



Government of Western Australia
Department of Health
WA Country Health Service

Operational Plan 2011/12

WA Country Health Service

August 2011 - will be reviewed and updated each quarter.

Working together for a healthier country WA

Our Values: *Community* | *Compassion* | *Quality* | *Integrity* | *Justice*



OUR STRATEGIC DIRECTIONS

Our Operational Plan 2011/12 seeks to deliver the following strategic health reform goals from Revitalising WA Country Health Service 2009-2012.

Closing the gap to improve Indigenous health

Service delivery according to need

A fair share for country health

Workforce stability and excellence

OUR VALUES

In implementing the Operational Plan, WACHS staff will demonstrate our values of:

Community

country hospitality, where there is openness, generosity and cooperation. Building healthy and empowered communities and teams, being inclusive, working together, valuing each other and the difference we can all make. A 'can-do' attitude.

Compassion

commitment to caring for others with consideration, appreciation, understanding, empathy, kindness and respect. Listening and being heard.

Quality

always striving to provide the best possible care and service through questioning and review, high standards, innovation, creativity, learning and improving. All of us being part of the solution.

Integrity

building trust based on openness, honesty, accountability and valuing and respecting others opinions and points of view. Demonstrating the values. Respectful communication and relationship building. Being mindful of the legacy we hand on to future staff and communities.

Justice

achieving equity and fairness, showing cultural respect, valuing and embracing diversity and respecting confidentiality. Treating everyone equally. Speaking up when there is injustice. Transparency.



ROLES AND RESPONSIBILITIES FOR DELIVERING THE OPERATIONAL PLAN

Revitalising WA Country Health Service 2009-2012 (Revitalising) is the WACHS Strategic Plan. There are 13 strategic actions (objectives) within Revitalising to be achieved to 2012 and WACHS has assigned System Owners from the Leadership Group to be accountable for their implementation.

The projects that have been prioritised in 2011/12 to deliver the 13 Revitalising actions and 4 other organisational reform priorities are outlined in this Operational Plan. The projects are generally multi-year projects and it is expected that implementation may continue over the period of the WACHS strategic plan.

Each project in this Operational Plan has been assigned a lead project manager who will be accountable for its implementation, delivery, and for monitoring and reporting quarterly on progress.

For most projects there are others who are also responsible and accountable for implementation at the regional or area-wide level, reflecting the matrix and complex nature of the WACHS organisation. At the area level these tend to be members of the WACHS strategic forum and at the regional level the Regional Directors are noted as being accountable but it is recognised that they will delegate to their relevant regional executive team members. Delegation to deliver implementation to relevant clinical or corporate leads can occur as required. These accountabilities will form part of WACHS Leadership group performance agreements and may be reflected in regional or unit operational plans.

The WACHS Executive recognises there are particular challenges in delivering services in the Pilbara, Kimberley and more remote regions of the Goldfields and Midwest regions of WA. Implementation of operational plan projects that support and enable service access and service delivery (eg telehealth, ICT strategy, workforce strategies) will be prioritised in these regions.

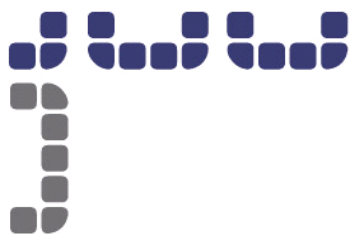
The Operational Plan is a working document and may be updated each quarter to reflect updated priorities or new initiatives. As quarterly changes are made, the updated Operational Plan will be placed on the [WACHS intranet](#).

**ACTIONS FROM REVITALISING WA COUNTRY HEALTH SERVICE 2009-2012****Revitalising Action 1: Improve services to Aboriginal communities and boost Aboriginal employment opportunities****System Owners for Action 1: Executive Director Clinical Reform and Area Director Aboriginal Health**

	Projects to deliver Revitalising Action 1	Lead Project Manager
1.1	<i>Ensuring ongoing Statewide implementation (including reporting and managing funding agreements) of the Coalition of Australian Governments (COAG) Closing the Gap in Indigenous Health and Indigenous Early Childhood Development National Partnership Agreements.</i>	Manager Aboriginal Health Improvement Unit
1.2	Implement a strategy to develop WACHS as a culturally competent organisation.	Manager Aboriginal Health Improvement Unit

Revitalising Action 2: Strengthen and improve access to emergency department services**System Owner: Executive Director, Clinical Reform and Executive Director, Medical Services**

	Projects to deliver Revitalising Action 2	Lead Project Manager
2.1	<i>Achieve 4 hour rule program targets according to relevant site stage in WACHS emergency departments</i>	Chief Operating Officer
2.2	Develop a clinical coordination model to improve service access and develop minimum emergency response standards.	Executive Director Clinical Reform



Revitalising Action 3: Revitalise community and stakeholder partnerships and communication

System Owner: Executive Director, Primary Care and Engagement

	Projects to deliver Revitalising Action 3	Lead Project Manager
3.1	Develop and implement community and consumer engagement framework.	Executive Director Primary Care and Engagement

Revitalising Action 4: Introduce new models of care that improve services and the health and well being of country people

System Owner: Executive Director, Primary Care and Engagement

	Projects to deliver Revitalising Action 4	Lead Project Manager
4.1	Implement appropriate Sexually Transmitted Infections (STI) and Blood Borne Viruses (BBV) models of care and National Strategies including HIV, STI, Hepatitis C, Hepatitis B	AD Population Health
4.2	Implement the WA Palliative Model of Care across WACHS	Executive Director Nursing & Midwifery
4.3	Implement pharmaceutical reform.	Executive Director Medical Services



Revitalising Action 5: Link alcohol, drug and mental health services and strengthen prevention and mental health promotion

System Owner for Action 5: Chief Operations Officer

	Projects to deliver Revitalising Action 5	Lead Project Manager
5.1	Undertaken Mental Health Planning to inform the development a Mental Health Investment Strategy for the southern regions of country WA.	AD Mental Health
5.2	Implement the Statewide Specialist Aboriginal Mental Health Service in WACHS regions.	AD Mental Health
5.3	Develop a WACHS mental health strategic workforce plan.	AD Mental Health

Revitalising Action 6: Work with communities so that health and hospital services match health needs

System Owner for Action 6: Chief Operations Officer

	Projects to deliver Revitalising Action 6	Lead Project Manager
6.1	Develop and implement a WACHS Obstetrics Service Implementation Plan <i>in line with the Clinical Service Framework (CSF) 2010 implementation.</i>	Executive Director Clinical Innovation
6.2	Provide local and web based information to inform communities of the health status of their community, what health services are available locally, and how they can be accessed.	Executive Director Primary Care & Engagement
6.3	<i>Implement phase 1 of the WACHS Dialysis Plan.</i>	Executive Director Clinical Reform
6.4	Finalise and implement a WACHS Cancer Plan which aligns to the WA State Cancer Plan and <i>the Clinical Services Framework 2010 - 2020</i>	Executive Director Nursing & Midwifery



Revitalising Action 7: Improve access of communities in rural and remote WA to primary health care services

System Owner: Executive Director, Primary Care and Engagement

	Projects to deliver Revitalising Action 7	Lead Project Manager
7.1	Develop a WACHS North and Remote Primary Health strategy to align to the national reform directions and provide a basis for Commonwealth/State funding.	Executive Director Primary Care and Engagement
7.2	With NT and Queensland determine and document a service and investment strategy for the North of Australia that achieves improved Commonwealth/State Strategy for North and Remote linked to national reform agenda.	Executive Director Primary Care and Engagement
7.3	Implement expanded child development services.	Area Director Population Health
7.4	Establish regional primary health care planning forums.	Executive Director Primary Care & Engagement
7.5	Implement the WA perinatal mental health initiative in the Wheatbelt, South West, Midwest and Goldfields regions.	Area Director Population Health

**Revitalising Action 8: Improve country aged care services****System Owner: Chief Operations Officer**

	Projects to deliver Revitalising Action 8	Lead Project Manager
8.1	Increase compliance with risk screening of older people in ED and follow-up (through FINE and OPI) programs to a minimum of 50% screening and follow-up.	Area Director Aged Care
8.2	Fully implement the admitted and non-admitted rehabilitation components of the sub-acute plan across South West, Great Southern, Goldfields, Mid West and Wheatbelt regions.	Area Director Aged Care

Revitalising Action 9: Develop a financial resource model to improve funding of country health services**System Owner 9: Executive Director, Corporate Services**

	Projects to deliver Revitalising Action 9	Lead Project Manager
9.1	Develop and implement a financial resource model including <i>Activity Based Funding</i> and cost disability index.	Director Finance
9.2	Implement the Financial Forecasting Model.	Director Finance
9.3	Review WACHS financial business practices in preparation for the implementation of the State-wide Clinical Costing System.	Director Finance



Revitalising Action 10: Develop a secure electronic clinical information system, Telehealth and e-health

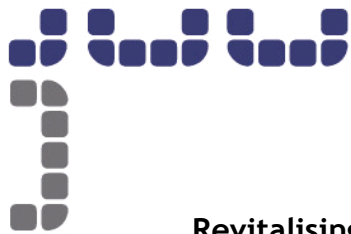
System Owner: Executive Director, Clinical Reform

	Projects to deliver Revitalising Action 10	Lead Project Manager
10.1	<i>Finalise the Statewide strategic plan and an implementation plan for Telehealth services.</i>	Manager Telehealth

Revitalising Action 11: Stabilise and skill the workforce, and provide a safe and supportive workplace

System Owners: Executive Director, Clinical Reform and Executive Director, Corporate Services

	Projects to deliver Revitalising Action 11	Lead Project Manager
11.1	<i>Implement the WA nursing and midwifery strategic plan 2010 - 2013 in WACHS.</i>	Executive Director Nursing & Midwifery
11.2	Implement the Rural Practice Pathway.	Executive Director Clinical Reform
11.3	Implement the Medical Leadership Champions Program.	Executive Director Medical Services/ Executive Director Clinical Reform
11.4	Undertake a strategic review and staged implementation of WACHS HR systems.	Executive Director Corporate Services
11.5	Implement the Southern Inland Health Initiative workforce initiatives.	Executive Director, SIHI



Revitalising Action 12: Establish the WA Centre for Country Health Service Research and Education

System Owners: Chief Operating Officer and Executive Director, Clinical Reform

	Project to deliver Action Revitalising 12	Lead Project Manager
12.1	Develop and implement the WA Health Clinical Education and Training Plan.	Executive Director Clinical Reform
12.2	Establish WACHS Research and Ethics Policy and Committee	Executive Director Medical Services

Revitalising Action 13: Develop the WACHS permanent employee housing accommodation strategy

System Owner: Chief Operating Officer

	Project to deliver Action Revitalising 13	Lead Project Manager
13.1	Develop and implement a staff and student accommodation strategy.	Area Director, Planning and Infrastructure



ADDITIONAL PRIORITY ACTIONS FOR WACHS

Action 14: Review and strengthen organisational governance
System Owner: Chief Executive Officer

	Project to deliver Action 14	Lead Project Manager
14.1	Implement Governing Councils and associated WACHS structural changes consistent with State Government policy and national health reform.	Chief Operating Officer
14.2	Develop the WACHS Leadership to embed: core values, cultural competence and performance, safety and quality across the organisation.	Executive Director Primary Care & Engagement
14.3	Develop and implement a Strategic Organisational Risk Management Framework	Executive Director Corporate Services
14.4	Improve patient safety, service quality and performance through: a. Implementing Activity Based Management (ABM) b. Attaining the 11/12 ABM indicators (WA Health 11/12 Performance Management Framework) c. Implementing a performance management framework d. Implementing the WACHS Safety and Quality Plan. e. Managing and implementing QUIP.	A & b Chief Operations Officer c. Executive Director Corporate & Finance d. & e. Executive Director Medical Services

Action 15: Implement the WACHS strategic information management plan

System owner: Executive Director, Corporate Services

	Project to deliver Action 15	Lead Project Manager
15.1	Participate in the State-wide implementation of WebPAS.	WebPAS Project manager
15.2	Develop and implement a WACHS records management framework.	Manager Records Management
15.3	Implement statewide billing and full suite of ABF/M financial reforms.	Director Finance

Action 16: Progress priority capital developments and associated service plans

System owners: Chief Operating Officer and Area Director, Planning and Infrastructure

	Projects to deliver Action 16	Lead Project Manager
16.1	<i>Manage and implement the WACHS \$1.7 billion capital works program.</i>	Manager, Capital. Manager Planning
16.2	Develop and implement a statewide country patient accommodation strategy.	Area Director, Planning and Infrastructure
16.3	Update WACHS inpatient and emergency projections model.	Manager Planning

Action 17: Manage the delivery of Royalties for Regions funded Projects

System owner: Chief Operating Officer and Executive Director, Clinical Innovation

	Projects to deliver Action 17	Lead Project Manager
17.1	Manage the delivery and reporting of the capital funded Royalties for Regions projects	Area Director, Planning and Infrastructure
17.2	Manage the delivery and reporting of the funded Royalties for Regions services.	Executive Director, Clinical Innovation
17.3	Implement the Southern Inland Health Initiative capital and telehealth infrastructure initiatives and the communications plan.	Executive Director, Southern Inland Health Initiative