



HSS health
support
services

Strategy 2026-2029

Partnering for Health

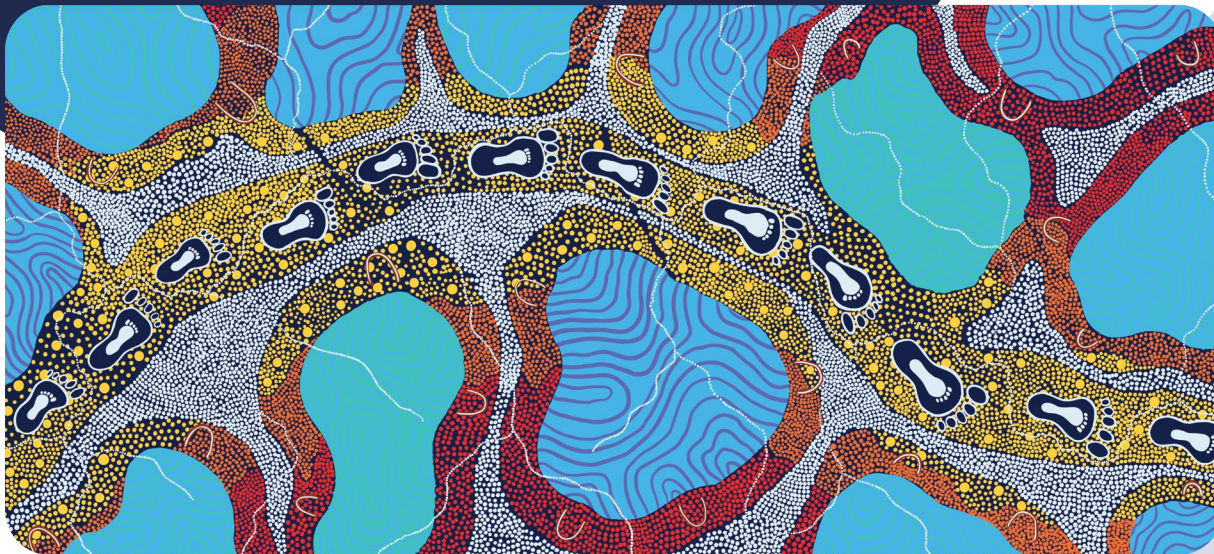
hss.health.wa.gov.au



Acknowledgement of Country

Health Support Services acknowledges the traditional custodians throughout Western Australia and their continuing connection to the land, waters, and community.

We pay our respects to all members of the Aboriginal communities and their cultures, and acknowledge the wisdom of Elders both past and present.



Walking Together as One by Jade Dolman

The artwork, Walking Together as One, featured in this document, was created in July 2020 by more than 130 Health Support Services employees together with Whadjuk/Balladong Nyoongar, Eastern Arrernte artist Jade Dolman.

Walking Together as One illustrates that the land is connected to everything we do. Elements of this artwork are reflected throughout this strategy document.

Partnering for Health

WA Health cares for communities across Western Australia.

**Behind this care is a dedicated network of people, systems and services.
This is where we come in.**

As WA Health's shared services organisation, Health Support Services (HSS) connects more than 70,000 people with the services, systems and capability they need to deliver safe, high-quality care throughout our vast state.

Since our formation in 2016, HSS has grown and matured. We have seen our organisation strengthen its foundations, deliver major transformations, and begin its evolution from a necessary provider to an integrated, strategic partner to our colleagues in the WA health system.

Our operating environment is changing fast. Demand for health services continues to grow and the way our partners deliver health care is also changing. The scale, complexity and expectations placed on shared services have accelerated, driven by system reform, digital transformation, infrastructure investment and a growing emphasis on sustainability, assurance and system-wide performance.

Our HSS Strategy 2026 - 2029 sets out the next chapter of our journey.
Our ambition is clear: to be WA Health's trusted services partner.

Over the next three years, WA Health will undertake a generational transformation of its health services, increasing hospital capacity, advancing digital capability, and delivering improved outcomes for consumers. HSS plays a significant role and as we look to the future, we will ensure our progression underscores the transformation of our health system.

We will build on what we have achieved, strengthen how we work together, and deepen our partnerships across the system. We will ensure our services continue to create system-wide efficiencies, provide actionable insights, and reduce risk, supporting our WA Health colleagues to focus on patient care.

This journey will be guided by our values and commitment to our people, recognising that our success depends on the strength, wellbeing and collaboration of our workforce.

Together with all our dedicated, passionate people at HSS, we are proud to support the continued success of WA Health.



Margaret Pyrchla,
Board Chair



Giles Nunis,
Chief Executive



Our services

Our value in WA Health

Our services create system-wide efficiencies, provide actionable insights, and reduce risk, supporting our WA Health colleagues to focus on patient care.



NurseWest

provides temporary nurses, midwives and assistants in nursing to support essential health services across WA.



Payroll

ensures WA Health employees are paid each fortnight, with complex awards, allowances and conditions processed accurately and on time.



Finance

maintains a strategic focus on the provision of value-for-money services through timely processing of financial and taxation services.



Digital Delivery

leads and implements digital programs and projects that modernise, connect and strengthen WA Health.



Information and Communication Technology (ICT)

is the digital backbone of the health system, looking after clinical and corporate applications, networks, infrastructure, cyber security, devices and user support.



Procurement

leverages whole-of-system buying power to deliver value for money, minimise supply risks and ensure consistent quality and compliance for WA Health.



Supply

manages sourcing, storing and distributing essential goods across the WA health system, from everyday consumables to critical medical supplies.



Employee Services

provides end-to-end recruitment and appointment services and manages workforce and establishment data across the system.



Our strategic context

HSS operates within a health system experiencing significant change and rapid growth, increasing the scale and complexity of expectations for shared services.

Our Strategy responds to these challenges and sets out how we will enable WA Health and State Government priorities.

Growing and evolving demand for our services

Over the last three years an additional 8,500 healthcare workers (13% growth) joined WA Health, helping the system respond to the increasing complexity and diverse healthcare needs of Western Australians.

Increasing imperatives for sustainable and responsible services

Environmental, social and financial sustainability is increasingly central to how WA Health delivers services and how our partners expect to be supported.

Rapidly accelerated investment in health infrastructure across WA

This will require the commissioning of more than \$5.5 billion of health infrastructure projects over the next four years, expanding access to care for communities across WA.

The need for contemporary, secure healthcare technologies

This is driving the largest digital transformation in the state, alongside supporting WA Health to harness the benefits of artificial intelligence and managing evolving cyber risks.

Sustaining and strengthening our organisational capability

A capable, engaged, and stable workforce is critical to delivering high quality services, shaped by building the right skills, leadership capability and workplace environment.

Strategy 2026-2029

Partnering for Health

Our values

We value and care
for each other



We connect and
collaborate for success



We take ownership
and act with purpose



We pursue excellence
in how we deliver



We explore and
embrace new ideas



Our vision

WA Health's trusted
services partner

Our purpose

To enable WA Health
to provide safe,
quality care

Our focus areas



People
and culture



Service delivery
leadership



Partnering on
system priorities



Seamless
shared services



Sustainability
in practice

Our vision

To be WA Health's
trusted services partner

What this means to us:

Partnership

Evolving from a service provider to a genuine partner, working side by side with our colleagues across WA Health to deliver shared outcomes.

Trust

Maturing in our capability, reliability and transparency so our partners trust us to meet WA Health's needs and actively seek our expertise and insight for the value we bring.

Values at the centre

Our values guide how we treat one another, make decisions, and partner across the WA health system.

We are strengthening a one-team culture in HSS and putting people first; building a more connected workplace where people feel valued, included and proud to contribute to our shared purpose.



Our values



We value and care for each other

We put people first and create a safe, inclusive environment where we all feel valued, supported and respected.



We connect and collaborate for success

We work closely within HSS and across the health system to achieve collective goals.



We take ownership and act with purpose

We are reliable and accountable with each other, and prioritise effort where it adds the most value.



We pursue excellence in how we deliver

We aim high and continually lift our standards to make a real difference to WA Health.



We explore and embrace new ideas

We encourage curiosity, learning, and continuous improvement so we can adapt to meet current and future needs.

Our focus areas

Over the next three years, we will focus on achieving our strategic objectives across five priority areas to become WA Health's trusted services partner.

Everyone at HSS plays a role in delivering this Strategy, by placing values at the centre and contributing to the work that brings it to life.

1



People and culture

Enhancing excellence by valuing and developing our people and building a supportive workplace.

- 1. Build workforce capability and stability
- 2. Develop a 'future ready' workforce
- 3. Continue to mature HSS' values-driven and inclusive culture

Objectives

Outcome

A values driven one-team culture and enhanced workforce planning create an engaged, stable and capable workplace.

2



Service delivery leadership

Leveraging our expertise in service delivery to strengthen services and maximise value for WA Health.

- 1. Define HSS' role in key service areas for better system-wide value
- 2. Expand HSS' statewide leadership role in procurement and supply
- 3. Extend HSS' statewide leadership role in ICT delivery
- 4. Explore expanding HSS' centralised staffing service to additional clinical professions
- 5. Mature HSS' capability to enable system-wide transformational change

HSS is recognised for trusted leadership that consistently delivers high-value services across WA Health.



3



Partnering on system priorities

Collaborating across WA Health to deliver on the system's priorities.

1. Deliver on WA Health workforce priorities
2. Implement WA Health digital priorities
3. Support WA Health commissioning priorities
4. Proactively manage demand across HSS services
5. Enhance HSS capability to deliver major programs for WA Health

WA Health key priorities are advanced and coordinated through partnership and collaboration across WA Health.

4



Seamless shared services

Delivering streamlined services through simplified processes, continuous improvement, data sharing and security.

1. Improve consistency in the adoption of HSS services across WA Health
2. Progress ongoing improvement of HSS core services
3. Increase maturity and reduce risk in WA Health's ICT environment
4. Evolve HSS operating model to support seamless services

HSS delivers reliable, accessible and efficient services that enable WA Health employees to provide safe, quality care.

5



Sustainability in practice

Integrating financial, environmental and social sustainability for a resilient health system.

1. Support WA Health's financial sustainability initiatives and improve long-term financial resilience
2. Support WA Health's strategy for an environmentally sustainable, low carbon and climate-resilient healthcare system
3. Support the Made in WA Plan by promoting procurement of WA-designed, manufactured, and supplied goods

Sustainability is embedded into ways of working, improving financial performance and contributing to better environmental and social outcomes.

Objectives

Outcome



HSS health
support
services

Health Support Services

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The Health Support Services Strategy 2026 – 2029 was published by Health Support Services in July 2026 and is also available at www.hss.health.wa.gov.au

Health Support Services makes every attempt to ensure the accuracy, currency and reliability of the information contained in this publication. However, changes in circumstances over time may impact on the veracity of this information.

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