



Dear Minister,

Thank you for your letter dated 5 February 2020 and subsequent letter of 16 April 2020 outlining your Ministerial Statement of Expectations for the East Metropolitan Health Service (EMHS) Board. In response, this Statement of Intent outlines how the EMHS Board will implement your expectations.

## **COVID-19**

The EMHS Board recognise that these are difficult times and we would like to acknowledge the efforts to date of our Area Executive Group and our broader staff in responding to this pandemic. EMHS has fully committed its resources to COVID-19, as well as supported the secondment of our Chief Executive to lead the State's health operations response.

To date, EMHS has established three COVID-19 clinics, set up a dedicated staff call centre and rapidly deployed strategies to ensure our health service remains agile in responding to the challenges presented by this virus. The Board is aware of the need to minimise where possible the costs associated with this pandemic and we will continue to monitor the financial impact closely.

Additionally, the Board is mindful that maintaining staff mental health and wellbeing is critical to our response and we are aligning our internal programs with the recently released WA Health staff wellness framework.

Communications from the Public Sector Labour Relations regarding leave and workforce arrangements are being promptly communicated amongst our management teams to support timely workforce decision making.

Research and innovation are key focus areas for EMHS in general and COVID-19 has presented opportunities in both areas. EMHS is currently supporting a number of proposed COVID-19 research projects through the necessary ethics and governance process, as well as ensuring we capture the remarkable examples of innovation across the organisation.

Whilst the impact of COVID-19 are acknowledged, EMHS will endeavor to focus on its Western Australian Elective Surgery Target (WEST) Category 1 patients during this challenging time.

EMHS has established a recovery plan to assist the organisation in transitioning back to a business as usual approach during the recovery phase of the pandemic.

## **Safety and Quality**

The Board Safety & Quality Committee has continued to meet to monitor safety and quality performance. Updates are provided by the EMHS Clinical Outcomes Steering Committee, which is an executive level group overseeing a program of work and new initiatives, which ensures that clinical outcomes can be measured, audited and peer reviewed in a learning-based environment. The Board Safety & Quality Committee has noted an improvement in the maturity and practice associated with morbidity and mortality review across the health service.

Considerable progress has been made towards the Board endorsed, phased approach to the release of safety and quality data into the public arena. Informed by the EMHS Public Transparency Framework, hospital level data is now available publicly on our website. The next phase will include additional Key Performance Indicator's (KPIs), as well as a further breakdown of results for existing KPIs into ward or unit level.

## **Consumer Engagement**

Initiatives from the EMHS Walk a Day in My Shoes Strategy continue to progress. EMHS is in the process of developing a consumer engagement framework, which will link into a variety of patient feedback platforms including Care Opinion and the future roll out of the Australian Hospital Patient Experience Question Set and Net Promoter Score.

## **Organisational Culture**

EMHS is progressing seven priority areas identified following the 2019 Your Voice in Health Survey and we look forward to receiving the results of the recent 2020 Survey to help inform broader workforce strategies.

There is a strong commitment across the organisation to provide a safe working environment for our staff. The EMHS Stop the Violence Committee continues to focus on several initiatives and work collaboratively with internal and external stakeholders to reduce violence against our staff.

## **Commissioners Instruction 23**

Over the past 12 months, EMHS has reviewed the eligibility of over 1900 employees and has converted 259 casual or fixed term employees to permanent. This continues to be an ongoing process.

## **Sustainable Health Review (SHR)**

The EMHS Board fully supports the recommendations of the SHR and whilst we acknowledge the program is currently on hold due to COVID-19, EMHS already has a number of initiatives aligned to the SHR that will continue; namely:

- The development and implementation of an EMHS Obesity Prevention Strategy (aligned with SHR Recommendation 2a)

- Strategy to increase the number of Aboriginal employees within EMHS (aligned with SHR Recommendation 3a)
- Implementation of the EMHS Telehealth Strategy (aligned with SHR Recommendation 11b).

## **Government's 2017 Election Commitments**

EMHS have been actively implementing the election commitments from the 2017 election with:

- Opening of the Mental Health Emergency Centre on 16 October 2019 at Royal Perth Hospital.
- Running planned initiatives for the Innovation Hub.
- Implementation of Care Opinion (formally Patient Opinion) across EMHS
- Continued work on the Medi-hotel.

## **RPH Redevelopment**

As part of a strategic program of capital works EMHS has developed options for the redevelopment of the Wellington Street campus. The potential redevelopment opportunities are being considered in all major capital works programs in progress which include:

- New Helipad
- ICU redevelopment
- Development of an authorised Mental Health Unit, and
- Continued work on the Medi-hotel.

The Royal Perth Bentley Group (RPBG) Operations Hub opened on 22 April 2020 as phase 1 of the Command Centre which will progressively lead EMHS drive for digitally enabled hospital, community and home care.

As a 24/7 service, the Operations Hub offers full oversight of hospital activity and decision-making, informed by real data. This innovative new space has the primary goals of:

- monitoring and managing patient flow in an inter-professional team
- ensuring a centralised approach to workflows through a dedicated hospital logistics coordinator
- improving collaboration and communication between RPH and BHS SAFE teams and external agencies (such as St John Ambulance staff).

## **Financial Performance**

The Board will continue to progress and prioritise financial strategies that maximises revenue collection and contain expenditure and costs, thereby supporting both short and long term financial sustainability. This approach also supports the Board's annual operational objective of maintaining a positive net cost of service position, while delivering high quality patient care. The Board has achieved a positive financial position for the past three consecutive financial years within an increasingly tight public sector fiscal environment.

A detailed minor works program, including the application of projects and programs related to additional stimulus funding, has been developed and agreed, and processes are being implemented to ensure that the Board received regular updates and reports that outline the projects within the program, and how the funds are applied and expended.

## **Governance**

The Board will continue to provide you with a monthly report outlining Board activities and ensuring compliance with the relevant Department of Health policy frameworks.

The EMHS Board will continue to monitor our response to COVID-19 but acknowledges there will inevitably be a delay with certain activities as the focus continues to be on the pandemic.



Ian Smith PSM  
**Board Chair**  
**East Metropolitan Health Service**

29 May 2020