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Our ref: A35419408
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The Hon. Amber-Jade Sanderson MLA
Minister for Health; Mental Health
5th Floor, Dumas House
2 Havelock Street
WEST PERTH WA 6005

Dear Minister,

STATEMENT OF INTENT

Thank you for your Statement of Expectation dated Thursday 2 March 2023. The Health Support Services (HSS) Board has considered its content in the context of its functions and responsibilities as a Health Service Provider (HSP) under the *Health Services Act 2016 (WA)*.

As the accountable authority for HSS, the HSS Board formally commits to meeting your expectations, and the quarterly reporting requirements, to ensure the Government's key priorities are achieved.

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

COVID-19 is the new normal

HSS is proud to have contributed to the COVID-19 response and of the meaningful impact our innovative practices were able to achieve across the WA health system.

At the end of December 2022, HSS formally closed its dedicated COVID-19 Response business unit and integrated all COVID-19 activities into our business as usual (BAU) functions. We continue to follow all guidance issued by the Chief Health Officer and keep our staff informed through our usual communication channels.

Moving out of the COVID-19 response phase and into the new normal requires significant focus to ensure the enduring increase in workload across the WA health system can be supported. HSS looks forward to working collaboratively with the Department of Health to confirm adequate resource capacity is available to ensure this occurs smoothly and efficiently.

HSS continued with the majority of our priority programs and projects throughout the COVID-19 period, with limited time impact. We will continue to monitor these programs and projects and look for opportunities to improve implementation timeframes while balancing risk.

We are committed to building on the innovative methods of delivery employed throughout the COVID-19 period. For example, we have incorporated some of the recruitment methodologies into our BAU processes.

Sustainable Health Review – revised priorities

The HSS Board is committed to actively promoting and supporting the Sustainable Health Review (SHR) focus recommendations to ensure the program builds momentum and achieves outcomes.

HSS has a fundamental role to play in the achievement of outcomes across a number of the focus recommendations; especially those with a digital element. Among other initiatives, HSS is currently delivering:

- The Medical Imaging Replacement Program (**MIRP**) which will see a new Picture Archiving and Communication System and Radiology Information System delivered across the State supporting Recommendation 22.
- The roll out of the Digital Medical Record (**DMR**) solution and Single Sign On functionality to identified hospitals supporting Recommendation 22.
- The development of the Real Time Demand Data Platform (**RDDP**) to support analytical capability and transparent, real-time data across the system supporting Recommendations 21 and 22.
- The Human Resource Management Information System (**HRMIS**) which will see a contemporary Payroll, Rostering and Nurse placement system implemented across the State to support workforce planning and Recommendation 26.
- Progressing with the HSS culture development process, including a full culture re-measurement across HSS in mid-2023 to support Recommendation 23.

Work Health and Safety

HSS, across all of its governance and leadership layers, is fully committed to ensuring the health and safety of our people at work. Work health and safety (WHS) is a key focus of the Board, our People and Performance Committee and the HSS Executive Committee.

Over the past 12 months, HSS has invested heavily in our WHS capacity and capability and worked extensively to understand the requirements of the *Work Health and Safety Act 2022* (WA) and associated regulations. HSS is currently progressing with a program of work to address known risks, and also working collaboratively on system-wide initiatives.

In addition, we will be formally measuring our organisation's safety culture via our culture assessment process in mid-2023 to identify elements of our safety culture that are working well, and those where further work is required.

Increased Job Security

Permanent employment remains a priority across our organisation where permanent funding for positions exists. HSS continues to review our workforce on a monthly basis to identify opportunities to convert employees into permanent roles. In addition, we provide reporting to our union colleagues on a regular basis regarding our agency usage and commit to meeting the targets as outlined.

Procurement

HSS provides a suite of procurement and supply services across the WA health system. All activity is undertaken in accordance with relevant legislation and the WA Procurement Rules. When contracting on behalf of the WA health system, our priority is to maximise value for money while balancing social, economic and environmental outcomes for WA. HSS ensures that local business have the opportunity to respond to any tenders that are released to market for supply contracts.

HSS will continue to work with the Department of Health towards the goal of achieving sustainability of procurement and supply chains. This includes identifying the largest opportunities to reduce WA Health carbon footprint, engaging the market and developing a targeted product substitution strategy with HSP's. HSS will ensure sustainability considerations are appropriately considered as part of procurement activity managed by HSS.

Implementation of election commitments and key ICT and infrastructure projects

As we regularly discuss, HSS has a large, complex and high-risk portfolio of major ICT programs underway to support election commitments and specific infrastructure projects. HSS is committed to delivering prioritised and agreed programs and projects within agreed scope and funding parameters. An outline of the status of each of the four programs outlined in your Statement of Expectation is provided below.

- The new HRMIS solution is currently in the third of three 'build' phases, with implementation planning already underway to support the transition from 'build' to 'test' in 2023.
- The MIRP has progressed with the commissioning of the new Enterprise Medical Imaging Platform with the first hospital going live with the new solution on 15 March 2023. Roll-out will continue across the state throughout 2023.
- HSS is progressing with the components of the broader DMR program for which we are responsible. This includes upgrading the current solution to

the latest software version, single sign-on planning and supporting the roll-out of both at specific hospital sites. HSS is supporting the Department of Health and their partner in relation to the development of the Electronic Medical Record business case for the WA health system.

- HSS is working closely with the South Metropolitan Health Service to ensure the successful transition of the Peel Health Campus into the WA public health system in August 2024. Extensive planning for the ICT Workstream has occurred and work is progressing in line with current plans.

Independent Governance Review

HSS welcomes the recommendations of the Independent Governance Review (IGR) and has commenced preliminary planning work on some of the high-impact recommendations. HSS will work with the Department of Health as the IGR program of work develops to ensure all recommendations are adopted in a strategic and timely manner.

Advice to government

HSS will continue to provide timely advice to the Government on matters of significance that contribute to the Government achieving its priorities. The HSS Board will demonstrate this commitment by providing an annual Governance Attestation Statement at the conclusion of each financial year.

This Statement of Intent demonstrates the Boards' continued commitment to working with Government, the Department of Health and our customers to deliver innovative and integrated health services, that are sustainable and put the patient first.

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

Yours sincerely



Michael Walsh
BOARD CHAIR
HEALTH SUPPORT SERVICES

17 April 2023