



Government of **Western Australia**  
Department of **Health**  
WA Country Health Service

# Operational Plan 2010/11

WA Country Health Service

*Working together for a healthier **country WA***

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

## OUR STRATEGIC DIRECTIONS

Our Operational Plan 2010/11 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**

## KEY REFORM PRINCIPLES

WACHS considers the following *principles* are fundamental to sustainably implement priority service improvements in country regions:

1. Consultation, partnerships and collaboration with communities, service partners, staff and funders is fundamental to progressing service improvements and health reform.
2. Service delivery will occur as close to home as possible supported by resident, visiting and telehealth services.
3. Investment in services will seek to achieve:
  - a. The greatest health gain for the greatest number of people,
  - b. Build the capacity of individuals and communities to contribute to their own health improvement and well being, and
  - c. Service sustainability, particularly for remote areas or regions where services are more difficult to maintain.
4. Available evidence will inform service planning and improvement.
5. Values based person, family and community centered care.
6. Values based leadership, engagement and development of staff to support, develop and maintain our workforce.

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## **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 over the next three years and WACHS has assigned sponsors from the Leadership Group to be accountable for their implementation.

The projects that have been prioritised in 2010/11 to deliver the 13 Revitalising actions are outlined in this Operational Plan along with other organisational priorities.

The projects to achieve the higher level strategic actions are generally multi-year projects. It is expected that implementation will commence this year but 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. These people are noted in this document as assistant project managers (eg Regional Directors) but will often need to delegate the implementation of projects to relevant clinical or corporate leads as required. This can be reflected in regional or unit operational plans.

These accountabilities will form part of Leadership Group performance agreements.

The Leadership group 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.

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## ACTIONS FROM REVITALISING WA COUNTRY HEALTH SERVICE 2009-2012

*Note: All projects in Italics are also within the WA Health Operational Plan 2010/11*

### Revitalising Action 1: Improve services to Aboriginal communities and boost Aboriginal employment opportunities

**Sponsors for Action 1: Executive Director Clinical Reform and Area Director Aboriginal Health**

	<b>Projects to deliver Action 1</b>	<b>Lead Project Manager</b>	<b>Assistant Project Manager(s)</b>
1.1	<i>Implement the COAG National Partnership Agreements (NPA)s</i>	Manager WACHS Aboriginal Health	<i>Area Health Service CEOs</i>
1.2	Develop and implement an Aboriginal workforce strategy	AD WACHS Aboriginal Health	Director HR Regional Directors
1.3	Develop and implement a WACHS Area wide and regional Reconciliation Action Plan	AD WACHS Aboriginal Health	Regional Directors
1.4	Develop a monitoring and reporting framework for Aboriginal health	Manager WACHS Aboriginal Health	Program Manager Performance, Monitoring and Reporting
1.5	Develop a WA Aboriginal Health Profile	Manager WACHS Aboriginal Health	Program Manager Performance, Monitoring and Reporting
1.6	Produce WACHS regional Aboriginal health outcomes reports	Manager WACHS Aboriginal Health	Program Manager Performance, Monitoring and Reporting

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## Revitalising Action 2: Strengthen and improve access to emergency department services

**Sponsor for Action 2: Executive Director, Clinical Reform and Executive Director, Medical Services**

	<b>Projects to deliver Action 2</b>	<b>Lead Project Manager</b>	<b>Assistant Project Manager(s)</b>
2.1	Implement the review of country ambulance services	Manager Executive Services	Program Manager Transport
2.2	<i>Achieve 4 hour rule program targets at 12, 18 &amp; 24 months according to relevant site stage in WACHS emergency departments</i>	ED Medical Services	<i>Regional Directors</i>
2.3	Define role delineation and minimum standards of emergency response for all WACHS hospitals	ED Clinical Reform	Regional Directors
2.4	Undertake the Review of Emergency Services in the Wheatbelt	ED Clinical Reform	Regional Director Wheatbelt
2.5	<i>Develop and implement a clinical coordination model</i>	ED Clinical Reform	<i>Regional Directors</i>

## Revitalising Action 3: Revitalise community and stakeholder partnerships and communication

**Sponsor for Action 3: Executive Director, Primary Care and Engagement**

	<b>Projects to deliver Action 3</b>	<b>Lead Project Manager</b>	<b>Assistant Project Manager(s)</b>
3.1	Develop and implement a WACHS communications strategy	Communications Manager	Regional Directors
3.2	Develop and implement consumer engagement strategies	ED Primary Care and Engagement	Regional Directors

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

**Sponsor for Action 4: Executive Director, Primary Care and Engagement**

	<b>Projects to deliver Action 4</b>	<b>Lead Project Manager</b>	<b>Assistant Project Manager(s)</b>
4.1	<i>Develop WACHS plan and supporting standards and guidelines for country maternity and neonatal services</i>	<i>ED Primary Care and Engagement</i>	<i>Regional Directors</i>
4.2	Implement WACHS Dialysis Plan	ED Clinical Reform	Regional Directors
4.3	Implement palliative care model of care	ED Medical Services	Regional Directors
4.4	Implement chronic disease model of care	ED Clinical Reform	Regional Directors
4.5	Implement stroke model of care	ED Medical Services	Regional Directors
4.6	<i>Implement STI/HIV management model of care</i>	<i>AD Population Health</i>	<i>Regional Directors</i>
4.7	Finalise service plan and service models for rural cancer services	ED Nursing	Manager Planning, Regional Directors
4.8	Implement Pilbara cardio-vision program	ED Clinical Reform	Pilbara Regional Director

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

**Sponsors for Action 5: Area Director Population Health and Area Director, Mental Health**

	<b>Projects to deliver Action 5</b>	<b>Lead Project Manager</b>	<b>Assistant Project Manager(s)</b>
5.1	Develop a WACHS Plan for Drug and Alcohol 2010 – 2014	AD Population Health	AD Mental Health and Manager Planning
5.2	Develop a WACHS Plan for Mental Health including mental health promotion and an integrated service delivery model for drug and alcohol and mental health disorders	AD Mental Health	AD Population Health and Manager Planning

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

**Sponsor for Action 6: Executive Director, Primary Care and Engagement**

	<b>Projects to deliver Action 6</b>	<b>Lead Project Manager</b>	<b>Assistant Project Manager(s)</b>
6.1	Minimum Service Guarantee framework completed	ED Primary Care and Engagement	Manager Planning
6.2	Complete regional and district health and activity profiles	Manager Planning	Senior Health Planning Analyst
6.3	Manage Commonwealth and State Elective Surgery Waitlist Initiatives	ED Nursing	Regional Directors

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

**Sponsor for Action 7: Executive Director, Primary Care and Engagement**

	<b>Projects to deliver Action 7</b>	<b>Lead Project Manager</b>	<b>Assistant Project Manager(s)</b>
7.1	<i>Finalise WACHS Primary Health Care strategy and develop Regional Primary Health Care Plans</i>	<i>ED Primary Care and Engagement</i>	<i>Regional Directors</i>
7.2	<i>Once endorsed by the Commonwealth, implement pooled Commonwealth State funding for identified WA communities</i>	<i>ED Primary Care and Engagement</i>	<i>Regional Directors Kimberley and Pilbara</i>
7.3	Implement expanded child development services across WACHS	AD Population Health	Regional Directors
7.4	Implement expanded trachoma screening across WACHS	AD Population Health	Regional Directors
7.5	<i>Continue implementation of the Health Promotion Strategic Framework 2007-2011</i>	<i>AD Population Health</i>	<i>Regional Directors</i>

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### Revitalising Action 8: Improve country aged care services

#### Sponsor for Action 8: Area Director, Aged Care

	Projects to deliver Action 8	Lead Project Manager	Assistant Project Manager(s)
8.1	Fully implement WACHS plan for improving access to residential aged care including <i>implementation of COAG Long Stay Older Persons Initiative</i>	AD Aged Care	Regional Directors
8.2	<i>Prevent functional decline through implementation of the complex care coordination (FINE) and Implement COAG transitional care program</i>	AD Aged Care	Regional Directors
8.3	Develop a strategy to ensure all WACHS HACC projects meet national standards.	AD Aged Care	Regional Directors
8.4	Develop a model of care for remote aged care service delivery in the North West.	AD Aged Care	Regional Directors Kimberley and Pilbara

### Revitalising Action 9: Develop a financial resource model to improve funding of country health services

#### Sponsor for Action 9: Executive Director, Corporate Services

	Projects to deliver Action 9	Lead Project Manager	Assistant Project Manager(s)
9.1	<i>Develop WACHS ABF Costing/Resource Allocation framework &amp; policies including an ABF/ABM education package and communication strategy</i>	Director Financial Services	Manager Budget Strategy
9.2	Develop WACHS Resource Allocation Model (RAM)	Director Financial Services	Manager Budget Strategy

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

#### Sponsor for Action 10: Executive Director, Clinical Reform

	Projects to deliver Action 10	Lead Project Manager	Assistant Project Manager(s)
10.1	Develop a State-wide Telehealth Strategic Plan with a focus on: <ul style="list-style-type: none"> <li>- Governance</li> <li>- Leadership and Partnerships</li> <li>- Workforce</li> <li>- Infrastructure</li> </ul>	Manager Telehealth	Regional Directors, AHS CEOs
10.2	Contribute to the Department of Health strategy for e-health records and health communication across providers	ED Clinical Reform	Manager Information Management

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

**Sponsors for Action 11: Executive Director, Clinical Reform and Director, Human Resources**

	<b>Projects to deliver Action 11</b>	<b>Lead Project Manager</b>	<b>Assistant Project Manager(s)</b>
11.1	Develop and implement WACHS organisational and leadership development strategies focusing on: <ul style="list-style-type: none"> <li>- Embedding values</li> <li>- Addressing staff survey outcomes</li> <li>- Performance development</li> <li>- Leadership development</li> <li>- Clinical leadership</li> </ul>	ED Primary Care and Engagement	Director HR, Members of the Leadership Group
11.2	Develop a clinical workforce plan which includes: <ul style="list-style-type: none"> <li>- Recruitment and retention strategies for medical, nursing and allied health staff</li> <li>- Implementation of the clinical governance framework for allied health</li> </ul>	ED Clinical Reform	ED Nursing
11.3	Implement Rural Generalist Pathway	ED Clinical Reform	Regional Directors
11.4	<i>Implement the Nursing &amp; Midwifery WA Strategic Framework</i>	<i>ED of Nursing</i>	<i>Regional Directors</i>
11.5	<i>Implement the statewide leave management policy across WACHS</i>	<i>Director Human Resources</i>	<i>Regional Directors</i>
11.6	Develop and implement a misconduct strategy as part of Integrity and Ethical Work Behaviour reforms.	Manager Governance and Strategic Support	Regional Directors

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

**Sponsors for Action 12: Chief Operating Officer and  
: Executive Director, Clinical Reform**

	<b>Project to deliver Action 12</b>	<b>Lead Project Manager</b>	<b>Assistant Project Manager(s)</b>
12.1	Establish a 'virtual' centre of excellence	Chief Operating Officer	ED Clinical Reform

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

**Sponsor for Action 13: Area Director, Planning and Infrastructure**

	<b>Project to deliver Action 13</b>	<b>Lead Project Manager</b>	<b>Assistant Project Manager(s)</b>
13.1	Develop and implement the WACHS permanent employee housing accommodation strategy	Area Director, Planning and Infrastructure	Manager Capital and Infrastructure

**ADDITIONAL PRIORITY ACTIONS FOR WACHS**

**Action 14: Implement pharmacy reform**

**Sponsor for Action 14: Executive Director, Medical Services**

	<b>Project to deliver Action 14</b>	<b>Lead Project Manager</b>	<b>Assistant Project Manager(s)</b>
14.1	Implement pharmacy reform Business Case across WACHS regions	ED Medical Services	WACHS Chief Pharmacist, Regional Chief Pharmacists and Regional Directors

**Action 15: Improve patient safety and quality**

**Sponsor for Action 15: Executive Director, Medical Services**

	<b>Projects to deliver Action 15</b>	<b>Lead Project Manager</b>	<b>Assistant Project Manager(s)</b>
15.1	Implement the 'Early Recognition and Response to Clinical Deterioration' improvement initiative in all WACHS regions	AD Safety and Quality	Regional Directors
15.2	<i>Implement year 3 strategies in WA Strategic Plan for Safety and Quality in Health Care 2008 – 2014</i>	<i>AD Safety and Quality</i>	<i>Regional Directors</i>

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**Action 16: Strengthen financial management, information and reporting****Sponsor for Action 16: Executive Director, Corporate Services**

	<b>Project to deliver Action 16</b>	<b>Lead Project Manager</b>	<b>Assistant Project Manager(s)</b>
16.1	<i>Attain 2010-11 WA Health budget parameters</i>	<i>Director Financial Services</i>	<i>Leadership Team members</i>

**Action 17: Develop and implement a WACHS strategic information management plan****Sponsor for Action 17: Executive Director, Corporate Services**

	<b>Projects to deliver Action 17</b>	<b>Lead Project Manager</b>	<b>Assistant Project Manager(s)</b>
17.1	Develop a WACHS ICT plan including systems, applications, infrastructure and hardware	<i>Executive Director, Corporate Services</i>	Manager Information Management
17.2	<i>Contribute to development and implementation of HIN program</i>	<i>Manager Information Management</i>	<i>Business Technology Administrator</i>

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**Action 18: Progress priority capital developments and the service plans that inform them, and capital transition plans**

**Sponsor for Action 18: Area Director, Planning and Infrastructure**

	<b>Projects to deliver Action 18</b>	<b>Lead Project Manager</b>	<b>Assistant Project Manager(s)</b>
18.1	<p>Progress current WACHS Capital Works Program</p> <p>including:</p> <ul style="list-style-type: none"> <li>– Broome redevelopment</li> <li>– Hedland redevelopment</li> <li>– Kalgoorlie redevelopment</li> <li>– Albany redevelopment</li> <li>– Bunbury Critical Care Unit</li> <li>– Bunbury Radiation oncology unit</li> <li>– Busselton redevelopment</li> <li>– Esperance redevelopment</li> </ul>	Relevant Regional Directors	Manager Capital & Infrastructure
18.2	Implement East Kimberley Development National Partnership Agreement including Kununurra redevelopment	Kimberley Regional Director	Manager Capital & Infrastructure
18.3	<p>Implement Hospitals Health Fund projects:</p> <ul style="list-style-type: none"> <li>– Rural Cancer Centres</li> <li>– Broome Paediatric unit</li> <li>– Kimberley renal dialysis expansions</li> </ul>	Relevant Regional Directors	Manager Capital & Infrastructure
18.4	<p>Progress new WACHS Capital Works Program:</p> <ul style="list-style-type: none"> <li>– Midwest service planning and redevelopments (Geraldton and Carnarvon)</li> <li>– Bunbury service planning and redevelopments</li> <li>– Enhancing Pilbara Initiative, including: <ul style="list-style-type: none"> <li>• Karratha and West Pilbara service planning and redevelopments</li> <li>• Newman services planning</li> </ul> </li> <li>– Wheatbelt services planning and redevelopments across three health districts</li> <li>– Royalties for Regions funded projects: <ul style="list-style-type: none"> <li>• Aboriginal clinic upgrades</li> <li>• Nickol Bay hospital (including ICT plan)</li> <li>• Exmouth health centre</li> <li>• Carnarvon District hospital</li> <li>• Harvey hospital</li> </ul> </li> </ul>	Relevant Regional Directors	Manager Planning & Manager Capital & Infrastructure