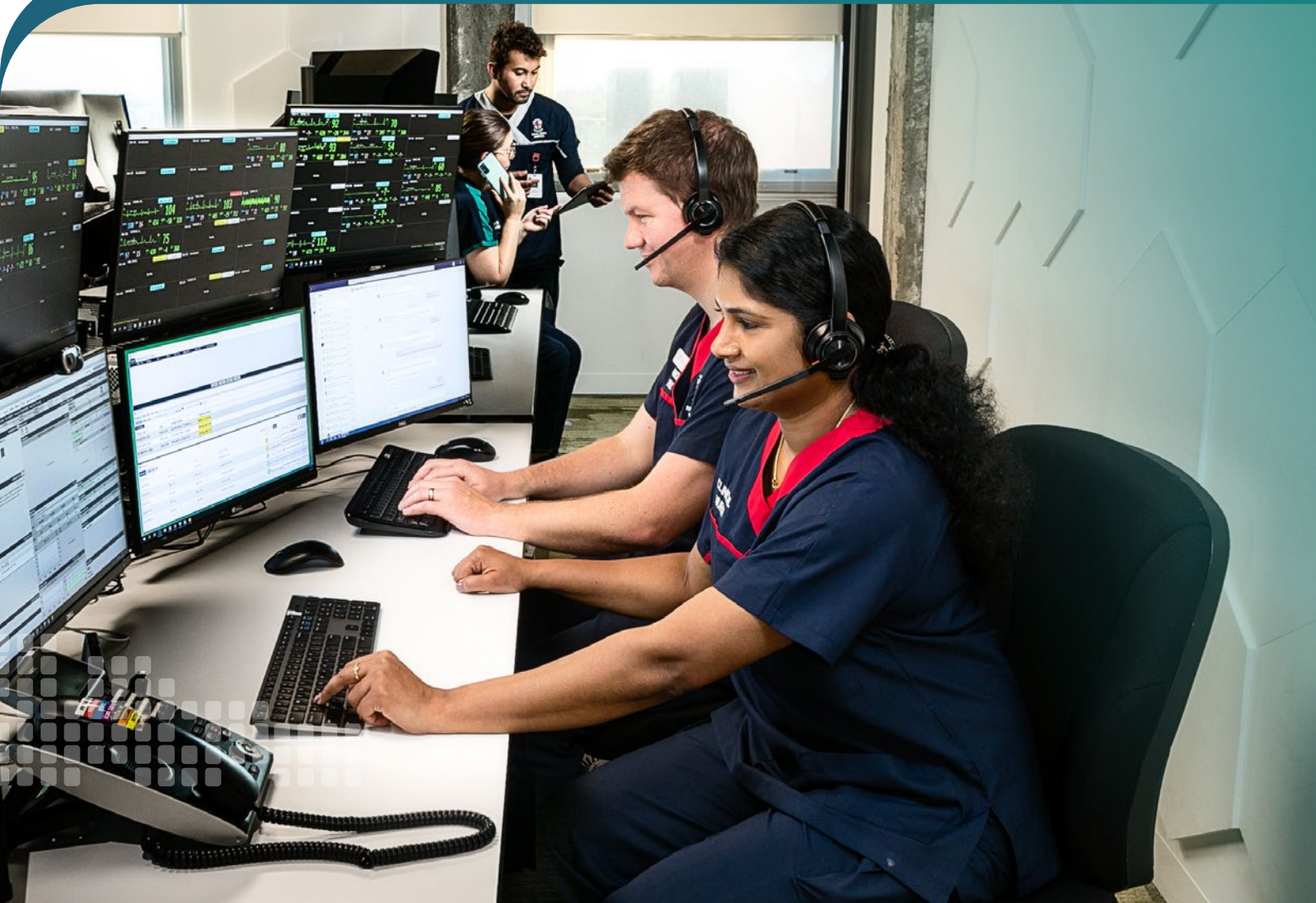




## EMHS STRATEGIC PLAN 2021-2025

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## Foreword



Artwork - Walk with us – a journey towards better health

### Artists - Lorraine Woods and Meena – Peta Ugle

This painting represents the partnership between the Aboriginal Community and the main stream services. It illustrates how each hospital and service within EMHS are working together and building strong networks for a better patient journey. In this painting, flora and fauna depict the growth from the hard work our Aboriginal people put in to make a difference for the next generation. The kangaroo represents the people who have and are today making big changes for our peoples to improve their health and wellbeing.

In respect and understanding of the significance of the Waugal and the artwork on the cover we share the following:

This is the Rainbow Serpent identified throughout Australia by First Nations peoples by many names. Here in Whadjuk Noongar Boodjar (country) the Waugal is known as the creator of the Boodjar (land), pinjar (swamps, lakes), ngamma (waterhole), Bilya/Beelier (river) and the Noongar Moort (people).

When the great Waugal created the boodjar, he ensured that there was wirrin or spirits to look after the land and all that it encompassed. Some places such as the karda (hills) and ngamma (waterholes), boya (rocks), bilya/beelier (rivers) and boom (trees) were created as sacred sites and hold wirn (spirits), both wara/mambaritj (bad) and kwop (good).

At East Metropolitan Health Service, we are focused on continuing to provide the safest, highest quality healthcare possible which is underpinned by our values of kindness, excellence, respect, integrity, collaboration and accountability, and our service delivery principles.

To achieve our vision of **Healthy people, amazing care. Koorda moort, moorditj kwabadak** we need to have clearly articulated priorities to ensure that we continue to make improvements and deliver the services our community needs and deserves.

We are pleased to release our new EMHS Strategic Plan 2021-2025 which sets out the direction and goals for our health service for the next four years. The success of the plan depends very much on consolidating the many improvements we have made in our short history and building on the partnerships with the organisations, agencies and individuals that work within our community to support our consumers, their carers and families.

We embrace and celebrate cultural diversity in the EMHS community, recognising the influence on our identity as a health service. We take the lead from our Aboriginal Elders who create a strong cultural foundation to ensure culturally safety for Aboriginal people and all other diverse groups.

The EMHS Strategic Plan 2021-2025 has been developed through extensive consultation and collaboration with consumers, our teams, senior leaders, Executive and EMHS Board members and we thank everyone who has contributed to the development of this iteration of our strategic objectives.

Importantly, the Plan is consistent with the WA Health vision, values and priorities and incorporates the State Government's Sustainable Health Review recommendations.

**Consumers and community** are central to everything we do, and our **first goal** is to connect better with them to understand their needs and deliver individualised, responsive care that will lead to better health outcomes.

**Our people** are the heart of our organisation and our **second goal** is to provide a safe and supportive workplace that enables our staff to thrive.

**The here and now** is our **third goal** and focuses us on using our data and capabilities to maximise the health care quality that we provide, be agile and proactive in our care, and meet our public sector obligations to the highest standards.

By having a future focus for a **better tomorrow** our **fourth goal** drives us to identify, utilise and embed, improvements from research, innovation and data to meet future care needs of our consumers and the community.

It is up to all of us now to consider the goals and the part each of us play in how they will be implemented during the next four years and how these can be operationalised.

Our objectives for 2021-2025 and beyond will only be achieved through the dedication of our greatest asset – our staff and as always, we thank them for their amazing dedication and commitment to our community, patients and their families.

Ian Smith PSM  
Board Chair, EMHS

Liz MacLeod  
Chief Executive, EMHS

# Strategic Plan – Our Strategic Approach

### Where will we play?

Focusing on the areas we must strengthen and improve to achieve our goals, strategic objectives and priorities.

### How will we do it?

Evolving our Service Delivery Principles to reflect the changes in our organisation and the forces shaping the world around us.

### What are our broad aspirations?

Choosing our goals and strategic objectives we are to achieve by 2025. These define our ideal future and set the frame for our strategic plan.

### What capabilities must be in place?

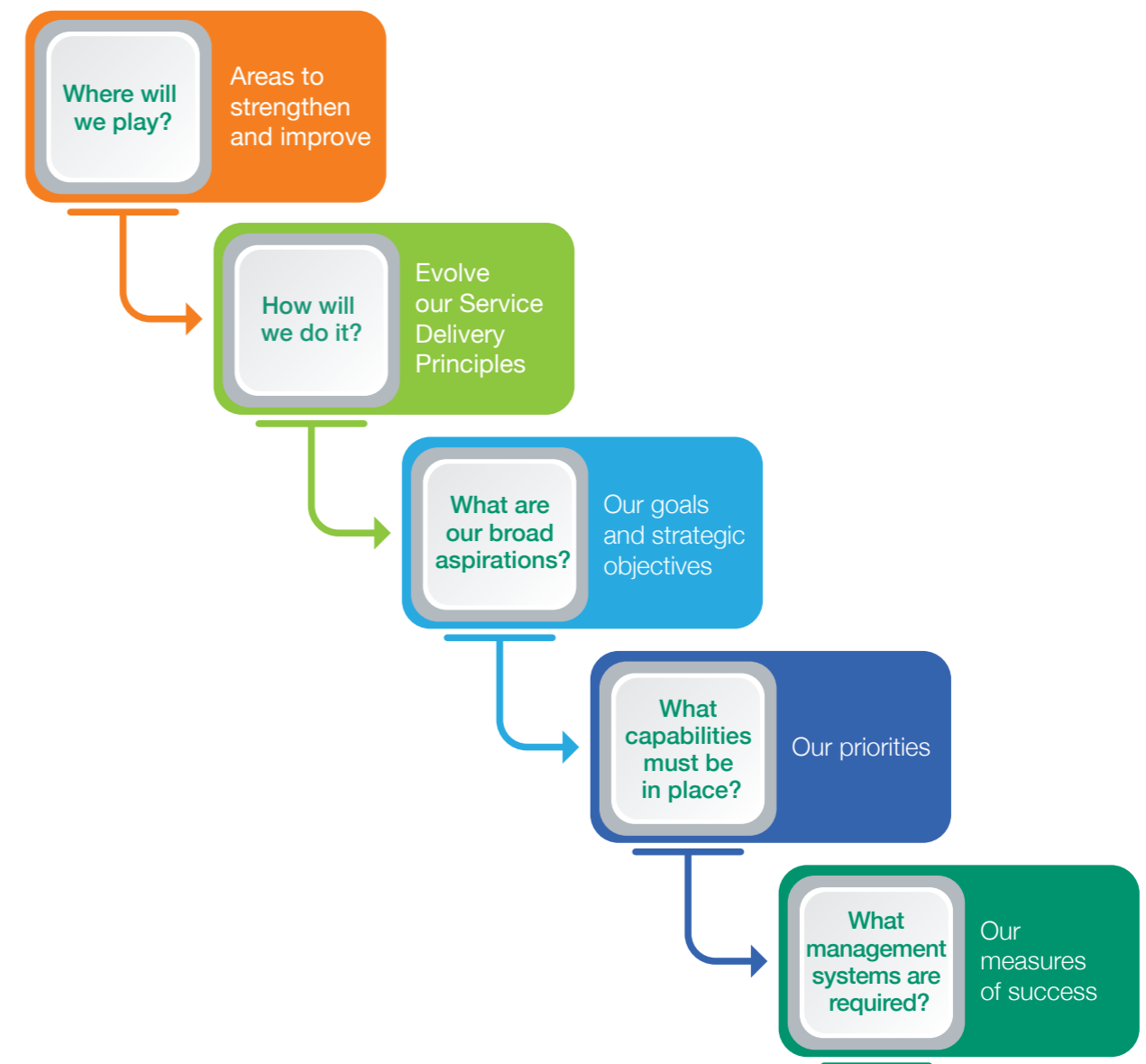
Identifying our priorities which underpin our goals and map to our strategic objectives.

### What management systems are required?

Measuring our progress and success to achieve our strategic plan.

We were inspired by the Cascading Choices strategy model and have adapted elements of it to fit the way we work.

Our approach to developing our Strategic Plan has been structured around a series of interconnected strategic choices:



# 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 in each other to do 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 staff, patients and the wider community have access to comprehensive healthcare services, in order to maintain healthy lives.

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.

**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 work every day.

# Our Values



Our values reflect the qualities that we demonstrate to each other and our community every day. Our staff make a difference every day to the patients, families and consumers they provide care, advice and support to. The EMHS values capture the shared responsibilities that we uphold as most important.

**Kindness**  
Kindness is represented in the support that we give to one another. This is how we demonstrate genuine care and compassion to each and every person.

**Respect**  
We demonstrate respect through our actions and behaviours. By showing each other respect, in turn we earn respect.

**Excellence**  
Excellence is the result of always striving to do better. This is represented by constant improvements to the way in which we deliver our services, which results in a high performing health service.

**Integrity**  
Integrity is doing the right thing, knowing it's what we do when people aren't looking that is a true reflection of who we are.

**Collaboration**  
Collaboration represents working together in partnership to achieve sustainable health care outcomes for our community with a shared understanding of our priorities.

**Accountability**  
Together we have a shared responsibility for ensuring the best health care outcomes for our community. This is a reminder that it is not only our actions, but also the actions we do not do, for which we are accountable.

# Service delivery principles 2021-2025



### High performing systems and teams

Deliver high quality, outcome-focused care, promote patient safety and encourage continuous service improvement and team development.



### Supporting diversity and inclusion

Partner with diverse communities, including Aboriginal and other culturally diverse groups to create a safe and welcoming environment where our community and staff feel respected and connected to others.



### Consumer-centred

Provide consumer driven care that is shaped by listening to what is important to our consumers and their carers and empowers individuals to optimise their health and wellbeing.



### Intellectual curiosity

Explore and lead the translation of research into evidence-based practice and innovations that will deliver excellent health outcomes.



### Valuing our staff

Provide a safe environment where our workforce is supported to strive for excellence and where staff expertise, contribution and dedication is recognised.



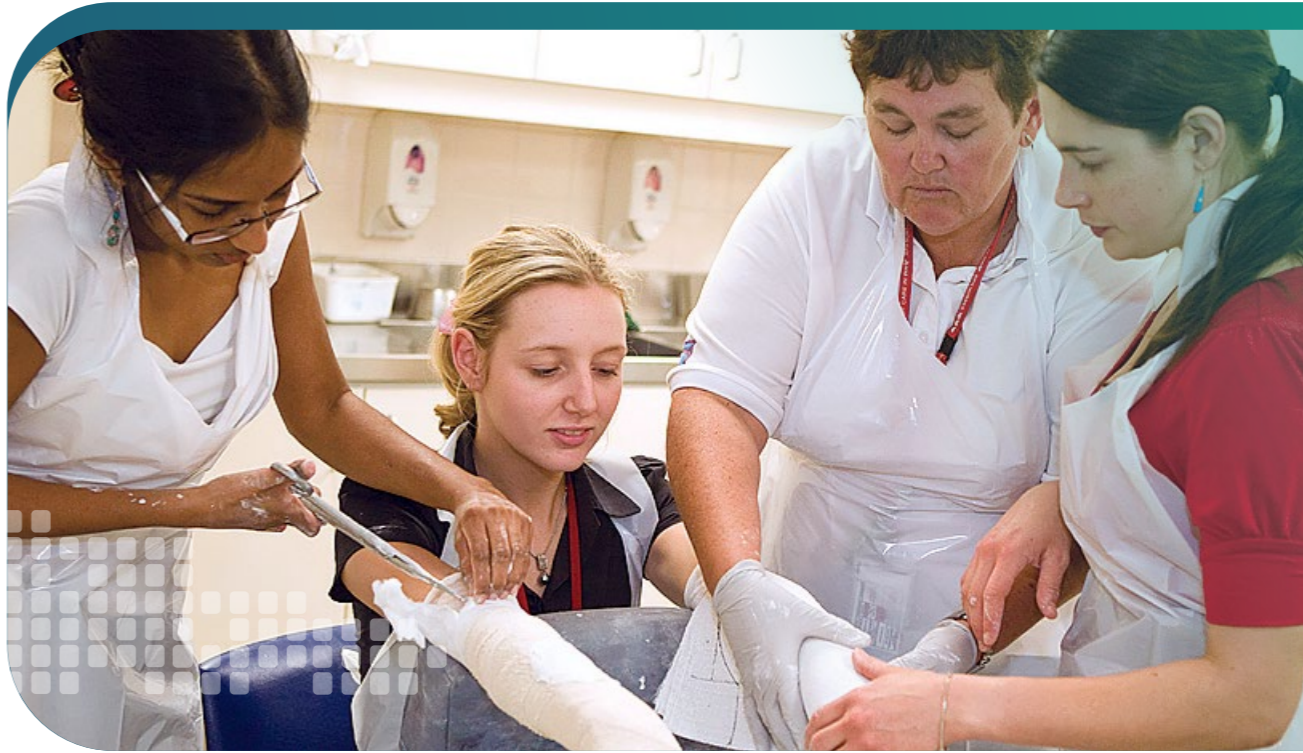
### Active partnerships

Maintain healthy people in our communities by building productive partnerships with consideration of the social and cultural determinants of health.



### Doing the right thing;

Encourage and empower our staff to display behaviours in line with the EMHS values, and support consumers in making the right decisions to support better health outcomes.



# EMHS Strategic Plan 2021-25

# Our goals



### Consumers and community

We value consumers and seek to connect and work with our community to understand what is important to them. We respond by delivering individualised care that is shaped by the needs of consumers and members of the community, leading to better health outcomes.

### The here and now

We work to make each new day better than the day before for the EMHS community. We act with purpose to provide high quality healthcare, meet our service obligations, and deliver an excellent experience.

### A better tomorrow

We achieve a better tomorrow by focusing on research, innovation and data to meet the future care needs of our consumers and the community.

### Our people

We value our employees by providing a safe and supportive workplace culture that enables them to thrive.

# Goal 1: Consumers and community



**We value consumers and seek to connect and work with our community to understand what is important to them. We respond by delivering individualised care that is shaped by the needs of consumers and members of the community, leading to better health outcomes.**

## Our strategic objectives and priorities to achieve this goal

### 1.1 Deliver individualised and responsive care to consumers

**Consumers are supported and facilitated to have an active voice in their care decisions, ensuring the care delivered is tailored and relevant to their needs.**

- 1.1.1 Provide culturally appropriate and informed care
- 1.1.2 Support consumers and carers to improve their health literacy skills and provide the appropriate information and education to empower them to express their choices
- 1.1.3 Support and facilitate shared decision making in all care settings
- 1.1.4 Embrace contemporary models to engage with consumers and carers and share information, including social media platforms

### 1.2 Ensure consumers and carers are actively involved in service planning direction and decisions.

**Facilitate meaningful, open and unbiased consumer and carer engagement that is reflective and representative of the EMHS community needs and guides the future direction of the care we provide.**

- 1.2.1 Co-design and co-produce models of care with consumers and carers, including people with lived-experience, through broad and diverse consultation which seeks to understand their perspectives on service requirements
- 1.2.2 Seek feedback from and listen to consumers and carers to drive service reforms
- 1.2.3 Continue to support consumers and carers to lead conversations around contemporary service delivery including virtual care and volunteer models
- 1.2.4 Improve the way we identify carers and support their role by providing them with the information and resources they need

### 1.3 Shift our focus beyond hospital walls

**Build meaningful, respectful and productive partnerships with our community; facilitate information sharing to occur both ways and use our learnings to improve our services to ensure care is provided close to home where possible.**

- 1.3.1 Continue to build meaningful ways to engage in traditional and non-traditional community partnerships, incorporating a framework for data sharing and protection
- 1.3.2 Continue to build relationships with community service providers and other government agencies to improve integration and enhance the patient journey
- 1.3.3 Expand existing and explore new opportunities for community-based models of care including outreach and in reach services, shared care models and digital health
- 1.3.4 Build upon strategies to better understand linkages with, and advocate for services impacting the social determinants of health

- 1.3.5 In partnership with the Department of Health, develop and test innovative and sustainable funding models to support care beyond hospital walls

### 1.4 Supporting healthier people

**Empower our consumers to take an active role in managing their own health care, supporting them with the information, education and resources**

- 1.4.1 Build upon existing and create new partnerships with primary care and other non-traditional care providers to enable successful implementation of shared care models
- 1.4.2 Continue to develop and implement health promotion strategies targeting healthy habits and behaviours, actively partnering with a range of government and non-government agencies
- 1.4.3 Support consumers and carers to self-manage their health, mental health and wellbeing, exploring innovative and contemporary ways to do this including remote monitoring



# Goal 2: Our people



**We value our employees by providing a safe and supportive workplace culture that enables them to thrive.**

## Our strategic objectives and priorities to achieve this goal

### 2.1 Workplace culture

**Create a workplace culture that is positive and inclusive for our staff.**

- 2.1.1 Employer value proposition – know who EMHS is as an employer and develop strong branding and communications to articulate
- 2.1.2 Culture strategy – deliver an EMHS-wide culture strategy and actions to create the environment and behaviours of a great place to work
- 2.1.3 Equity, diversity and inclusion – Promote and value equity, diversity and inclusion across the workforce to enable better patient support and care
- 2.1.4 Transparency – create a workplace where decisions are clear and transparent

### 2.2 Safety and wellbeing

**Create a healthy workplace where staff can thrive.**

- 2.2.1 Physical safety – create systems and structures that enable a physically safe environment where staff can thrive

- 2.2.2 Psychological safety – create an environment where staff feel psychologically safe
- 2.2.3 A safety culture – develop a culture where staff feel safe to speak up about all forms of risks, including breaches of standards of conduct and integrity
- 2.2.4 Wellbeing – create a workplace culture that enables our staff to bring their whole selves to work to achieve their full potential for the benefit of themselves and the organisation

### 2.3 Talent and capability

**Attract, retain and develop our staff.**

- 2.3.1 Talent management – strategically attract, retain and manage our talent to meet the needs of today and tomorrow
- 2.3.2 Capability development – enable and support our staff to develop the skills they need to succeed
- 2.3.3 Leadership capability – develop the leadership skill and capability to equip our leaders and teams to succeed

- 2.3.4 Workforce planning – use data analytics to ensure we have the right people, with the right skills, in the right roles
- 2.3.5 People performance – support our staff through effective feedback, coaching and address poor performance and behaviours

### 2.4 Future of work

**To prepare now for the workforce implications of the future.**

- 2.4.1 Individual needs – understand the changing and unique needs of the diverse workforce of today and tomorrow
- 2.4.2 Leveraging technology – capitalise on technology to improve the work experience and improve efficiency
- 2.4.3 Agility and resilience - enable individuals, teams and the organisation to adapt, respond and be resilient to change
- 2.4.4 The changing workplace – evolve job and organisation design to contemporary workforce models to navigate the workplace of tomorrow





# Goal 3: The here and now



**We work to make each day better than the day before for the EMHS community.**

**We act with purpose to provide high quality healthcare, meet our service obligations, and deliver an excellent experience.**

## Our strategic objectives and priorities to achieve this goal

### 3.1 Use what we know

**Use the data we have to inform our decision making and maximise our capacity to deliver high value health care. Ensure we can access and analyse the right data at the right time.**

- 3.1.1 Deliver information when and where it is required to enable informed decision making in a timely manner
- 3.1.2 Embed a data culture with increased trust and confidence to leverage the information available
- 3.1.3 Ensure information is readily accessible and understandable
- 3.1.4 Provide education and communication frameworks for data and analytics

### 3.2 Agile organisation

**Enhance cooperation between and across internal and external stakeholders to deliver better patient outcomes and a more efficient health service. Promote a can-do culture that listens to our community and responds in effective and meaningful ways.**

- 3.2.1 Establish clear priorities enabling all staff to understand the current EMHS focus and their role
- 3.2.2 Understand, advocate and respond to dismantle barriers to accessing seamless health care
- 3.2.3 Identify and minimise duplication of effort and limit waste
- 3.2.4 Share our learnings and listen and respond to others and be a leader in our willingness to collaborate and provide genuine partnerships
- 3.2.5 Create a culture of change agility and resilience to embed change that adds value, ensuring we have the capability to respond to a changing landscape



### 3.3 Do what works

**Deliver high value health care through contemporary models of care that provide consistent services and engage the consumer at the heart of the health care journey. Make our good services great and spread patient centred principles across EMHS.**

- 3.3.1 Drive contemporary service delivery models including exploring and expanding healthcare in a virtual environment
- 3.3.2 Proactively respond to trends in safety, quality and service performance, implement targeted initiatives, and be exemplars through best practice benchmarking
- 3.3.3 Discover emerging practice to test new opportunities for enhancing high value health care
- 3.3.4 Embed and spread new best practice models of care across EMHS which make our good services great

### 3.4 High performing health service provider

**We meet our obligations under the Performance Management Policy in accordance with the Health Services Act 2016 and hold ourselves to an exemplary standard of service delivery. EMHS is a highly organised, integrated system which translates into great care for our patients.**

- 3.4.1 Embrace a high-performance standard of service delivery which is patient centred, high quality, accessible and timely in a consistent manner across our service
- 3.4.2 Develop and implement strategies to ensure patients receive timely access to emergency care
- 3.4.3 Develop and implement strategies to ensure patients receive timely access to elective surgery
- 3.4.4 Incorporate feedback from our community and staff to enhance high value health care

# Goal 4: A better tomorrow



We achieve a better tomorrow by focusing on research, innovation and data to meet the future care needs of our consumers and the community.

## Our strategic objectives and priorities to achieve this goal

### 4.1 Respond to emerging health care needs

**Predict, plan and respond to emerging health needs to continuously improve the way we deliver care**

- 4.1.1 Continuously improve the way we deliver care to meet emerging health care needs
- 4.1.2 Proactively engage with new and emerging technology and models of care that meet the needs of our consumers
- 4.1.3 Decommission redundant models of care to release capacity for better care delivery services

### 4.2 Adopt research and innovation

**Cultivate our curiosity of the future by partnering with researchers and innovators and promote innovation within EMHS to translate breakthroughs into best practice**

- 4.2.1 Strategically partner with research institutes, universities and innovators on research and innovation projects which benefit our community
- 4.2.2 Excel at clinical and laboratory research by supporting new researchers and giving every patient the opportunity to participate in research focusing on patient centred outcomes through understanding the mechanisms of disease
- 4.2.3 Become a learning health system by translating and sharing research and innovation into best practice
- 4.2.4 Develop a culture of innovation within EMHS and embed innovation within our daily work

### 4.3 Data-driven decision making

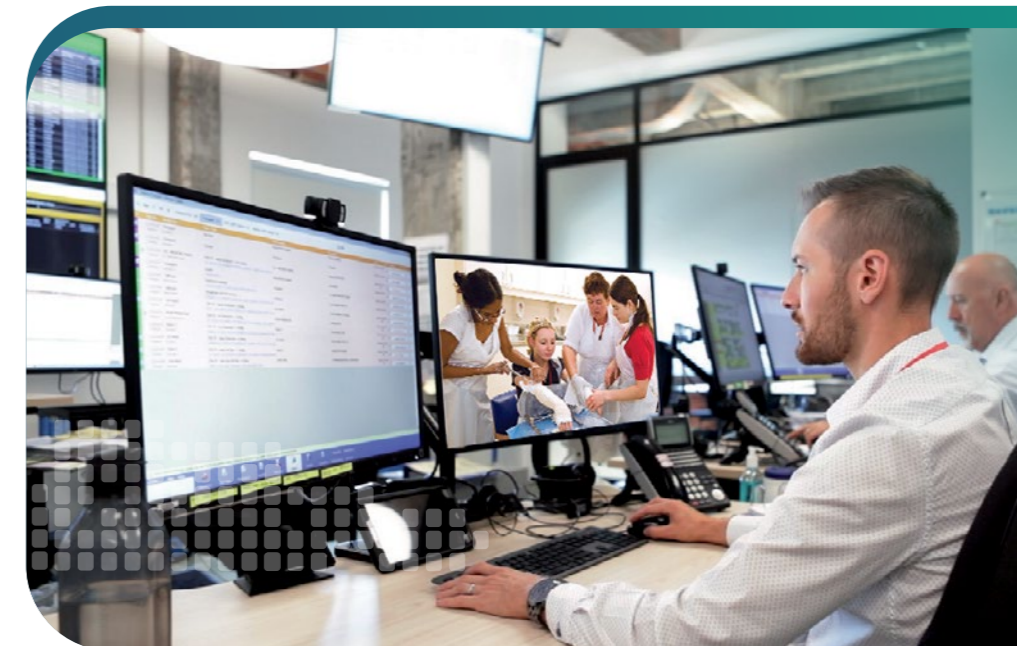
**Prepare for tomorrow by using data wisely today to enhance decision making and improve patient outcomes**

- 4.3.1 Promote data science and analytics to enhance decision making and future service planning
- 4.3.2 Focus on cybersecurity to protect all applications and data including patient information

### 4.4 Create a sustainable future

**Reduce our environmental impact and provide financially sustainable health care.**

- 4.4.1 Reduce our environmental footprint to become leaders in sustainable health care delivery
- 4.4.2 Develop and test alternative sustainable funding models including new revenue streams to support best practice care
- 4.4.3 Manage costs and expenses efficiently to ensure financial sustainability





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