

Revitalising WA Country Health Service 2009-2012

• *Community* • *Compassion* • *Quality* • *Integrity* • *Justice*

WA Country Health Service Operational Plan 2009/10

Working together for a healthier country WA

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Government of Western Australia
Department of Health
WA Country Health Service

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Introduction

The WACHS Operational Plan for 2009/10 is presented in two sections.

Section One is our Revitalising Country Health Services Agenda. This outlines our values, our four key directions over the next three years, and the 13 actions that focus on these priorities.

Section Two provides the WACHS operational plan deliverables for 2009/10 and intentionally focuses on implementing the WACHS Revitalising agenda. Unlike previous years the WACHS operational plan for 2009/10 does not include many items that are within WA Health Operational plan as most of these are reported on monthly as part of normal operational business.

The WACHS operational plan will be reviewed and reported on every quarter and quarterly progress reports will be prepared for the WACHS Executive and Leadership group.

The 'Executive Sponsor' column denotes the WACHS Executive member with primary responsibility for the implementation of that operational plan deliverable. The actual implementation of that deliverable may involve and number of staff from across WACHS. The 'project manager / data provider' column denotes the person responsible for overseeing the implementation and for coordinating the gathering the reporting data.

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Legend of Acronyms

ACE	Area Chief Executive
ADAC	Area Director Aged Care
ADAH	Area Director Aboriginal Health
ADMH	Area Director Mental Health
ADPCE	Area Director Primary Care and Engagement
ADPH	Area Director Population Health
AHS	Area Health Service
COAG	Council of Australian Governments
COO	Chief Operations Officer
DAO	Drug and Alcohol Office
DF	Director Finance
DHR	Director Human Resources
DS&Q	Director Safety and Quality
FTE	Full Time Equivalent
EDCWR	Executive Director Clinical and Workforce Reform
EDCS	Executive Director Corporate Services
EDMS	Executive Director Medical Services
EDON	Executive Director of Nursing
GP	General Practice
HACC	Home and Community Care
HNPM	Health Networks Project Manager
MCOAG	Manager COAG Implementation Close the Gap
MC&I	Manager Capital and Infrastructure
MIS	Manager Information Services
MMR	Manager Medical Recruitment
MP	Manager Planning
MT	Manager Telehealth
PMPT	Program Manager Patient Transport
RAM	Resource Allocation Model
RDs	Regional Directors
RFDS	Royal Flying Doctor Service
RRC	Regional Resource Centre
SHEF	State Health Executive Forum
SOC	Senior Operations Consultant
WA	Western Australia
WACHS	WA Country Health Service

Section 1: Revitalising Country Health Services

Revitalising Country Health Services 2009-2012 (Revitalising) sets out the WACHS strategic plan for the next three years, it updates and builds upon the directions and objectives developed in *Foundations for Country Health Services 2007 – 2010*.

WACHS Values

It is expected that WACHS staff demonstrate these values at all times:

1. **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’.
2. **Compassion** –commitment to caring for others with consideration, appreciation, understanding, empathy, kindness and respect. Listening and being heard.
3. **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.
4. **Integrity** – building trust based on openness, honesty and 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.
5. **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.

Four key directions will underpin how the WA Country Health Service seeks to improve the health of country Western Australians over the next three years:

Key Revitalising Directions

1. **A fair share for country health.**
Securing a fair share of resources and being accountable for their use.
2. **Service delivery according to need.**
Improving service access based on need and improving health outcomes.
3. **Closing the Gap to improve Aboriginal health.**
Improving the health of Aboriginal people.
4. **Workforce Stability and Excellence.**
Building a skilled workforce and a safe and supportive workplace.

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WA Country Health Service will implement its purpose by undertaking the following strategic actions from Revitalising over the next three years:

Revitalising Actions

- Strengthen and improve access to emergency department services.
- Work with communities so that health and hospital services match health needs.
- Link alcohol, drug and mental health services and strengthen prevention and mental health promotion.
- Improve access of communities in rural and remote WA to primary health care services.
- Stabilise and skill the workforce, and provide a safe and supportive workplace.
- Improve services to Aboriginal communities and boost Aboriginal employment opportunities.
- Establish the WA Centre for Country Health Service Research and Education.
- Develop the WA Country Health Service Permanent Employee Housing Accommodation Strategy.
- Develop a secure electronic clinical information system, telehealth & e-health.
- Revitalise community and stakeholder partnerships and communication.
- Develop a financial resource model to improve funding of country health services.
- Improve country aged care services.
- Introduce new models of care that improve services and the health and well being of country people.

Section 2: WACHS Deliverables 09/10 to support the Revitalising Actions

Key Revitalising Direction: A fair share for country health

	Action	Deliverables for 2009-10	Executive Sponsor	Project Manager/ Data Provider
1	Develop a financial resource model to improve funding of country health services.	1.1 Implement a country Resource Allocation Model (RAM) for hospital based services in Regional Resource Centres.	EDCS	DF
2	Develop a secure electronic clinical information system, telehealth & e-health.	2.1 Manage the provision and support of secure and robust ICT infrastructure. 2.2 Manage the provision and support of endorsed projects for electronic sharing of information between providers. 2.3 Work with metropolitan AHSs to enhance telehealth and e-health services.	2.1& 2.2 EDCS. 2.3 EDCWR	2.1 & 2.2 -MIS 2.3 MT

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Revitalising WA Country Health Service 2009-2012

*Compassion Quality
Justice Integrity Community*

Key Revitalising direction: Service delivery according to need

	Action	Deliverables for 2009-10	Executive Sponsor	Project Manager/ Data Provider
3	Strengthen and improve access to emergency department services.	<p>3.1 Define minimum standards of emergency response for all WACHS hospitals.</p> <p>3.2 Implement the WACHS emergency clinical coordination service.</p>	EDMS	EDMS
4	Revitalise community and stakeholder partnerships and communication.	<p>4.1 Establish the Rural Health Reference Group.</p> <p>4.2 Develop a community engagement strategy to include:</p> <ul style="list-style-type: none"> - WA Country Health Collaboration - District Health Advisory Council (DHAC) Executive group - Regular newsletters. 	EDCWR	ADPCE
5	Introduce new models of care that improve services and the health and well being of country people.	<p>5.1 Develop implementation plans for new models of care within resources available for:</p> <ul style="list-style-type: none"> i. maternal and child health. ii. chronic kidney disease. iii. palliative care. iv. chronic disease. <p>5.2 Sign and implement service level agreements between WACHS and metropolitan area health services.</p>	<p>5.1 EDCWR</p> <p>5.2 EDCWR</p>	<p>i ADPCE</p> <p>ii EDMS</p> <p>iii EDON</p> <p>iv ADPCE</p> <p>5.2 EDCWR</p>
6	Link alcohol, drug and mental health services and strengthen prevention and mental health promotion.	<p>6.1 Develop community education tools and partnerships for a healthy communities approach to alcohol, drug and mental health issues.</p> <p>6.2 Develop and implement regional, collaborative strategies to ensure integrated approaches to address dual diagnosis, alcohol and drug issues, mental health issues and suicide prevention.</p>	COO	<p>6.1 ADPH</p> <p>6.2 ADMH</p>

	Action	Deliverables for 2009-10	Executive Sponsor	Project Manager/ Data Provider
7	Work with communities so that health and hospital services match health needs.	<p>7.1 Delineate the roles of WACHS hospital and non-hospital services.</p> <p>7.2 Implement initiatives outlined in WA Strategic Plan for Safety and Quality in Health Care 2008-2013; Year 2 (2009-10) (reporting to OSQH on an area level basis).</p> <p>7.3 Implement Year 4 of the SqlRe program targeting expansion of Tier 2.</p> <p>7.4 Continued implementation of clinical risk management programs.</p>	<p>7.1 EDON</p> <p>7.2, 7.3, 7.4 EDMS</p>	<p>7.1 MP</p> <p>7.2, 7.3, 7.4 DS&Q</p>
8	Improve access of communities in rural and remote WA to primary health care services	<p>8.1 Develop and implement a rural primary health care strategy.</p> <p>8.2 Work with the Commonwealth to implement COAG sub acute care National Partnership Agreement.</p> <p>8.3 Work with the Commonwealth to implement a Commonwealth -State funding model that addresses inequities in service, resource and access to primary health services in country WA.</p>	<p>8.1 EDCWR</p> <p>8.2 COO</p> <p>8.3 CEO</p>	<p>8.1ADPCE</p> <p>8.2 ADAC</p> <p>8.3 ADPCE</p>
9	Improve country aged care services.	<p>9.1 Implement recommendations from the HACC and MPS reviews</p> <p>9.2 Implement WA Health sub-acute plan</p> <p>9.3 Implement the National access programs to support improved aged services.</p>	COO	ADAC

Key Revitalising direction: Closing the gap to improve Indigenous health

	Action	Deliverables for 2009-10	Executive Sponsor	Project Manager/ Data Provider
10	Improve services to Aboriginal communities and boost Aboriginal employment opportunities	<p>10.1 Implement the Indigenous Early Childhood Development National Partnership Agreement for WA through developing and implementing a suite of maternal and child health strategies through the Aboriginal health planning forums.</p> <p>10.2 Implement the Closing the Gap on Indigenous Health National Partnership Agreement for WA through developing and implementing a suite of strategies to meet the 5 outcomes areas:</p> <ul style="list-style-type: none"> • Tackling smoking • Primary health care that can deliver • Fixing the gaps in patient journey • Making Indigenous health everyone's business • Transition to adulthood. <p>10.3 Develop and implement an Aboriginal workforce strategy including:</p> <ul style="list-style-type: none"> – a review and redesign of employment practices, – set employment targets and evaluate performance against these targets, – skills development program, – cultural awareness. 	<p>10.1 COO</p> <p>10.2 CEO</p> <p>10.3 EDCS</p>	<p>10.1 M COAG</p> <p>10.2 M COAG</p> <p>10.3 DHR</p>

Key direction: Workforce stability and excellence

	Action	Deliverables for 2009-10	Executive Sponsor	Project Manager/ Data Provider
11	Stabilise and skill the workforce, and provide a safe and supportive workplace.	<p>11.1 Develop and implement a sustainable clinical workforce model and plan including:</p> <ul style="list-style-type: none"> - training, - funding; and - support for country clinicians. <p>11.2 Deploy 20 Rural Generalist Pathway post graduate year one doctors.</p> <p>11.3 Develop and implement strategies at all levels to embed the core WACHS values of community, compassion, quality, integrity and justice.</p> <p>11.4 Performance agreements in place for all Tier 4 managers.</p> <p>11.5 Performance development plans in place for 80% of the workforce.</p> <p>11.6 Actions plans in place to address top 3-5 improvement in response to 2009 staff survey results</p>	<p>11.1 EDCWR</p> <p>11.2 EDCWR</p> <p>11.3 EDON</p> <p>11.4,11.5, 11.6 EDCS</p>	<p>11.1 ADPCE EDON</p> <p>11.2 DHR</p> <p>11.3 ADPCE</p> <p>11.4-6 DHR</p>
12	Establish the WA Centre for Country Health Service Research and Education.	12.1 Develop an endorsed education and research program.	EDON	EDCWR and EDON
13	Develop the WACHS permanent employee housing accommodation strategy.	13.1 Develop and pilot a strategy to improve the availability and management of housing for permanent staff.	COO	MC&I