



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

South Metropolitan Health Service

STRATEGIC PLAN 2017–2020



Excellent health care, every time

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.

Artwork

“Nyoongah Kalla Boodjah”

(Nyoongah camping grounds, where the fire burns)

Artwork by Phillip Narkle

Nyoongah* Kalla Boodjah represents the Aboriginal Noongar people from the south-west of Western Australia profound knowledge of the country. From an early age the Noongar people learnt when the vegetable food ripens ready for gathering; the signs of birds and animals; and the changes in weather. This was essential in their daily survival.

***Note:** Nyoongah and Noongar both refer to the Aboriginal peoples who reside within the south-west region of Western Australia.



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Garry's story



Back on his feet thanks to excellent care

“My journey with the health service began when I suffered serious injuries after falling five metres from a ladder while helping a mate fix a warehouse roller door.

The ambulance rushed me to Fiona Stanley Hospital’s Emergency Department where the medical team told me I had broken my tibia (leg bone) down to the ankles in both legs.

After undergoing surgery at Fiona Stanley Hospital to repair the damage, I then spent the next three months recovering in Fremantle Hospital’s orthopaedic ward.

The support I received from medical, nursing and support staff at both hospitals was amazing and positively contributed to my overall mental wellbeing after coming to terms with such a long recovery process.

After discharge from hospital, my recovery and rehabilitation involved a daily hydrotherapy program followed by regular outpatient physiotherapy as well as a gym training program three days a week at Fremantle Hospital.

The fall changed my life but the support from the ward and rehab staff at both hospitals to get me back on my feet has been amazing.

I just cannot thank them enough!”

“I just cannot thank them enough!”

– Garry PATTINSON



Message from the Board Chair



On behalf of the South Metropolitan Health Service Board, I am proud to present the inaugural strategic plan for our new health service. This is the first step to deliver a clear direction for our future and will help us all achieve our vision of providing excellent health care, every time.

When the Board was established on 1 July 2016, our prime focus became setting in place the necessary foundations for supplying the best health service to a diverse community in a time of change. Developing a strategic plan for the next three years was a priority for the Board and this document is the result of a comprehensive consultation process.

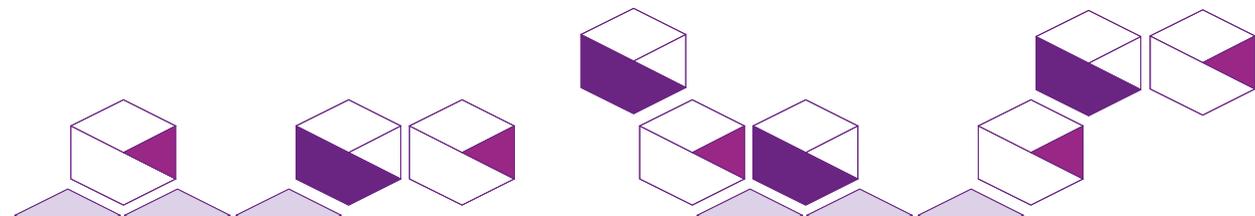
The South Metropolitan Health Service Strategic Plan 2017–2020 delivers on our commitment to improving patient safety and quality outcomes, achieving high levels of clinical performance, encouraging leadership, innovation and engagement, and becoming financially sustainable through efficient and effective operations.

I would like to acknowledge everyone who has contributed to the development of this strategic plan. We will continually review the plan as the health service evolves to ensure it remains relevant and continues to address the health needs and expectations of our community.

Every staff member within the health service has their part to play in delivering **excellent health care, every time**, and the Board and I look forward to being part of that team working hard to deliver the priorities and goals outlined in this strategic plan.

Mr Rob McDonald

Chair, South Metropolitan Health Service Board



The ratification of the South Metropolitan Health Service Strategic Plan 2017–2020 by the SMHS Board is a significant step on our journey as a new health service.

The introduction of a new Board and becoming a Statutory Authority gave us the perfect opportunity to define where we are heading as an organisation and how we can best care for the population we serve. It was also timely that we came together as a team to focus on a single goal.

This strategic plan steers us towards becoming a zero harm organisation – for both patients and staff, and one that becomes a sustainable organisation for the future.

Research and continual improvement will be central to everything we do. We must make use of the evidence we gather to ensure our patients receive the most appropriate care every single time.

In a rapidly changing world we will need to be flexible and, like us, this plan will need to adapt over time; however our staff's knowledge is great and their passion is even greater, and I have every confidence in their ability to overcome any challenges we are faced with as we travel along this path.

Our next step will be to embed our new vision and values across the health service, and to deliver on the priority areas. This will not be achieved without the involvement of all staff and I look forward to working alongside each of you to bring this strategic plan to fruition.

This is an exciting phase in our organisation's history, and as a team focused on a single vision, we will most definitely provide ***excellent health care, every time***.

Dr Robyn Lawrence

Chief Executive

South Metropolitan Health Service

Message from the Chief Executive



Our strategic planning approach

Coinciding with becoming a newly created Statutory Authority on 1 July 2016 was the resolve to develop the inaugural South Metropolitan Health Service Strategic Plan 2017–2020.

Adopting a ‘bottom up’ approach, the Board provided active oversight and guidance throughout the development of the strategic plan; however, opportunities were available for staff to provide input to ultimately guide the future direction of the health service.

Listening to our patients and staff

A rich source of information for developing the strategic plan came from the Patient Experience and Voice of Staff survey results.

Feedback from more than 5,600 patients to the Patient Experience survey demonstrated that to provide an excellent patient experience our focus needs to be on giving patient-centred care by:

- including the patient, their carer or family in care and treatment decisions
- being forthcoming about a patient’s condition and treatment
- responding to concerns and complaints with empathy
- taking the time to make sure the patient is fully informed and understands their journey within the health service
- giving comfort and support to carers and family members.

More than 3,800 staff gave valuable feedback through the 2015 Voice of Staff survey and the results were very clear. Improving staff engagement and job satisfaction could be achieved by:

- providing more career development opportunities
- treating staff with greater respect
- allowing for creativity and innovative solutions
- giving the tools and resources needed
- helping teams to work together to go above and beyond the norm.

Consulting with our staff

July to September 2016

There were many opportunities for staff to actively participate and provide their insights and views:

- Senior staff were invited to attend Senior Leaders Forums that included the commitment to develop the strategic plan and outlined how they could contribute to establishing the vision and values of the health service.
- A site and directorate Values and Innovation Week provided the opportunity for all staff to identify what values they wanted embedded throughout the organisation.
- Site and directorate teams were invited to contribute feedback on our strengths, weaknesses, opportunities and threats; and strategic risks, which was invaluable in defining priority areas and goals.

Planning with Executive

October to November 2016

Following the gathering of this vital information and consultation period, two strategic planning workshops were held. The day-long Executive group workshop analysed all feedback and data obtained from staff, senior leaders and executives. The Executive synthesised this feedback into the core components that form a strategic plan.

The outcomes of the Executive group workshop day were presented to the Board for deliberation. A subsequent Board and Executive workshop was the forum to review, dissect, test, and challenge the proposed vision, values, behaviours, core priorities and goals. These impartial and diverse discussions helped to strengthen the final strategic plan.



Who we are at a glance

Our health service delivers hospital and community-based public health care services to a population of more than 630,000 within a catchment area stretching 3,300 square kilometres across the southern half of Perth.

We have a strong focus on improving the health of Aboriginal people and providing access to culturally appropriate health care.

Our hospital network includes:

- Fiona Stanley Hospital
- Rockingham General Hospital
- Fremantle Hospital
- Murray District Hospital
- Peel Health Campus delivered as a public private partnership with Ramsay Health Care.

We offer care to adults and children across a range of clinical services:

- medical
- surgical
- emergency
- rehabilitation and aged care
- coronary care
- cancer care
- intensive and high dependency care
- mental health
- paediatric
- obstetric and neonatal
- palliative care
- primary and population health.

We are also home to several statewide services including:

- State Adult Burns Service
- State Hyperbaric Service
- State Rehabilitation Service
- Heart and Lung Transplant.

Our network of hospitals and community-based health services work closely with our community partners including GPs, local government and population health services to enhance the recovery and rehabilitation outcomes of our patients and clients.

In 2015/2016, more than 880,000 people accessed our service to receive care and treatment.



More than **150,000 people** stay on our wards each year and **49%** are aged 60 years or older.



The delivery of clinical service is sustained by a team of more than **8,900 staff**.



More than **200,000** people receive emergency care and/or treatment every year.

We see more than **half a million** people in our outpatient clinics each year.



Our transplant team has changed the lives of **70 patients** – with **11** receiving a new heart, **22** receiving lung transplants and **37** receiving kidney transplants.



There were more than **2,500** births across our hospital network.

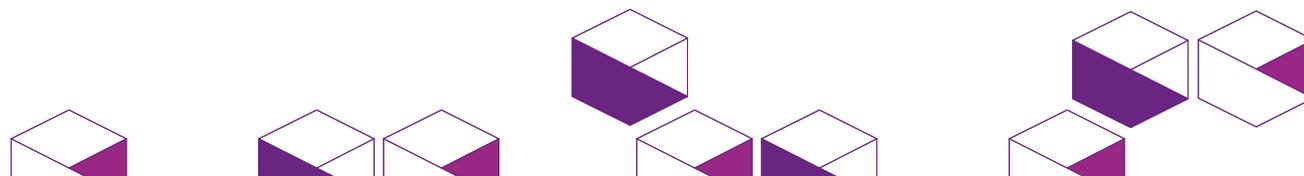
Mental Health community-based teams saw more than **13,300** patients in their **home** or a **community** setting.



More than **2,700** patients received in excess of **23,000** occasions of service in their home or in a community setting after their time in hospital.



More than **24,500** children received emergency treatment during 2016, with more than **1,600** of these patients being admitted to a paediatric ward.



Our vision

Excellent health care, every time

We will become an excellent health service when we focus on our patients' journey and experience, staff members' engagement, clinical and financial performance.



Our aim is a future where for every patient and staff member, we will be their public health service and employer of choice.

We want our patients, their carers and family members to be happy when they are referred to our services for care and treatment. We appreciate when they are then vocal in their support and recognition of the care that has been given.

We want to be an organisation where staff are happy to come to work; are engaged and innovative; feel listened to and respected; and others wish to join.

In delivering **excellent health care, every time**, we will be an organisation that:

- **values a culture of safety and quality, and sustainability**
- **engages with all staff**
- **demonstrates high performance across all areas.**

Our journey to this future will be about taking our health service from good to excellent. This journey will mean building a Towards Zero Harm patient and staff safety culture.

We cannot be any less than we are today.
We want to be better; we want to be excellent.

Towards Zero Harm means that we do not accept that as a provider of complex services and care that some of the time harm will occur. We accept that we must – every time – ensure that what should happen happens and what shouldn't happen does not. We are purposefully aiming for the highest level of performance across everything we do and deliver.

Continual improvement will remain a fundamental part of our organisation. Evidence based-practice will help us drive change in our service delivery models so our patients are receiving the most appropriate care. We will recognise when we are underperforming, when we could do better and when we got it wrong, and be solutions driven to improve.



Our values and behaviours



Care

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

We demonstrate **CARE** when we:

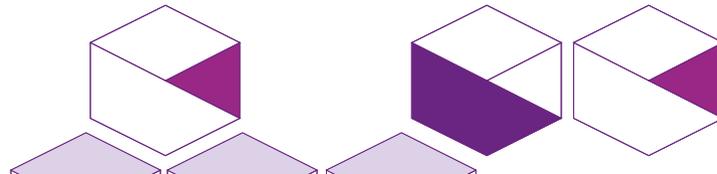
- provide an environment that empowers the patient, their carer and family to openly and freely contribute to their care and treatment
- talk with, listen and respond to the patient, carer and family
- show empathy and understanding to patients, their carer and family and the situation they are dealing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

Integrity

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

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.

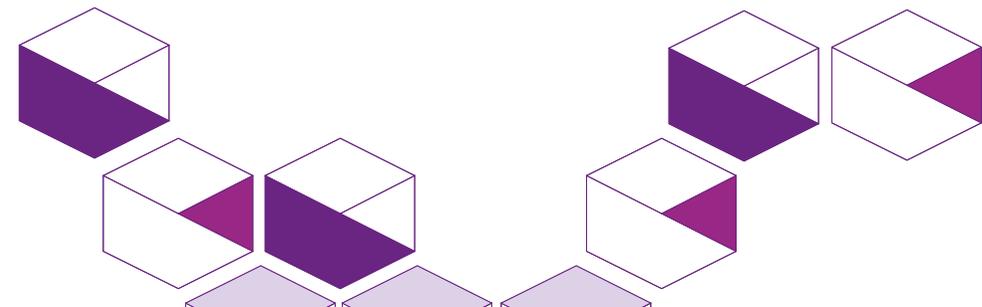


Respect

We welcome diversity and treat each other with dignity.

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.

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.

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.



Our priorities and goals

Strategic priorities:

- 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 financially sustainable.



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

- Provide consistent high quality care through the use of endorsed service models and minimisation of variation in care.
- Constantly strive for the highest level of safe care aiming towards a zero harm patient safety culture.
- Generate a culture of continuous improvement where research, innovation and redesign is encouraged and celebrated.



Provide a great patient experience.

- Place the patient and their family at the centre of the decision making process.
- Ensure equity of access to care with a focus on minority groups and the provision of culturally sensitive care.
- Ensure patients and their family are effectively and transparently communicated with throughout their journey.
- Provide exceptional customer service, which is flexible and responsive, to ensure the optimal patient and family experience.



Engage, develop and provide opportunities for our workforce.

- Create an environment of respect and empowerment within a culture of accountability, trust and transparency.
- Develop a culture that maintains a highly engaged and satisfied workforce.
- Create a safe workplace and promote health and wellbeing.
- Identify, develop and embed Aboriginal employment opportunities and career planning at all levels.



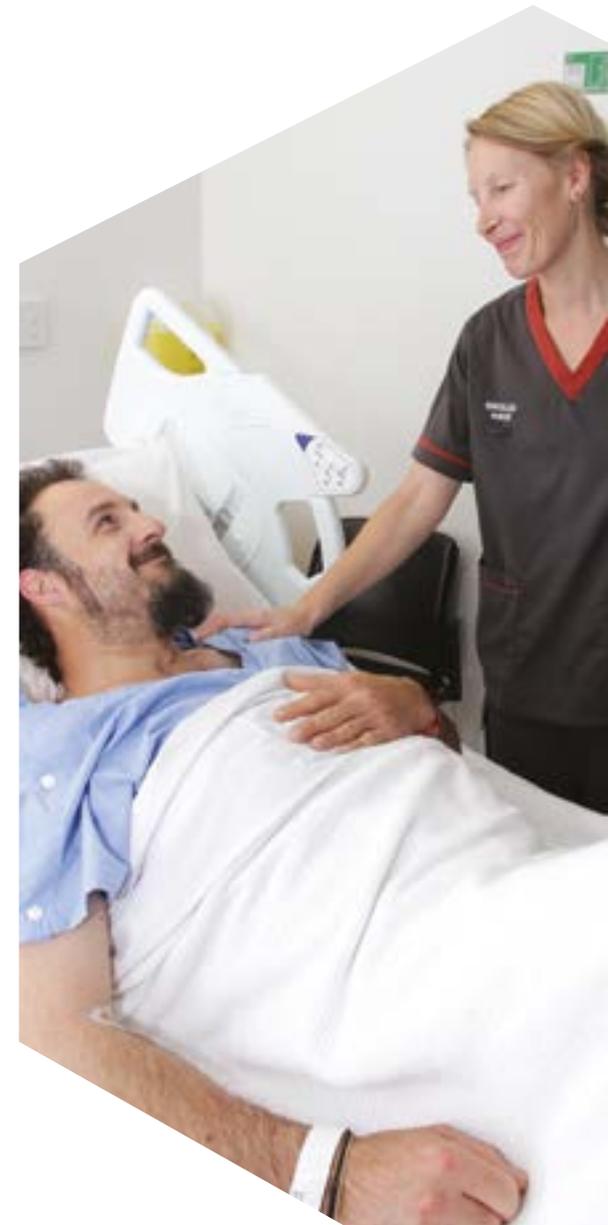
Strengthen relationships with our community and partners.

- Engage with the community to better define and deliver the services required to meet their health and wellbeing needs.
- Optimise existing partnerships and explore new opportunities for innovative alliances both within and outside of health care.

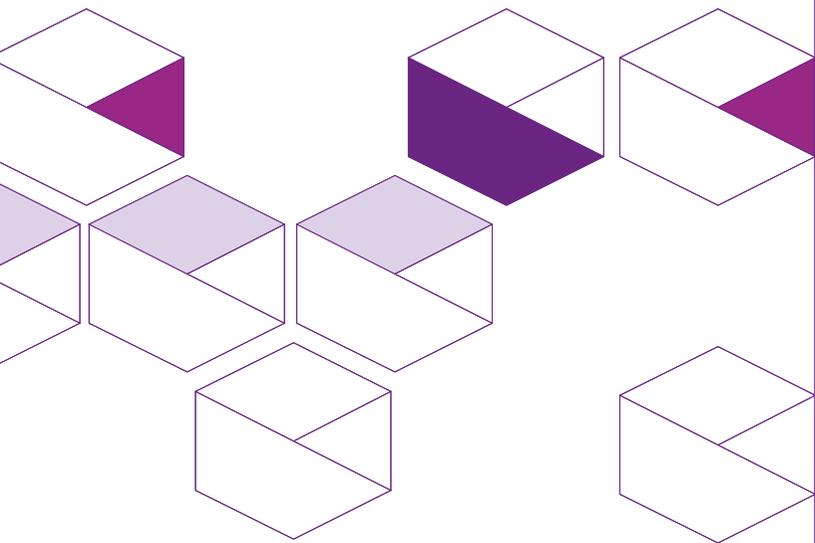


Achieve a productive and innovative organisation which is financially sustainable.

- Optimise the efficient use of our people and physical resources.
- Empower staff to improve productivity and quality and ensure they have the required skills and tools to understand their business.
- Realise and maintain a sustainable financial position.



Our next steps



The strategic plan provides a clear direction for the health service and it will be used to help guide decisions at all levels of the health service. The time for implementing starts now.

It will be essential to convert the priorities and goals into tangible initiatives and projects so we can deliver real benefits for our patients, staff and community. Our hospitals, services and departments will be actively encouraged and supported to develop local objectives and actions that align with our strategic priorities.

The identification and prioritisation of initiatives will be a crucial part of our annual planning cycle. In prioritising projects we will need to review our internal and external environments; be guided by the needs of our patients, staff and community; and take into account the allocation and availability of resources.

A primary enabler to deliver the strategic plan will be the 'Futures Program'. This program will provide a structured approach to review and improve our services, workforce and business functions. This multi-faceted and all-inclusive program will help to identify and lead the changes needed at hospital and whole-of-health service level.

For the first time we will have one set of values and behaviours – important when many of our patients and community members have numerous contact points throughout their journey with us and when some of our staff work across multiple sites. An essential next step will be embedding our vision, values and behaviours across our health service.

It will be essential to convert the priorities and goals into tangible initiatives and projects so we can deliver real benefits for our patients, staff and community.

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 for implementing, monitoring 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.

The identified and approved initiatives under the priorities and goals will be monitored and assessed according to their deliverables and key performance indicators (KPIs).

In addition, our performance is monitored by the WA Department of Health through the annual service level agreement, which includes a broad range of KPIs. Our hospitals are also measured against the National Safety and Quality Health Service Standards by the Australian Commission on Safety and Quality in Health Care.

Successfully delivering the priorities and goals will become evident in the results from the yearly Voice of Staff Survey and the quarterly Patient Experience survey. Improvements in results across these two surveys will be reflective of the work undertaken to deliver the strategic plan and the vision – *Excellent health care, every time.*

Performance against the strategic plan will be communicated through a variety of mediums including the Annual Report.



"I was in for a colonoscopy and gastroscopy and I couldn't have been treated better if I was in a 5 star hotel. All of the staff were wonderful, friendly, helpful and VERY funny. I felt so safe and looked after."

Jude, cared for at Fremantle Hospital

"I would like to pass on my thanks and gratitude to the staff in the Emergency Department. I understood my case was at the very low end of the severity scale. Despite this, within two hours of arriving, I had been treated and discharged. The staff were very attentive, professional, thorough and kind."

Michael, cared for at Fiona Stanley Hospital



"The care I received at FSH ED was unlike any other I have received at any hospital. Much medicine is about mental wellbeing, and all of the people who treated me there not only realised that but were able to express it in such a way that it worked as a medical technique."

Matt, cared for at Fiona Stanley Hospital

We listened and responded.

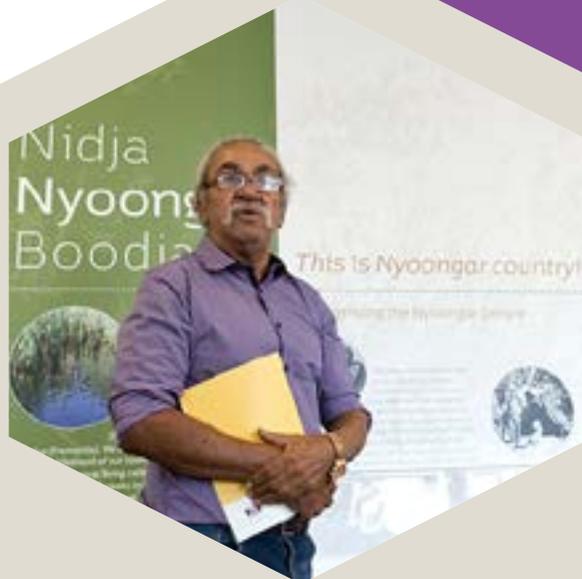
Our staff told us they want more opportunities for career development. We responded by focusing one of our priorities on engaging, developing and providing opportunities for our workforce.

"My baby recently spent a few days in the paediatric ward at Peel. The nurses (EVERY. SINGLE. ONE) were absolutely exceptional. I'm so in awe of how lovely, compassionate and professional they were. They really made such a heartbreaking and tough few days a whole lot easier. I can't thank them enough."

Elise, cared for at Peel Health Campus

"The treatment I received was absolutely first class and I would appreciate it if you would thank all concerned for their care and support. This goes to everyone in emergency through to medical staff, nurses, meal ladies and cleaners."

Richard, cared for at Rockingham General Hospital



"I am writing to express my sincere thanks to everyone who looked after me. The nurses on every shift were in a cheery mood; engaging and connecting with every patient. Most of all they were caring, compassionate and very professional."

Alison, cared for at Fremantle Hospital





"My husband was a patient in your hospital in January. Everything was amazing! All your staff from the receptionist, kitchen staff and cleaners to the nursing staff and doctors were wonderful. All care was perfect. We are very grateful for all they did."

Eileen, cared for at Fiona Stanley Hospital

"To the amazing ICU team at Rockingham Hospital, from clerks, nurses, doctors, registrars, social workers, specialists and anyone I've forgotten. Thank you for the way you have shown such professionalism, compassion and support to our family."

Michelle, cared for at Rockingham General Hospital

We listened and responded. Our staff told us they want to be innovative and creative. We responded by including a goal that will help us generate a culture of continuous improvement where research, innovation and redesign is encouraged and celebrated.



We listened and responded.

Our patients told us they wanted better communication and information on their care. We responded by including a goal that aims at providing effective and transparent communication throughout a patient's journey.



"For all the lovely smiles and laughter, for making chemo a bearable experience – dare I say even an enjoyable one. You are a wonderful team. Thank you."

Eva, cared for at Rockingham General Hospital

"My mother and I have just returned from a CT scan at the Radiology department (and) the two nurses who assisted us were so helpful, considerate and professional. I asked questions and I was treated as a 'human' and not just another patient's relative."

Sharon, cared for at Fremantle Hospital.

We listened and responded. Our patients told us they want to be included in the decisions on their care and treatment, and to include their carer and family. We responded by including a goal that places the patient and family at the centre of the decision making process.



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

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