

Plan for Our People

Preparing today for the future of work





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Message from the Board Chair and Chief Executive

It is with great pleasure that we share our Plan for Our People. It is a forward-facing strategy (to 2030 and beyond) which has been informed by a year-long process of research and gaining insights from you. It sets out the challenges of the future, articulates how we intend to respond, and identifies the capabilities we need to best position our people, our most valuable assets.

We have some of the very best clinicians in the world and a workforce of more than 11,000 people who all play a role in delivering world class care across our hospital and community services, 24 hours a day, 7 days a week, 365 days a year. The Plan outlines how we will continue to support and grow a flexible, diverse and inclusive workforce, that is empowered to provide amazing care.

Healthcare is complex and rapidly changing to meet growing demands. EMHS has already shown it's ready to address future challenges. We are expanding services 'beyond the hospital walls', embracing digital technology and seeking out innovative solutions. This transformation is likely to continue and grow at a larger scale than we have experienced in the past. To keep up, we'll need to continue to adapt, learn new skills and be open to new ways of working. The future may be challenging but equally rewarding, as we open our minds to the future of work.

This plan will require a partnership approach and collective efforts at all levels of our organisation and supports directions set in the [WA Health Workforce Strategy 2034](#).

With our People at the heart of any successful transformation, we look forward to working together to deliver on the aspirations of this plan and to meet our vision of Healthy People, Amazing Care Koorda moort, moorditj kwabadak

Ms Pia Turcinov and Dr Lesley Bennett



Our Vision

East Metropolitan Health Service's (EMHS) vision statement was developed to reflect the essence of what we do and aspire to do. Our vision statement is staff, patient, and consumer-focussed and represents what we inspire each other to strive for every single day.

Healthy people, amazing care.
Koorda moort, moorditj kwabadak.

Healthy people refers to the commitment we have as an organisation to ensure our patients and wider community have access to comprehensive healthcare services, in order to maintain healthy lives. It also signals the commitment to our staff and the approach of EMHS staff working together to support each other.

Amazing care reflects the sentiment of those consumers accessing our healthcare services from feedback provided to us. This common statement resonates with the health service, and reflects our intentions in our practice and our work every day.

Our vision is inclusive of all services that EMHS provides for the population, community, inpatient, outpatient and emergency services, and encompasses each and every one of our employees.



Our Context

East Metropolitan Health Service (EMHS) is an extensive hospital and health network in Western Australia that includes five major sites, including Royal Perth Hospital, Bentley Health Service, Armadale Health Service, Kalamunda Hospital and St John of God Public Hospital. The EMHS network provides a suite of tertiary, secondary, specialist and community health care services to more than 8,000 people in the catchment area, as well as patients in regional WA requiring more complex care.

Demand for care is ever increasing, together with a known increase in acuity and an aging population. The relationship with our patients is also evolving. Today they are participating in their care as partners and service providers are shifting to increased transparency of performance, quality, and safety.

Globally there is a known shortage of healthcare professionals from which Western Australia is not immune. Together with local factors, such as demand for labour in other competing industries, the future availability of the talent is not assured.

We are increasingly aware of the pressures this dynamic industry places on our workforce and the impact this can have on employee wellbeing. Contemporary organisations are responding to this through an increased focus on programs and approaches that underpin a positive work outlook. In healthcare this cannot be underestimated, with a recognised correlation between workforce wellbeing and patient outcomes.

From a service delivery perspective, care is shifting to the virtual world, partly as a response to challenges in overall hospital capacity, but also in response to patient expectations. Digital transformation of care is inevitable.

These factors place healthcare and EMHS on the cusp of major change for our workforce, and necessitates a deliberate and thoughtful approach to for our workforce of the future.



Our People

Building our workforce

As at June 2025, EMHS employed*:

*Excludes staff at St John of God Midland Public Hospital.

11,341

Individual staff

8,572

Full time equivalent (FTE)

121

Aboriginal People and/or
Torres Strait Islander

38

People with Disability

745

Youth (under age of 25)

2,219

Culturally and Linguistically
Diverse (CaLD)

EMHS FTE per workforce category:



1,273
Hotel services



1,739
Medical



4,739
Nursing



1,631
Administration & Clerical

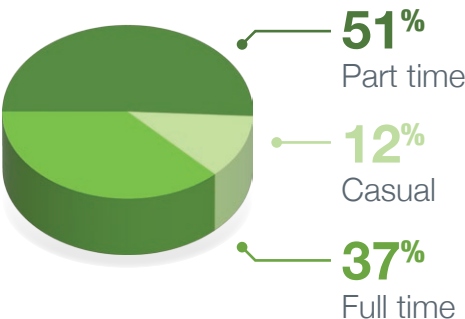


1,768
Medical support



191
Site Services

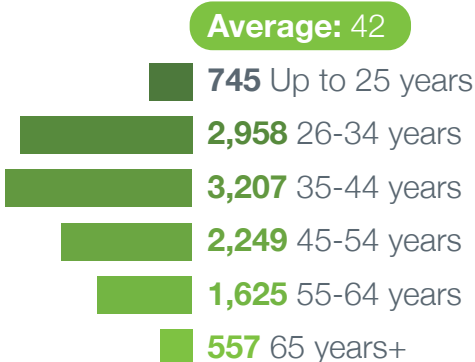
Employment Type:



Headcount by Work Location:



Age Range:



Why a Plan?

The EMHS Plan for Our People outlines a whole-of-EHMS approach to building a flexible, diverse, and inclusive workforce of people who are empowered to provide amazing care and ready to adapt to a rapidly evolving healthcare landscape.

‘Our People’ includes current and future EMHS staff, including people working at all levels, in clinical and non-clinical roles, and across all our hospital and health services.

To understand the scope of this Plan, it’s important to outline what it is and what it is not.

What it is:	What it is not:
• Future-focused. • Aligned with our broader EMHS strategic direction • Recognises the broader context in which we are working. • Outlines directions which will involve collaboration across multiple parts of the organisation, rather than siloed actions. • Based on an understanding of data and evidence (and continues to be informed by changes in data and evidence). • Guided by an assumption that change is a certainty. • Considers feasible scenarios.	• Isolated HR activities, such as day-to-day administrative HR tasks. • Reactive, such as filling immediate operational needs. • One-time or short-term focused projects. • A type of financial forecasting or infrastructure planning – though it is strongly interrelated and provides valuable input into these processes.

Adapted from the Strategic Workforce Planning Framework, NSW Government Sector – [Strategic Workforce Planning Framework](#)

It is a future-focused strategy, towards 2030 and beyond. This timeframe aligns with our overarching EMHS Strategic plan as well as the first two horizons of the WA Health Workforce Strategy (Horizon 1 to June 2027 and Horizon 2 to June 2030). Consistent with the latter, we have a range of strategic actions that have already commenced that we’ll continue to develop, establish and embed (‘what we’ve already started’). We also have a longer-term focus where we need to strengthen and expand our approach (‘where we need to go’)

The EHMS Plan for Our People aims to set out immediate and longer term goals, from which we can develop activities over the life of the Plan.

What we’ve already started

Commenced or commencing in next 12 months

Where we need to go

To 2030 and beyond

Taking a System Approach

The health workforce is a key priority of our national and state agenda. The Plan for Our People has been developed in this context, aligning with key WA Health strategic documents and existing WA Health specific workforce strategies and projects.

It is important to highlight that the 10-year WA Health Workforce Strategy 2034 was released in early 2025 as part of the system's response to the Sustainable Health Review. The Plan for Our People is, in part, EMHS's response to this strategy and prioritises and shapes activities specifically to the EMHS context that have been identified as most impactful for us.

At the EMHS level, the Plan for Our People plays a dual role in driving the directions outlined in our overarching EMHS Strategic Plan:

- It is a standalone strategy with a focus on our staff.
- It is an enabling strategy with aligned actions that mutually reinforce the implementation of our other EMHS key strategies and initiatives.

Broader National/State Agenda

WA Health Agenda

Examples include:

- Sustainable Health Review
- Health Leadership Strategic Intent 2019-2029
- WA Aboriginal Health and Wellbeing Framework 2015-2030
- Workforce Diversification and Inclusion Strategy 2020-2025

WA Health Workforce Strategy 2034

and existing WA Health workforce strategies and projects



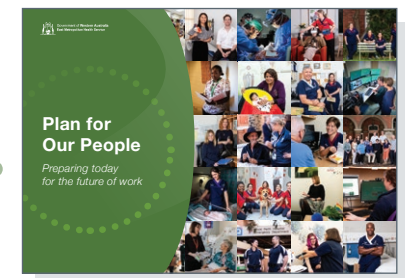
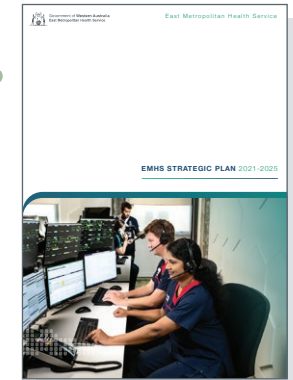
EMHS Strategic Plan

EMHS Plan for Our People

Other EMHS enabling strategies and projects

Examples include:

- Smart EMHS Digital Strategy
- EMHS Clinical Services Plan
- EMHS Aboriginal Health and Wellbeing Framework
- EMHS Aboriginal Health Priority Actions and Deliverables
- East Experience Workforce Strategy
- Creating a Respectful Environment (CaRE Plan)
- EMHS Communications Strategy
- EMHS Innovation Strategy
- EMHS Nursing and Midwifery Strategy
- EMHS Allied Health Strategy



Voice of Our People

The voice of our people is at the centre of the design of the Plan for Our People. Over 600 staff across various levels and work groups were consulted with during the design phase and asked the questions:

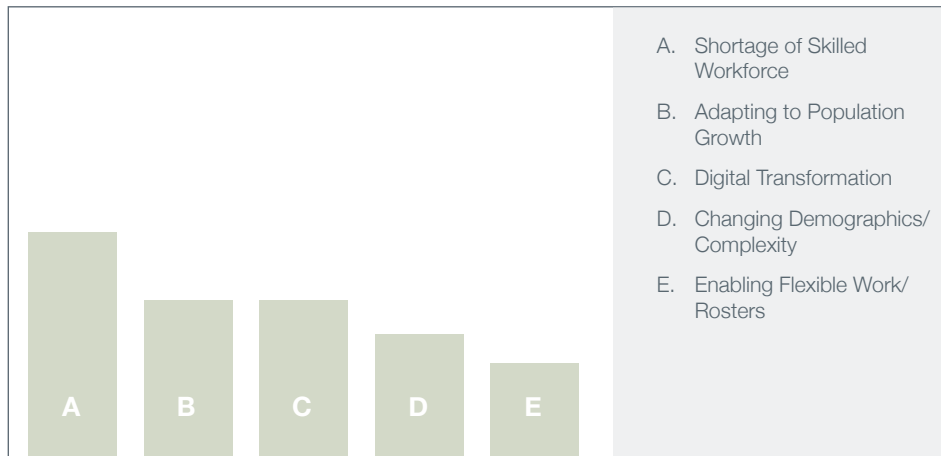
1. What are the major challenges we see coming in healthcare in the next 3-5 years related to the workforce?
2. If we could achieve X or be Y, that would give us the best chance of meeting the challenges of the future.
3. What are the capabilities we need to develop/invest in, to deliver these objectives?
4. What capabilities are needed for the future?

The Plan prioritises the feedback of our staff, signals the culture we want to see, and identifies how our initiatives will contribute to making East Metropolitan Health Service a great place to work.

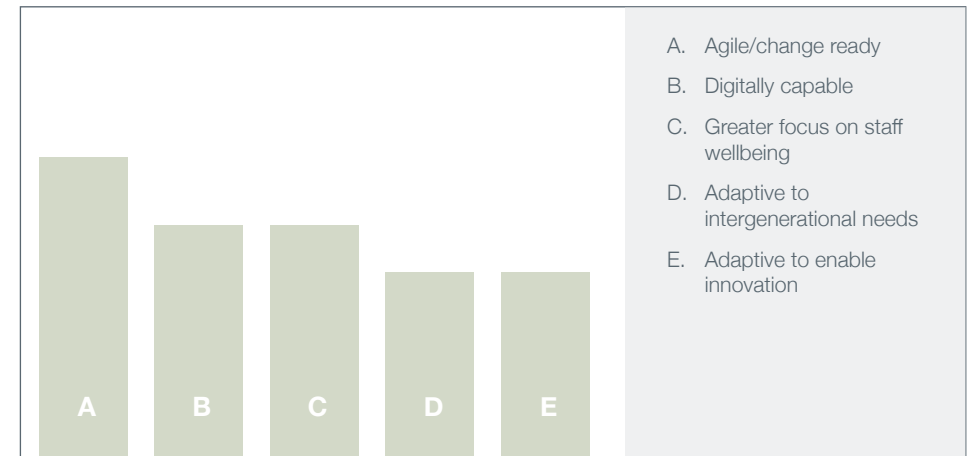


What you told us

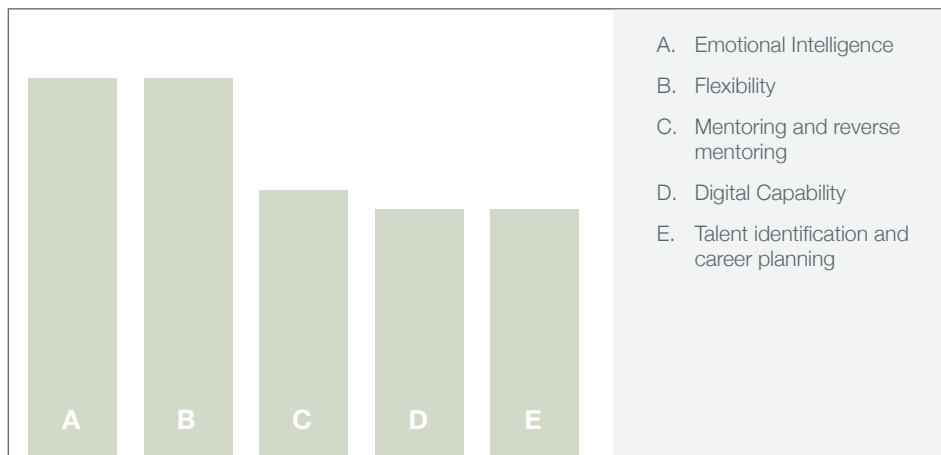
1 What are the major challenges we see coming in healthcare in the next 3-5 years related to the workforce?



2 If we could achieve X or be Y, that would give us the best chance of meeting the challenges of the future



3 What are the capabilities we need to develop/invest in, to deliver these objectives?



4 What capabilities are needed for the future?



Our People Pillars

Pillar 1 – Our Wellbeing

We support our staff to be well and thriving, so they can continue to deliver amazing care.

Pillar 2 – Our Capability

We embed the capabilities needed now and into the future by developing staff at all levels.

Pillar 3 – Our Culture

We cultivate a work culture that celebrates and embodies our values.

Pillar 4 – Our Future

We actively prepare for the future of work, including our future talent needs and the changing shape of the workforce.



Pillar 1 – Our Wellbeing

We support our staff to be well and thriving, so they can continue to deliver amazing care.

Who we aspire to be



Staff wellbeing

We develop contemporary safety practices underpinned by a shared belief that safety is everyone's responsibility



Working flexibly

We embrace flexible approaches in our workplace.



Diverse and inclusive

We recognise, support, and celebrate diversity in our workplace.



Continuously learning

We learn about ways to stay healthy and sharing knowledge to support each other.

What we have started

- Establishing a consistent understanding and approach among leaders and staff to implement flexible working options.
- Progressing initiatives and giving staff access to tools which enable them to enhance and monitor their own health and wellbeing.
- Articulate and strengthen cultural knowledge and capability to enhance healthcare quality and effectiveness through cultural training, inclusive policies, and meaningful community engagement.
- Growing our formal supports for staff who are in a caring role, setting the benchmark for carer-friendly employers of WA.
- Improving systems to support the reporting of safety incidents.

Where we need to go

- Developing a strong peer-support network who receive the training needed to support the mental health of their colleagues.
- Foster high performing teams by implementing a respectful relationships program.
- Increase our ability to implement good work design principles more broadly to ensure our workplaces are healthy and safe, as well as, flexible, productive and supportive of diverse needs.
- Work towards practices that prioritises our staff wellbeing and fatigue management, support safer patient care and concurrently comply with industrial conditions.

Pillar 2 – Our Capability

We embed the capabilities needed now and into the future by developing staff at all levels.

Who we aspire to be



Continuously learning

We have a strong learning culture and growth mindset.



Leaders as coach

We have adaptive leaders with the skills to mentor and develop others.



Change ready

We enable high-performing teams with a focus on adaptability, innovation and interprofessional collaboration.



Valued employer

Staff can envisage their future at EMHS through clear pathways for growth.

What we have started

- Developing clearer and easier ways for staff at all levels to navigate learning and development opportunities across EHMS.
- Enhancing the ways we support meaningful conversation and actions around professional development and growth.
- Enhancing early career programs (including traineeships and graduate programs) to provide structure development and experience pathways.
- Undertaking talent reviews in targeted areas to help leverage the full potential of our current staff.
- Implementing a cultural capability framework to foster inclusion, support culturally safe practices whilst improving the quality and effectiveness of care for Aboriginal people.

Where we need to go

- Make more formalised opportunities available to leaders to embed monitoring and coaching into roles.
- A clear map of career pathways, supported with professional development, mentoring and leadership coaching.
- Strengthen the capabilities needed to support interprofessional teams and collaborative practice, particularly as we grow new models of care.
- Increase career progression and leadership opportunities for our Aboriginal workforce.
- Expand talent review and succession planning to a wider range of clinical and corporate management roles, identifying, and nurturing internal talent.

Pillar 3 – Our Culture

We cultivate a work culture that celebrates and embodies our values.

Who we aspire to be



Staff wellbeing

We recognise and celebrate contributions and achievements at the individual, team and community level.



Continuously learning

We build capability at all levels to grow psychologically safe teams.



Diverse and inclusive

We have an inclusive culture to better support our diverse community.



Change ready

Our staff are engaged in shaping our culture to support the future of work.

What we have started

- Implementing a comprehensive reward and recognition program that celebrates achievements and enhances employee engagement.
- Actively celebrating diversity in our workforce.
- Implementing a workplace wellbeing plan and initiatives to enhance a safe, respectful, and inclusive work environment.
- Improving access to People and Culture support for staff and leaders.
- Implementing a staff engagement survey to highlight strengths and identify areas to further support staff health, safety and wellbeing.

Where we need to go

- Grow a more psychologically safe workplace through full phased implementation of the Creating a Respectful Environment Plan, which extends to formalised approaches for enhancing communication skills.
- Pursue implementation of disability access and diversity, equity and inclusion plans to ensure our policies, practices embed longer-term changes that support more diverse and equitable work environment.
- Embed consistent and meaningful mechanisms to engage with our diverse staff and ensure their voice continues to shape our organisational culture and plans for the future.

Pillar 4 – Our Future

We actively prepare for the future of work, including our future talent needs and the changing shape of the workforce.

Who we aspire to be



Valued employer

We attract top talent and develop the next generation of employees.



Digitally capable

We have a digitally capable workforce with the skills needed now and into the future.



Innovation mindset

We continuously improve to optimise the way we deliver care.



Change ready

We have the capability to plan for our future workforce to meet our strategic objectives.

What we have started

- Growing our early career programs to provide structured development and experience pathways for prospective careers in health.
- Establishing a workforce planning function within EMHS to assess future workforce demand and supply gaps and actions to address them.
- Trialling of contemporary and alternative workforce roles to enhance service access and continuity of care.
- Establishing structured support for staff development and enablement of an innovation skills.
- Aligning digital capability priorities with digital projects already underway to support more effective and efficient ways of working.

Where we need to go

- Enhance strategic approaches to workforce planning, better connecting workforce reform and clinical service redesign to optimise the way we deliver care.
- Embed a competitive employee value proposition that helps to attract new talent but also keeps current employees motivated and engaged.
- Enhance talent acquisition to effectively engage with the next generation of employees ensuring a future ready workforce in healthcare.
- Develop our digital capabilities to align to our digital priorities (EMHS and system-wide).
- Support employment stability and flexibility in our policies and processes so that we remain competitive.

Turning the Plan into Action

Stakeholders in implementation

We are a large and diverse organisation with over 11,000 staff. While the EMHS People and Culture team play a critical role in translating the plan into action, effective implementation will require a partnership approach, with the collective efforts of a range of stakeholders. These include, a range of key groups:

- The EMHS Board is responsible for overall governance of this Plan and ensuring accountable corporate performance in accordance with the Plan's focus pillars.
- The EMHS Area Executive Group team have a collective leadership role in supporting the delivery of this Plan.
- EMHS and site-based Directors, Heads of Department and Managers who reinforce direction, and support actions applicable to their specialist or site area.
- Site-based clinical support teams such as medical workforce, postgraduate medical education, and education and innovation teams whose functions support specific and highly skilled groups of our workforce.
- Our staff at all levels and in all roles, who all play a part in continuing to shape and drive the delivery of actions.

Monitoring and reviews

Activities designed to deliver on Plan for Our People will be continually monitored, and the Plan can be updated to ensure it remains relevant and contemporary over time. Our staff will have an ongoing opportunity to shape our workforce priorities through feedback provided in our EMHS staff survey.

Reporting

Reporting on the implementation progress of this Plan reinforces our commitment to transparency and cultivates a shared ownership among stakeholders who are working to deliver against the actions. Internal reporting on progress achieved will be to the Area Executive Group. Reporting will celebrate completed initiatives, highlight key risks to progress for mitigation and identify any significant amendments for endorsement.





