



**The Hon Roger Cook MLA
Deputy Premier
Minister for Health; Mental Health**

Our Ref: 4-119600

Mr Michael Walsh
Chair
Health Support Services Board
Michael.Walsh2@health.wa.gov.au

Dear Mr Walsh

Michael,

STATEMENT OF EXPECTATION – EFFECTIVE IMMEDIATELY

In the context of the change of governance of Health Support Services (HSS) to a board governed health service provider (HSP), I am pleased to provide you with my Statement of Expectation.

As you know, the *Health Services (Health Service Providers) Amendment Order (No. 3) 2020* was published in the *Government Gazette* on 26 June 2020 and the operational provisions of the Order commenced on 1 July 2020. The Director General and the Department of Health (DOH) will work closely with the HSS Board (Board) and Executive during this transitional period to support and assist with the implementation of this change in governance.

As the governing body of a board governed HSP, the Board is required to perform the HSP's functions and exercise the powers of the HSP as stipulated in the *Health Services Act 2016* (the Act) or any other written law, including the *Public Sector Management Act 1994* and *Financial Management Act 2006*. My Statement of Expectation below is to be read in the context of the functions and responsibilities of an HSP as listed in the Act.

The State Government is committed to minimising the impact of COVID-19 on the Western Australian community. Whilst efforts to date have been focused on containing the virus and preventing people becoming seriously ill, the WA health system must also prepare for the recovery phase of this emergency. I expect the Board to commit their full resources to the management of this pandemic and to support the governance structure for health operations established by the DOH for this purpose.

You will be aware of the Government's Sustainable Health Review (SHR) that prioritises the delivery of patient-centred, high quality and financially sustainable healthcare across our State. The SHR contains 8 Enduring Strategies and 30 Recommendation which seek to drive a cultural and behavioural shift across the health system. The SHR serves as the blueprint for the WA health system's recovery from the current pandemic and has been incorporated into the State Health Recovery Sub-Plan.

The State Government is committed to the implementation of this Review. It is my expectation that the Board will ensure the progression and delivery of priority recommendations of the Review in support of the response and recovery, and reform of Western Australia's health system. Implementation of the Recommendations will require dedication to change that must reinforce the importance of acting together, while holding people accountable for agreed outcomes. I expect the Board to work both independently and as part of the broader health system, in partnership with the System Manager and other HSPs in the implementation of the ongoing response and recovery and the SHR.

Your attention is drawn to *Strategy 6: Invest in digital healthcare and use data wisely*, and the role that HSS has in the implementation of Recommendation 21 to improve real time reporting to ensure timely and targeted information to drive safety and quality, support decision making for high value healthcare and innovation, and to support patient choice. Specifically, HSS has a strong role in implementing the work associated with Recommendation 22 related to the WA Digital Strategy, a 10-year plan for digitisation of the health system to empower our citizens with greater health information.

A parallel priority is to deliver *Strategy 7: Culture and workforce to support new models of care*. HSS along with other HSPs should also focus on organisational implementation of Recommendation 23 to develop workforce culture, Recommendation 26 to build workforce planning capabilities and Recommendation 27 to improve workforce employment arrangements. Full details are available in the Sustainable Health Review Final Report.

I also expect the Board to implement strategies to support the health and wellbeing of the HSS workforce as a matter of priority. Such initiatives are to enhance organisational culture and address the issues arising from the 2020 "Your Voice in Health" Employee Engagement Surveys. Equally, the Board is to ensure there are contemporary strategies and implementation plans to eliminate bullying and provide a safe workplace, particularly in the context of the unacceptable increase in violence being experienced by our frontline staff.

The State Government is committed to direct and permanent employment. The importance of the implementation of Commissioner's Instruction 23, which includes undertaking assessments for conversion and appointment of fixed term contract and casual employees to permanency, is a high priority.

I also refer you to Public Sector Labour Relations (PSLR) circulars *6/2020: Leave arrangements for COVID-19* and *7/2020: Government-initiated changes related to COVID-19 – workforce arrangements*. To be responsive during this pandemic and the recovery phase, the PSLR circulars provide flexibility to address workforce matters. The ongoing reporting to the DOH, the Public Sector Commission and PSLR ensures I am regularly informed of developments.

As part of global efforts to minimise the impacts of COVID-19, I expect the Board to promote research and innovation opportunities insofar as it is practicable to do so during this transitional period.

The Board is to have a focus on meeting designated performance targets.

The GovNext-ICT is an integral part of the Government's Digital Western Australian ICT Strategy. The GovNext-ICT Program will enable the WA health system to move from a capital intensive, infrastructure-centric ICT operating model to an "as-a-service", consumption based model. The delivery of this outcome will be via the HSS HealthNext Project. I expect the Board to take responsibility for and fully commit to the successful delivery of the HealthNext Project, including the disengagement with the current provider of managed services.

With regards to State and National ICT Reform, the Board is to fully support and assist the DOH in implementing the WA Health Digital Health Strategy 2020-2030 and the strategies and policies of the Office of Digital Government and Australia's National Digital Health Strategy. This includes supporting the development of the business case for an Electronic Medical Record and continued expansion of the My Health Record (MHR) program, through facilitating the uploading of key patient records, as well as ensuring accessibility of patient information from the MHR program to clinicians.

In this regard, I acknowledge the work in configuring six core clinical applications to enable clinicians across the WA health system to access the MHR system. Further, I acknowledge the roll-out of a single patient administration system, WebPAS, across the State enabling WA public hospitals and health services to access a single information source for all patient activity.

The successful delivery of a Human Resource Management Information System (HRMIS) and Medical Imaging Replacement Program (MIRP#2) are critical priorities. The Board is to ensure the successful delivery of the MIRP#2 and HRMIS program, including the procurement, implementation and transition to replacement enterprise systems and the remediation of the current systems to ensure ongoing operational stability.

All efforts will be made and continue to be maintained to ensure financial costs are managed and minimised where possible. I recognise this will be challenging in the current environment. Any emerging issues should be discussed with the System Manager as early as possible.

The public sector will continue to play a vital role in achieving the McGowan Government's ambition to unlock the potential of the State – economically, socially and environmentally – and ensure all Western Australians share in its prosperity. I therefore expect the Board to develop and institute plans to ensure that HSS is well placed for this recovery phase of the pandemic. Comprehensive planning will be key to an orderly transition to business as usual operations and the leadership of the Board will be crucial during this time.

Noting current Governance arrangements, the Board is accountable to me as the responsible Minister. In discharging its functions, the Board is obliged to comply with all relevant policy frameworks issued by the Director General. This includes the mandatory requirements outlined in the *HSP Board - Governance Policy* that sits within the *Statutory Board Operations Policy Framework*.

The Board will comply with the board assurance processes and requirement to submit an Annual Governance Attestation Statement to me at the conclusion of each financial year.

I look forward to receiving the Board's response to my Statement of Expectation in the form of a Statement of Intent as soon as practicable. I request that the Statement of Expectation and Statement of Intent be published on your website.

Health service provider boards are essential governance infrastructure for the WA health system during these challenging times. I look forward to working with the Board to ensure HSS continues its work in supporting the safe, high quality and timely delivery of health services to the people of Western Australia.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Roger Cook', with a large, stylized flourish above the name.

HON ROGER COOK MLA
DEPUTY PREMIER
MINISTER FOR HEALTH; MENTAL HEALTH

20 AUG 2020