



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

Strategic Plan 2019-24

WA Country Health Service



Community | Compassion | Quality | Integrity | Equity | Curiosity

A global leader in rural and remote care
supporting healthier country communities

Acknowledgements

WA Country Health Service recognises and acknowledges the Aboriginal people of the many traditional lands and language groups across Western Australia. We also acknowledge the wisdom of Aboriginal Elders both past and present and pay respect to Aboriginal communities of today.

Using the term—Aboriginal

Within Western Australia (WA), the term Aboriginal is used in preference to Aboriginal and Torres Strait Islander, in recognition that Aboriginal people are the original inhabitants of Western Australia. Aboriginal and Torres Strait Islander may be referred to in the national context and Indigenous may be referred to in the international context.

No disrespect is intended to our Torres Strait Islander colleagues and community.



The painting used for graphic illustration in this document is the work of artist Aaron Hayden. It depicts the unsung Aboriginal people and leaders working within communities, to pave the way for Aboriginal people to follow and work toward a brighter future. Aaron's home town is Merredin. He is a descendant of the NjakiNjaki, Balardong, Mirning and Kokotha peoples.

“Laying the foundations to achieve a re-imagining of country healthcare over the next 15 years.”



Please note: Aboriginal people should be aware that this publication may contain images or names of deceased persons in photographs or printed material.

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“Our core focus will always be on improving the quality of care we deliver to country communities.”

Message from the Chair

I am extremely proud to introduce the *WA Country Health Service Strategic Plan 2019–24*.

As a starting point, it undertakes the recommendations of the State Government's Sustainable Health Review, with its principles of person-centred care, partnerships, clinical excellence and investment in emerging technologies.

WA Country Health Service and the Board provided significant input into that review and we welcome the opportunity to cement our commitment to achieving its aims.

This plan is the result of months of consultation, reflection and debate among country people and our staff from all over the State.

It also aims high – unapologetically high. The rapidly changing technological environment is providing unprecedented opportunities to think innovatively about how to deliver healthcare to regional and remote communities. The massive WACHS infrastructure program has delivered a vital network of contemporary, technologically-enabled healthcare hubs. We have a workforce of thousands of amazing and dedicated people who are excelling in healthcare every hour of every day, committed to making a difference. There has never been a better time to make a significant impact on the health of country residents, now and for the next generations.

Decades ago, 'the year 2020' was only ever used in science fiction to refer to a time so far into the future that it was almost impossible to imagine. Today, the year 2020 is only months away. In regional and remote healthcare, the possibilities are already in our hands. The *WACHS Strategic Plan 2019-24* will help us deliver those possibilities for the regional communities of Western Australia.

Professor Neale Fong
Chair, WA Country Health Service Board



“In regional and remote healthcare, the possibilities are already in our hands.”



Message from the Chief Executive

The WACHS Strategic Plan 2019–24 guides the future of the WA Country Health Service for the next five years and beyond.

This plan is the culmination of months of consultation and collaboration with our staff, stakeholders and partners across the many country communities in Western Australia in which we operate. A five year plan set against a fifteen year horizon, this plan provides a roadmap for achievement of a sustainable future, and one which sees greater equity for country communities.



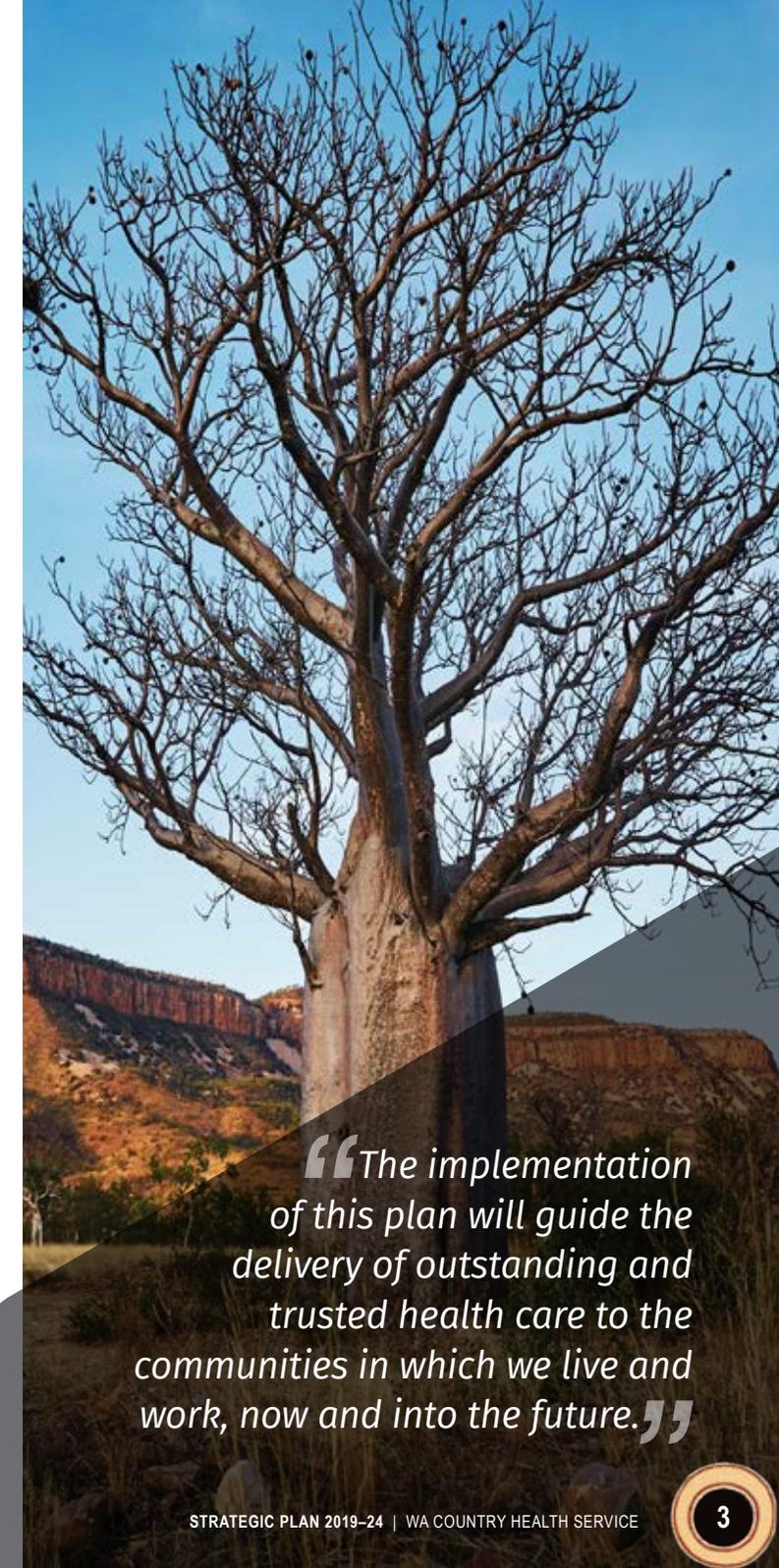
It articulates our overarching mission which is to **deliver and advance high quality care for country WA communities**. This reflects the important work we already do but highlights that we can always do more, and our desire to advance healthcare for country communities drives us to achieve this.

Our vision is **to be a global leader in rural and remote healthcare**. In many ways, we are already achieving this, as many of our service innovations are world-leading.

Our values reflect the fabric of our organisation and its culture – **Community, Compassion, Quality, Integrity, Equity and Curiosity**. These have been refreshed based on feedback and aim to ensure that we remain particularly focused on addressing disadvantage and remain ever-vigilant in finding more effective ways to deliver high value health care.

On behalf of the WACHS Executive, I thank the many people who contributed to the development of this important plan and to the many more who will contribute to its achievement. The implementation of this plan will guide the delivery of outstanding and trusted health care to the communities in which we live and work, now and into the future.

Jeff Moffet
Chief Executive, WA Country Health Service



“The implementation of this plan will guide the delivery of outstanding and trusted health care to the communities in which we live and work, now and into the future.”



Re-imagining the future of healthcare

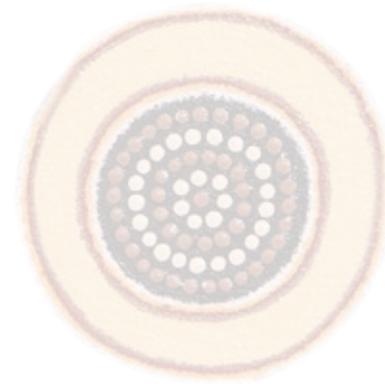
This strategic plan sets the direction of the WA Country Health Service (WACHS) for the next five years, laying the foundations to achieve a re-imagining of country healthcare over the next 15 years. While our core focus is always improving the quality of care we deliver to country communities in the here and now, we are planning for the future; a future where we unlock the transformative potential of new and emerging technologies.

A lot has changed in the last 15 years...

- **Smart devices** have fundamentally changed the way we connect, communicate, entertain ourselves, and consume information.
- **Online shopping** has transformed the retail industry, placing unlimited choice of products and services at our fingertips.
- New business models such as **Uber, Airbnb, AirTasker and Netflix** have disrupted industries that haven't changed in decades.
- **Internet banking** means we no longer have to spend our lunch breaks queuing at a bank counter.
- **Social media** has reduced the impact of distance, enabling us to connect with colleagues, friends and family around the world.
- **Solar power and battery technology** is providing remote communities in Africa with electricity for the first time.
- **Automated vehicles** are rapidly changing our automotive and transportation sectors – trains, planes and automobiles alike.

... and healthcare is no exception

- Doctors are beginning to unlock the potential of **3D printing** to revolutionise bone and joint replacement, organ donation and a range of other treatments.
- **The translation of medical research into new treatments and drugs** has seen the five year survival rate of all cancers increase from less than half in 1990 to almost 70 per cent in 2014.
- **Stem cell research** is unlocking new treatments for a range of conditions including heart disease, diabetes, osteoarthritis and Parkinson's disease.
- **Bionic limbs** are enabling amputees to live fuller lives, to run and walk as fast as others.
- **Rapid treatment approaches, advances in preventative treatments, clot reducing drugs and micro-surgical procedures** have seen an 82 per cent reduction in death rates from cardiovascular disease since 1968.



“Working together to achieve healthy, sustainable and thriving communities.”

- Doctor-driven robotic surgery is being used to treat certain conditions, reducing recovery times and increasing precision.
- Medical devices are enabling remote monitoring and management of heart rhythms, diabetic control, foetal signs and personal mobility.

WA is a world leader in the use of emergency telehealth technology

- WACHS's world-leading emergency telehealth technology enables emergency patients in regional and remote hospitals to receive assessment and treatment from local staff and specialists hundreds of kilometres away.

Imagine a future where in five to 15 years...

- Every person can access and control their own health information, via their mobile device.
- All country people receive the right vaccinations, live in environments that support good health, and are protected from common and preventable diseases.
- The health and social care system is seamlessly integrated, and consumers can easily access, navigate and make choices about the care that is right for them.
- Medical aid is delivered by drone to residents in the most remote parts of WA; without the need for them to travel.
- Older people or people living with chronic disease can maintain independent lives in their own homes, whether that be in a regional centre or a remote community with less need for intensive carers, and with clinicians monitoring their health and wellbeing in real-time via wearable devices and other real-time monitoring equipment.
- Genomics enables specialist doctors in Perth to predict the potential future health issues of an unborn child in a country community and works with local doctors to deliver precision medicine to minimise those risks before the baby is born.
- Artificial intelligence can be used to help rapidly diagnose a country patient with the most complex or rare condition, that would otherwise take months or years of tests and many visits to hospitals in Perth.
- Remote communities, Aboriginal and Culturally and Linguistically Diverse (CALD) people have access to a range of healthcare options that meet their cultural needs.
- Country patients have access to virtual healthcare from their home or local general practice, with greater local access to specialised and urgent care and a reduced need to travel.

Digital disruption, and digital opportunities, have arrived in health and are accelerating and we believe regional and remote health services will benefit the most. This strategic plan lays the foundation for these opportunities to become a reality in the next five to 15 years.



“Our vision is to be a global leader in the provision of country health care.”



“Our patients, their loved ones and their carers are at the centre of everything we do.”

WA Country Health Service Strategic Plan 2019–24

Our Strategic Priorities



Our Mission

To deliver and advance high quality care for country WA communities.

Our Values

Community | Compassion | Quality | Integrity
Equity | Curiosity

Our Vision

To be a global leader in rural and remote healthcare.

Our Mission and Vision

Our Mission

To deliver and advance high quality care for country WA communities.

We are here to improve country people's health and wellbeing, to care for the sick and to ensure that country communities can access high quality healthcare.

Although Western Australians generally benefit from exceptional health outcomes, we acknowledge that parts of the WA country community continue to face inequity and disadvantage. We are committed to creating a more inclusive, accessible and equitable health system.

We are at a pivotal time in our organisation's history. Service pressures are constantly increasing, as more people in country communities are managing with a chronic disease or living with a mental health condition. Despite this, we are entering one of the most exciting periods in healthcare for generations.

New technologies, rapid advances in medical practice and the ability to connect with consumers and communities at scale bring a wealth of new opportunities for us. For example, through our roll out of the Emergency Telehealth Service (ETS) we can now connect staff and patients in facilities across regional WA to specialised emergency doctors based in Perth, supporting local staff to provide life-saving care from thousands of kilometres away... and this is just the start.

Our Vision

To be a global leader in rural and remote healthcare.

We aim to deliver services that meet or exceed standards and advance health outcomes for country communities. While we are proud of the services staff deliver, we know that there is scope for us to grow and improve. We want and expect WACHS to be at the forefront of the new wave of healthcare, establishing WA as a global leader in regional and remote healthcare in the 21st century.

Our vision is to enable:

- **Country people to have a genuine say in the delivery and design of services for their community**, so that healthcare is targeted at the areas of greatest need and delivered with cultural sensitivity.
- **Country people to have the information and support they need to make healthy choices**, so they are empowered to lead healthier lives.
- **Services to be integrated and easy to navigate**, so that any country person who is unwell knows how and where to get the support and treatment they need.
- **Services to be provided on site or through virtual care to enable** country people to receive care closer to home.
- **WACHS to be an employer of choice in country communities**, so that young people are inspired to work in the health system and the WACHS workforce reflects the diversity of its local communities.
- **WACHS to be at the forefront of innovation for rural and remote healthcare**, so that country Western Australians benefit from access to contemporary services, informed by the latest research and enabled by the latest technologies.
- **Collaboration and commitment** to address major public health issues through extensive partnerships, target setting and measurement.

Our Values

Our values define who we are, shape our culture and the behaviours, practices and mindsets of people. Our six values underpin everything we do.

Community

We live and work in country communities. We are invested in the health, wellness and viability of country communities and the vibrancy, diversity and future of country WA.

Compassion

We are inclusive, respectful, and considerate. We care deeply about the people in our care and country communities.

Quality

We provide safe, high-quality care, constantly striving to innovate, improve and achieve trust in our care.

Integrity

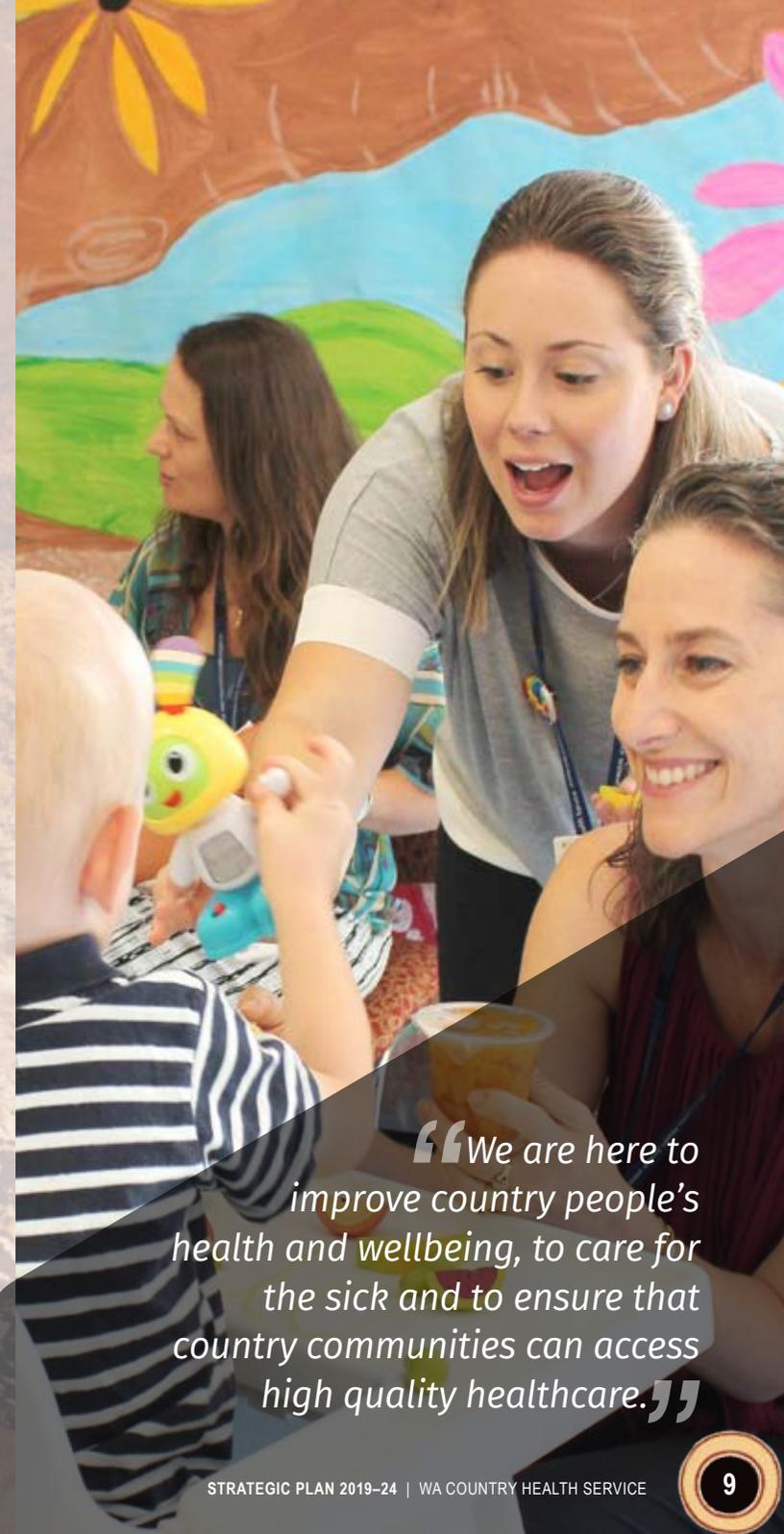
We bring honesty, collaboration and professionalism to everything that we do.

Equity

We are passionate about fairness in healthcare for all Western Australians, especially the most vulnerable and disadvantaged people and communities.

Curiosity

We continually enquire and seek to understand, using the best evidence, insight and research to improve care.



“We are here to improve country people’s health and wellbeing, to care for the sick and to ensure that country communities can access high quality healthcare.”

WACHS at a glance

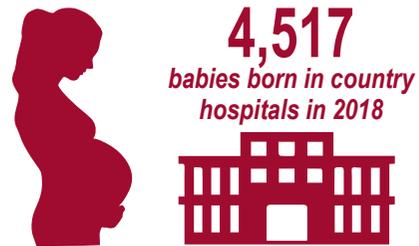
What we do

DURING 2018 **396,974**
times people presented at a country ED, were treated and cared for



IN 2018 **129,049** hospital stays, of which

29% were Aboriginal people

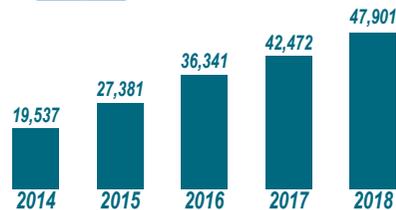
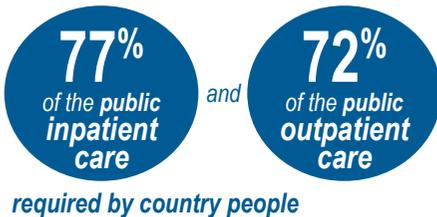


15,700+ patients seen in 2018 who were on the elective surgery waitlist

47,901 Telehealth patient appointments and services in 2018**

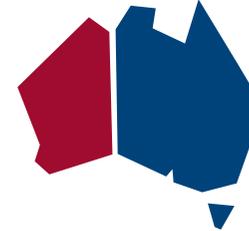


WACHS regions provided



Who we are*

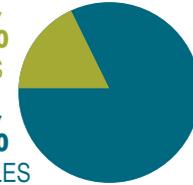
10,652 people employed by WACHS



Staff gender profile

18% MALES

82% FEMALES



96.4% of our staff work from country locations

Women in executive and senior leadership positions.

55%

445 Aboriginal people employed

4.2%



300

Interns and recent graduates started with us

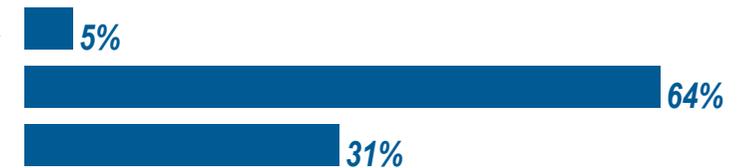


Age profile

24 and under **5%**

25-54 years **64%**

55 and over **31%**



* At March 2019

** Includes outpatients, emergency telehealth consults and mental health services via telehealth

Our Strategic Priorities

Priority

1

Caring for our patients

We will align our services locally to provide safe, patient-centred care, ensuring the needs of our patients are at the core of everything we do.

Our patients, their loved ones, and their carers are at the centre of everything we do. We will continue to advance our patient focus by measuring and enhancing the patient experience, engaging consistently with consumers, providing care as close to home as possible and continuing to uphold the highest standards of safety and quality.

Actions

Improve the patient experience through safer, more integrated and tailored services

Patients often need treatment and support from a range of services across multiple care providers. We will work with our partners and country communities to plan and deliver more integrated, coordinated and patient-led services. Services that are focussed on meeting the needs of patients and country communities, rather than centred around the needs of service providers, ourselves included. We will develop the leadership capacity of staff to facilitate integration and place-based care. Consumers will be supported to navigate the healthcare system by reducing complexity and providing guidance where needed. Complex conditions require a network of services delivered by teams. We will focus on the models of care for complex and chronic conditions and the services required to improve the experience and outcomes for frequent hospital attendees. Continuously improving the safety and reliability of our services remains a key goal.

Engage with consumers to ensure that their needs are at the centre of everything we do

We will actively involve patients, their families and carers in the planning and delivery of their care,

ensuring our services are respectful of, and responsive to, their needs and values. We will develop improved ways for consumers and carers to have input into improvements in safety, the patient experience and journey. Capturing and responding to consumer feedback and publishing information on patient reported outcomes and experience will be used to drive continuous improvement.

Provide care as close to home as possible

WACHS delivers services across a vast geographic distance and to some of the most remote communities in the world. We cannot deliver every service in every community so there will always be times when country people will have to travel to receive the right care, especially as their needs increase or become more specialised. We will leverage the opportunities presented by technology and a more flexible workforce to introduce, where possible, new models that provide more care closer to home. End of life and palliative care choices are important for individuals and families. We will work with staff and across agencies to enable country communities to access contemporary end of life information and palliative care.

Measures of success

- ↑ Patient experience and satisfaction
- ↑ Improved patient outcomes
- ↑ Improved clinical outcome measures
- ↓ Incidence of preventable harm
- ↑ Consumer engagement mechanisms and opportunities are offered
- ↑ Number of facilities using emergency, specialised and outpatient telehealth services
- ↑ Number of patients receiving 'in home' telehealth services
- ↑ Consumer access to an expanded range of services available via telehealth.
- ↓ Travel for country patients to access specialist services
- ↓ Discharge against medical advice (DAMA) and do not wait (DNW) rates
- ↑ Access to palliative care services
- ↑ Self-sufficiency in country inpatient and outpatient services

Addressing disadvantage and inequity

We will deliver focussed and accessible services for those who need it most.

Life expectancy for WA's country people is around two years lower than for WA's metropolitan people, but in remote and very remote communities across Australia the mortality rate is 30% higher than in our cities. Life expectancy is also much lower for WA's Aboriginal people and people suffering from chronic and persistent mental health conditions. To be a global leader we must address this inequity. We are committed to improving the health and wellbeing of vulnerable and disadvantaged people by targeting the most critical health issues, improving health outcomes for disadvantaged communities, investing in health promotion, and ensuring that we support people at the stage of their lives where they need it most.

Actions

Invest in treating the health issues that are most damaging to country people

The health issues that cause the most harm to country communities are known therefore we will invest in services that reduce their impact. Our efforts will include addressing the social and environmental determinants of these issues. We have prepared strategies to address the highest priority issues, for example the Early Years, Cancer, Kidney Health, Aboriginal Health and Mental Health and Wellbeing.

Improve health outcomes for individuals and communities experiencing disadvantage

All country Western Australians should have access to the same quality of care, irrespective of location, cultural background, or socio-economic circumstances. We will focus on improving health outcomes for individuals and communities experiencing socioeconomic and cultural disadvantage, homelessness, or have complex chronic conditions, with a particular focus on Aboriginal health, mental health and victims of family and domestic violence.

Invest in health promotion and prevention initiatives for at-risk populations

Advances in medical technology such as genomics and the use of artificial intelligence are enabling earlier, more accurate identification of individuals who are at-risk of health conditions. We will be proactive in targeting at-risk populations to address health risks at the earliest point in time, and, where possible, prevent the need for hospitalisation. Key areas of focus include early childhood, vaccination, smoking, obesity, mental health, harmful alcohol use and the social determinants of health.

Support people at the critical stages of life

At different stages of life people require extra care and support, irrespective of their medical history, their cultural background and socio-economic circumstances. This includes the first 1,000 and last 1,000 days of life, where the care and support provided can have a profound impact on the individual, their families and their loved ones. We have prepared strategies to improve the care we provide through these stages of life; including our Maternal and Newborn Care Strategy, and Health Strategy for Older People. We will ensure these are implemented across all regions over the

next five years. Our approach to caring for older people will promote independence and support effective relationships with aged care and disability services to ensure people access care in the most appropriate setting.

Measures of success

- ↑ Improved health outcomes for Aboriginal people
- ↑ Access to mental health services
- ↑ Early diagnoses and treatment of targeted conditions
- ↑ Investment in health prevention activities
- ↓ Targeted potentially preventable hospitalisations
- ↑ Vaccination rates
- ↑ Screening rates

Building healthy and thriving communities

We will support country people to be as healthy as they can be and continue to play our part in the economic and social viability of country communities.

We have a significant impact on the communities we serve – as an employer, a service provider, a service partner and a key contributor to economic and social sustainability. We will continue to create positive and reciprocal relationships with country communities; working together to achieve healthy, sustainable and thriving communities. We will do so by increasing community engagement, consumer and community education, co-design of services, empowering consumers to make better health choices, increasing our investment in proactive and preventative care, partnering with other service providers and agencies, and ensuring our workforce reflects the diversity of country communities.

Actions

Ensure country communities have genuine input in the design, delivery and improvement of health services

It is critical that our services engage with those who need them most, now and into the future. We will work closely with country communities and consumers to provide the information and support needed for them to be involved in the co-design of services that meet their specific needs. We will explore new approaches to supporting consumer and community partnerships in the design, delivery, improvement and evaluation of sustainable services. This is especially important to help address the significant disparity in health outcomes for Aboriginal and CALD people and for very remote communities.

Educate and empower individuals to make positive choices about their health and wellbeing

To improve health outcomes we must collectively place greater emphasis on the health literacy of

country communities with regard to the causes of poor health and disease; empowering families and communities to live healthier lives. We will take an active, long-term approach to health promotion through partnerships with primary and community services, local government and community leaders with a focus on early intervention, education and self-management.

Create workplaces and services that are culturally-sensitive, inclusive, and accessible

We recognise that hospitals can be intimidating places, especially for disadvantaged, Aboriginal and CALD people. To deliver care that is culturally-sensitive, inclusive and accessible we will ensure that the diversity of country communities is better reflected in our workforce and workplaces. We will design our facilities, the cultural awareness of staff, the use of tailored outreach services, and our methods of communication and engagement to reinforce a culture of inclusivity.

Improving mental health and wellbeing

Supporting people living with mental illness, alcohol or other substance abuse conditions to stay well requires environments that enable them to achieve their goals. This requires timely access to the right services achieved by working closely with communities and other agencies. We will achieve integrated and improved health services through education, use of evidence, collaboration and innovation.

Measures of success

- ↓ Targeted potentially preventable hospitalisations
- ↑ Improved outcomes for patients with multiple or complex conditions
- ↑ Proportion of staff who are Aboriginal (reflective of the local population)
- ↓ Discharge against medical advice (DAMA) and do not wait (DNW) rates for Aboriginal consumers
- ↑ Access to mental health services



“Staff make an essential contribution to the health of communities across country WA.”

Enabling our staff

We will support staff to deliver great care, empowering them to learn, grow, innovate and lead.

Staff make an essential contribution to the health of communities across country WA. We are proud of the care, commitment, and passion that staff bring to their work. It is our ambition to establish WACHS as an employer of choice by fostering a distinct WACHS culture, supporting staff to grow, learn, innovate and achieve their potential. We will empower staff to be leaders internally and externally. By doing so, we will ensure we attract and retain the best and brightest from country communities, the city and from outside of WA.

Actions

Foster a distinctive WACHS culture that embodies our values

We are an organisation of more than 10,000 people, working across hundreds of facilities. While each site and region is unique, staff are united by a distinct culture that is underpinned by our core values. We will define what our values mean in practice and empower staff to hold themselves and others to account for their behaviour.

Enable all staff to make informed decisions and to perform at their best

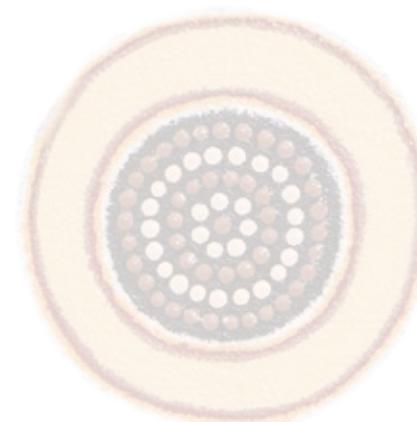
We have outstanding staff across our organisation that are accountable for leading our services, facilities and teams at all levels on a day-to-day basis. We will support all staff to make informed decisions, by providing access to the right information, ensuring that our internal systems make their job easier, not harder, and there are accessible opportunities to identify and progress innovation. We will ensure that staff have access to training and development opportunities, including development of their leadership capabilities.

Provide a safe and secure workplace

The safety, wellbeing and health of staff is paramount. We will commit to achieving a safe and secure place to work where all staff are free from discrimination and violence. We will foster a culture of respect and embed policies, procedures and proactive programs that enhance staff safety and wellbeing.

Continue our journey to a sustainable workforce built on 'growing our own'

To deliver the best outcomes for country communities we will create a more sustainable, flexible, and adaptable workforce that reflects the diversity in each of our regions. This will take time however we will define what the future workforce will look like and work in partnership with educational institutions and country communities to establish training and employment pathways that inspire and empower local people to pursue a career in WACHS. We will implement contemporary workforce roles and scope of practice to achieve better health outcomes and service sustainability. Internal training and development pathways will support an innovation and continuous learning culture within the organisation to enable all staff to achieve their growth potential.



Measures of success

- ↑ Participation in targeted leadership management and professional development programs
- ↑ Staff satisfaction and wellbeing measures
- ↓ Staff vacancy rates
- ↑ Teaching and training capacity
- ↑ Visibility of WACHS values
- ↑ Staff safety metrics

Collaborating with our partners

We will partner to deliver more integrated services that improve patient outcomes and experience, giving consumers more choice and control.

Partnerships are critical to establishing a sustainable health system that ensures all country Western Australians are able to access sustained high quality health services. We will continue to explore and lead ways to partner more broadly and effectively to achieve better health outcomes, wider choice for consumers, and more focussed and efficient services. We will do so by maximising the value derived from partnerships; building a better-connected patient transport system, supporting other providers to deliver more services where it is viable and appropriate, and partnering with universities to increase our research activity and value. Aboriginal medical services and general practitioners are integral to effective and sustainable health service access and delivery for country communities. Partnership with these service providers will continue to be our focus.

Actions

Maximise the impact we deliver to country communities through partnerships

We will develop a strategic approach to partnering that ensures we enter into partnerships that are mutually beneficial, aligned with our strategic priorities, and most importantly, deliver value for country communities. We will broaden our scope of partners, considering government, non-government and private enterprise. We will ensure our approach to managing partnerships is consistent, outcomes-based and founded on underlying principles of trust and reciprocity. Partnerships with the WA Primary Health Network and key funders will seek to achieve joint planning, priority setting and commissioning of integrated and place-based care.

Create an integrated patient transport system

We know that travelling long distances is a difficult and sometimes traumatic experience. We are committed to making patient transport a seamless, supported experience for all country patients. We will work with our partners to develop better ways of coordinating patient movements and supporting the entire patient journey. We will use transport networks and telehealth to provide more remote outreach services, reducing

the need for patients to travel. We will work to continuously improve service access and coordination to deliver care closer to home.

Support other providers to improve service access and choice

WACHS is responsible for ensuring the acute health needs of country communities are met. We will work with others to improve local community access to a range of mental health, primary care and aged care services. Solutions achieved through partnerships with non-government and private sectors will be explored in order to improve access to essential services. We will work with providers where sustainable service alternatives exist, to support their success.

Partner with universities, research institutes and other entities to increase research activity targeted at country people and translate this research into practice

Research is key to improving clinical practices and health outcomes. We are committed to developing our internal research capability and using research outcomes to improve clinical practice. We will actively work with universities and respected institutions to deliver research projects that target statewide and

WACHS priorities that benefit country patients, as well as advocating for further funding to increase our impact.

Measures of success

- ↑ General practitioner and clinical specialist engagement measures
- ↑ Number of successful formal service partnership agreements
- ↑ Number of formalised partnerships with universities and research institutions
- ↑ Number of staff formally involved in research and development
- ↑ Participation in national and international rural and remote health research
- ↑ Research funding leveraged to WACHS projects
- ↓ Instances where WACHS provides services when it is viable and sustainable for others to do so
- ↑ Partner contract and agreement metrics – e.g. Improved patient transport performance metrics
- ↑ Improved clinical outcomes following transfer to regional centres or Perth

Leading innovation and technology

We will continue to embrace innovation and technology to create a more connected and equitable health system.

High-speed internet, mobile connectivity, and telehealth are transforming the way that we deliver care in many parts of country WA, and this is only the beginning. By effectively harnessing technology, research, and the innovation capacity of our workforce we can create more connected regional and remote communities and ensure that all Western Australians, irrespective of location, have reliable access to the same quality of care. By increasing our capability to scan the horizons of Australia and abroad for new practices and technologies, we will advance the health outcomes of country communities. We have strategies to help drive innovation including a Digital Strategy and a Research and Innovation Strategy.

Actions

Harness digital technology, data and artificial intelligence to deliver more innovative health services

We are continuously looking to integrate new digital technologies that improve outcomes for patients, support clinician decision-making and empower consumers with accessible health information. We will support the progression of an electronic medical record. This will provide access to a single source of patient information and adoption of integrated systems, increasing transparency and coordination of care across WACHS and the healthcare system. We will foster a culture of courage and innovation to support collaboration for change.

Increase our use of virtual care and other technologies to provide more accessible care, closer to home

Virtual health technologies have the potential to substantially improve access to care across country WA and reduce the need for patients to travel long distances to access care. The last five years has seen a significant expansion in the use of virtual health technologies and we are proud to be a global leader in emergency telehealth services. We will

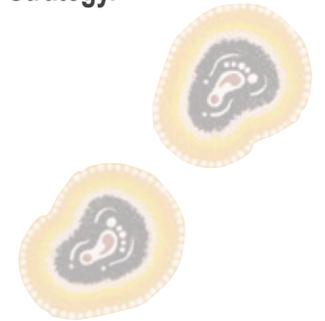
continue to work with partners to expand the reach and use of virtual health across all of our services emerging mental health and consumer-centred solutions.

Establish a WACHS innovation function to connect people and ideas across WA and beyond

To be a global leader in regional and remote healthcare we must be at the forefront of innovation and connected to research and ideas that will improve health outcomes. We will establish a WACHS innovation function, which will enable staff to access translational research and draw inspiration from practices across a range of industries in Australia and internationally to improve the way we deliver care in country WA.

Develop clear pathways to identify, pilot and scale up new ideas

Innovation isn't just about the latest technology, we need to harness the collective experience and ideas of our workforce on how we continue to improve the way we deliver care. We will create a culture that supports staff to try new things and establish clear pathways that make it easier to develop, test and share new ideas across the organisation.



Measures of success

- ↑ Access to emergency, specialised clinical and outpatient telehealth services
- ↑ Staff use of digital applications
- ↑ Staff involvement in innovation activities
- ↑ Frontline ideas that are translated into practice
- ↑ Participation in national and international rural and remote health research
- ↑ Evidence of technology, data and artificial intelligence usage to improve services and patient outcomes



“Our vision is to be a global leader in rural and remote care, supporting healthier country communities.”

Delivering value and sustainability

We will ensure that the services we provide are sustainable and we are transparent about our performance.

Our vision is to be a global leader in the provision of country health care. To achieve this, we must hold ourselves to the highest standards so we maximise the value we deliver to the community and ensure the long-term sustainability of the services we deliver.

This requires open and transparent performance reporting, a continuous focus on improving efficiency and effectiveness of all services and to improve and deliver the greatest value.

Actions

Continuously seek ways to improve service delivery and value

High-performing organisations constantly strive to do things better. This includes improving safety, quality and efficiency through reducing harm, waste and unwarranted clinical variation in practice. We take pride in our strong and reliable record in patient safety and clinical quality. To maintain industry-leading standards we will work to achieve facilities that are modern and fit-for-purpose. We will apply learnings from within WACHS, and other world leading healthcare organisations, scaling these to achieve excellent practice.

Optimise our access to resources and use finite resources effectively and efficiently

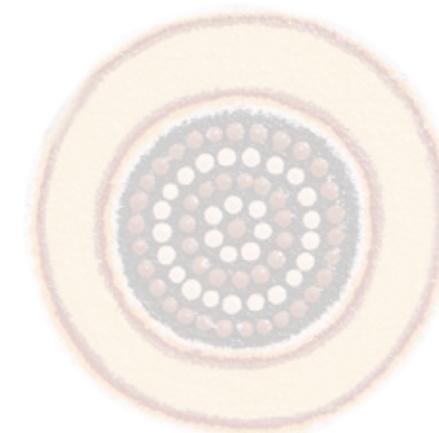
To achieve our vision to be a world leader in country health provision we need to optimise access to health resources and ensure finite resources are used efficiently and effectively including using emerging technologies to improve service access, safety, quality impact and value to country communities. We will advocate for fair resource allocation to address health inequity in country WA using current and emerging evidence and research.

Reduce our environmental footprint

The sustainability of our services and our environmental footprint will be a key focus as we develop and improve our services and infrastructure. We will work to reduce our environmental impact across WACHS and in country communities. An initial focus will be on the environmental impact and sustainability of new infrastructure and upgrade projects including sustainable energy options and recycling.

Report our performance efficiently, openly and transparently

It is critical that we hold ourselves to the highest standards, and that country patients and communities have access to the right information to hold us to account. Through open and transparent performance reporting we will demonstrate the value we deliver through our services. We also seek to reduce the burden of measuring and reporting by streamlining systems and automating where possible. This will allow us to shift our effort from compliance processes to using information to generate insights into how we can innovate, improve service safety and access, the patient journey and experience.



Measures of success

- ↑ Number of service quality and business improvement projects
- ↑ Consistent achievement of WACHS and system performance targets
- ↑ Adoption of Patient Reported Outcome Measures
- ↑ Public accessibility of performance reporting data
- ↑ Implementation of an environmental impact program and measurements



A global leader in rural and remote care supporting healthier country communities

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