



Your ref: 4-119600
Our ref: fA3831762

Hon Roger Cook MLA
Deputy Premier
Minister for Health; Mental Health
Level 13, Dumas House
2 Havelock Street
WEST PERTH WA 6005

Dear Deputy Premier

STATEMENT OF INTENT 2020-21

Thank you for your Statement of Expectation dated 20 August 2020. The Health Support Services (HSS) Board has met three times since commencing operation on 1 July 2020 and welcomes the opportunity to respond to the statement. The HSS Board has considered the contents of the statement in the context of its functions and responsibilities as a Health Service Provider (HSP) under the *Health Services Act 2016* (WA).

As the accountable authority for HSS, the HSS Board formally commits to meeting your expectations to ensure the Government's key priorities to deliver sustainable health care in Western Australia are achieved. We are enthusiastic about making our contribution to improving the health and wellbeing of Western Australians.

HSS' purpose is to support our customers to provide excellent health care. We aim to do this by delivering services that are simple, reliable and responsive. This commitment is at the forefront of the Board's work and the HSS business plan, objectives and key activities. It is also reflected in values which are embedded across the organisation, assisting us to deliver the best possible services to our customers.

In this context I am pleased to provide you with the following Statement of Intent for HSS, in response to your Statement of Expectation.

- **COVID-19 Response**

HSS will continue to support the WA health system response to the COVID-19 pandemic and to provide all support required to the WA Government governance structure for health operations during this time.

The Board will also ensure that HSS has robust plans in place to enable an orderly transition to business as usual operations during the recovery phase of the pandemic.

This includes compliance with Public Sector Labour Relations Circulars 6/2020: *Leave arrangements for COVID-19* and 7/2020: *Government-initiated changes related to COVID-19 – workforce arrangements*.

- **Sustainable Health Review (SHR)**

HSS will continue to support the planning and implementation of the recommendations identified in the SHR Final Report, including those priority recommendations incorporated into the State Health Recovery Sub-Pan. These will ensure the delivery of patient-centred, high quality and financially sustainable health care across Western Australia.

As the WA health system's shared service centre, HSS will continue to proactively engage across the system to provide a suite of technology, supply, workforce and financial shared services that are aligned to supporting our customers in achieving the SHR strategies. This includes HSS continuing to lead the implementation of the WA Health Digital Strategy 2020-2030 (Recommendation 22), improving health service delivery by leveraging digital innovation and adopting new ways of working.

HSS looks forward to supporting the implementation of the SHR Final Report following further system-wide planning activities and is committed to working collaboratively across the WA health system to ensure success.

- **Organisational Culture, Employee Engagement and Wellbeing**

HSS is growing a "think customer first" culture and creating an organisation with high employee engagement. We are keen to continue to participate in the Minister for Health Engagement Survey to measure our progress and have designed a number of strategies and initiatives within our Strategic Workforce Plan to drive an increase in both survey participation, and engagement and wellness outcomes.

The HSS Board take the issue of workplace bullying and harassment seriously. HSS proactively offers a range of training and education sessions to our leaders and employees, and we have robust complaint management processes in place to effectively deal with any employee concerns. We are committed to continuously reviewing and improving these arrangements.

HSS is committed to permanent employment. We have completed our implementation of Commissioner's Instruction 23, and we continue to regularly review our workforce for further opportunities to convert employees into permanent roles.

HSS has also completed the implementation of our Operating Model, with the majority of new roles now filled on a permanent basis. Prior to the commencement of our Operating Model review, less than 55% of HSS employees were employed on a fixed term or temporary (acting or secondment) basis. We have increased the number of roles filled permanently to approximately 90% and have significantly reduced the number of employees who are temporarily deployed through acting or secondment arrangements.

We will continue to manage our structure and workforce to ensure the commitment to permanent employment remains a priority.

- **GovNext ICT and the HealthNext Program**

HSS is leading digital reforms for the WA Health system including progressing our GovNext-ICT program, in collaboration with the Office of Digital Government WA. HSS will continue working towards the provision of a contemporary ICT platform to provide more sustainable, innovative and cost-effective ICT services to our customers via the HealthNext program.

The HealthNext program is well underway and HSS is committed to ensuring its success. This includes implementing an innovative and cost-effective compute, storage, private cloud computing, communications connectivity and internet gateway services for the WA health system. Disengagement activities are also being progressed in accordance with the HealthNext program plan.

- **National and State ICT Reform**

HSS is committed to continued collaborative work with the Office of Digital Government WA and the Australian Digital Health Agency (ADHA) to progress initiatives in the ADHA 2020/21 work plan aligned to the National Digital Health Strategy.

Following the My Health Record (MyHR) expansion program and education and training with HSPs, WA health system clinicians have increased use of the MyHR as part of their workflow. The use has been increasing month-by-month, and as at July 2020, clinicians have accessed the MyHR over 12,000 times per week.

HSS has enabled the uploading of all public and privately referred pathology reports and diagnostic imaging (DI) reports to MyHR. Projects progressing as part of the 2020/21 work plan include uploading all BreastScreen WA mammography reports and specialist/outpatient letters to MyHR, integration of the Emergency Telehealth Service with MHR and improved medications management.

HSS is committed to supporting the Department of Health by leading the implementation of programs and projects as part of the WA Health Digital Strategy 2020-2030. HSS will ensure that our ICT program priorities are aligned to achieve the objectives of the WA Health Digital Strategy. HSS will also support the Department of Health with the development of a business case for an Electronic Medical Record.

- **Major ICT Programs**

HSS is committed to delivering the new Human Resource Management Information System (HRMIS) and Medical Imaging Replacement Program, consistent with the WA Health Digital Strategy 2020-2030.

The HRMIS will provide a contemporary and resilient human resource, payroll and rostering system for the WA health system. HSS is also working to remediate the current HR/payroll and rostering systems to strengthen internal controls and operational stability.

The new Enterprise Medical Imaging Platform will provide better radiology services and imaging capability, including the ability to centrally store clinical imaging from other non-radiology and nuclear medicine specialities. We share your view that this will continue to be a high priority for the HSS Board.

- **Performance**

HSS will continue to prioritise and maintain its financial and operational performance, which includes HSS achieving its agreed budget target, whilst delivering on our purpose. The HSS Board notes the challenging environment the WA health system operates in, and the financial and delivery risks associated with an ambitious reform agenda. The Board will work closely with the Department of Health to ensure such risks are effectively managed.

- **Governance Arrangements**

The HSS Board understands its obligations as the governing body of HSS, and of HSS' responsibilities as a HSP under the *Health Services Act 2016* (WA).

HSS has worked to successfully transition from a Chief Executive Governed to a Board governed HSP on 1 July 2020. All necessary arrangements and instruments were in place to enable the board to commence on 1 July 2020.

HSS complies with relevant Policy Frameworks issued by the System Manager (Director General (DG) of the Department of Health). HSS demonstrates this commitment providing an annual Governance Attestation Statement to the DG at 30 June each year.

This Statement of Intent demonstrates the Board's commitment to working with Government, the Department of Health and our customers to deliver innovative and integrated health services, that are sustainable and put the patient first. The HSS Board is enthusiastic and optimistic about the health benefits to be achieved for the people of WA as we progress our work.

I look forward to continuing to work with you and other WA health system leaders to ensure these intentions are achieved.

Yours sincerely



Michael Walsh
BOARD CHAIR
HEALTH SUPPORT SERVICES

5 October 2020