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

Dear Minister

REVISED STATEMENT OF INTENT 2019/20

Thank you for your revised Statement of Expectation letter dated 16 April 2020 and your comments regarding the current state of emergency we are experiencing. I have considered the revised Statement of Expectation in the context of the functions and responsibilities of a Health Service Provider (HSP) under the Health Services Act 2016 (WA).

As the accountable authority for Health Support Services (HSS), I formally commit to meeting your expectations to ensure the Government’s key priorities for health care in Western Australia are achieved.

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 HSS business plan, objectives, key activities, as well as our response to the current COVID-19 pandemic. It is also reflected in values which we are embedding across the organisation, assisting us to deliver the best possible services to our customers.

In this context I provide you with the following Statement of Intent for HSS.

- COVID-19 Pandemic Response and Recovery

HSS is fully committed to the response activities needed to manage the COVID-19 pandemic. HSS will continue to dedicate all necessary resources to ensure we can support our customers now and over the coming months. HSS has established a Crisis Management Team to ensure HSS services continue and COVID-19 response activities are progressed and managed efficiently and effectively.

HSS is aware of the provisions outlined in the Public Sector Labour Relations (PSLR) circulars to address leave arrangements and workforce matters during COVID-19. I can

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confirm that HSS has acted promptly to ensure these provisions are accessible to our staff. HSS staff receive regular COVID-19 email communications which include a range of information updates, including any changes to workforce arrangements, as issued by PSLR.

I am also committed to leading the HSS recovery activities that will be undertaken to support the WA health system and Government recover from the COVID-19 pandemic. The role of HSS is vital to ensure services can transition and return to normal business operations as smoothly as possible. We will work collaboratively with our customers and the Department of Health (DoH) to ensure recovery activities are achieved to enable the WA health system to resume delivery of all health care services.

- **Culture and Engagement**

HSS is aiming to grow a “think customer first” culture and to create an organisation with high employee engagement. We will continue to participate in the Minister for Health Engagement Survey to measure our progress and have designed a number of strategies within our Strategic Workforce Plan to drive an increase in engagement outcomes. This work will continue relative to operational priorities.

As Chief Executive, I also take the issue of workplace bullying and harassment seriously. HSS will continue to implement planned initiatives in this area to eliminate bullying and provide a safe workplace. We are providing training and education sessions to our leaders and employees, and have a robust complaint management processes to effectively deal with any employee concerns.

- **Commissioner’s Instruction CI23**

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

Following the implementation of our new Operating Model, we have increased the number of roles filled on a permanent basis to 90% and 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.

- **Sustainable Health Review (SHR), Research and Innovation and WA Health Digital Strategy**

As much as possible over the coming months, and noting progress will be slowed, HSS will continue to support the planning and implementation of the recommendations identified in the SHR’s Final Report.

HSS will also continue to implement the initiatives of the Western Australian Digital Health Strategy 2020-2030 as much as possible, to improve health service delivery across Western Australia.
As the WA health system's shared service centre, HSS will continue to engage with the other Health Service Providers (HSPs) to research and provide innovative technology, supply, workforce and financial shared services, that are aligned to supporting our customers in achieving their strategic priorities.

- **Performance Targets**

HSS will continue to focus and commit to ensuring performance targets are met across all business units, as agreed in the Service Level Agreements with our customers. HSS has the necessary measures in place to enable us to adapt and respond quickly to events that can impact our service delivery levels at any time.

Taking into the consideration the current environment and its challenges, HSS will also prioritise and maintain its financial performance. HSS will endeavour to achieve its agreed budget target, while maintaining service levels and achieving our purpose, I will discuss any emerging issues as necessary with the Director General.

- **ICT Programs**

Without compromising the COVID-19 response or other priority activities, HSS is committed to continuing its GovNext-ICT program (HealthNext) in collaboration with the Office of Digital Government WA (ODG). This work is important as it will provide a contemporary ICT platform to provide more sustainable, innovative and cost-effective ICT services to our customers.

Similarly, HSS will continue to deliver the new Enterprise Medical Imaging Platform to the WA health system in alignment with the WA Health Digital Strategy 2020-2030. This will improve radiology services and the use of the medical images, including the ability to centrally store clinical imaging from other non-radiology and nuclear medicine specialities.

HSS will also continue to work collaboratively with the ODG and the Australian Digital Health Agency (ADHA) to progress initiatives in the ADHA 2019/20 and 2020/21 work plan, aligned to the National Digital Health Strategy.

- **Governance Arrangements**

I am fully aware of, and understand my obligations as the Chief Executive of HSS, and of HSS' responsibilities as a HSP under the Health Services Act 2016 (WA). HSS complies with relevant Policy Frameworks issued by the System Manager (Director General (DG) of the DoH), demonstrated by the provision of an annual Governance Attestation Statement to the DG at 30 June each year.

HSS will continue to work closely with the DoH to transition to a Board governed HSP from 1 July 2020. HSS is committed to ensuring all necessary arrangements and instruments are in place to enable the Board to commence on 1 July 2020.
This Statement of Intent demonstrates my own and HSS' commitment to working with Government, the Department of Health and our customers during the current pandemic, and to deliver innovative and integrated health services, that are sustainable and put the patient first.

HSS will continue to ensure the timely and accurate provision of advice to Government on significant issues and core business activities/programs that relate to the achievement of Government’s priorities.

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

Yours sincerely

[Signature]

Robert Toms
CHIEF EXECUTIVE
HEALTH SUPPORT SERVICES

22 April 2020