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Our ref: D/21/60649

Honourable Roger Cook MLA
Deputy Premier; Minister for Health; Medical Research;
State Development, Jobs and Trade; Science
Level 13, Dumas House
2 Havelock Street
WEST PERTH 6005

By email: ministerials@health.wa.gov.au

Dear Deputy Premier

Statement of Intent

Thank you for your letter of 4 June 2021 and your request for NMHS to report to you on a quarterly basis against listed expectations.

We will provide a quarterly report as requested against the following expectations.

COVID-19

The Board will continue to commit full resources towards the management of the COVID-19 pandemic and support the WA Health response. NMHS emergency management plans continue to be routinely reviewed to ensure our health service remains prepared and responsive to the challenges presented by the virus.

To date 72.1% of NMHS staff have commenced their vaccinations and NMHS continues to encourage our staff to get vaccinated and provides testing clinics as key initiatives in the COVID-19 response.

Additional strategies in relation to COVID-19 pandemic management include :

- continued work to align with the Department of Health and other HSPs on a collaborative approach to managing COVID-19 strategies.
- continued focus on patient and staff safety and support at all times with relation to COVID-19, via strategies outlined by SHICC and local pandemic plans.
- Continued focus on PPE refresher training and mask fit testing.

Safety and Quality

The NMHS Board Safety, Quality and Consumer Engagement Committee continues to monitor safety and quality indicators associated with the National Safety and Quality Services Standards and the Mental Health, clinical incidents, and safety and quality indicators associated with clinical contracts.

Specific NMHS strategies to achieve this include:

- Revised Terms of Reference for the Safety, Quality and Consumer Engagement Executive Subcommittee which clearly articulates the collective responsibilities of members to shape and monitor a culture of safety and quality; identify barriers and clinical trends; and support the NMHS Board in fulfilling its requirements against the National Safety and Quality Health Service Standards.
- Prioritisation of NMHS-delivered training to promote a systems-based approach to clinical incident investigations and further develop a culture of openness and transparency across all sites and services.
- Facilitate increased collaboration between NMHS sites and services to ensure a consistent and standardised approach to safety and quality processes, data extraction and analysis and evaluation of activities to address emerging trends.

Mental Health Priorities

The Board is committed to ensuring NMHS works in partnership with the Mental Health Commission; Department of Health; other HSPs; non-government organisations; consumers; carers and families; and agencies across government to deliver on the Government's immediate priorities within the *WA State Priorities Mental Health, Alcohol and Other Drugs 2020-2024*. In addition, the Board will ensure mechanisms are in place to actively engage with; and support the work of the Mental Health Executive Committee in their efforts to lead the implementation of these priorities.

Specific NMHS strategies to achieve this include:

- Delivery against Forensic Mental Health election commitments in line with the Government's immediate priorities,
- Delivery against Youth Mental Health election commitments in line with the priorities of the Young People's Mental Health and Alcohol and Other Drug Use: Priorities for Action 2020-2025, and
- Continued support for the Graylands Reconfiguration and Forensic Taskforce (GRAFT).

Workforce, Safety, Wellbeing and Engagement

The NMHS Board via the People, Engagement and Culture Committee will continue to ensure strategies are in place that support the health and well-being of the NMHS workforce.

Specific NMHS strategies to achieve this include:

- Development and implementation of action plans to address feedback received from the Your Voice in Health engagement surveys and increase employee engagement.
- Implementation of the NMHS 'Our People Strategy' 2019-2024 with a focus on embedding NMHS values and desired culture, including introduction of values based recruitment.
- Implementation of a broad range of initiatives within the NMHS Stop the Violence Strategy 2020-2025 that focus on identifying, eliminating and reducing exposure to workplace violence and aggression (WVA).
- Development and implementation of a NMHS Wellbeing Program to promote physical and mental health, resilience, psychological health and wellbeing.

Commitment to Permanent Employment

The Board will continue to prioritise the direct and permanent employment of staff at NMHS. Over the past 12 months NMHS has finalised reviews of employees captured by

Commissioner's Instruction 23 (CI23). A total of 1,260 employees were reviewed against the CI23 criteria and 437 offers of permanency were made.

NMHS currently have approximately 1300 employees within scope for review under the new industrial provisions.

The Board acknowledges the fixed term contract and casual conversion to permanency provisions within relevant industrial agreements and is committed to ensuring strategies are in place to achieve maximum permanent employment across the organisation.

NMHS has developed the following strategy to ensure this is achieved as a priority:

- Ensuring appropriate resourcing is allocated to the implementation of the industrial provisions
- Regular reporting on progress of reviews
- Streamlined administrative processes for reviews and appointment

The Board will ensure that NMHS minimises the use of temporary working arrangements such as labour hire and contracts for service to support the direct employment of permanent staff.

Sustainable Health Review

The Board fully support the recommendations of the Sustainable Health Review and acknowledge that NMHS is accountable for progressing endorsed initiatives under the following Recommendations:

- Recommendation 4 – Commit to new approaches to support citizen and community partnership in the design, delivery and evaluation of sustainable health and social care services and reported outcomes; and
- Recommendation 10 – Develop a partnership between the WA Primary Health Alliance and the Department of Health, and partnerships between Primary Health Networks and Health Service Providers to facilitate joint planning, priority setting and commissioning of integrated care.

Research and Innovation

The Board recognises and supports the importance of research and innovation across the organisation – this focus will be maintained via the *NMHS Strategic Plan 2020-2025*, which identifies a core strategic priority of 'Innovation and adaptive models of care – we will use research, innovation and technology to improve outcomes'.

The Board will ensure NMHS supports staff to undertake research activities in conjunction with, and as an important extension of health and medical research. This will be enacted via the following mechanisms:

- Aligning the North Executive Team to ensure all leaders within NMHS are saying yes and removing every barrier possible to innovation projects.
- Capacity building in the innovative futures team and candidates to enable them to influence to get their projects into business as usual within organisations.
- Building a NMHS innovation hub
- Ideas electronic platform - to share ideas and issues
- Expansion of the NMHS Innovation future program using the shark tank methodology.

Election Commitments

The Board will ensure NMHS prioritises and delivers against the Government's 2021 election commitments for the 2021/2022 financial year. Regular reporting will be provided via the Department of Health on the implementation progress of:

- Re-establish a permanent cervical cancer screening service and GP at the existing Goldfields Women's Health Service
- Partner with the Karratha Women's Health Care Place to pilot a women's community service in the West Pilbara
- Develop a new Peel Women's Health Program, to connect women with health and support services and information at both the crisis point and early intervention point.
- Establish a Culturally and Linguistically Diverse (CaLD) women's community health service for the south eastern corridor, providing culturally sensitive services ranging from health promotion, nursing, counselling and midwifery
- Invest \$3 million to fund the Kimberley Women's Health Program

Key NMHS Workstreams

The Board will continue to work with the NMHS executive team to monitor and report on relevant aspects under the governance of NMHS against the following key workstreams:

- Women's and Newborn Service Relocation Project
- Joondalup Health Campus Expansion
- The Graylands Reconfiguration and Forensic Taskforce

Hospital Performance Targets

The Board will continue to monitor performance monthly against defined Key Performance Indicators across the following domains:

- Safety and Quality
- WA Elective Surgery Target (WEST); and
- WA Emergency Access Target (WEAT).

Focus will be on ensuring active strategies are in place that optimise safe, timely access to quality care across all services within NMHS.

Specific NMHS strategies to achieve this include:

- NMHS will continue to progress the WEAT Recovery Plans for SCGH and JHC. Key strategies of the plans look at addressing challenges associated with demand and access including improved patient flow, capacity expansion, rapid access clinics, criteria-led discharge, and cultural support for admitted Aboriginal patients.
- NMHS will continue to progress the Elective Surgery Remedial Action Plan, which is focused on addressing elective surgery over boundary cases and COVID-19 backlog.
- As part of the Outpatient Reform Program at NMHS, there has been extensive work completed in relation to the data cleanse and increasing efficiencies within the current system. NMHS are completing a clinical planning review to inform a comprehensive plan to address long Outpatient waiting times. Work with Heads of Departments has continued to determine opportunity to add more patients to clinics or reconfigure clinics particularly to address the specialities with protracted outpatient waiting times. Key specialties in this review include ENT, Gastroenterology, Plastics, Dermatology, Neurosurgery, Immunology, Neurology, Liver Services and Orthopaedics.

NMHS is also committed to promoting a culture of safety and continuous learning through: Patient safety surveillance and clinical incident management

- Measuring clinical performance and embedding quality improvement in care.

- Maintaining high healthcare standards.
- Promoting “My Say” patient experience program across all NMHS services.

The NMHS Board will continue to monitor performance in accordance with the NMHS Area-Wide Performance Policy. Identified performance concerns or issues will be escalated, de-escalated and monitored through monthly case review process via strategic and operational performance review meetings.

Care Opinion

The Board is committed to ensuring that NMHS continues to enable opportunities for patients and their families to share their health care experience through platforms such as Care Opinion.

NMHS has the following initiatives in place that demonstrate ongoing active commitment to consumer engagement:

- Ongoing promotion of the Care Opinion platform and implementation of strategies to improve compliance with response times at all NMHS sites and services.
- Collaboration with other HSPs on a statewide dashboard for real-time monitoring and analysis of patient experience via the MySay inpatient survey.
- Implementation of the new MySay Visit survey for patient experience of Outpatient and Emergency Department care.
- Collaboration with other HSPs to explore continuous use of the Your Experience Survey (YES) for mental health patients.

Finance Performance

The Board will continue to progress and prioritise financial strategies that manage HSP activity within budget allocation; and support short and long-term financial sustainability.

The Board is committed to utilising the funds provided for minor works and the associated stimulus package for the purposes for which these funds were granted.

NMHS no longer has Transitional Financial Assistance Support in place since the implementation of Service Agreement Reforms. NMHS has signed an Interim Service Agreement for 2021/22 and is committed to working through a number of material issues with the Department of Health in the lead up to the Deed of Amendment post the State Budget.

The Board will continue to focus on managing expenditure and to maximise Own Source Revenue opportunities in order to provide efficient value for money services with a commitment to patient safety and quality.

Recovery

The Board is committed to ensuring that NMHS actively contributes throughout the McGowan Government’s recovery phase of the current pandemic. NMHS is focussed on delivering against its *NMHS Strategic Plan 2020-2025* which will facilitate and enable an orderly and sustainable transition to business as usual operations. The Board recognises and accepts its leadership role during this challenging time.

WA Health System Governance

The Board understands that it is accountable to the Minister for Health; and obliged to comply with all relevant policy frameworks issued by the Department of Health Chief Executive Officer (the Director General), including the mandatory requirements outlined in the *HSP Board – Governance Policy*.

Advice to Government

The Board will continue to provide accurate and timely advice to the Government on significant issues in its core areas of business and ensure processes are in progress is made in achieving the Government's priorities. The Board is committed to ensuring compliance with the board assurance processes and will submit an Annual Governance Attestation Statement to the Minister for Health at the conclusion of the financial year.

Statement of Intent

The Board will provide you with a quarterly report outlining progress and achievements against the *NMHS Strategic Plan 2020-2025* and this *Statement of Intent* commencing October 2021.

Yours sincerely



Clinical Professor David Forbes AM
BOARD CHAIR

30 July 2021

Cc: Tony Dolan Chief Executive NMHS