



**OUR FOCUS**



## Our vision

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The SMHS vision is **excellent health care, every time.**

To be an excellent health service the focus is on the patient's journey and experience, staff engagement and support, and clinical and financial performance.

## Our values

Care	Integrity	Respect	Excellence	Teamwork
Kaaradj	Ngwidam	Kaaratj	Beli-beli	Yaka-dandjoo
<p>We provide compassionate care to the patient, their carer and family. Caring for patients starts with caring for our staff.</p> <p>We demonstrate <b>care</b> when we:</p> <ul style="list-style-type: none"> <li>• provide an environment that empowers the patient, their carer and family to openly and freely contribute to their care and treatment</li> <li>• talk with, listen and respond to the patient, carer and family</li> <li>• show empathy and understanding to patients, their carer and family and the situation they are dealing with in a non-judgemental manner</li> <li>• focus on the patient and staff experience.</li> </ul>	<p>We are accountable for our actions and always act with professionalism.</p> <p>We demonstrate <b>integrity</b> when we:</p> <ul style="list-style-type: none"> <li>• act honestly, truthfully and transparently</li> <li>• are accountable and take responsibility for our actions and decisions</li> <li>• recognise when we get it wrong and disclose it as early as possible</li> <li>• are consistent, fair and equitable in our interactions and decision making</li> <li>• consider how our individual actions and decisions will impact on others and the health service.</li> </ul>	<p>We welcome diversity and treat each other with dignity.</p> <p>We demonstrate <b>respect</b> when we:</p> <ul style="list-style-type: none"> <li>• embrace cultural and professional diversity in our interactions and decisions</li> <li>• acknowledge and appreciate the service and care being delivered</li> <li>• appreciate the opinions, contribution, experience and knowledge of all staff</li> <li>• communicate with honesty and openness, share information and are responsive with feedback</li> <li>• listen to different points of view and incorporate when and where appropriate and provide feedback when we cannot.</li> </ul>	<p>We embrace opportunities to learn and continuously improve.</p> <p>We demonstrate <b>excellence</b> when we:</p> <ul style="list-style-type: none"> <li>• give our absolute best as individuals and teams in everything we do</li> <li>• support opportunities for teaching, training, research and innovation</li> <li>• actively seek new ideas and approaches and share them across the service</li> <li>• accept challenges and work proactively to deliver improvements</li> <li>• consistently meet safety and quality standards</li> <li>• make effective and efficient use of available resources.</li> </ul>	<p>We recognise the importance of teams and together work collaboratively and in partnership.</p> <p>We demonstrate <b>teamwork</b> when we:</p> <ul style="list-style-type: none"> <li>• work across boundaries to develop relationships, partnerships and share information</li> <li>• listen to the views of others to reach agreement</li> <li>• are aware of our own individual behaviour and how it impacts on others</li> <li>• communicate clearly and respectfully with each other</li> <li>• support and encourage others to develop knowledge, skills and behaviours</li> <li>• actively participate and seek information on our health service and its performance.</li> </ul>

# Our service delivery

SMHS provides hospital and community-based services to a quarter of WA's population within nine local government areas as well as supporting WA Country Health Service patients from the Great Southern, Southern Wheatbelt and Goldfields regions. In addition, SMHS provides a range of metropolitan-wide services.

The SMHS hospital network provides tertiary, secondary and specialist healthcare services. This includes emergency and critical care, elective and emergency surgery, general medical, mental health, inpatient and outpatient services, aged care, palliative care and women's, children's and neonates' services.

SMHS also delivers the following statewide specialist services:

- adult burns
- hyperbaric
- rehabilitation
- heart, lung and renal transplants
- bone marrow transplants
- haemophilia and haemostasis.

SMHS hospitals collaborate with SMHS community-based services to ensure patients receive positive outcomes. Community-based services are an important part of the SMHS network as they aim to keep people from returning to hospital care.

## Fiona Stanley Fremantle Hospitals Group

**Fiona Stanley Hospital** is the major tertiary hospital in the south metropolitan area and provides comprehensive healthcare services to adults, youth and children.

**Fremantle Hospital** supports the tertiary services at FSH and delivers specialist hospital services including mental health, aged care and elective surgical services.

**Rottnest Island Nursing Post** provides accident and emergency care to Rottnest Island residents and visitors.

**Fremantle Community Mental Health Services** provide multidisciplinary, recovery-focused care in the community to adult consumers aged 18 and over who have a mental illness and live in the FH catchment area.

**Ventilator Dependent Quadriplegic Community Care** is a statewide service that assists and supports eligible people requiring mechanical ventilation stay in the community.

For more information about:



SMHS



OUR HOSPITALS

## Rockingham Peel Group

**Rockingham General Hospital** is a general hospital that supports a range of health services including emergency, acute and general medicine, surgical, psychiatry, paediatrics, neonatal and obstetrics.

**Murray District Hospital (MDH)** provides aged care services, particularly to people awaiting rehabilitation and receiving end-of-life care.

**Mandurah and Kwinana community health centres** both provide community health programs and clinics focused on health promotion and disease prevention management for adults and children (children's services are provided by the Child and Adolescent Health Service).

**Community Mental Health Services (Rockingham and Peel)** provide a comprehensive range of services and programs for individuals, families and groups including assessments, care planning, support and education, and rehabilitation programs.

## Peel Health Campus

As a public and private hospital managed in partnership with Ramsay Health Care Australia Pty Ltd, Peel Health Campus (PHC) provides a suite of general hospital services including emergency, medical, surgical, maternity, aged care, rehabilitation and oncology.

## Health Promotion

SMHS Health Promotion delivers important local health promotion services to keep people within the SMHS catchment living longer and stronger lives. In collaboration with community groups, workplaces, schools and local government, the service implements and evaluates health promotion programs aimed at preventing long term chronic disease. SMHS Health Promotion also produces comprehensive health and wellbeing profiles for local governments to support the development of local public health plans.

## Subacute services

Subacute community-delivered services (known as REACH) help to facilitate early discharge from hospital and support individuals to remain independent at home and in the community.

- **Rehabilitation in the Home** provides short to medium term rehabilitation for clients at home, to facilitate safe and early discharge from hospital, or to prevent hospital admission. Support is available from a multidisciplinary team who work with clients on achieving goals over the period of their rehabilitation.
- **Complex Needs Coordination Team (CoNeCT)** provides assessment and goal-directed care coordination for patients in the community with complex health needs. The program targets patients who present more frequently to the hospital and, with extra support via a care coordination approach, may be able to reduce these presentations.

Traditionally CoNeCT has supported patients with a mostly medical or psychosocial focus, however with additional funding received until 2026, CoNeCT has been able to expand to support complex National Disability Insurance Scheme (NDIS) patients and individuals with a primary mental health diagnosis.

- **Community Physiotherapy Service** sees patients following a hospital admission and provides group-based physiotherapy assessment and rehabilitation to regain and optimise function, improve quality-of-life, and prevent hospital readmission. Services are provided in local community venues close to the patient's home. Patients are engaged in short term classes which combine exercise and education on self-management strategies.

## Western Australian Limb Service for Amputees

The statewide Western Australian Limb Service for Amputees (WALSA) service provides funding for the purchase of essential prostheses to eligible WA residents.

## Western Australia Voluntary Assisted Dying Statewide Care Navigator Service

The WA Voluntary Assisted Dying Statewide Care Navigator Service is a statewide outreach service established in conjunction with the new legislation, the *Voluntary Assisted Dying Act 2019*, to support anyone involved with voluntary assisted dying in WA including patients, the family and carers of patients, community members, health professionals and service providers. The service provides outreach and care statewide across public and private sectors, community, residential aged care and inpatient settings.

The service:

- provides general information about voluntary assisted dying
- provides specific information about voluntary assisted dying in WA
- provides education about voluntary assisted dying to the general public, health professionals and support organisations
- helps locate doctors or nurse practitioners willing and eligible to participate in voluntary assisted dying
- assists people to access regional support packages
- links people to other helpful resources.

## Meeting our commitments

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Throughout the financial year SMHS continued to deliver on the WA Government's election and budget commitments.

### Mental health beds at Fremantle Hospital

The WA Government has committed \$45.5 million to develop 40 additional mental health beds on the FH campus. When completed in 2025, mental health bed capacity at FH will increase from 64 to 104 beds.

Before creating purpose-designed wards suitable for mental health, existing clinical services had to be relocated from the area to be redeveloped. Throughout 2022–23, services continued to be relocated into newly refurbished spaces, along with the enabling works tender ahead of the tender

for the main works to occur in 2023. In addition, substantial consultation occurred with stakeholders as part of schematic design for the new mental health area.

### Peel Health Campus transformation

In late 2020 the WA Government announced that full operation of PHC would transfer to SMHS on the completion of the current contract with existing private operator Ramsay Health Care.

During the financial year considerable focus was placed on ensuring a smooth, seamless and safe transition for staff, patients, volunteers and the wider community. This has involved ongoing engagement and communication with PHC staff and volunteers, and broader community engagement activities.

### WA Virtual Emergency Department

The virtual emergency medicine (VEM) service is an innovative model of care developed between FSH ED clinicians and St John WA and launched in February 2021 to improve emergency access for patients at FSH. Since its launch, there have been almost 16,000 referrals, 4,505 patients have been diverted from the FSH ED with 893 patients remaining in the community to receive care closer to home.

In 2022–23, SMHS collaborated with DoH and other health service providers to further develop the model, building on lessons learned. The VEM service will continue to run across SMHS, as well as expand into the WA Virtual Emergency Department (WAVED) which will be run across metropolitan Perth.

### RGH Behavioural Assessment Urgent Care Centre

The establishment of a new 10-bed Behavioural Assessment Urgent Care Centre (BAUCC) at RGH will improve patient and clinical outcomes for patients behaviourally affected by alcohol and/or drugs. This short stay mental health facility will comprise eight mental health emergency care beds and two behavioural assessment beds.

During 2022–23, the Department of Finance worked with SMHS to develop a project definition plan. Models of care have been developed and the project remains on track.





# Our strategy

The SMHS Strategic Plan 2021-2025 guides the health service in delivering on its vision of **excellent health care, every time.**

The strategic plan supports SMHS' responsibilities under the Sustainable Health Review to prioritise the delivery of patient-centred, high-quality and financially sustainable health care.

The plan's five key strategic priorities, which have anchored the health service since 2017, further strengthen engagement with patients, families, staff and the community to design and improve the delivery of healthcare services.



## Excellence in the delivery of safe, high quality clinical care

- Provide consistent high-quality care through the use of endorsed service models and by minimising variations in care.
- Consistently strive for the highest level of safe care aiming towards a zero-harm patient safety culture.
- Aim to generate a culture of continuous improvement where research, innovation and redesign are encouraged and celebrated.



## Provide a great patient experience

- Place the patient and their family at the centre of the decision-making process. We ensure equity of access to care with a focus on minority groups and the provision of culturally sensitive care.
- Ensure patients and their families are effectively and transparently communicated with throughout their journey.
- Aim to provide exceptional customer service, which is flexible and responsive, to ensure the best possible experience for patients and our communities.



### **Engage, develop and provide opportunities for our workforce**

- Aim to create an environment of respect and empowerment within a culture of accountability, trust and transparency.
- Focus on developing a culture that maintains a highly engaged and satisfied workforce as well as creating a safe workplace that promotes health and wellbeing.
- Identify, develop and embed Aboriginal employment opportunities and career planning at all levels.



### **Strengthen relationships with our community and partners**

- Engage with the community to better define and deliver health services required to appropriately meet the health and wellbeing needs of the local population.
- Aim to optimise existing partnerships and explore new opportunities for innovative alliances both within and outside of health care.



### **Achieve a productive and innovative organisation which is environmentally and financially sustainable**

- Strive to optimise the efficient use of our people and physical resources, including maintaining a sustainable financial position.
- Empower SMHS staff to improve productivity and quality, ensuring they have the required skills and tools to understand their business.



## Excellence in the delivery of safe, high quality clinical care

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### Digital medical record rollout

On 3 May 2023, Rockingham Peel Group (RkPG) successfully implemented the Bossnet digital medical record (DMR). The DMR provides clinical staff with a digital version of the traditional paper-based medical record, providing a universal view of a patient's medical history. In preparation for the DMR rollout, 472 new forms were created to allow the input of important information straight into the DMR. New ICT infrastructure has also been purchased to provide greater access to the DMR, including 67 new workstations on wheels.



### A WA first for thyroid nodule patients

In a WA first, a new thyroid radiofrequency ablation service established at FSH is improving outcomes for eligible patients with

benign thyroid nodules. Patients seeking options for symptomatic or suspicious thyroid nodules in WA have previously opted for surgery, resulting in a hospital stay, lifelong treatment to replace thyroid hormones and a scar on the neck. The new technology means eligible patients receive treatment in a relatively quick outpatient procedure under local anaesthetic and are back to their normal lives within a day or two – no lifelong medication and no scar.

### Medical imaging replacement program

Following five years of procurement, development, and testing, the replacement for the existing medical imaging software suite was ready for a phased deployment across WA Health metropolitan sites from early 2023, with SMHS sites agreeing to be the first to receive the new solution. The first enterprise medical imaging platform go-live proceeded as planned at RkPG in March 2023. The successful implementation in SMHS has revolutionised imaging services by streamlining medical imaging workflows, improving results management and enhancing business intelligence capability.

In parallel to the new medical imaging software replacement program, the project team developed a new electronic ordering process for medical imaging requests.

This allows clinicians to electronically request medical imaging procedures alongside any pathology tests required by their patients.

### Dialysis services expansion

Renal dialysis provides a life sustaining but ongoing therapy for patients with chronic kidney disease. This presents its own challenges for the healthcare system, particularly in maintaining adequate service capacity with patients requiring treatment for the remainder of their life. The expansion of operating hours for the FSH-based dialysis facilities has enabled all patients on the waitlist to increase dialysis treatment to three times a week, which is the optimal regimen. While demand for services is expected to continue to increase, staff rostering changes implemented as part of the expansion will provide emergency access and flexibility in scheduling of treatments to meet patient volumes.





## Improving experience for breast cancer patients

FSH is using two new approaches to improve the healthcare experience for breast cancer patients, the most diagnosed cancer in Australian women and the second leading cause of cancer death in women.

FSH became the first public hospital in WA to trial a new technology – a magnetic liquid called MagTrace – which maps out lymph nodes during breast cancer surgeries. Unlike previous methods, MagTrace can be injected days or weeks in advance. This prevents theatre delays, makes the day of surgery less rushed for patients and has potential to enable easier access for patients who aren't local. The FSH Breast Cancer team has also trialled a revolutionary technology called magseeds to pinpoint the location of tissue to be removed during breast cancer surgery, supporting our commitment to make breast cancer surgery as painless and stress-free as possible for patients.

## Accreditation at RkPG

In September 2022, RkPG was assessed by the Australian Council of Healthcare Standards (ACHS) against the National Safety and Quality Health Service standards (NSQHSS) second

edition. This was followed up with a final assessment in December 2022, where full accreditation was achieved. The assessors were impressed with the positive attitude of the executive team, quality team and the maternity services team. Assessors also acknowledged the good work being undertaken by RkPG with respect to the monitoring and management of variation in clinical practice. The assessors felt the development of the colonoscopy app for consumers along with the reporting software were both noteworthy initiatives.

## Australian first DVT patient

Patients at FSH with major deep vein thrombosis (DVT) are receiving treatment using a new technology called ClotTrieve which is less invasive, has less risks and a faster recovery. The technology works like a trawl fishing net, manually capturing the clots in the net and allowing blood to continue moving through the vein. It enables the surgeon to pull out the DVT clot in a 45-minute procedure without the need for clot busting drugs or a stay in the intensive care unit (ICU).

## Launch of the new Research Strategy

The Honourable Stephen Dawson MLC launched the inaugural 10-year SMHS Research Strategy on 22 May 2023 at an event attended by researchers, consumers, staff and SMHS Board members.

Since 2017, SMHS has made significant achievements in the research environment. The new research strategy outlines how SMHS will continue clinical trials and research projects to provide the latest treatments and evidence-based care to our patients from 2023 to 2033.

Over the next 10 years SMHS will be building more partnerships, listening to patients and the community about potential consumer-led or co-design research projects, and positively competing in the national and international research arena.

The SMHS Research Steering Committee is overseeing progress of the new strategy which already includes the opening of the new SMHS Biobank and appointment of the inaugural Research Grants Coordinator.

## Research for future care

Within SMHS, embedding research into clinical care is crucial and the health service continues to actively encourage formal research at a state, national and international level.

### Research achievements of 2022–23 include:

**139** new research projects were approved to commence at SMHS sites, as detailed in the SMHS Research Report 2022.

In November 2022, SMHS established a new Biobank service to assist researchers with their research sample management and provide a tracking database. The successful pilot has 3,500 samples deposited and will become business as usual from July 2023.

The SMHS Research Support and Development Unit (RSDU) team continued support to researchers, sponsors, universities, funders and research institutes on submission and approval processes as well as supporting the voluntary Human Research Ethics Committee. The team held an annual SMHS Research Showcase event in November 2022 and hosted an International Women's Day breakfast forum in March 2023. The team continued the Research Mentoring Program and marketed our clinical trials using the ClinTrialRefer app.

Achievements for the TRANSFORM project included e-consent, standardised surveys and databases and assisting clinicians with innovative virtual clinics. This project was part-funded by a Future Health Research and Innovation Grant to develop streamlined, standardised data collection, management and governance. The project ceased in 2023 and the work has been handed over to the SMHS Informatics team.

Completion of a three year project to support researchers with financial aspects of their research projects in 24 research specialties and 118 research cost centres.







## Provide a great patient experience

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### Care for older people expanded at Fremantle Hospital

Fremantle Hospital's future as a hub for older patients was cemented with the opening of 26 new beds to better care for elderly neurology rehabilitation (neuro rehab) patients. Split across two wards – B7 North geriatric ward and the new purpose-built D4 elderly neuro rehab ward – the new beds were officially opened by the WA Premier and Minister for Health in May 2023.

To support this expansion, almost 90 new full-time positions were recruited, including nurses, doctors, allied health professionals and patient support staff. The changes will not only support the elderly community but will also help relieve pressure on FSH, an example of SMHS hospitals working together to provide the right care, at the right time, in the right place.



### RGH outpatient expansion

With outpatient services at RGH increasing by 25 per cent since 2017–18, this year RGH expanded its outpatient capacity by relocating a range of services including podiatry, hand therapy, lymphoedema, diabetes and endocrinology outpatient clinics into new accommodation at the Woodbridge precinct next to RGH. This has increased the outpatient capacity by freeing up clinic space at the hospital. Additionally, replanning the outpatient clinic profiles for the clinics relocated to Woodbridge enabled more than seven per cent additional patients to be seen in the eight months to 30 June 2023 compared to the prior year.

### Youth Reach South transferred to SMHS

On 1 July 2022, the Youth Reach South service transferred to SMHS' governance from the North Metropolitan Health Service. Youth Reach South is a specialist mental health service supporting young people aged 13 to 24 years old who have, or are at risk of, developing symptoms of severe mental illness and are homeless or have very limited support networks.

With 75 per cent of mental health disorders emerging before the age of 24, developing our youth mental health services is a priority for SMHS. Integration into SMHS has resulted in the service expanding into Rockingham and Peel and developing a dialectical behavioural therapy skills program. Youth Reach South joins other specialist mental health services in SMHS including Youth Crisis and Assessment Treatment Team, the Youth Unit, and the Youth Active Recovery Team.

### Yidarra – developing safe and secure Aboriginal mental health services

In 2022, Yidarra was established at RkPG – a steering group that coordinates, supports and promotes Aboriginal and Torres Strait Islander culture in service planning and delivery. Yidarra has enabled enhanced cultural awareness for clinical staff, arranged study sessions in important local culturally significant sites, and promoted awareness and greater understanding of what health and mental illness means from an Aboriginal perspective - helping to close the gap experienced by some community members in accessing and benefitting from mental health services.





## Training psychiatric registrar in Aboriginal mental health

In a first for metropolitan mental health services, 2022–23 saw the development, accreditation, and recruitment of a training psychiatric registrar in Aboriginal mental health at RkPG. The position provides dedicated medical support for Aboriginal consumers.

Working alongside an Aboriginal mental health liaison officer, the registrar oversees clinical care of Aboriginal consumers who want a culturally informed care plan. The registrar also liaises with Aboriginal community-controlled health corporations and other organisations to help access specialist services when needed.

## New services boost care to south metro patients

In September 2022 a new respiratory ward opened at FH boosting care delivery to patients in the south metropolitan region. The ward has 12 beds including four with oxygen saturation monitoring equipment – used to care for patients who need respiratory care such as lower respiratory tract infections and pneumonia, but do not necessarily require higher-level sub-specialist services.

A new ophthalmology department also opened at FH in September 2022. Ophthalmology is one of the busiest outpatient services at FH with up to 180 ophthalmology outpatients every day. The unit is specifically designed to suit the unique needs of the service, enabling patients to receive seamless care.

## School ensures patients are fit for surgery

A trial of SurgFit school – an innovative program providing participants with personalised care from a multidisciplinary team to help ensure they are surgery-ready launched in 2022–23. The initiative is designed to prepare patients both physiologically and psychologically before surgery through a one-hour group education

session focusing on exercise and nutrition, psychological support, alcohol and smoking cessation counselling, as well as access to educational resources and support groups.

Prehabilitation before surgery can lead to shorter hospital stays, reduced complications and an improved quality of life following surgery. It also helps empower patients and their families with their own care. Upper gastrointestinal and colorectal major surgery patients were the first cohort to access the service with plans to roll the approach out to all surgical patients in time.

## Improving outcomes for FSH ED patients

A trial of the High Intensity Use Service at FSH ED took place in 2022–23 to better support frequent ED patients by connecting them with other supports and services. Five per cent of people who present to EDs in WA account for 20 per cent of all presentations – often due to patients' underlying unmet psychosocial needs.

The trial results showed that presentations to the FSH ED among this cohort reduced by 42 per cent and when they did present to the ED, the total minutes spent there reduced by 56 per cent. Following the success of the trial, the DoH provided funding for

the SMHS Complex Needs Coordination Team (CoNeCT), to implement similar models at all Perth metropolitan public hospitals.

## Musculoskeletal Diversion Clinic improves patient flow at RGH

A first of its kind in WA, more than 3000 patients with uncomplicated musculoskeletal conditions have been diverted from the RGH ED waiting room to a dedicated clinic where they have been seen by advanced scope physiotherapists – experts in managing musculoskeletal conditions and injuries.

The project was designed to reduce ED bed pressure, free up ED staff to assess patients with more complex needs in a timely manner and improve flow for all patients seeking care. Patients receive specialised care, leave with an understanding of their condition, a health care plan and are given the opportunity to have a follow-up at a time and method that suits them. ED length of stay for these patients has been reduced by three hours and the satisfaction rating with the service is at 97 per cent.

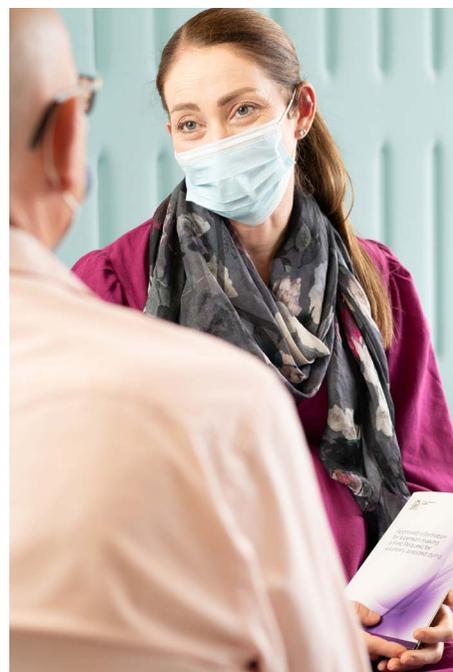
## Simplifying access to care for elderly patients

The SMHS Virtual Emergency Medicine (VEM) initiative has further improved patient outcomes by admitting elderly patients directly to the specialised geriatric ward at FH this year. Geriatric patients are a vulnerable and often frail cohort, who typically have a high risk of complications, which is worsened by being moved between wards and hospitals.

In a collaboration between SMHS, St John WA and community-based outreach health services, VEM has connected ambulances with the FSH ED command centre via a video call, enabling patient assessment and triage before arrival at the hospital. For this cohort of patients, the command centre identifies patients who would benefit from care in a geriatric ward and the ambulance is seamlessly diverted to FH, where patients receive specialised care from the multidisciplinary geriatric team.

## Voluntary Assisted Dying Statewide Care Navigator Service

Demand for voluntary assisted dying has been greater than originally anticipated, requiring additional care navigators to support patients, families and practitioners this year. By June 2023, the service had supported nearly 700 individuals through more than 7,500 interactions with people enquiring and/or seeking support with voluntary assisted dying across all regions of WA. The service managed an average monthly caseload of 138 cases, with



30 per cent of people contacting the service based in regional WA.

Partnering with DoH, the Navigator Service coordinated an inaugural memorial service on 1 September 2022 to commemorate all those who have contributed to, and benefited from, this new legislative choice at the end of life. In November 2022, in partnership with the SMHS Communications team, a podcast to enable story sharing from people, family, practitioners and health care workers involved in voluntary assisted dying was launched. The podcast provides an accessible platform for those seeking to understand the human experience of the assisted dying process, to hear stories, and feel less isolated in exploring this journey.

## Cardiometabolic service provides comprehensive care

The newly established cardiometabolic service is a collaboration between cardiology, endocrine, dietetics, specialist nursing, diabetic educators, and chemical pathology to address the complex nature of care for patients with metabolic and cardiovascular comorbidities. This multidisciplinary approach will more effectively screen and diagnose risk factors and build a comprehensive care plan for each

patient. A strong focus on lifestyle modifications and education will help patients make healthier choices to improve their long-term health outcome. Together with advancements in pharmacological therapy, patients will be able to access medications aimed at preventing their risk factors from progressing.

## New online meal ordering system for Fremantle

A new online meal ordering system at FH has made it easier to capture all dietary and allergy requirements in one place, removing the need for out-dated paper menu selections. The introduction of My Menu allows integration with the Allergy and Diet Application, an important database for patient diet and allergy information, which can then be shared across different hospitals where needed.

There is less risk associated with incorrectly plating up patient meals with the ability to filter allergies for individual patients through My Menu and not having to rely on handwritten paper-based menus. Dedicated menu assistants are also enhancing the patient experience by ensuring patients are provided with the best food service possible during their stay at FH.





## Engage, develop and provide opportunities for our workforce

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SMHS NEWS

### Clinical service improvement rotations for junior doctors

In 2022–23, the Kaartdijin Innovation Centre provided eight junior doctors with the opportunity and support to further improve the hospital experience by undertaking 10-week clinical service improvement rotations. The rotations are designed to give our health professionals an opportunity to undertake a clinical service project outside normal service delivery, as well as develop their leadership and change management skills.

Projects have included reviewing and investigating gynaecology outpatient results, improving outcomes for patients who have undergone knee and hip joint replacement surgery, optimising care for those who have undergone a splenectomy, and improving health



outcomes for Aboriginal people who are accessing our hospitals for planned surgery. Feedback from those who took part has been very positive.

### Promoting an equitable, diverse and inclusive workforce

SMHS recognises the need for an open and inclusive workplace culture where diversity is valued and the social and cultural backgrounds of all employees are respected.

The SMHS Equity, Diversity and Inclusion Plan 2021–2025 (EDIP) demonstrates our commitment to creating an equitable, diverse and inclusive workforce that reflects the diversity of the community. The plan acknowledges the historical disadvantage of diversity groups and outlines further work required across SMHS to develop sustainable employment outcomes for all diversity groups, strengthening its workforce for the future.

As such, SMHS commits to creating a diverse and inclusive workplace through twin strategic goals:

- Workforce diversification: increasing the representation of people from different backgrounds at all levels across SMHS.

- Workforce inclusion: ensuring all SMHS staff experience a sense of belonging and inclusion in the work environment.
- Achievements from the plan in 2022–23 are mentioned throughout this report and also include:
  - SMHS Pride Committee’s Chairperson presented at the first medical grand round on *Health care for LGBTQIA+ community: awareness, advocacy and access* with the Hon. Minister John Carey and Prof. Wai Chen
  - some of SMHS’ top researchers shared personal stories and insights at a research forum for International Women’s Day in March 2023
  - the SMHS Pride Committee led the celebrations of our LGBTQIA+ staff and community across a range of PrideFEST WA events
  - the high school workplace learning student program continues to provide opportunities for students to develop the employability skills they need to transition from school to employment in health.



## Welcoming the workforce of the future

In 2023, SMHS welcomed 172 graduate nurses (including enrolled nurses and registered nurses) and midwives across FSFHG and RkPG. The first 12 months of their nursing and midwifery careers are spent working in up to two areas in our hospitals where they are well supported by a clinical coach and structured workplace learning. Graduates are supported in their professional development during the year and towards their career aspirations to transition to specialty practice.

SMHS also welcomed 120 new medical interns who spend their first 12 months gaining first-hand experience of delivering health care in various

specialities and areas throughout SMHS hospitals, as they continue their intensive and highly-skilled journey to becoming a doctor. Throughout their 12-month internship, junior doctors complete five rotations across a range of specialties such as emergency, general medicine, surgical, critical care, and geriatric medicine at FSH, FH, RGH, as well as at Albany Health Campus, Broome Health Campus and Northam Regional Hospital.

## Better preparing new nurses for mental health care

As part of a new partnership between Curtin University School of Nursing and FSFHG, a study has explored



how to most effectively educate and train graduate and comprehensively prepared nurses for specialist work in mental health services. The research has considered current mental health nurses' and consumers' feedback. The findings of this research project will help the FSFHG Nursing Education team to identify the key mental health education and training priorities for new mental health nurses to work competently, confidently and comfortably in mental health settings.

## Inspiration and learning at IMPROVE

The IMPROVE Conference 2023 held in March 2023 was once again a success, with attendees reporting

feeling engaged, inspired and motivated for continuous improvement. This year's theme was 'Basics + innovation driving us forward' and attendees heard from international guest speakers, along with panel discussions, practical workshops and networking opportunities. The capability to join the conference online – a first for this year – was welcomed by colleagues throughout SMHS, making it more accessible to clinical staff.

## New employee assistance provider for SMHS

The contract for a new employee assistance provider (EAP) commenced on 1 June 2022 with Perth-based PeopleSense by Altius. PeopleSense provides confidential counselling services for employees, volunteers and immediate household family members. Their services are accessed for personal or work-related issues and are designed to provide short-term psychological assistance. PeopleSense provides counselling sessions with a registered psychologist, offers onsite sessions and multilingual, Aboriginal and LGBTIQ+ support. Extensive targeted promotion by SMHS coupled with increased staff confidence to use EAP services has led to an increased utilisation rate.

## SMHS workplace injury early intervention program

Following a successful pilot at FSH in 2020, the SMHS workplace injury early intervention program continues to provide benefits. Using providers with occupational expertise, the program supports injured workers with medical treatment and physiotherapy, and options for early return to work. Facilitating up to two medical appointments, two physiotherapy appointments and x-ray or ultrasound imaging if required, appointments are available to staff on the day of injury, or the next depending on referral time. Staff located at hospitals without walk-in access are offered support to travel for assessment. To date, 358 cases have been triaged by the program. Of these, 68 per cent were resolved through supported treatment, returning injured workers back to productive work as quickly as possible.

## SMHS Work Health and Safety Recognition Program

The Work Health and Safety (WHS) Recognition Program celebrates and recognises SMHS staff who go above and beyond in improving the health, safety, and wellbeing of our health service, particularly our 287 health and safety representatives and dedicated WHS teams. Since 2019, a variety of achievements and initiatives have been showcased and rewarded including addressing manual handling and workplace aggression and violence risks. Behind the nominations are the people who care about people; those who positively impact the safety culture in their workplaces.

## SMHS wellbeing

The SMHS Wellbeing Framework was developed and rolled out across SMHS in 2022. Created to support our workforce to thrive and achieve balance across physical, emotional, psychological, social, spiritual, intellectual and economic elements, the framework has four core and interconnected pillars: healthy culture, healthy minds, healthy body and healthy places.

Key achievements for the SMHS Wellbeing Working Group include:

- access to psychological first aid with significantly sustained increase in staff uptake with the EAP provider
- delivery of the SMHS Workplace Injury Early Intervention Program
- development of a SMHS wellbeing calendar to provide a coordinated and aligned approach to observed wellbeing initiatives across sites
- approval for the People At Work comprehensive psychosocial risk program to conduct a trial in two cohorts.



## Digital solutions creating future success

A dedicated digital health team established this year is enabling digital solutions and setting SMHS up for future success. Aligned from existing staff groups, the team covers information security (cyber), applications, data analytics and program delivery. The SMHS information security function collaborates with service providers to enhance the ability to identify threats and vulnerabilities, respond to and recover from cyber incidents. The team is also delivering and supporting a number of key clinical ICT projects across SMHS including the FSH pharmacy automation system upgrade to improve system reliability, involving 36 servers and more than 500 individual devices. The three-year initiative was delivered in June 2023.

## Continuing to develop an open and engaging organisation

The SMHS Organisational Development Strategy 2021-25 aims to develop team and inter-team trust, respect, and effective collaboration and communication, leading to a values-based, psychologically safe organisation. The strategy focuses on four elements. Some of the key achievements from the strategy are listed below:

### Collective leadership

- Expanded the Care to Lead program to nine cohorts for 2022–23.
- Delivered SMHS Senior Leader as Coach training to tier 3 leaders.
- Commenced a leadership mentoring pilot.
- Delivered a series of leadership alumni events.
- Developed and implemented the SMHS Coach Consultancy.

### Inclusivity and people experience

- Established an inclusivity and people experience working group.
- Launched collaboration with schools' pilot in partnership with patient support services.

### Capability

- Designed and delivered bespoke pilot SMHS Human Factors training program.
- A SMHS Human Factors ambassador program is under development.
- Designed and delivered a bespoke manager support and resource package called Care to Manage.

### Wellbeing and inclusivity

- Implemented the SMHS Wellbeing Framework across all sites.
- Appointed the inaugural Chief Wellbeing Practitioner – a first for WA.
- Developed a wellbeing initiatives exchange, promoting grassroots wellbeing initiatives.



## Investing in developing teams and staff

SMHS recognises the need to invest in developing its collective leadership capability. In 2022–23 the health service continued to roll out programs to support staff, including the following:

### Care to Lead

The Care to Lead program equips participants to influence positive change within their areas of responsibility. In 2022–23, the program was delivered to eight cohorts, providing up to 200 clinical and non-clinical leaders an opportunity to build compassionate, collective leadership in a multidisciplinary approach. Participants develop leadership skills through face-to-face workshops, personal leadership projects and opportunities in the workplace to apply new skills and concepts.

### SMHS Senior Leader as Coach program

Building on the success of the 2022 Senior Leader as Coach program, a bespoke SMHS program was delivered to senior leaders across SMHS. In June 2023, senior clinical and non-clinical leaders from across SMHS sites graduated from the 2023 SMHS Senior Leader as Coach Program. The training is underpinned by current research and aligns to the International Coaching Federation core competencies.

### Launch of the Care to Manage program

The Care to Manage initiative aims to provide a consistent approach to developing fundamental managerial skills and capabilities for all new managers across SMHS. It intends to equip new people managers with the knowledge and skills required to master essential managerial skills and understand their roles and responsibilities within the SMHS context. The Care to Manage initiative has been developed and piloted in 2022–23 with the support of the FSH patient support services team.

### Leadership mentoring pilot

To continue to build collective leadership across SMHS, alumni of the Care to Lead program were invited to participate in a Leadership Mentoring Pilot Program. The mentoring program is intended to help attract, develop and retain talented staff and has been an opportunity for experienced staff to share their knowledge and experience with others across the business. As at June 2023, 13 mentors were working with 15 mentees across SMHS and had undertaken at least three mentoring sessions together. The pilot will be evaluated later in 2023.

### SMHS Leadership Alumni

The SMHS Leadership Alumni offers SMHS leaders an opportunity for staff to network, develop collective leadership skills and build relationships across SMHS. Comprising leaders who have participated in leadership development programs, the events provide an opportunity for leaders to come together to network, develop collective leadership skills and build relationships across SMHS.

### Launch of the SMHS Coach Consultancy

The SMHS Coach Consultancy connects SMHS internal coaches with interested staff for access to professional coaching sessions. Staff can access up to three individual coaching sessions with a SMHS employee who has completed formal coach training.

### Human Factors ambassador program

The SMHS Human Factors ambassador program is a joint partnership between SMHS Transformation and SMHS Safety and Quality. The program aims to highlight the impact of 'human factors' on safety culture. Human Factors enhances clinical and non-clinical performance, fosters a culture of safety and continuous improvement, and minimises human error. Through a competitive expression of interest process, 24 staff were selected to become the inaugural SMHS Human Factors ambassadors to co-design the program's approach.



## Supporting doctors in training

With more than 1,000 doctors in training across SMHS sites, Project A was established two years ago to recognise the importance of improving the morale, wellbeing, teaching and training for doctors in training.

Key achievements in 2022–23 include:

- flexible working arrangements
- career streaming
- the introduction of new leave management processes, for example hybrid leave for resident medical officers
- streamlining payroll queries through the establishment of a dedicated medical workforce number
- development of a fatigue management strategy and more sleep facilities at FSH
- processes for automated claiming of overtime through the online overtime and recall form portal
- a review of rosters which has already covered a large number of departments
- the introduction of the registrar step up program, providing resident medical officers with a supported environment around skills training, mentoring and dedicated time to shadow senior registrars.



## Strengthen relationships with our community and partners

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SMHS NEWS

### SMHS and SingHealth collaboration to improve nursing and midwifery

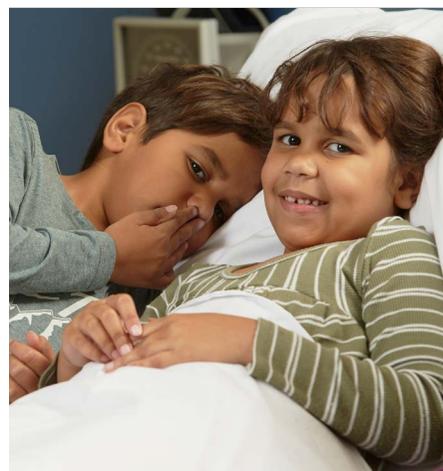
In 2023, SMHS and Singapore Health Services (SingHealth) signed a memorandum of understanding in a joint commitment to exploring opportunities for collaboration in nursing education, training and research.

SingHealth is recognised as one of the top ten health services in the world and like SMHS, they are a multi-site health service with a focus on innovation. The geographical and economic similarities mean there are opportunities to share approaches and improve both health services.

As part of the development of this important twinning relationship, Ms Wong Sook Thow from SingHealth visited SMHS, getting a better understanding of many of the innovations within nursing and midwifery services as well as attending the IMPROVE conference.

### More equitable access to ENT care for Aboriginal children

A monthly ear nose and throat (ENT) clinic is helping to provide more equitable access to healthcare in a collaboration to improve hearing



outcomes for Aboriginal children. Aboriginal children have the highest rates of ear disease and associated hearing loss in the world, which significantly impacts on their development, schooling and longer-term employment opportunities.

A monthly specialist clinic established by Cockburn Integrated Health in partnership with RGH, the Telethon Kids Institute, Hearing Australia, Moorditj Koort Aboriginal Corporation and St John of God Murdoch ensures Aboriginal children see an ENT specialist and receive timely surgical intervention through a dedicated monthly surgical list at RGH.

In 2022, the initiative received the Best Practice in Health and Wellbeing award in the Institute of Public Administration Australia awards.

### Easier access to mental health services for Peel youth

The Peel Mental Health Taskforce has continued to progress the 'no wrong door' initiative for local young people accessing mental health services. Formed in 2021 to help manage growing concern for people needing mental health support in the Peel region, the taskforce aims to coordinate and improve mental health service delivery, to better prevent mental health crises and improve outcomes at a community level.

The 'no wrong door' approach has been named the Wandjoo Gateway (welcome in local Noongar Binjareb language) and is supporting an integrated mental health system, where every door is the right door for young people seeking mental health help. Once implemented, young people will be able to seek assistance via the first person they go to, should that be a teacher, youth worker, their GP or mental health professional, and streamline their pathway to care.

The Peel Mental Health Taskforce is now resourced until 2026, thanks to joint funding by SMHS, the Mental Health Commission (MHC), Department of Communities and WA Primary Health Alliance (WAPHA), with assistance from the Peel Development Commission.



## Australian-first virtual immunology clinic and GP integration portal

Chronic immunological conditions often require lifelong care coordination between hospitals and GPs, which can make accessing regular treatment challenging, particularly for regional patients. In an Australian-first, a virtual immunology clinic integrated with GPs was established at FSH in 2022.

This innovative concept provides a secure online portal to connect a GP to a FSH immunology specialist to provide appropriate management advice in real time while the patient is attending their GP appointment, enabling patients to receive timely access to the care they need, regardless of where in WA they live.

The clinic builds on the achievements of the virtual immunology clinic established

in 2020 which had already doubled the service's capacity to deliver care for more than 6,000 patients closer to the patient's home. The long term adult and paediatric wait lists were also eliminated, including expediting treatment for more than 1,000 children.

## Partnership to increase people with disability employed across SMHS

In 2022, SMHS engaged in a partnership with BIZLINK, a Perth not-for-profit which provides disability employment support services and connects people with disabilities with employers. The agreement helps SMHS facilitate opportunities for people with all types of disabilities, barriers and backgrounds to secure and maintain employment within the organisation, recognising the importance of having a diverse and inclusive workforce.



As part of our SMHS Equity, Diversity and Inclusion Plan and Disability Access and Inclusion Plan, SMHS is continually exploring ways to recruit more staff with a disability, including via targeted recruitment, promoting workplace adjustments and collaborations via the Disability Advisory Network. The work with BIZLINK and, more recently, EDGE recruitment is also developing face-to-face training programs for managers to ensure they are well equipped to support people in their workforce with a disability.

## Partnership approach to community mental health and wellbeing

In a first for metropolitan health services, SMHS partnered with Act Belong Commit in October 2022 to deliver the 'SMHS Act Belong Commit Forum' for local governments. The aim of the forum was to build local government capacity to support optimal mental health and wellbeing in the community, as well as celebrate the success of all nine SMHS local governments signing a Memorandum of Understanding with Act Belong Commit. A partnership with Mentally Healthy WA was also established to support their campaign 'Act Belong Commit' through displaying promotional signage around SMHS hospital sites. Patients, visitors and staff

could check in on their mental health and wellbeing with an online quiz by scanning a QR code.

## Online platform providing more opportunities to collaborate

An online engagement platform 'Put it to the People' is providing interested community members with the opportunity to be part of the conversation regarding the delivery of health services across SMHS, leading to increased partnerships around priority issues and a shared commitment to improving community health.

Since the platform was launched in November 2022, it has received 1,950 views by 992 visitors, leading to 218 contributions to activities and consultations across SMHS. Engagement opportunities include a carer experience questionnaire, the logo design, naming of a community based mental health service and an invitation for culturally and linguistically diverse (CaLD) consumers to consult on feedback processes.

## Partnership helps Rockingham cancer patients receive treatment locally

A new contract with Icon Cancer Centre Rockingham has enabled SMHS patients to receive necessary radiotherapy treatment closer to home. Patients local to Rockingham who are undergoing cancer treatment can access radiotherapy free-of-charge as a public patient, only needing to travel ten minutes down the road from the hospital.

Patients who were previously travelling to FSH each weekday for six weeks or longer are now able to receive care closer to home – reducing parking and travel costs, reducing the impact on the environment and, most importantly, improving the patient experience.

A partnership with Genesis Care Mandurah also enables high-quality and close-to-home radiotherapy treatment for patients in the Peel area.

## City of Mandurah partnerships for older adults

A free workshop series for Mandurah locals was launched to help prevent falls in the local community and improve health. The collaborative initiative between SMHS Health Promotion and the City of Mandurah followed a grant from Injury Matters, as part of the Stay On Your Feet 'Improve Your Health' grants program.

Falls and falls-related injuries are the leading cause of injury hospitalisation for older adults in the Mandurah community and managing their health is a key part of staying independent and preventing falls. Held at the Mandurah Seniors and Community Centre over three

consecutive Fridays in April and May 2023, 56 community members and 19 staff and volunteers attended.

In addition, the 'Mandurah move your body' falls prevention project, developed in partnership between City of Mandurah and SMHS Health Promotion, was highly commended in the Outstanding Achievement by a Local Government in Injury Prevention or Recovery Support category at the 2023 Injury Matters, Injury Prevention and Safety Promotion Awards. The awards recognise individuals and organisations who have made a positive impact on the community through activities aimed at preventing and reducing the impact of injury, and the project was acknowledged for its injury prevention and safety promotion initiatives.

## School collaboration pilot highlights career opportunities in health

SMHS is committed to collaborating with schools in the SMHS catchment to strengthen community engagement and identify career pathways for high school students. In 2023, SMHS fostered relationships with three schools within the community to deliver a pilot work experience program at FSH. Shadowing experienced staff members from internal logistics, cleaning, catering and hospitality, the students spent one day a week experiencing work in those services. Students valued the experience and commented that the pilot program has helped them understand the diverse opportunities that exist across the health workforce.







# Achieve a productive and innovative organisation which is environmentally and financially sustainable



SUSTAINABILITY

## Environmental sustainability

As one of the largest health service providers in WA, SMHS recognises we have a responsibility to act to reduce our carbon footprint for the health of current and future generations. In June 2023, we launched the first SMHS Environmental Sustainability Strategy, which provides a strong foundation for embedding sustainability at the heart of what we do to bring about real change in the impact our organisation has on the environment.

The strategy was developed in consultation with our staff. Feedback received was that staff wanted SMHS to be a leader in climate action and to set ambitious targets. With this in mind a target to reach net zero by 2040 was set, which is ahead of the WA Government target of 2050 but in line with the target of reducing emissions by 80 per cent by 2030.



This will take concerted action in many areas and the strategy provides the roadmap to achieve this goal. The strategy sets out key targets and pathways in six key areas; energy, waste, food, supply chain, clinical care and travel and transport, supported by robust governance and leadership.

To assist in building knowledge and capacity amongst our staff, an online learning module on climate health has been developed which sets out the steps staff can take to implement ideas in their local area.

This year, the SMHS Marketplace was also launched. This is an internal platform for people to post small office items and stationery items seeking a new home. The Marketplace has been successful in reducing waste.

## Measuring our impact

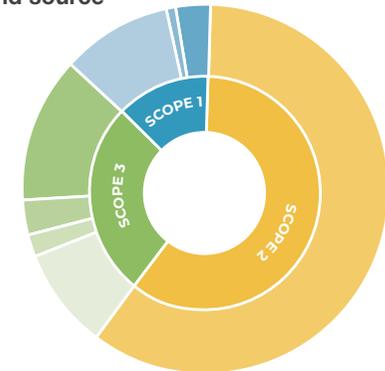
Delivering on the SMHS Environmental Sustainability Strategy 2023–2026 requires data, monitoring and evaluation. Measuring and reporting our impact will allow us to identify carbon hotspots and to track our progress against the strategy.

To attain baseline data, SMHS has undertaken an initial measurement of our carbon footprint using the Global Green and Healthy Hospitals (GGHH)

Climate Impact Tool for Health Institutions (March 2022).

This tool was developed to calculate greenhouse gas (GHG) emissions specific to healthcare using data relating to energy consumption, transport and waste management, as well as other gases relevant to the sector, such as anaesthetic gases, cooling gases, and emissions produced by inhalers.

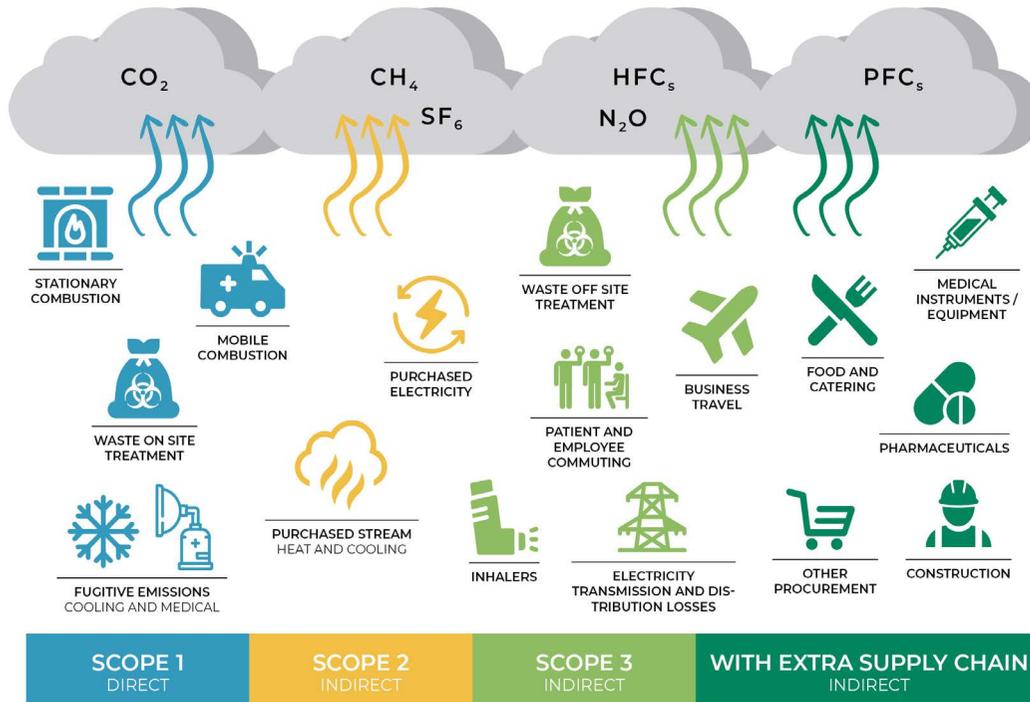
## System aggregated emissions per scope and source



- Stationary combustion
- Mobile combustion
- Medicinal/anaesthetic gases
- Purchased electricity
- Employee commuting
- Inhalers
- Electricity transmission and distribution losses
- Solid waste disposal

\*This data has been collated using the GGHH Climate Impact Checkup Tool for Health Institutions (v3.2 Mar 2022). It provides an aggregated snapshot for SMHS hospital sites (excluding community-based facilities and offices).

This graphic demonstrates the Greenhouse Gas Protocol Scopes 1, 2 and 3 emissions based on the Greenhouse Gas Protocol.



## A simple message delivers big results

A campaign with a simple message of 'Think Before You Bluey' has had a big impact on plastic waste reduction in SMHS. Launched in Plastic Free July 2022, the campaign took aim at the 400,000 plus 'blueys' used across the health service each year.

Blueys are inexpensive, absorbent, plastic-backed disposable sheets widely used in clinical settings. Blueys are often over-used, used for the wrong reasons, or used in place of other sustainable items

which would serve the same purpose. They can't be recycled and end up in landfill with the plastic taking decades to breakdown, generating harmful microplastics and greenhouse gas emissions along the way.

The challenge was to get staff to stop and think before reaching for a bluey in a busy clinical environment.

In the first year of the campaign, there was an overall reduction of 21 per cent in use, or 82,150 fewer blueys going to landfill, representing 1.9 tonnes of waste avoided. Although reducing expenditure was

not the aim of the campaign, \$19,500 was saved on purchasing blueys and \$500 in waste disposal costs. This exceeded the initial target of a 10 per cent reduction, and reflects the outstanding efforts of staff to change their practice.

## Growing our green network

The commitment of SMHS staff to reduce the impact delivering our care has on the environment is evident in the growth of the SMHS Green Ambassadors network.

Launched in April 2021, the Green Ambassadors network is a social movement in our organisation which has grown to almost 300 people from clinical to corporate and community services.

Green champions are asked to **Think, Act, Change:** to think of ways they can be more sustainable, act to put these ideas into motion and to make the change to more sustainable practices and activities. Green Ambassadors are leading action at a local level throughout the health service, forming 'green groups' with their colleagues in departments and wards.

From theatres, to cardiology, urology, emergency departments, ICU and individual wards, green groups are taking a sustainability lens to their activities and finding ways to reduce their environmental impact.

In the State Rehabilitation Service Spinal Unit, almost 90 per cent of the staff have signed on as ambassadors. All staff participate in weekly sustainability 'huddles' where they get feedback on the progress of projects and discuss ideas to implement. The unit has reduced blueys use by almost 60 per cent, introduced new recycling streams and replaced plastic items with compostable alternatives.



# Innovation in action

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## Voice-to-text trial

The 12-month voice-to-text trial is implementing and evaluating speech recognition software for real-time dictation of clinical documentation across SMHS' sites and clinical specialties. Clinicians spend a significant amount of time typing up patient information and it is hoped the project will free up time for clinicians to focus on dedicated patient care. The project also addresses current gaps and inefficiencies in how clinicians capture information in the digital medical record and other clinical information systems. A final evaluation of the 12-month trial is expected by the end of 2023.

## Virtual reality simulation-based education

Simulation-based education is a well-established component of clinical education, including the management of medical emergencies and learning clinical skills. Virtual reality offers flexibility to meet the learner needs and time availability as well as fewer resources, including clinical educators, infrastructure and equipment. A virtual reality pilot for chest drain insertion was completed within the FSFHG anaesthetics department in 2020–21, which demonstrated the feasibility and desirability of implementing virtual reality simulation based education as part of a junior doctor training program. In 2022, the program was expanded in collaboration with the FSFHG Medical Education

Unit across ICU, ED and general surgery around the management of deteriorating patients and clinical procedure training.

## Dream big – Innovation pitch panels

Innovation pitch panels enable SMHS Kaartdijin Innovation Centre to collect and develop innovative ideas for improving the way we work. Ideas are assessed on the problem, vision, value, feasibility, and transformational impact of the solution. Three of the five ideas pitched in April 2023 are progressing to concept design and engagement phase. These ideas will undergo a series of consultation workshops with the support of an innovation lead over the next six months to prepare them for concept evaluation. These ideas include a gynaecology clinic waitlist project to reduce the numbers of patients not attending, a breast unit patient information and education portal, and a bladder diary app.

## MedTech pitch panel for start ups

The MedTech Actuator Global Navigator program provides an opportunity for med-tech, bio-tech and health-tech start-ups from the Asia Pacific region to be introduced to the Australian healthcare system and establish connections with local healthcare executives. The team visited FSH in May 2023 to

find out more about the health service and present their innovation to leaders within the organisation. Seven innovators pitched to a panel of executives and clinical staff who had the opportunity to discuss the details of each pitch.

## Ramsay Sime Darby visit

In April 2023, 12 delegates from Malaysia visited FSH and the Kaartdijin Innovation Centre to discuss innovation and shared challenges and opportunities between their private medical centres and SMHS sites.

## RGH colonoscopy app

A SMHS colonoscopy application has been developed for patients booked for an endoscopy procedure at RGH to provide them with information about their colonoscopy procedure, advice on preparation, dietary requirements, and provision of reminder notifications as well as direct contact numbers to the relevant department if required. Patients who used the application found it to be highly beneficial to their preparation for their colonoscopy. No patients who used the application were delayed or had their procedure cancelled and the Day Procedure Unit experienced a reduction in after hours calls for clarification on fasting and preparation instructions.

## Our issues

### Access to emergency care

Public hospital EDs are accessible 24 hours a day, seven days a week to provide acute and emergency care to patients arriving either by ambulances or by other means. While some people require immediate attention for life-threatening conditions or trauma, most require less urgent care.

This financial year, more than 216,000 attended a SMHS ED, which is an average of 592 presentations per day. Of these presentations, more than 50 per cent were seen at FSH, making

it one of the busiest EDs in Australia. Triage 3 patients now represent the highest number of patients seen at 40 per cent (refer to Table 2).

SMHS performance against the Australian triage score (ATS) has declined across categories two to five in 2022–23.

The COVID-19 pandemic had some impact on SMHS ED performance in the early part of 2022–23 and throughout the year. The EDs experienced pressures with patient flow into hospitals coupled with overall hospital staff furlough and illness.

Despite similar numbers of attending ambulances, the second half of the financial year has demonstrated a 35 per cent decline in average monthly ramping hours across SMHS.

As a large and complex health service, improving SMHS ED performance means the health service remains focused on the entire patient journey, from EDs to wards through to hospital discharge. During the year, SMHS commenced the following initiatives:

- established a data cell which included SMHS data analysts working with the data and digital innovation team at East Metropolitan Health Service, DoH and Notre Dame University

- implemented an initiative at FSFHG in October 2022 to identify areas of constraint and key themes to be progressed
- implemented a radical recovery plan in December 2022 to accelerate change, including the opening of a satellite acute medical unit
- hosted workshops with local residential aged care providers to strengthen collaborative relationships
- developed a roadmap to achieve integrated community care
- implemented the Red2Green initiative at RGH – this is a visual management system used by clinicians to assist in patient flow
- embedded the role of advanced scope physiotherapist within the RGH ED
- launched an enhanced journey board dashboard for FSFHG wards
- Developed a ‘rapid access’ clinic directory for FSH ED.

**Table 2. ED presentations by triage category**

Hospital	Presentations by triage					Total
	1	2	3	4	5	
FSH	1,704	22,526	44,945	36,960	3,427	109,562
	2%	21%	41%	34%	3%	
RGH	445	10,220	24,653	24,318	2,592	62,228
	1%	16%	40%	39%	4%	
PHC	246	5,544	15,918	20,244	2,472	44,424
	1%	12%	36%	46%	6%	
TOTAL	<b>2,395</b>	<b>38,290</b>	<b>85,516</b>	<b>81,522</b>	<b>8,491</b>	<b>216,214</b>
	<b>1%</b>	<b>18%</b>	<b>40%</b>	<b>38%</b>	<b>4%</b>	

Note: The percentage above has been rounded to the fullest number.

## Access to elective surgery

Surgery that is medically necessary and can be scheduled in advance is called elective surgery. A person requiring elective surgery is prioritised based on their assigned clinical urgency category:

- **Category 1 – urgent:** procedures that are clinically indicated within 30 days
- **Category 2 – semi-urgent:** procedures that are clinically indicated within 90 days
- **Category 3 – non-urgent:** procedures that are clinically indicated within 365 days.

SMHS endeavours to meet the clinically recommended times for elective surgery as it understands and acknowledges that delays have the potential to impact a patient’s quality of life and surgical outcomes. A patient who has been waiting longer than the recommended timeframe in one of the three clinical urgency categories is defined as over boundary.

During 2022–23, SMHS continued to work towards reducing over boundary cases and improve the timeliness of treatment for elective surgery waitlisted patients (refer to table 3.)

The heads of service of the eight specialties that accounted for more than 80 per cent of over boundary cases have developed and are progressing waitlist reduction strategies. SMHS priority is to treat patients in turn and these waitlist strategies have focused on prioritising the patients who have been waiting the longest.

Further progress towards the target of treating all patients within clinically recommended times was significantly inhibited by the COVID-19 pandemic. The waiting list grew significantly during periods when elective surgery was postponed and full theatre utilisation was impacted during the period due

to staff furloughing and/or patients cancelling due to COVID-19.

SMHS will continue to proactively manage elective wait lists and implement initiatives to reduce over boundary case numbers across all urgency categories.

**Table 3. Percentage of elective wait list patients waiting over boundary for reportable procedures**

Urgency category	2016–17 actual (%)	2017–18 actual (%)	2018–19 actual (%)	2019–20 actual (%)	2020–21 actual (%)	2021–22 actual (%)	2022–23 actual (%)	Target (%)
1	22.6	25.3	17.6	11.5	11.2	30.5	38.1	0
2	30.9	20.6	16.4	14.8	10.9	29.2	38.4	0
3	4.8	1.9	2.9	3.9	4.6	10.7	24.4	0

## Access to outpatient services

Outpatient services link primary and acute care, providing specialist treatment and clinical assessment for SMHS patients. Outpatient care enables people to receive a diagnosis, procedure, assessment, treatment, or education without admission to hospital.

These appointments have a vital role in the patient's care journey. They also perform an important function in managing inpatient hospital demand through admission prevention hospital avoidance and hospital substitution.

This financial year, SMHS improved the accessibility, quality and experience of outpatient services for our patients. During the year SMHS received 273,370 referrals for specialist advice. In the same period, 204,270 new patients were seen in outpatient clinics, significantly reducing the number of patients waiting for care.

The use of telephone and video to deliver outpatient care was embedded into business as usual clinical care. SMHS delivered 275,154 telephone and video appointments in 2022–23, a slight increase on the previous year.

SMHS maintained growth in overall outpatient activity, delivering 800,777 outpatient appointments, equating to a 4.7 per cent increase in activity.

The SMHS outpatient reform program remains a key focus area and the team will continue to promote and enable a 'virtual first' approach when it is clinically appropriate. We remain committed to:

- providing timely access to appropriate care in an appropriate setting
- providing patients with greater choice in how they attend appointments, including by phone and video where possible

- delivering care to patients in a manner that saves time and minimises disruption
- reducing wait times and improving access to our services
- improving data quality, analytics, and access to service information to shape reform
- improving the value of each appointment for our patients and clinicians
- expanding services that provide collaborative and integrated care with primary care providers using virtual means to access specialist advice and support patient care within the community.

### SMHS achievements in 2022–23 include:

- piloting on-demand specialist immunology advice (referral) for FSH patients and their GPs via video, enabling specialist care to commence immediately rather than wait for first appointment
- piloting a fracture clinic care model at RGH to allow the treatment of some patients with fractures without going through the ED
- normalising virtual care into standard model of care for group clinics in endocrinology, mental health and physiotherapy
- developing an interactive dashboard for outpatient data reporting to be used by services in managing their referral waitlists
- establishing long wait referrals clinics to focus effort in reducing wait times for hospital services
- reviewing outpatient resources utilisation (e.g. clinic space) and developing efficiency measures across hospital sites.

## Throughout the year, SMHS provided more than:



**275,000**

appointments by phone or video



**34,350**

virtual appointments to country patients, an important step in reducing travel burdens and the cost of care

▲ almost 4,000 more than last year

### collectively saving:



**136,000**

hours sitting in outpatient waiting rooms



**\$122,400**

in parking costs



**660,000**

hours of travel time



**\$7,424,436**

in fuel costs



**9,930**

tonnes of CO<sub>2</sub> – enough to fill Perth stadium 367 times



Continuing in 2022–23, the reform program will focus on building a demand and capacity framework to assist in sustainable clinical service planning in outpatients as well as the ongoing promotion of virtual care options for patients and clinicians. SMHS also continues to seek collaborative opportunities with primary care services in order to deliver improved care to patients.

## Supporting and growing the workforce

Hospitals and health care providers across Australia are working within a very competitive labour market across all occupational groups.

In the past year, SMHS has reviewed recruitment selection and appointment processes and resources in order to improve processing timeframes while continuing to provide values-based, inclusive,

positive candidate experiences and adhering to principles of merit, equity and transparency. SMHS has created and implemented:

- Human resources (HR) recruitment teams at RGH and FH which provide advice and assistance to recruiting managers and assessment panels
- the SMHS Rethinking Recruitment intranet hub which is a one-stop shop for recruiting managers seeking advice, assistance and information
- eight recruitment quick-guides on topics including non-advertising options, creating recruitment adverts, shortlisting applications, interviewing applicants, values-based interview questions and providing feedback.
- recruitment, selection and appointment training for recruiting managers and panel members
- recruitment and employment of people with disability training for line managers
- recruitment advertising template updates on JobsWA to promote inclusion and diversity
- updated guidance on visa requirements and sponsorships for skilled workers
- updated guidance on pre-employment screening and compliance measures.

### Other highlights during 2022–23 include:

- a reduction in overall recruitment timeframes from 80 days in August 2022 to 61 days in June 2023
- the launch of talent attraction strategies for mental health consultants, ICU nurses, emergency medicine consultants, emergency medicine registrars, resident medical officers and service medical registrars.

SMHS' commitment to doctors in training continued throughout 2022–23. Project A is a multi-faceted approach to workplace improvements that benefit doctors in training at SMHS, reporting to the SMHS Executive. Project A works closely with medical and surgical teams and target areas include:

- rostering that meets operational requirements as well as providing opportunities for leave, access to teaching and on-ward development, upskilling and continuity of patient care
- orientation and career advancement support through a step-up program which provides time and support for doctors moving up into more senior roles
- the use of specialty specific relief pools that provide targeted coverage, acknowledging that the ability to access leave and ensure adequate coverage is a vital operational requirement.
- the expansion of the international medical graduate programs which continues to attract high quality medical officers.

Achieving the SMHS vision of **excellent health care, every time** requires SMHS staff to feel supported and engaged, which is a key priority of the *SMHS Strategic Plan 2021–2025*. Throughout the year SMHS implemented numerous initiatives, such as the leadership development and wellness programs aimed at delivery this priority. These programs will also help attract, recruit and maintain a stable workforce into the future.