

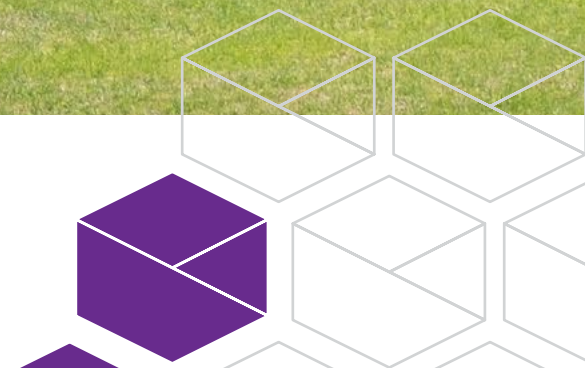


Government of **Western Australia**  
**South Metropolitan Health Service**



# Strategic Plan 2021–2025

*Excellent health care, every time*



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**Artwork: Wetj (Emu)**

**Dreaming.** 'Wetj is a spirit bird, keeper of the Lore.' Male wetj hatches the eggs and minds the young.

*SMHS has been granted permission from the artist to reproduce this artwork.*



## Acknowledgement of Country and People

South Metropolitan Health Service respectfully acknowledges the Noongar people both past and present, the traditional owners of the land on which we work. We affirm our commitment to reconciliation through strengthening partnerships and continuing to work with Aboriginal peoples.



# Message from the Board Chair and Chief Executive

On behalf of the South Metropolitan Health Service (SMHS), we are extremely proud to deliver our refreshed strategic plan for January 2021–December 2025. Our vision over the next five years is to continue to strengthen our reputation in the delivery of safe, high quality clinical care and achieve our vision of “**excellent health care, every time**”.

Five key strategic priorities have served to anchor our organisation since the launch of our inaugural strategic plan in 2017. These strategic pillars will continue to guide us over the next five years as we further strengthen our engagement with patients, families, staff and the community we serve to design and improve the delivery of our services.

Our new strategic plan covers a five year period, however we will re-evaluate the priorities annually, allowing us the flexibility to be responsive to emerging opportunities in the health sector and challenging us to continuously discuss and assess how we are performing as a Health Service Provider.

The strategic plan supports SMHS’ responsibilities under the Sustainable Health Review to prioritise the delivery of patient-centred, high quality and financially sustainable health care.

We have thoughtfully selected our significant priority areas for the first year of this plan which are focussed on transformational change through major projects that will sustain the growing SMHS population.

“ We would like to acknowledge the unwavering dedication of the SMHS workforce, without whom we could not deliver our vision.”

Adjunct Associate Professor  
Robyn Collins, Board Chair  
and Paul Forden, Chief Executive



## In this plan we aim to:

- Continue to deliver the safest and highest quality clinical care possible by implementing area-wide safety improvement programs that aim towards **zero harm** of our patients.
- Invest in our people through a variety of organisational programs that will build the capabilities of the workforce, encourage a positive and sustainable workforce culture and lead us towards being a **fearless** organisation that is open and engaging.
- Connect with consumers across the SMHS catchment area by providing opportunities for active **engagement and involvement** in our health services to drive service improvements and hold us accountable.
- **Pursue partnerships** with high performing international hospitals, the broader WA public health system, general practice and primary health sectors, private providers, consumers, local

government, industry and the Commonwealth to make the health care journey more transparent and easy to navigate for patients.

- Invest in **digital transformation** technologies that will significantly change how we work, communicate and provide efficient services.
- Establish **revolutionary research and development** opportunities in partnership with our patients that will enable us to drive outcomes that positively impact on the care we provide.

As a result of SMHS' responsible financial management, we have effectively managed our finances and are now on a sustainable trajectory that allows the flexibility to invest in these future strategic initiatives that are integrated, future-focussed and evidence-based and most importantly, provide the best possible outcome for the communities we serve.

Now that we have established a solid foundation for our health service, our

strategic objectives over the next five years will be the momentum for significant change that will positively position us for the future.

We would like to acknowledge the unwavering dedication of the SMHS workforce, without whom we could not deliver our objectives and achieve our vision of “**excellent health care, every time**”.

We call upon each person reading this plan to identify a role you can take on to help ensure its success.

**Adjunct Associate  
Professor Robyn Collins  
Board Chair**

**Paul Forden  
Chief Executive**



“A ground breaking study has found pre-screening of patients’ blood is improving post-surgery outcomes and reducing hospital admission costs..”

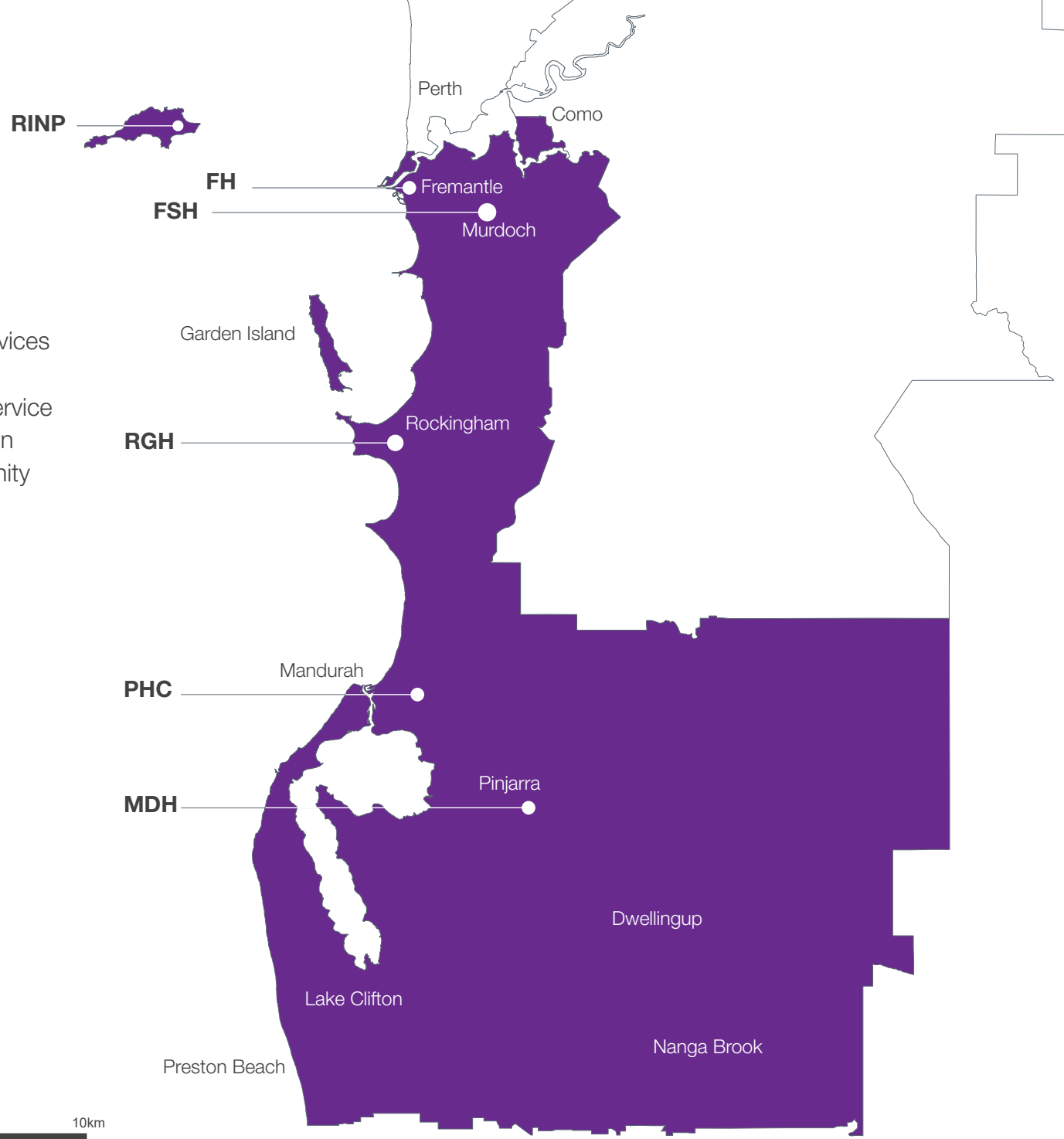
FSH clinicians, in collaboration with researchers from the University of Western Australia, examined for the first time both the clinical and economic impacts of pre-screening clinics to determine if patients awaiting surgery had anaemia or low iron stores.

# Who we are at a glance

SMHS provides hospital and community-based services to quarter of WA's population within nine local government areas as well as WA Country Health Service patients from Great Southern, South West, Southern Wheatbelt and Goldfields. We also provide community services to the broader metropolitan area.

## SMHS provides clinical care at:

- Fiona Stanley Hospital (FSH)
- Fremantle Hospital (FH)
- Murray District Hospital (MDH)
- Peel Health Campus (PHC)
- Rockingham General Hospital (RGH)
- Rottnest Island Nursing Post (RINP)
- Community health services



Great Southern

South West

Goldfields

Southern Wheatbelt



## We offer a range of highly specialised multi-disciplinary services including:

- medical
- surgical
- emergency
- cancer care
- intensive and high dependency care
- mental health, alcohol and other drug services, including community mental health
- obstetric and neonatal
- paediatrics
- radiology.

## We also provide the following superspecialist services:

- adult burns
- hyperbaric
- statewide rehabilitation centre
- heart, lung and renal transplants
- bone marrow transplants
- haemophilia and haemostasis.

## Our community services include:

- subacute services
- rehabilitation
- health promotion
- public health services.

Among the range of highly specialist clinical and support services, our network of hospitals and community-based health services work closely with our community partners including GPs, local government, population health services and community providers to enhance the recovery and rehabilitation outcomes of our patients and clients.

- ▶ Community services provides allied health therapy for patients at home. The rehabilitation in home service facilitates early supported discharge from hospitals for patients.



# Snapshot of the SMHS community

SMHS catchment has an estimated population of:

**657,827** people,  
or **25%**  
of WA's population

Aboriginal people account for  
**1.3%**  
of the SMHS population base

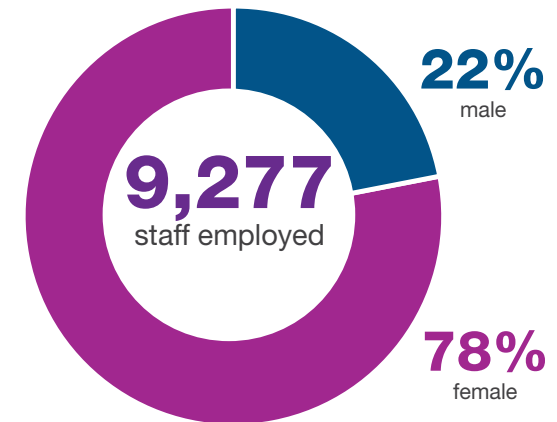
Life expectancy in the SMHS catchment is

**82.5** years  
for **males** and  
**86.3** years  
for **females**

**7,661** deaths,  
due to **chronic conditions**  
could have potentially been **prevented**

**SMHS** has a  
**\$1.9 billion budget**  
for 2020-2021.

# SMHS workforce



## Age profile of workforce:

**413**  
<24 years

**6,952**  
25 to 54 years

**1,912**  
55 years>

# Snapshot of the care given during 2019–2020

Our emergency departments treated in excess of **204,000** patients.



More than **42,000** emergency patients were children aged between 0 and 15 years.



More than **155,000** people attended in excess of **614,000** outpatient appointments.



In excess of **122,000** occasions of care were provided via telehealth or telephone.

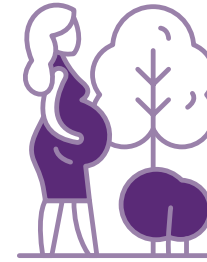
Our surgical teams performed more than **37,000** elective and **14,700** emergency surgeries.



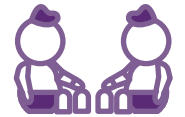
Our intensive care teams treated more than **3,000** patients.



More than **162,000** people were discharged from our hospitals during the year.



The baby boom continued with more than **5,500** babies born during the year.



**71** of these deliveries were multiple births.

**149** patients had their lives changed by receiving a transplant:



**9**

heart transplants



**13**

lung transplants



**36**

kidney transplants



**91**

bone marrow transplants.

# Our values and behaviours

## Care

We provide compassionate care to the patient, their carers and family. Caring for patients starts with caring for our staff.

### Kaaradj

*Ngalak yoongi karadjiny patient-ak, baalabiny wer moort.  
Karadjiny patientak moolyak kaaradjiny ngaalang staff*

#### We demonstrate CARE when we:

- provide an environment that empowers the patient, their carers and family to openly and freely contribute to their care and treatment
- talk with, listen and respond to the patient, carers and family
- show empathy and understanding to patients, their carers and family and the situation they are dealing with in a non-judgmental manner
- focus on the patient and staff experience.

## Integrity

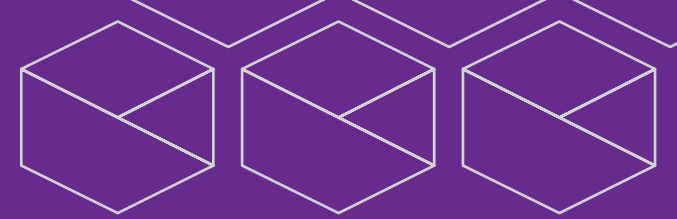
We are accountable for our actions and always act with professionalism.

### Ngwidam

*Ngalak accountable ngaalang warn wer kalyakoorl yaka-l  
doora kartaga.*

#### We demonstrate INTEGRITY when we:

- act honestly, truthfully and transparently
- are accountable and take responsibility for our actions and decisions
- recognise when we get it wrong and disclose it as early as possible
- are consistent, fair and equitable in our interactions and decision making
- consider how our individual actions and decisions will impact on others and the health service.



# Respect

We welcome diversity and treat each other with dignity.

## Kaaratj

*Ngalak wandjoo goordawi wer noordo yennar warma-al kaaratj.*

### We demonstrate RESPECT when we:

- embrace cultural and professional diversity in our interactions and decisions
- acknowledge and appreciate the service and care being delivered
- appreciate the opinions, contribution, experience and knowledge of all staff
- communicate with honesty and openness, share information and are responsive with feedback
- listen to different points of view and incorporate when and where appropriate, and provide feedback when we cannot.

# Excellence

We embrace opportunities to learn and continuously improve.

## Beli-beli

*Ngalak barang wilyan kaadadj wer kalyakoorl kwobabiny.*

### We demonstrate EXCELLENCE when we:

- give our absolute best as individuals and teams in everything we do
- support opportunities for teaching, training, research and innovation
- actively seek new ideas and approaches and share them across the service
- accept challenges and work proactively to deliver improvements
- consistently meet safety and quality standards
- make effective and efficient use of available resources.

# Teamwork

We recognise the importance of teams and together work collaboratively and in partnership.

## Yaka-dandjoo

*Ngalak kaadadj yardi of teams wer dandjoo yaka banga.*

## We demonstrate TEAMWORK when we:

- work across boundaries to develop relationships, partnerships and share information
- listen to the views of others to reach agreement
- are aware of our own individual behaviour and how it impacts on others
- communicate clearly and respectfully with each other
- support and encourage others to develop knowledge, skills and behaviours
- actively participate and seek information on our health service and its performance.



care

integrity



kaaradj



ngwidam



skrb



mengambil berat

诚信



compassione

يزوسلد





teamwork

yaka -dandjoo

integritet

menghormati

团队合作

ىراك قىلخا

respect

kecemerlangan

sincero

kaaratj

excellence

beli-beli

rispetto

xuất sắc

ندرك كرد

tôn trọng

pengetahuan

مارتخا

cooperazione

# Our vision

## *Excellent health care, every time*

To be an excellent health service where we focus on our patients' journey and experience, staff members' engagement, clinical and financial performance.

**This will be achieved through our five strategic priorities:**







### **Excellence in the delivery of safe, high quality clinical care.**

SMHS provides consistent high quality care through the use of endorsed service models and by minimising variations in care. We consistently strive for the highest level of safe care aiming towards a zero harm patient safety culture. SMHS aims to generate a culture of continuous improvement where research, innovation and redesign are encouraged and celebrated.



### **Provide a great patient experience.**

SMHS places the patient and their family at the centre of the decision making process. We ensure equity of access to care with a focus on minority groups and the provision of culturally sensitive care. We ensure patients and their families are effectively and transparently communicated with throughout their journey. We aim to provide exceptional customer service, which is flexible and responsive, to ensure the best possible experience for patients and our communities.



### **Engage, develop and provide opportunities for our workforce.**

SMHS aims to create an environment of respect and empowerment within a culture of accountability, trust and transparency. SMHS focuses on developing a culture that maintains a highly engaged and satisfied workforce as well as creating a safe workplace that promotes health and wellbeing. A key component of this priority is identifying, developing and embedding Aboriginal employment opportunities and career planning at all levels.



### **Strengthen relationships with our community and partners.**

By engaging with the community, SMHS can better define and deliver health services required to appropriately meet the health and wellbeing needs of the local population. SMHS aims to optimise existing partnerships and explore new opportunities for innovative alliances both within and outside of health care.



### **Achieve a productive and innovative organisation which is environmentally and financially sustainable.**

SMHS strives to optimise the efficient use of our people and physical resources, including maintaining a sustainable financial position. We empower our staff to improve productivity and quality, ensuring that they have the required skills and tools to understand their business.

▼ Fremantle Hospital Pharmacy's focus is the safe and effective use of medicine, providing both inpatient and outpatient services to patients.



## Our priorities

SMHS has developed a strategic plan that provides a vision for five years but as a rolling plan, enables us to consider the priorities and actions each year to continue to successfully deliver projects that have a transformational impact on the communities we serve.

The key goals listed have been identified by the SMHS Board and Executive team as actions that will be undertaken by our organisation over the next five years in addition to business as usual objectives. Some will be key areas of focus in 2021 and others will be explored in 2021 and undertaken in future years.

Each year, this rolling strategic plan and those strategic projects within the plan will be reviewed and critically evaluated on their impact, relevance and currency. This will ensure that SMHS has an up-to-date plan for the coming years based on a current analysis of the needs of our population, environment and opportunities. A fundamental review of the SMHS strategic plan will occur after five years, in 2026.

The current strategic priorities and goals identified for 2021–25 are:

Excellence in the delivery of safe, high quality clinical care	Provide a great patient experience	Engage, develop and provide opportunities for our workforce	Strengthen relationships with our community and partners	Achieve a productive and innovative organisation which is environmentally and financially sustainable
Implement a clinical excellence unit	Implement a community membership scheme	Rollout SMHS leadership development program	Explore and develop twinning opportunities	Reduce the impact the organisation has on the environment
Empower our people to be innovative in our safety improvement and continuous improvement program	Deliver an outpatient reform program	Implement an equity, diversity and inclusion plan	Strengthen engagement with GPs and primary care	Establish a research and development biobank
Implement a deteriorating patient command centre	Educate patients to improve outcomes for surgery	Develop an organisational development framework that leads us towards being an open and engaging organisation	Collaborate with schools to support career pathways for local high school students	Develop / enhance information to decision makers
Establish a single point for referrals to community subacute care			Build business partnerships with the industry sector	
Partner with key stakeholders to improve community access to acute mental health services			Develop a professional role diversification plan	

## Key areas of focus in 2021

Below are our specific goals for 2021 and the planned actions we will undertake.



### Excellence in the delivery of safe, high quality clinical care.

#### Implement a clinical excellence unit

##### Action:

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The effective delivery of health services is premised on a motivated and engaged clinical workforce. The implementation of a clinical excellence unit means that we can proactively and positively engage our senior clinicians to identify excellence and opportunities for improvement which feed into the senior medical practitioner performance review process and five yearly re-credentialing cycle.

In collaboration with senior clinicians, we will develop agreed data sets and audit capability to monitor specialty and clinician performance with the aim of minimising patient harm and reducing unwarranted variations in health care. In early 2021, we will begin by recruiting staff to the Clinical Excellence Unit with a view to having the unit fully operational by the third quarter of 2021.

#### Empower our people to be innovative in our safety improvement and continuous quality improvement program

##### Action:

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With clinical governance now well established across SMHS, we will move our focus to implementing further proactive area-wide safety improvement and quality improvement programs to build staff skills and capability, thereby reducing patient harm, variation in

care, health care associated infections and preventable deaths. In 2021, we will develop a clear roadmap including identification of key focus areas for the Safety Improvement and Quality Improvement programs.



▲ Fiona Stanley Hospital's Family Birthing Centre welcomed babies and families back to celebrate the centre's first birthday. There were 189 babies born in the centre in its first year.



## Provide a great patient experience

### Implement a community membership scheme

#### Action:

Creating the ability for members of the public across the SMHS' catchment to engage in a SMHS community membership scheme will provide opportunities for active engagement and design in our health service.

A membership scheme will allow the community to be part of the conversation regarding the delivery of health services

across SMHS leading to increased collaboration around priority issues and a shared commitment to improving community health. In 2021, we will review how other organisations engage their consumers, and develop a terms of reference for the membership group with a view to seeking expressions of interest to join the group from the community by the end of 2021.



## Provide a great patient experience

### Deliver an outpatient reform program

#### Action:

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SMHS will transform the outpatient health care experience by delivering reform that improves access to specialist services and provides our patients with greater choice in how they attend outpatient appointments. The outpatient reform program will develop and enact a suite of activities with key areas of focus to include: pioneering the use of digital technologies to improve service quality and deliver efficiencies;

operational process improvements; innovation promotion and adoption; continuous data quality improvement and ensuring clear program reporting and accountability. This will lead to a reduction in wait times and the number of referrals waiting longer than recommended for a first attended appointment across SMHS sites.

### Educate patients to improve outcomes for surgery

#### Action:

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Ensuring our patients have appropriate informed expectations of physical, social and psychological impacts from their surgery, including robust integration and review of the Goals of Patient Care at all stages of the patient journey, will deliver better patient outcomes.

The LifeFit-SurgFit program will optimise and prepare patients for surgery by supporting and addressing lifestyle improvements with the patient

(e.g. smoking cessation, reducing alcohol consumption, increasing exercise, managing any co morbidities) leading to a reduction in hospital acquired complication rates and a reduction in patient length of stay.

The LifeFit-SurgFit program with preoperative, intraoperative and post-operative pathways for general surgery patients will be implemented in the first half of 2021.



*“ In 2021 our efforts will be on progressing the substantial programs of work to enact our vision of “Excellent health care, every time”.”*

▲ Rockingham General Hospital's experienced and friendly midwives and obstetric care team provide the highest level of care.



## Engage, develop and provide opportunities for our workforce.

### Rollout SMHS leadership development program

#### Action:

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Having a workforce supported by effective leadership can positively influence patient and healthcare organisational outcomes.

In 2020, SMHS launched the 'Care to Lead' pilot program designed to develop our frontline and emerging operational leaders as the foundation for a positive

and sustainable leadership culture for the future.

In 2021 we will extend the 'Care to Lead' program to include people leaders at all levels, ensuring we continue to develop the leadership capability of our workforce in higher and executive leadership roles.

### Implement an equity, diversity and inclusion plan

#### Action:

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The development of the SMHS Equity, Diversity and Inclusion Plan 2020-2023 is an integral part of SMHS' commitment to diversifying, recognising and encouraging inclusivity. The plan aims to increase diversity and inclusivity in the workplace by increasing the representation of people from different backgrounds at all levels across SMHS and ensuring all

staff experience a sense of belonging and inclusion in the work environment. In 2021, we will focus on increasing the number of vocational training that SMHS participates in, targeting diversity groups such as cadetships, traineeship, graduate and other employment based training pathways and programs.





## Engage, develop and provide opportunities for our workforce.

Develop an organisational development framework that leads us towards being an open and engaging organisation

### Action:

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An organisational development framework is key to transformation across SMHS. It allows us to assess our organisational culture, identify agents for change and design optimisation programs that will build a positive culture and one that supports our workforce to be fearless; that is, open and engaging.

It is essential that we effectively lead and manage change, innovate and work towards transformation in the delivery of

excellent patient care. We can do this by developing and aligning the behaviours and performance of our people.

In 2021, we will complete cultural benchmarking and work towards developing a two-year culture optimisation roadmap of people engagement and culture-based initiatives that drive performance effectiveness across SMHS.



## Strengthen relationships with our community and partners.

### Explore and develop twinning opportunities

#### Action:

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As a major health care provider in Western Australia, SMHS contributes to sharing clinical excellence expertise and practice and leading innovative models of care. Developing a sustainable international twinning partnership and strategic alliance with one of the top global hospitals will mean our health

care professionals gain insight from knowledgeable and experienced health care professionals to explore methods of improving diagnosis, treatment and care to our patients. By the end of 2021, we will secure a twinning partnership with a distinguished global hospital and develop a program that ensures mutual benefit.

### Strengthen engagement with GPs, non-government organisations and primary care

#### Action:

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There are opportunities to improve formal communication with GP practices, non-government organisations, acute and primary care services to identify opportunities to improve the quality of referrals, access to clinical support and advice, and supporting the management of care in the community, including shared care. We will begin by identifying initiatives across the key focus areas of

chronic disease and mental health, GP education and shared care including co-designing GP education sessions in partnership with key stakeholders.



## Strengthen relationships with our community and partners.

Collaborate with schools to support career pathways for local high school students

### Action:

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Providing our next generation with opportunities to gain insight into health care careers will create a pathway to transition local high school students from school to work.

Introducing structured work placements through initiatives such as the Get Real Experience and Try Program (GREaT), will encourage enrolments in health specific and non-degree courses, such as Support Services and Assistant in Nursing, that will support future workforce planning and address professional workforce shortages.

In early 2021, we will have a plan detailing SMHS-wide workplace experience programs and initiatives such as innovation-focused virtual tours, a SMHS job fair, health care influencer sessions, buddy up programs, volunteer programs and 'a day in the life', which aim to attract the next generation of health care employees.



*“ Seeing patients recover after a long stay, overcome a critical illness and take ownership of their care is very rewarding .”*



## Achieve a productive and innovative organisation which is environmentally and financially sustainable.

Reduce the impact the organisation has on the environment.

### Action:

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SMHS is committed to global efforts to reduce the impact the health care sector has on the environment. Following the development of the SMHS Environmental Sustainability Framework, our focus now shifts to embedding and operationalising the Framework. In 2021, SMHS will foster cultural change around environmental

sustainability via a stakeholder engagement and communications plan, drive implementation of initiatives by establishing functional Site Sustainability Interest Groups, develop a Green Ambassador program and participate as an active contributor to state and national environmental sustainability forums.

Establish a research and development biobank.

### Action:

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SMHS will be exploring opportunities to develop a biorepository platform to collect and store specimens and materials that will assist our passionate research community to drive system-wide change and develop revolutionary outcomes that will positively impact the community. SMHS aims to cultivate a positive perception of a biorepository which sees all patients motivated to

contribute to improving their clinical care and to sign up and become involved in research projects.

In 2021, we will explore opportunities to facilitate collaboration with key partners that can enable access for SMHS researchers to the use of “open specimen” platforms.



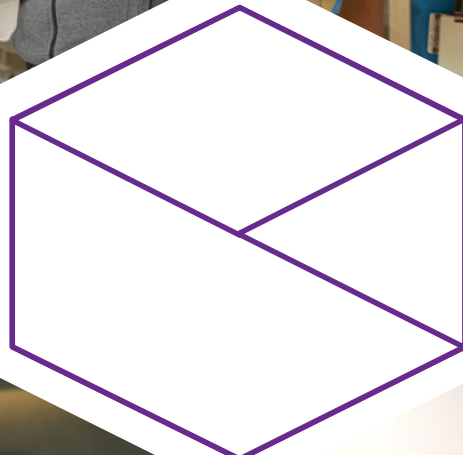
# Monitoring our performance

The strategic plan is a living document as we operate in a changing environment. Regular review and monitoring is necessary as it allows for the identification and evaluation of internal and external factors impacting on our strategic priorities.

Accountability of implementation and delivering the strategic plan lies with the Chief Executive supported by the executive group. Demonstrated success towards achievement of the strategic priorities will be closely tracked and evaluated by the Board on a quarterly basis.

Successfully delivering our strategic priorities and goals will mean we are ensuring our community is receiving the best possible health care which is changing the lives of our patients, and our staff feel supported, engaged and proud to be a part of our agency.

▲ Fiona Stanley Hospital's theatres.



# South Metropolitan Health Service

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Produced by South Metropolitan Health Service

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