



Government of Western Australia
North Metropolitan Health Service

North Metropolitan Health Service Strategic Plan

Unleashing our potential

2024-2027



The background of the page features a central orange band flanked by purple bands. The purple bands are decorated with white line art of various Aboriginal motifs, including fish, birds, and circular patterns. The orange band has a large, faint sun-like motif at the top and a series of small, overlapping circles at the bottom.

Acknowledgement of Country

The North Metropolitan Health Service (NMHS) acknowledges the Whadjuk people of the Noongar nation as the Traditional Owners and Custodians of the land on which we work and pays respect to their Elders past and present. NMHS acknowledges that the majority of its business is conducted on Whadjuk Noongar Boodjar and a number of services are conducted statewide. NMHS recognises, respects and values Aboriginal cultures as we walk a new path together.

Human rights statement

We will respect, consider and advocate for human rights in our decision-making and actions.



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> Foreword

by the North Metropolitan Health Service Board and Executive Team

The North Metropolitan Health Service (NMHS) Board and Executive Team are delighted to present “Unleashing our Potential: The North Metropolitan Health Service Strategic Plan 2024-2027”. This plan sets out our ambition and intent to be *‘a transformative leader, shaping the future of health care’*.

NMHS continues to be recognised as an outstanding high-quality health service; thanks to the success and visibility of programs that support patient flow, reduce our waiting lists, enhance our service provision, and invest in workforce recruitment and retention.

Thanks to the exceptional work of our staff, we will build on these achievements as we look to proactively respond to the evolving health needs of our local communities.

An extensive consultation process was undertaken with people across the organisation and our community in the development of this plan, and we thank them for their contribution. Their experience, knowledge and insights have helped shape our priorities and our goals.

This plan reflects our collective aspirations and sets out our agenda for the next three years and beyond. It recognises that good health encompasses more than just a person’s physical state, but also their overall wellbeing. Advances in technology, skills and knowledge provide significant opportunity to develop more contemporary models of care centred on a holistic and person-centred approach that supports the health of our community when, and where, it is needed.

It also recognises the importance of our role in society, as a large employer, as a publicly funded health service, and as an organisation that needs to minimise our impact on the climate and environment.

Our staff are integral to the delivery of a sustainable and equitable health system that meets the needs of consumers, both today and into the future. The recent COVID-19 pandemic demonstrated how agile, resilient and innovative our staff can be in adapting quickly to a changing landscape, whilst maintaining the safe and high-quality care that NMHS is renowned for.

We acknowledge the enduring dedication of our staff to serving the community and are committed to supporting their wellbeing and career development.

Work will now begin on how we bring this strategy to life for patients, staff and the broader community.

To help deliver our strategic objectives, a number of local and organisation-wide initiatives will be prepared and action plans developed.

We are ready for the changing landscape in which we operate and will continue to work with our staff, consumers and wider community to shape the future of healthcare.



> **Unleashing our potential**





> Introduction

The North Metropolitan Health Service (NMHS) Strategic Plan sets out the future direction of the organisation. It acknowledges the changing health landscape in which we operate and the numerous opportunities for improving and evolving the way in which we deliver care for our communities. It also reflects our desire to continue to be a motivating and inspiring leader in the broader health system, across Western Australia and beyond.

This plan represents our ambition and was developed in consultation with staff and consumers. We place great value on partnering with consumers, their carers and families, and the broader community to ensure we respond to their needs and expectations when determining the future direction of the organisation.

The plan outlines our enduring purpose, vision, values and strategic objectives over the next three years. We have not changed the values from the previous strategic plan, as they remain relevant and important.

The plan provides a shared purpose and guide for all staff at NMHS to support decision-making. It is designed to inspire and encourage innovation and creativity.

We encourage staff to share their ideas and success with their departments and the broader organisation, so together we can support achievements and outcomes of this strategic plan.

The NMHS Clinical Services strategy is being developed to accompany this strategic plan. This will provide a guiding framework to inform and prioritise how we deliver contemporary healthcare services to best meet the needs of our community.

Whilst these documents serve different purposes, they have been developed to complement each other and establish our strategic intent.



> Who we are

North Metropolitan Health Service is the largest health service in Western Australia, with three tertiary, one specialist and one general hospital:

- **Sir Charles Gairdner Hospital**
- **King Edward Memorial Hospital**
- **Graylands Hospital**
- **Osborne Park Hospital**
- **Joondalup Health Campus**

We deliver a comprehensive range of services through:

- **Sir Charles Gairdner Osborne Park Health Care Group**
- **Women and Newborn Health Service**
- **Mental Health Service**
- **State Dental Services**
- **Boorloo (Perth) Public Health Unit**

Additionally, we offer a range of statewide and specialised multidisciplinary services from our hospital and clinic sites to people living across Western Australia.

Ramsay Health Care has a service agreement to provide public health services through Joondalup Health Campus through a public private partnership.

Our highly-skilled workforce includes more than 13,300 people dedicated to delivering sustainable, quality health services.

Our medical research and education programs are well-renowned and support ongoing innovations in the treatment and care we provide. To support research, we collaborate with various partners with the goal of advancing medical science and improving patient care. The location of Sir Charles Gairdner Hospital on the Queen Elizabeth II Medical Centre campus offers numerous opportunities to partner with other leading health providers, research institutes and universities.

Our highly-skilled
workforce includes
more than
13,300 people

> Why we need a strategic plan

Health services across the world are at a critical point in time. We face many challenges as well as many opportunities. How we respond to these will shape our services and how we meet the needs of our communities for the next generation. We know we have to adapt and we are ready to do so.

This strategic plan sets out an ambitious, but necessary, course of action to ensure the organisation is well placed to deliver the best possible outcomes for the communities we serve.



> Challenges and opportunities

Below are just some of the major challenges and opportunities we face.

Healthcare workforce

Our highly skilled people are dedicated to delivering excellent healthcare to all Western Australians. Like health services across the globe, we are experiencing workforce challenges, including shortages across many clinical professions and an ageing workforce. We recognise that our workforce needs to grow by up to 25 per cent over the next 10 years to meet growing demand.

Evolving population needs

We have a diverse community that is ageing and an increasing number of people are living with complex chronic conditions. Some of our population are at increased risk of poor health, as a result of complex social and economic factors and can face barriers when trying to access care. In particular, we acknowledge the enduring disparity in health outcomes and access for Aboriginal people that can be traced back to colonisation and the impact of multi-generational trauma. We also recognise that consumers want more options to access care in a timely manner, including outside of hospital and closer to home.

System integration

Our health system has a number of funding and structural challenges; with multiple organisations responsible for delivering care to our communities. This can lead to duplication and gaps in healthcare provision, which can result in increased costs and poorer outcomes for our community.

Partnerships

Our organisation's reputation and close proximity to world-leading research and training facilities provides an opportunity to strategically partner with others to improve how we provide health services. This includes examining how we can progress health research and how we can support training the next generation of healthcare professionals.

Technology advances

We are living in a time of rapidly advancing technology, including in the use of artificial intelligence, robotics and digital care. These technologies provide the opportunity to transform the way people access and engage with health services; and how we as a service provider deliver care to our communities.

Fit for purpose infrastructure

Our hospitals will continue to be integral to how we provide healthcare, but some of our infrastructure is ageing and has finite capacity. As we pursue the opportunities associated with redesigning models of care, it also provides the opportunity to assess how we use our existing assets and make the case for targeted investment to ensure our facilities remain fit-for-purpose.

Social impact

We understand there is far greater awareness and societal expectations of large organisations within society. This includes our impact on the environment, ensuring we use our public funding wisely and our responsibilities as a major employer within our area. We have an obligation to ensure current and future sustainability.

> Our purpose

Providing **excellent compassionate care**

What this purpose means to us:

Excellent

Ensuring safe, high-quality and evidence-based care that achieves the best possible outcomes for everyone.

Compassionate

Everyone is listened to with empathy and their decisions are acknowledged and respected.

Care

Everyone is treated and supported as a person, not a condition.

> Our values



CARE (Kaaradjiny)

We show empathy, kindness and compassion to all.



RESPECT (Ngargal-wirrn)

We are inclusive of others and treat everyone with courtesy and dignity.



INNOVATION (Milka kaaditj)

We strive for excellence and are courageous when exploring possibilities for our future.



TEAMWORK (Danjoo Yacker)

We work together as one team in a spirit of trust and cooperation.



INTEGRITY (Karnadjil)

We are honest and accountable and deliver as promised.

Values displayed in both Whadjuk Noongar and English languages. Translations were compiled via the Noongar Translation Project and endorsed by the NMHS Aboriginal Cultural Advisory Group in June 2024.

> Our vision

To be a **transformative leader**,
shaping the future of healthcare.

What this vision means to us:

Transformative

Cutting-edge, innovative, dynamic and creative.

Leader

Strong and purposeful with broader system
and societal influence.

Shaping

Having the credibility to influence the future
of health.



> North Metropolitan Health Service Strategic Plan



Our enduring purpose
Providing **excellent compassionate care**



Our strategic objectives



Excellence in healthcare is at the heart of all we do.



Empower and collaborate with consumers, their carers and families.



Ensure our services are contemporary to meet the evolving needs of our community.



Value, engage and support our people.



Optimise allocation of our resources and minimise environmental impact.



Grow and amplify our innovation and research capabilities.



> Strategic objectives

Our vision will be achieved through progressing six strategic objectives.

For each objective, our goals describe what we want to achieve. The following outlines each of the objectives as well as their goals and outcomes by which we will measure progress.



> Driving excellence

We will ensure excellence in healthcare is at the heart of all we do. We will provide care of the highest standard, focused on quality and safety, and fostering a culture of continuous improvement.



> Partnering with our communities

We will empower and collaborate with consumers, their carers and families to provide responsive, holistic, person-centred care.

Goals

- Our services are safe, high quality and dedicated to continuous improvement.
- Our data is high quality, accessible, and translated into meaningful information.
- We establish multiple world-renowned centres of excellence.

Measures of success

- Reduction in preventable harm.
- Increase in the proportion of consumers who report high-quality outcomes of care.

Goals

- Our workplace and services are culturally safe and responsive for all Aboriginal people.
- We consistently partner with consumers to recognise and respond to the evolving and diverse needs of the community.
- We empower consumers to make informed decisions about their care.

Measures of success

- Improved patient experience year-on-year.
- Improved access to care and health outcomes for Aboriginal people.



> Advancing health equity and access

We will ensure our services are contemporary and meet the evolving needs of our community. This includes new ways of working that allow our consumers to access our services more easily.



> Becoming the best place to work

We will value, engage and support our people by recruiting the best, investing in them and recognising and acknowledging their work.

Goals

- We have substantial growth in provision of care in the community.
- We deliver contemporary models of care that harness advances in technology, skills, knowledge and partnerships.
- We have a greater focus on public health, prevention and early intervention.
- Our services are recognised for being inclusive, equitable and accessible to every member of our community.

Measures of success

- Priority populations have increasingly more equitable outcomes and access to care.
- Increased adoption of contemporary models of care enabled by technology.

Goals

- We have an established and sustainable pipeline to attract, develop and retain great people.
- We have a culture that lives our values and develops and empowers our people to work at their best.
- We have a safe working environment that protects and enables our people.
- Our workforce is inclusive and reflects the diversity of our community.

Measures of success

- Improvement in employee engagement survey scores, including improved performance on cultural safety and inclusion.
- Improved employee wellbeing and safety.



> Building a sustainable future

We will optimise allocation of our resources and minimise environmental impact to secure a sustainable future for the next generations.



> Embracing innovation and research

We will grow and amplify our innovation and research capabilities to drive improvements in care and patient outcomes.

Goals

- We have reduced our environmental impact.
- We are responsible in our allocation and use of our financial resources to maximise impact.
- We have future-proof infrastructure and systems that are secure and safe.

Measures of success

- Reduction in greenhouse gas emissions.
- Improved health outcomes and service efficiency per dollar spent.

Goals

- We have the capability and processes to foster innovation.
- Our research has greater translational impact.
- We have greater collaboration in research and innovation.

Measures of success

- Increase in number of frontline ideas that are translated into policy and practice (research and innovation).
- Improved reputation as an organisation of choice for educators, learners and researchers.



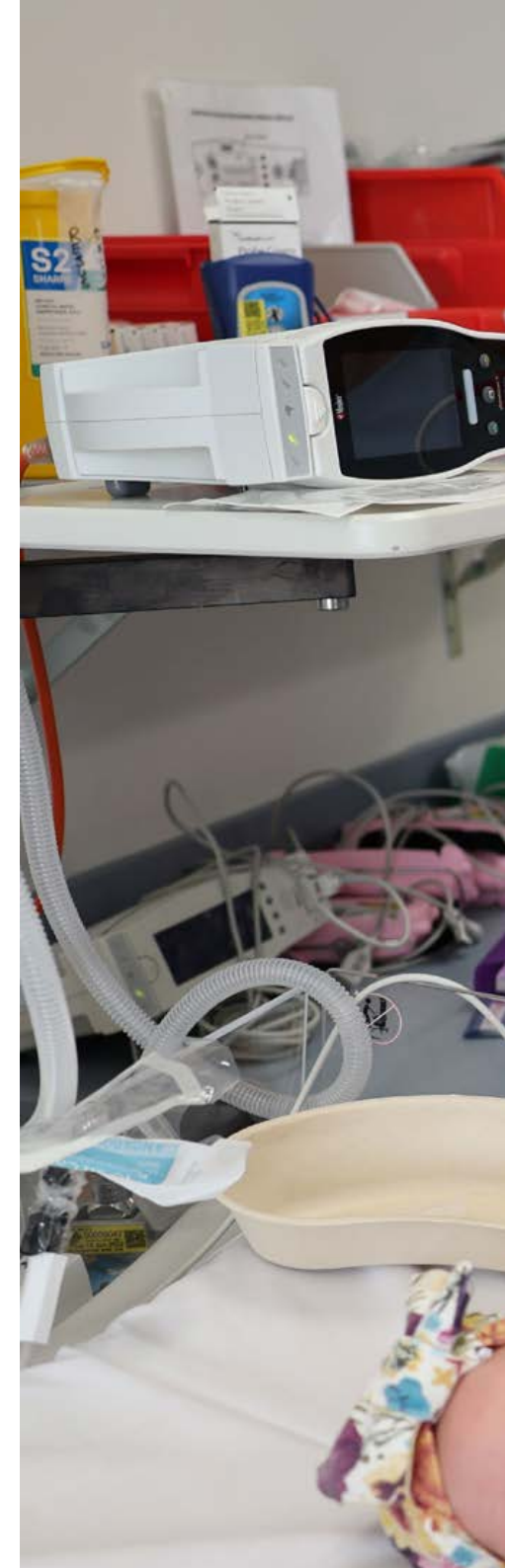
Acknowledgement

We would like to thank all stakeholders for their participation and contribution to this plan.

We acknowledge the hard work and dedication of our staff, and the commitment by consumers to working with us, to ensure NMHS provides excellent health care that meets the needs of those that require it.

We appreciate all the interest and expertise shared throughout the consultation and acknowledge the valuable role it has played in the development of this strategic plan.

We look forward to working together as we realise our vision for NMHS. This plan represents a positive future for our organisation and those who access our care.







Government of **Western Australia**
North Metropolitan Health Service



This document can be made available in alternative formats on request.

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