



The Hon. Meredith Hammat MLA
Minister for Health; Mental Health
5th Floor Dumas House
2 Havelock Street
West Perth WA 6005

Dear Minister

East Metropolitan Health Service Board Statement of Intent

Thank you for your letter dated 25 May 2025 outlining your Statement of Expectations for the East Metropolitan Health Service (EMHS). In response to your expectations, the EMHS Board is providing our Statement of Intent as follows:

System Management

EMHS will continue to work collaboratively with the Department of Health, as System Manager, to implement the necessary Service Agreements, ensure adherence to the Department of Health's policy frameworks, and action any other directions given by the System Manager that relate to EMHS.

The provision of safe, high-quality care to our patients remains our highest priority and a core focus, and as a Board, we will closely monitor the quality of health services provided, and support programs aimed at improving the provision of care to our patients. The EMHS Board is pleased to note that two of our hospitals, Royal Perth Hospital and Armadale Hospital, recently successfully met their short-notice accreditation assessments against the National Safety and Quality Health Service Standards. The highly positive feedback received from assessors regarding our staff's strong safety and quality culture is a testament to our robust compliance and unwavering commitment to maintaining high standards in this area.

Emergency Access

The EMHS Board remains committed to providing safe and timely access to care for our community. EMHS continues to work on sustained improvements in emergency care and patient flow across the system, including progress towards Emergency Access Response (EAR) program milestones. Early discharge and links with aged care and disability service providers continue to be areas of focus for the EMHS Board. Our Executive and staff are working closely with the Department of Health through the Demand and Capacity Optimisation Program, which provides a one system governance approach to early decision making and reducing duplication to improve operational efficiency.

EMHS has a well-established Patient Access and Care program that monitors key performance metrics on emergency access. This program also includes a strategic approach to emergency management flow, underpinned by several primary drivers to optimise patient flow. Our objective is to ensure patients have access to high-quality healthcare in the most timely, efficient, and sustainable way.

Our Vision: Healthy people, amazing care. Koorda moort, moorditj kwabadak
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EMHS is committed to addressing its waitlist for elective surgery and outpatient appointments, as well as improving over boundary performance. A multi-strategy approach continues to be driven through the EMHS Elective Surgery Strategy and Performance Committee, and the EMHS Outpatient Strategy and Performance Committee, both with strategic approaches to optimising outpatient appointments and access to elective surgery, as well as annual targeted action planning.

Ongoing efforts include a tiered network approach utilising our secondary hospitals to enable more timely access to elective surgery.

EMHS continues to progress its outpatient program of work to address identified critical priority areas across EMHS. This program of work incorporates the Department of Health's Outpatient Reform Program priority initiatives. Ongoing waitlist audits are utilised to reduce demand, and digital initiatives are being trialled to increase visibility of available appointments.

Whilst delivery of additional clinics and surgical lists across high-demand specialties is an important part of this work, it is recognised that efforts will also need to focus on strategies that will have the potential to achieve sustained impacts on patient access and waitlists. This includes reviewing models of care, advanced practice roles, delivery of care in alternative settings for outpatients, initiatives which can support and optimise patient care earlier in the surgical journey and working with the Department of Health Reform Program to identify opportunities to accelerate system-wide improvements to outpatient service delivery.

Sustainable Health Review

EMHS continues to actively engage in, and support system programs aligned with the prioritised Sustainable Health Review (SHR) recommendations, with a focused effort on supporting people to stay well in their communities and reducing unnecessary demand on hospital services. As part of our *EMHS Care Beyond Hospital Walls Strategy*, released in 2023, EMHS is well advanced in its virtual care models, which provide a timely, person-centred solution to increasing demand. This includes an expanded Home Hospital service, which allows the delivery of hospital-level care in a patient's home, Geriatric Evaluation in the home, and the Co-HIVE model, working closely with people in residential aged care facilities.

Financial Performance

The EMHS Board will continue to take action to demonstrate a commitment to being fiscally responsible and financially sustainable. A program of actions to identify areas where cost and expenditure savings and efficiencies can be made, without compromising patient care and safety, has commenced. EMHS is also actively engaged and working with the Department of Health, as part of the broader Financial Sustainability Taskforce group to improve the budget allocation process, deliver system-wide efficiencies, and help provide a more financially sustainable health care service.

Amid an increasingly challenging financial and healthcare operational environment, EMHS will continue to aim to operate within the parameters of its Service Agreement with the Department of Health, and will, as and when necessary, raise issues with the Department of Health according to required protocols.

Workforce

EMHS has recently released our '*Plan for our People*', a forward-facing strategy, informed by our staff, which supports the directions set out in the *WA Health Workforce Strategy 2034*. The Plan has four key pillars – Our Wellbeing, Our Capacity, Our Culture, and Our Future – and sets out to address the future challenges of expanding our services beyond hospital walls, embracing digital technologies, and seeking out innovative workforce solutions.

The Plan outlines how we will continue to support and grow a flexible, diverse, and inclusive workforce. EMHS will work with our staff and relevant key stakeholders on strategic focus areas, including permanency, agency usage, and the implementation of nursing and midwifery patient ratios.

SHR Recommendation 25 outlines the importance of having contemporary workforce roles and an enhanced scope of practice to improve health outcomes and sustainability. We note that an EMHS Contemporary Workforce Program commenced in 2024/25, identifying opportunities for general practitioners, nursing, and allied health professionals.

EMHS will continue to work closely with the Department of Health to progress the implementation of the *WA Health Workforce Strategy 2034*.

Election Commitments and Key Projects

The EMHS Board is cognisant that following the announcement of new public sector reforms, which take effect from 1 July 2025, election commitments and key infrastructure projects will now be managed through the Office of Major Infrastructure Delivery (OMID).

The EMHS Board understands that the governance for three of these key projects (Royal Perth Hospital Emergency Department (ED) Redevelopment, Midland Hospital ED Redevelopment, and the Bentley Surgicentre) will sit with the Department of Transport, with input from the Department of Health. Having advocated strongly for prioritisation of these critical projects for many years, EMHS is committed to playing as active a role as possible in their design and in ensuring their successful and timely delivery.

Procurement

EMHS undertakes regular internal reviews of upcoming procurements through a robust Forward Procurement Plan, which supports the planning and management of processes and priorities to maximise value for money and social, economic, and environmental outcomes.

The EMHS Board is dedicated to promoting engagement with local businesses and industry and receives regular reports on procurement activities. Under the *WA Industry Participation Strategy*, procurement activity above defined thresholds must include a requirement for Contractors to prepare a 'core' or 'full' industry participation plan, and

these reporting requirements have been incorporated into the standard request documentation used by EMHS.

Additionally, under the new *Government Procurement Directions, Supporting Local Manufacturing*, EMHS procurement areas are aware of the option to seek an exemption to procure directly from local manufacturers for local goods where the contract value is under \$5M.

Advice to Government

The EMHS Board, together with the EMHS Chief Executive, will continue to work closely with and keep the Department of Health and your office informed in a timely manner of critical issues.

Media and Communications

The EMHS Board will ensure that your office is updated on all media and external communication. EMHS has consistently worked in close partnership with your Media Advisor across all aspects of media management and will continue to do so. Our highly experienced and committed Communications team has always prided itself in successfully and positively promoting the services we provide, the work of our dedicated staff, and supporting public safety messaging.

The EMHS Board would like to ensure that by adding additional layers of governance for all media and external communication, this does not hinder the ability to generate timely and positive media engagement.

Lastly, I would like to assure you that the EMHS Board will continue to fulfill its function, roles, responsibilities, and accountabilities as outlined in the *HSP Board Governance Policy* that sits within the Statutory Board Operations Policy Framework and as prescribed in the *Health Services Act 2016*. The EMHS Board fully commits to continuing to provide accurate and timely advice to the Government on significant issues in its core areas of business and ensuring the progression of achieving the Government's priorities. This extends to ensuring that both as a Board, and through our executive leadership team, we continue to foster constructive and collaborative engagement with other Health Service Providers and key stakeholders across the broader health system.

As part of the EMHS Board's ongoing commitment to accountability and transparency, the Board looks forward to providing you with a quarterly report on updates against each of the expectations.

Yours sincerely



Ms Pia Turcinov AM
Board Chair
EAST METROPOLITAN HEALTH SERVICE
24 June 2025