ensure our patients and community have the best care experience possible.

We, as an Executive, remain committed to being responsive to the needs of our staff, as well as our patients and community. To be able to deliver on these priorities, it is essential that all of our employees feel valued, empowered and engaged.

We will also work closely with other health service providers in the WA health system and with partners in the community, not-for-profit and private sectors to ensure that we are part of a health system that delivers safe, high quality and timely health services to the people we serve. Together, we will strive to deliver our primary objectives to benefit our community, and we will regularly communicate progress to staff and our communities.

It is an exciting time of change for our health service, and given our positive performance, I have every confidence that we will be able to meet the Board's expectations and priorities for our service.



A handwritten signature in blue ink that reads "Wayne Salvage". The signature is written in a cursive style and is positioned above a horizontal line.

Wayne Salvage
NMHS Chief Executive

Vision

Excellence in healthcare for our community.

Mission

To improve, promote and protect the health and wellbeing of our patients, population and community.

We will achieve our mission by:

- Providing the right care and support at the right time, and in the right place.
- Delivering safe and high quality services.
- Taking a whole-of-system approach - working together to do the right thing for the patient, population and community.
- Developing seamless pathways between our hospitals and community services to improve care.
- Strengthening partnerships to better provide services and reach the best outcomes for patients, population and community.
- Aspiring and committing to creating a learning organisation through teaching, training and research.

Values

The Board is committed to the following Values and expects all employees to demonstrate behaviour that supports these. It is acknowledged that while individual hospitals and health services have developed their own Values over recent years, there exists an alignment of similar Values throughout the organisation.



Care – is demonstrated by our commitment to ensure consideration is given to others as we work.



Respect – is demonstrated when we support the right of everyone to make choices and preserve the individual dignity of our patients and their families, carers, the community and each other.



Excellence – is demonstrated by our ability to work in partnership to improve the health of our patients, clients and community through providing high quality, accessible, integrated and safe healthcare. We believe in working in partnership with patients to improve their health.



Equity – is demonstrated when we understand the causes of differences in health and access to healthcare across different populations and that we actively work to mitigate these differences.



Integrity – is demonstrated by acting honestly and transparently, being accountable for our actions and decision-making and remaining transparent when we communicate with our stakeholders and each other.



Teamwork – is demonstrated by our willingness to accept and value the contributions made by others, ensuring our work environment is safe for everyone and we communicate respectfully and effectively at all times.



Leadership – is demonstrated by leading by example and by motivating and inspiring us to grow, develop and excel.

How we care

We put people first and we place our patients at the centre of what we do.

NMHS's mission, vision and values will drive the implementation of this Strategic Plan and successful implementation will require a whole-of-organisation focus.

By listening to the voice of our patients and prioritising the patient experience, we will be able to improve patient outcomes, their safety and the overall quality of care we provide.

We will support and encourage our employees to look after themselves and each other, and encourage them to embrace opportunities to develop their skills through teaching, training, research and innovation.

Our clinical services will be supported by professional and efficient corporate support services.



What we do...



The **Poisons Information Centre** provided advice to more than **41,000 callers** in 2016



In 2016, our hospital network was proud to be part of **10,423 new births**



More than **20,500 cancer patients** received valuable treatment and support in our Cancer Centre



77,500 patients received their **elective surgery** within our hospital network in 2016



On average, more than **160,000 patients** are **admitted to our wards** each year



Our **Emergency Departments** treated and provided care for more than **174,000 patients** in 2016



The **School Dental Service** provided 280,668 Occasions of Service (visits and screenings) to **162,696 individual patients**



Our **outpatient clinics** were attended by more than **860,000 patients** in 2016



Our **transplant team** improved the lives of **60 patients** requiring a transplant – with 42 kidney and 18 liver transplants undertaken in 2016



Community and hospital mental health support, treatment and care was provided to **45,000 patients** in 2016

(Data as at 31 December 2016)

Who we are

The NMHS network covers a catchment area that totals almost 1,000 square kilometres and provides hospital and healthcare to a population of more than 720,000 people. This population represents 28 per cent of Western Australia's total population.

Our fully accredited health services deliver a broad range of specialised services to our local community and State and provides healthcare for all levels and stages of care.

Our hospital network comprises tertiary, specialist and general hospitals including:

- Sir Charles Gairdner Hospital (SCGH)
607-bed tertiary and teaching hospital
- Osborne Park Hospital (OPH)
205-bed general hospital
- Graylands Campus
174-bed tertiary psychiatric and teaching hospital
- King Edward Memorial Hospital (KEMH)
272-bed women's and neonatal tertiary and teaching hospital
- Joondalup Health Campus (JHC, Public Private Partnership (PPP) with Ramsay Health Care)
514-public bed and 146-private bed hospital.



NMHS provides the following State-wide and specialist programs:

- BreastScreen WA (BSWA)
- Centre for Clinical Interventions
- Creative Expression Centre for Art Therapy
- Designated State Quarantine Hospital for adults (SCGH)
- DonateLife WA
- Genetic Services of WA
- Humanitarian Entrant Health Service
- Neurological Intervention & Imaging Service of WA (NIISwa)
- Neurosciences Unit, Mental Health
- Newborn Emergency Transport Service WA
- Paediatric Radiation Oncology
- Perinatal Mental Health Service
- Poisons Information Centre
- Rare and Undiagnosed Diseases Diagnostic Services
- Residential Care Line
- Sexual Assault Resource Centre
- State Chronic Pain Management Service
- State Forensic Mental Health Service
- State Neurosciences Centre
- State-wide Obstetrics Support Unit
- Stroke/ Endovascular Clot Retrieval Service
- WA Adolescent and Young Adult Cancer Service
- WA Adult Cyanotic Heart Disease Clinic
- WA Cervical Cancer Prevention Program
- WA Eating Disorders Outreach Consultation Service (WAEDOCS)
- WA Gynaecologic Cancer Service
- WA Liver and Kidney Transplant Service
- WA Psycho-oncology Service
- WA Register of Developmental Anomalies
- WA Sarcoma
- WA Tuberculosis Control Program
- Women's Health Strategy and Programs.

In addition, we provide a broad range of specialist mental health (MH) services that care for youth, adults and older adults through community clinics, hospital, day therapy and outreach programs.

Our state-wide dental health service employs more than 710 staff who are based at metropolitan and country locations throughout Western Australia.

Through PathWest, we are the public pathology provider for Western Australia. We provide a full range of diagnostic and laboratory medicine services 24 hours per day, seven days a week. Our services are provided at five tertiary teaching hospital laboratories, 23 branch laboratories and 56 collection centres. We also provide forensic services and are heavily involved in research. Our pathology staff are based at metropolitan and country locations throughout Western Australia.

We also support a wide range of research and innovation programs that focus on improving patient care and health outcomes, and inform clinical practice. We are proud that we undertake approximately one third of the research that is conducted in WA public hospitals.





How we are governed

NMHS was established as a statutory authority on 1 July 2016 and is governed by the NMHS Board under Section 32 of the *Health Services Act 2016*.

Under Section 34 of the Act, the Board is responsible for the stewardship of NMHS, including the governance of all aspects of service delivery and financial performance, and is responsible for setting the strategic and operational direction within the scope of policy frameworks set by the Department of Health.

NMHS is responsible to the Minister for Health and Minister for Mental Health.

Our challenges

Healthcare services throughout Australia and other developed countries are facing many similar pressures and challenges. NMHS is no different, and as we implement the strategic priorities within this Strategic Plan, many more challenges will be encountered.

Where there are challenges, there are also great opportunities to strengthen and build on the work that is already underway, and in doing so ensure the services we provide are relevant for the future needs of our community.

The principle challenges are summarised below:

Meeting expectations: NMHS will continue to support our local population in being responsible for their own health and wellbeing. We will also work more cohesively with our partners to deliver more seamless services and ensure that we maximise our finite resources in the way we plan, design and deliver our services.

Medical equipment and facility standards: Appropriate medical equipment needs to be available to all service providers. NMHS provides services across a range of community and hospital facilities, many of which need to be modernised, upgraded or replaced. We will work with our employees and partners to deliver services in the community, improve our current facilities and plan for the replacement of buildings and equipment that either no longer support contemporary care, or compromise the safety of our patients or employees.

Workforce changes: Like all employers in Australia, NMHS is expecting a large number of experienced and skilled employees to be planning their retirement over the next ten years. We are committed to retaining the skills of our existing workforce, supporting those transitioning to retirement and also continuing to attract new employees. We will also provide more support to managers and

employees with managing injury or illness and facilitating fitness to return to work. We will engage our workforce in learning, training and research to ensure that they are prepared for the changes ahead.

Fiscal environment: We are committed to ensuring that our service is financially sustainable and that public monies are accounted for in an open and transparent manner. NMHS will ensure that our operations are efficient. A strong focus is necessary to improve financial sustainability, including providing care closer to home and increasing primary health interventions and community care to reduce demand for expensive hospital services. Our highest priority will always be the provision of safe and high quality care.

Information systems: Our current information systems need to be more relevant and accessible to patients and employees. It is acknowledged that it will be impossible to expect our employees to provide world-class care, teaching, training, research and innovation without world-class information systems to support them.

Our priorities at a glance

The Board has identified that its primary objectives are:

1. Patient **safety and quality** care
2. Ongoing safety and **wellbeing of our staff**
3. **Fiscal responsibility** at all levels of the organisation
4. **Community engagement**
5. **Capital works**, including the maintenance of our current buildings and equipment and to develop a replacement program where feasible.

The Board has identified the following five Core Strategies that will enable NMHS to be in the best position to meet the Board's primary objectives and the challenges ahead.

We will:

1. Strive for better patient health outcomes by **continuously improving clinical excellence**.
2. Further develop centres of excellence to retain a strong **teaching, training, research and innovation** focus.
3. **Strengthen our engagement and partnership** with patients, carers, staff and our community.
4. Enable, **empower and engage our workforce**.
5. Enhance our clinical services through **professional and efficient corporate support**.

The following is a summary of our five-year core strategies, and the Board's level of risk that it is willing to accept in the pursuit of our priorities.

The Board will not accept any compromise on safety or quality of care for patients, employees or the community.

In delivering our priorities, NMHS must continue to strive to be a sustainable organisation and the Board will not accept waste, inefficiency or excessive cost.



What we plan to do

Core Strategy 1: Strive for better patient health outcomes by continuously improving clinical excellence.

We will reform the way healthcare is delivered across NMHS, in line with the WA Health Clinical Services Framework 2014–2024 and the WA Health Plan that will be developed as an outcome of the Sustainable Health Review. This will include fostering innovation and partnerships to support alternative models of care, developing capacity and capability to ensure patients receive care closer to home, and enhancing partnerships with regional, community and primary healthcare.

Strategic programs:

- With input from the community, undertake population-based planning, and where possible, implement community-based contemporary models of care through the development and implementation of the NMHS Clinical Services Plan 2018–2022.
- Provide the public with transparent and easy-to-understand information regarding our safety and quality performance, as well as information regarding the patient experience of our services.
- Implement the recommendations in the Professor Hugo Mascie-Taylor's Review of Safety and Quality in the WA health system report.

- Evaluate our services and ensure they are safe, evidence-based and efficient, including reforming and redesigning our clinical services by the following key initiatives:
 - Meeting or exceeding the Emergency and Elective Surgery targets throughout our health service to improve patient outcomes.
 - Ensuring patient feedback systems are embedded throughout every hospital and health service.
 - Reducing over-servicing that doesn't add value to patient care.
 - Developing and consolidating sustainable tertiary and quaternary services.
 - Examining opportunities to integrate corporate services with Perth Children's Hospital to improve patient outcomes and to build upon the new systems available at the new hospital.
 - Implementing of optimal care pathways for adolescents and young adults transitioning from paediatrics to adult health care, as well as the review of current and future specialist, statewide services for young people with complex issues.
 - Working with our partner organisations to ensure that connected and contemporary models of care are implemented and a seamless service is provided across all health services.
 - Modernising our outpatient services to enhance the patient care experience.
 - Maximising theatre utilisation.
- Trial innovative pilot programs that provide more personalised care.
- Implement the following key initiatives in relation to the State Government 2017 Election Commitments:
 - Enhance neonatal and rehabilitation services at Osborne Park Hospital.
 - Continue to develop services at Joondalup Health Campus, inclusive of a Medihotel and Urgent Care Centre.
 - Develop an Urgent Care Centre at Osborne Park Hospital.
 - Make land available for aged care service providers at Osborne Park Hospital.
- Develop strategies to ensure people with disabilities are able to access our services, buildings and information, and that care is delivered in a way that meets their needs.
- Develop comprehensive business cases to support the development of contemporary specialist women's and newborn hospital facilities to replace King Edward Memorial Hospital.
- Develop seamless services across hospital and governance structures.
- Develop comprehensive business cases to redevelop mental health services and support the divestment of mental health services on the Graylands Campus.
- Support the delivery of a new model of care for people with spinal cord injury, including capital developments.

Core Strategy 2: Further develop centres of excellence to retain a strong teaching, training, research and innovation focus.

We will work in partnership with other agencies to ensure that our teaching, training, research and innovation programs are focused on improving patient care and outcomes, and are informing clinical practice.

Strategic Programs:

- Continue to deliver and improve our teaching and training programs to create and maintain skilled health professionals for the local and international community.
- Provide supported and challenging clinical training for students and trainees with the aim of developing a future workforce that is able to deliver safe, sustainable and innovative services and is able to respond to the rapid medical and technological changes in healthcare.
- Develop a strategy to enhance research governance structures and ensure there is support for improved coordination of research across, and within, our community and hospital services.
- Identify gaps and opportunities to enhance our research and increase our competitiveness for national and international funding and collaboration.
- Implement and promote the clinical improvements we have gained from investing in research and innovation.
- Promote and embed translational research into clinical practice.
- Support the ongoing development of the Western Australian Health Translation Network and ensure research and ground-breaking improvements in patient care are integrated into clinical practice.

Core Strategy 3: Strengthen our engagement and partnership with patients, carers, staff and our community.

We will ensure that our patients, carers, employees and our community are involved in the decision-making process and the planning, delivery, improvement and evaluation of our services.

Strategic Programs:

- Embed the NMHS C4 Engagement Framework and its tools throughout the organisation to assist all employees to meaningfully engage with patients, carers, employees and our community.
- Implement the following key initiative in relation to the State Government 2017 Election Commitments:
 - Embed and promote Patient Opinion across all health services.
- With the NMHS Clinical Advisory Council, provide strategic advice to the Board on clinical issues.
- Work with our partners to develop shared service models based on our respective expertise to enable services to grow and provide better patient outcomes.
- Develop and implement the NMHS Telehealth Strategy.
- Implement social media options, or other contemporary communication methods, to better engage with, and receive feedback from, our patients, carers and community.
- Work with Community Advisory Councils and other forums of consumer/community/carer engagement to increase participation in decision-making across NMHS.



Core Strategy 4: Enable, empower and engage our workforce.

We will ensure that we have a high-performing workforce – one that has the skills and knowledge to continuously deliver innovative services. We will support them to ensure patient-centred care is provided every day.

Strategic Programs

- Continue to provide our employees with training opportunities, as well as maintenance of practice standards, to ensure we create and retain a skilled workforce to deliver safe, sustainable and innovative services.
 - Review mandatory training requirements and the resources available to ensure these programs are available in the most efficient and effective manner (e.g. reduce duplication and update content).
 - Implement and continue to develop management and executive leadership programs to ensure that our clinical and corporate leaders have the necessary skills to support their teams.
 - Ensure workforce engagement through multiple channels so our employees contribute to, are involved in, and committed to the future strategic directions of NMHS.
 - Encourage all employees to speak up when they are concerned (e.g. Speaking up for Safety Program), challenge the status quo, advocate for our patients and each other.
- Stabilise our workforce by ensuring that temporary and short-term contracts are minimised, the use of agency and casual staff is reviewed, and that we standardise medical rostering.
 - Embed coordinated employee health and wellbeing programs across all services for all occupations.
 - Improve support to employees and line managers to ensure we provide a safe working environment that actively encourages employees to return to work following an injury or illness, and ensures that our employees are fit to work.
 - Implement the Aboriginal workforce strategies within the NMHS Reconciliation Action Plan to encourage and support Aboriginal people working in a wide range of clinical and corporate positions.
 - Develop strategies to support and encourage a culturally and linguistically diverse workforce.
 - Implement the following key initiative in relation to the State Government 2017 Election Commitments:
 - Increase protection for frontline security staff.

Core Strategy 5: Enhance our clinical services through professional and efficient corporate support.

We will ensure that our corporate services (non-clinical services) are accountable, supportive and responsive to our clinical services. Where necessary, we will develop new skills and put the required systems in place to ensure we meet our obligations as a new statutory authority within the *Health Services Act 2016*. We will also implement a rigorous change program to embed a wide range of reforms in corporate services such as finance, workforce management, audit and risk and statutory reporting.

Strategic Programs:

- Build a performance framework that ensures our workforce is aware of their responsibilities and accountabilities and is supported to be able to deliver and meet expectations.
- Develop a NMHS Digital Health Strategy to identify our priorities for implementation and innovation opportunities.
- Build business intelligence systems that empower employees to make timely decisions that positively impact on clinical care outcomes and the management of our resources.
- Review our information systems across clinical and corporate areas to ensure we can support world-class clinical care, research, teaching, training and innovation and develop a plan to support future investment.
- Develop and implement a financial plan that ensures the organisation is financially sustainable and is able to implement its strategic priorities.
- Continue the asset review to support decision-making regarding asset maintenance and facility planning.
- Review all non-clinical resources to ensure the service maximises efficiencies across the organisation.

How we will manage our risks

It is important to understand the Board's expectations regarding how we manage the risks we face. All Board's should have a Risk Appetite Statement that provides clear direction on the type and level of risk the Board is willing to accept in the pursuit of its strategic objectives.

The Risk Appetite definitions align with the risk scores as calculated in the WA Health Risk Analysis Tables. These scores are used in the NMHS risk management system. Risk scores are calculated by multiplying the assessed likelihood of a risk event occurring by the assessed consequence of that event.

The Risk Appetite definitions align with the risk scores as calculated in the WA Health Risk Analysis Tables and these scores are used in the NMHS risk management system.

Risk Scores as defined in WA Health Risk Analysis Tables linked to Risk Appetite Calculated Risk Score (Likelihood x Consequence)	Board's Risk Appetite
1 to 4 (low)	High
5 to 9 (medium)	Moderate
10 to 16 (high)	Low
20 to 25 (extreme)	Very Low

The NMHS Board has identified a number of areas where it will not accept risks. Where the Board has rated an activity as 'Zero' or 'Very Low Risk Appetite', it means that the Board will not tolerate risks in these areas and will monitor activities very closely.

Where the Board has determined that an activity is not of a high concern, it has a higher tolerance for risk and therefore accepts that lesser controls may be in place.

All managers and employees are responsible for providing the best care and service they can to our patients, each other and the public. We acknowledge that delivering healthcare is a high risk environment, where things can and do go wrong, including unintended errors, accidents, injury, system failures and communication errors. It is therefore essential that we all take responsibility to mitigate and manage risks.

Board's Risk Appetite Statement

Zero to Low Risk activities

Zero Risk Appetite

Any risk should be closely monitored and escalated to the Board and Executive immediately. Immediate action should be taken to reduce risk.

- Avoidable death or harm to patients, employees or the public.
- Non-compliance with System Manager Mandatory Policy Frameworks or Codes of Conduct.
- Misconduct or unethical behaviour.
- Failure to meet governance, legal, regulatory or clinical standards and certifications.
- Regulatory breaches relating to disposal of hazardous waste.
- Breach of research standards and protocols.

Very Low Risk Appetite

Any risk should be closely monitored and escalated to the Board and Executive immediately. Immediate action should be taken to reduce risk.

- Failing to meet our Service Agreement obligations.
- Contract service providers failing to meet performance standards and obligations.
- Non-compliance with the System Manager's Performance Management Framework.
- Failure to meet financial performance targets.
- Failure in data integrity and security controls, including breaches of patient confidentiality.
- Failure to implement agreed recommendations from external audits and integrity agencies in a timely manner.

Low Risk Appetite

Comprehensive scrutiny of risks is required through measuring and monitoring key risk indicators and through escalation where required.

- Decisions that do not put first the concerns of patients, carers, employees or our community.
- Poor quality business intelligence information to inform strategic and operational planning activities.

Board's Risk Appetite Statement

Medium to High Risk activities

Moderate Risk Appetite

Regular scrutiny and reporting of these risks will occur.

- Values-based culture of collaborative openness and respect for our people.
- Financial risks associated with commercialisation of translational research.
- Innovative approaches to rolling out the NMHS C4 Engagement Framework.
- ICT systems that promote secure and real-time access to systems and data.
- Innovative approaches to teaching, training and research that potentially enable and empower our people.
- Common-sense approach to governance and compliance activities that minimise inefficiencies and encourage personal responsibility and decision-making.
- Strategic and operational planning activities that engage employees and the community.

High Risk Appetite

The Board considers that the following areas are not likely to result in negative outcomes and therefore supports these activities being managed through normal business processes.

- Innovative approaches to addressing service inequities in service delivery across the community.

Evaluation

The Board provides governance and oversight of NMHS operations and closely monitors organisational performance, particularly in the areas of safety and quality, finance and audit and risk.

The NMHS leadership team will report on the implementation of this Strategic Plan and its core strategies and goals, as well as any related Operational Plans to the Board on a regular basis.

As is best practice, the Board will review its own performance against this Strategic Plan at its annual review meeting. The Board publishes a summary of its monthly meetings, which is available to the public at:

www.nmhs.health.wa.gov.au/AboutUs/BoardMeetings



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