

Joondalup Health Campus

# Clinical Services Plan

2025 - 2030



Joondalup  
Health Campus

Part of Ramsay Health Care



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## Acknowledgement of Country and People

Joondalup Health Campus acknowledges the Whadjuk people of the Noongar Nation as the Traditional Custodians of the lands upon which we are located. We pay our respects to Elders past and present.



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## ABOUT THE JOONDALUP HEALTH CAMPUS CLINICAL SERVICES PLAN 2025 - 2030

The Joondalup Health Campus (JHC) Clinical Services Plan (CSP) 2025–2030 sets the strategic direction for service development, investment, and transformation over the next five years. It is designed to ensure JHC continues to meet the evolving needs of the community while supporting high-quality, safe, and sustainable care across both public and private streams within the unique Public–Private Partnership model that underpins JHC’s operations.

The plan was developed through a structured, consultative process that included:

- A comprehensive assessment of current services against the WA Clinical Services Framework.
- Targeted clinical workshops with service leads to identify future priorities and enabling strategies.
- Engagement with internal stakeholders, Ramsay Health Care (RHC) executives, North Metropolitan Health Service (NMHS), the Western Australian Department of Health (WA DoH), and consumer representatives.
- Integration of infrastructure, workforce, and clinical innovation inputs to align with future capacity.

This plan supports JHC’s role as the main health provider in Perth’s northern corridor and aligns with RHC’s strategic goals. It addresses system-wide challenges such as demographic change, Emergency Department (ED) access and service demand growth, while positioning JHC as a leader in integrated models of care, innovation and private care.

Dr Kevin Hartley MBBS FANZCA MBA

Director of Medical Services

Joondalup Health Campus



## STRATEGIC DRIVERS & ALIGNMENT

The CSP has been shaped by a set of strategic drivers that reflect both local service realities and broader system imperatives.

These include:



### DEMOGRAPHICS

**Rapid population growth & changing demographics** in Perth's northern corridor are reshaping health service demand. Expansion in the outer catchment areas is intensifying capacity pressure & increasing the need for age-friendly, complex care models.



### FRAMEWORK ALIGNMENT

**Alignment with the WA Clinical Services Framework 2025-2035**, ensuring JHC's services reflect endorsed service levels and support the broader distribution of care across the NMHS catchment.



### INFRASTRUCTURE

**Infrastructure expansion and system reform** at both the hospital and state level, including major redevelopment at JHC and broader reforms such as the relocation of the Women's and Babies's Hospital. These developments will reshape JHC's role within the State's health network and require coordinated planning to ensure capacity and capability align with emerging needs.



### STRATEGIC DIRECTION

**RHC's strategic direction**, which prioritises growth in core service lines, integrated public-private care delivery, and scalable, value-based service models that optimise patient experience and clinical outcomes.



### MODELS OF CARE

**Evolving models of care**, such as the increasing focus on care closer to home, expanded cancer screening programs, and technology-enabled care delivery. These shifts will require JHC to adapt service pathways, invest in capability, and integrate more closely with community-based models.

The CSP also supports broader health system goals such as improved service access, efficiency, and integration, while reinforcing the hospital's role as the main healthcare provider in Perth's northern corridor.



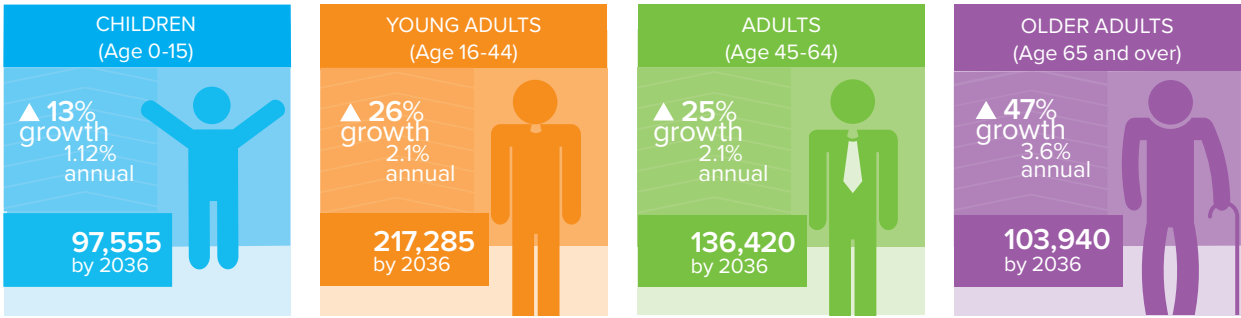
# POPULATION GROWTH AND DEMOGRAPHIC TRENDS

JHC serves Perth’s northern growth corridor, spanning established middle-ring suburbs, coastal communities, and rapidly expanding outer metropolitan and rural areas.

The catchment population is projected to increase from 440,625 in 2025 to 555,173 in 2036, representing an overall growth of 26 per cent<sup>1</sup>. Much of this expansion will occur in the outer northern corridor, where large-scale residential development continues to drive strong population growth. This demographic shift and an ageing population profile will place increasing pressure on health service demand and capacity over the next decade<sup>2</sup>.

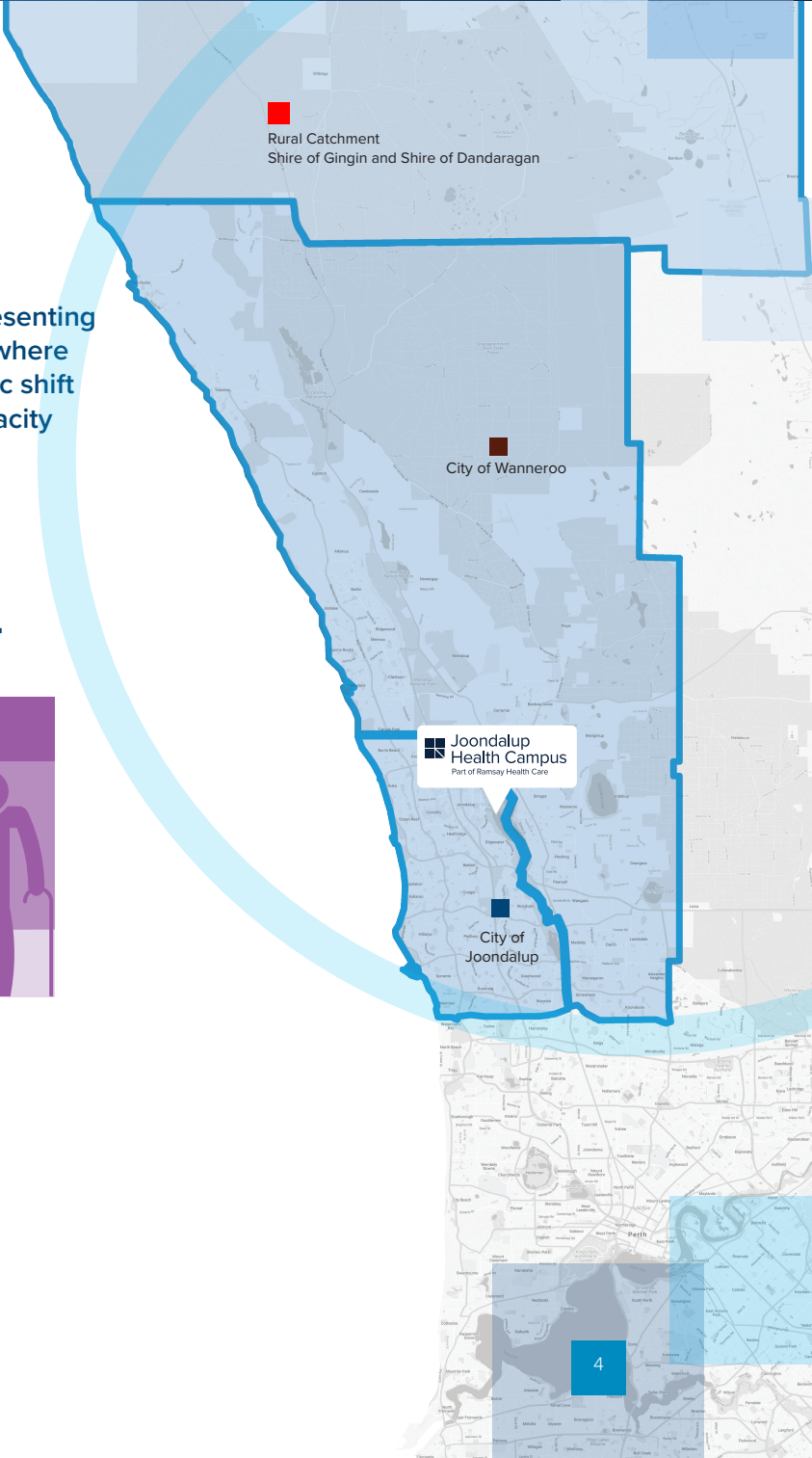
- The City of Wanneroo covers an area of 684 Km<sup>2</sup>
- The City of Joondalup covers an area of approximately 97 Km<sup>2</sup>
- Rural Catchment: Shire of Dandaragan is 6712 Km<sup>2</sup>, and the Shire of Gingin is 3208 Km<sup>2</sup>

## AGE STRUCTURE



- 1.6% ABORIGINAL AND/OR TORRES STRAIT ISLANDER
- 41% BORN OVERSEAS
- 19.1% SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME

1. Western Australian Planning Commission (2023). WA Tomorrow No. 12: Population Forecast – Data Tables. Government of Western Australia.  
2. Australian Bureau of Statistics (2021). Census of Population and Housing, QuickStats - City of Joondalup and City of Wanneroo.

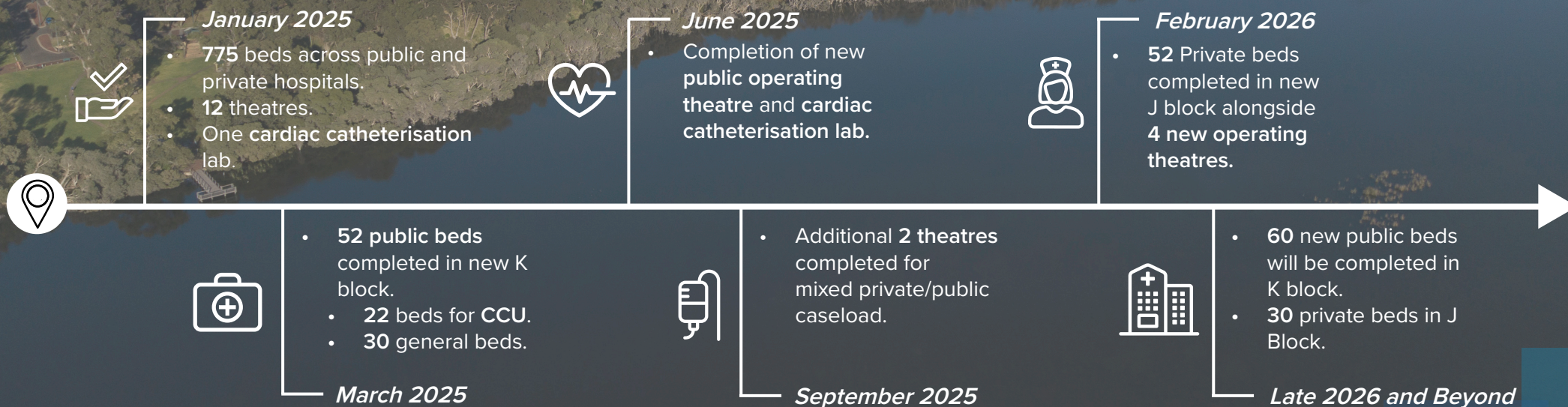




## INFRASTRUCTURE AND CAPITAL GROWTH

As of September 2025, JHC operates with approximately 827 beds, spanning both public and private services. This includes general medical, surgical, paediatrics, rehabilitation, critical care, emergency care, mental health, and day procedure capacity. Of this total, 681 beds support public services, with a further 146 beds allocated to private healthcare delivery. The hospital also features a comprehensive suite of operating theatres and procedural rooms, supporting inpatient, same-day, and emergency surgical care across a wide range of clinical specialties.

To meet growing demand and future-proof core services, a staged infrastructure expansion is currently underway. This program focuses on increasing medical and high-dependency bed capacity, expanding procedural capability, and ensuring scalable growth options into the next decade.







## FUTURE-PROOF OUR WORKFORCE

In the past 12 months, a significant number of new staff members joined JHC to support the opening of new wards, procedural areas, and ambulatory services. This growth reflects increasing patient complexity and sustained service expansion across both public and private streams.

JHC will require further workforce expansion to operationalise new bed capacity, procedural spaces, and service lines.

Strategic workforce planning will be essential to ensure that the right capability, mix, and numbers are in place to support the hospital's evolving role and meet rising demand across the northern corridor.

Our strategy will focus on:



Provide training and development opportunities, to support career progression, growing our current workforce and developing long-term relationships.



Strengthen our recruitment and retention in high demand specialties.



Develop advanced practice roles, including nurse practitioners, and advanced scope allied health professionals, to enhance service capability.



Build workforce readiness aligned with infrastructure expansion and new models of care, including robotic surgery and private service growth.



## PARTNER AND NETWORK WITH HEALTH SERVICE PROVIDERS IN OUR COMMUNITY

JHC is committed to playing a leadership role in the northern corridor by strengthening partnerships with local health service providers and the wider healthcare ecosystem.

Our engagement strategy focuses on four keys areas:



Strengthen connections with GPs through our **Hospital Liaison GP**, local GP education sessions and streamlined referral pathways.



Partner with local health care providers such as **Edith Cowan University**, **St John WA** and **Gidget Foundation**.



Support Joondalup's transformation into a leading health precinct, in collaboration with the **City of Joondalup**.



Participate in innovation and research programs such as **Perth Biodesign**, **Linear Clinical Research** and **Joondalup Innovation Hub**.



## CLINICAL SERVICE PRIORITIES

JHC Clinical Services Plan 2025–2030 is built around four priority areas that will guide future service development and system improvement. These priorities reflect our commitment to timely access, coordinated care, clinical excellence, and innovation.



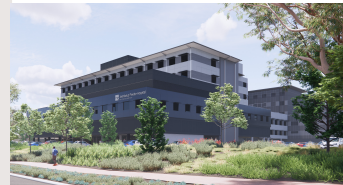
**IMPROVE  
EMERGENCY  
MEDICINE ACCESS  
AND PATIENT  
SAFETY**



**STRENGTHEN  
PARTNERSHIPS  
WITH NMHS TO  
BETTER SERVE THE  
COMMUNITY**



**DELIVER ON  
RAMSAY'S VISION  
FOR PRIVATE  
HEALTHCARE**



**TRANSFORM  
SERVICE DELIVERY  
THROUGH  
PREVENTIVE CARE,  
INNOVATION AND  
RESEARCH**



EMERGENCY  
MEDICINE

PARTNERSHIPS

RAMSAY'S  
VISION

INNOVATION



## IMPROVE EMERGENCY MEDICINE ACCESS AND PATIENT SAFETY

Like many hospitals across Western Australia, JHC is experiencing unprecedented demand for emergency and inpatient care. Timely access to emergency treatment has become a persistent challenge, with significant implications for patient safety, staff wellbeing, and system performance. These pressures are being driven by population growth, increasing service complexity, limited inpatient capacity, and sector-wide delays in discharge. Improving emergency access and safeguarding patient outcomes is therefore a critical system priority for JHC.

- **ED Clinical Service Redesign:** Evolve ED care models to improve flow and reduce wait times.
- **Optimise Patient Flow Using Data And Analytics:** Use real-time data to improve escalation, bed use and discharge planning.
- **Leverage Resources To Enhance The Patient Journey:** Improve discharge pathways and reduce non-acute hospital stays.
- **Shift Care Closer To Home:** Deliver hospital in the home and virtual models for suitable patients.

96,420 presentations

28% of presentations require admission

23% of presentations are over 65 y.o

Statistics obtained from 2024 CY



# IMPROVE EMERGENCY MEDICINE ACCESS AND PATIENT SAFETY: STRATEGIC PRIORITIES



## ED CLINICAL SERVICE REDESIGN

*Evolve ED care models to improve flow and reduce wait times*

1. Expand ED capacity by reconfiguring existing areas to create additional space for patient care.
2. Introduce a new ambulatory care model to manage low acuity presentations more efficiently.
3. Phase in new staffing models to broaden eligibility criteria for ambulatory management and paediatric short stay unit.
4. Establish rapid access clinics to provide timely intervention and reduce avoidable admission.



## OPTIMISE PATIENT FLOW USING DATA AND ANALYTICS

*Use real-time data to improve escalation, bed use and discharge planning*

1. Leverage real-time data and analytics to monitor patient flow, identify variation, and support timely escalation.
2. Streamline admission-to-discharge workflows to reduce delays and improve continuity of care.
3. Embed proactive bed management and escalation protocols to align capacity with clinical demand.
4. Improve coordination with external providers to support timely discharge and system-wide flow.



## LEVERAGE RESOURCES TO ENHANCE THE PATIENT JOURNEY

*Improve discharge pathways and reduce non-acute hospital stays*

1. Utilise the Ramsay network to provide access to services not available at JHC, reducing avoidable delays and supporting timely, appropriate care.
2. Partner with step-down and sub-acute providers to expand safe discharge options for patients no longer requiring acute care.
3. Implement targeted discharge solutions for older adults, including improved access to aged care and transitional accommodation.
4. Advocate for solutions to address aged care, transitional care, and NDIS placement barriers in the broader system.



## SHIFT CARE CLOSER TO HOME

*Deliver hospital in the home and virtual models for suitable patients*

1. Partner with Ramsay Home Health and NMHS to develop a scalable hospital in the home model.
2. Align with WA DoH priorities to expand home and community-based care as an alternative to inpatient admission.
3. Utilise remote monitoring and virtual technologies to help patients remain safely at home, with a focus on early intervention and outreach for older adults.
4. Strengthen connections with local primary care providers to support coordinated care and reduce avoidable hospital presentations.



## STRENGTHEN PARTNERSHIPS WITH NMHS TO BETTER SERVE THE COMMUNITY

JHC is working in partnership with the NMHS to strengthen service delivery and improve equitable access for Perth's northern corridor. This joint planning process identified key specialties where expanded local access would reduce travel, improve continuity of care, and alleviate pressure on tertiary sites.

- **Cardiology and Renal:** Build advanced cardiac and renal services with new intervention capacity and expanded outpatient care.
- **Mental Health:** Provide youth, adult and older adult acute care with ED support and integrated NMHS pathways to improve local access and recovery.
- **Women's and Newborns:** Enhance local access and service integration in line with state planning and infrastructure changes.
- **Surgical Sub-specialties:** Expand access to high-demand specialties to reduce wait times and improve care closer to home.

Inpatient service discharges - 72,151

Outpatient consultations - 86,978

Older adult service discharges - 24,834

Statistics obtained from 2024 CY





## STRENGTHEN PARTNERSHIPS WITH NMHS TO BETTER SERVE THE COMMUNITY: STRATEGIC PRIORITIES



### CARDIOLOGY AND RENAL

*Build advanced cardiac and renal services with new intervention capacity and expanded outpatient care*

1. Expand cardiac procedural capability and capacity with a second cardiac catheterisation lab to support acute intervention capability and establishment of new services.
2. Enhance continuity of care for patients with chronic and high-risk cardiac conditions.
3. Explore access to outpatient renal clinics and inpatient dialysis to manage complex chronic kidney disease locally.
4. Align future service growth with the local burden of cardiovascular and renal disease in relation to population growth.



### MENTAL HEALTH

*Provide youth, adult and older adult acute care with ED support and integrated NMHS pathways to improve local access and recovery*

1. Build workforce capacity in mental health nursing, psychiatry, and allied health ensuring the future capability to deliver care across a broader range of patient types and complex presentations.
2. Expand ED liaison and crisis intervention capability to improve patient flow.
3. Develop enhanced care pathways for youth, older adults, and complex presentations.
4. Strengthen integration between inpatient, ED, and community services to support continuity of care.



### WOMEN AND NEWBORNS

*Enhance local access and service integration in line with state planning and infrastructure changes*

1. Expand public gynaecology capacity by investigating outpatient pathways and increasing theatre access.
2. Enhance minimally invasive surgical options to support day procedures and reduce inpatient stays.
3. Develop sub-specialty capability in areas such as endometriosis, pelvic pain, complex pregnancy care, and advanced gynaecological surgery (including minimally invasive and robotic-assisted techniques).
4. Strengthen integration between maternity, gynaecology, and broader women's health services to deliver seamless, patient-centred care.



### SURGICAL SUB-SPECIALTIES

*Expand access to high-demand specialties to reduce wait times and improve care closer to home*

1. Increase surgical activity by optimising theatre access and scheduling across high-demand specialties.
2. Expand outpatient capacity to improve access for paediatric ENT, plastics procedures, and urology follow-up.
3. Enhance care coordination across inpatient, outpatient and procedural pathways to reduce delays and improve continuity.
4. Embed multidisciplinary models for complex conditions such as urological, skin cancer, trauma.
5. Partner with NMHS to streamline referrals, reduce waitlists, and deliver more care locally.

## DELIVER ON RAMSAY'S VISION FOR PRIVATE HEALTHCARE

JHC is transforming private care in Perth's northern corridor, with modern facilities, strong specialist partnerships, and a focus on patient-first care. Aligned with Ramsay's national strategy, this vision includes upgraded infrastructure, expanded surgical and cancer services, and integrated private emergency care. The result will be a more visible, connected private hospital delivering comfort, choice and continuity closer to home.

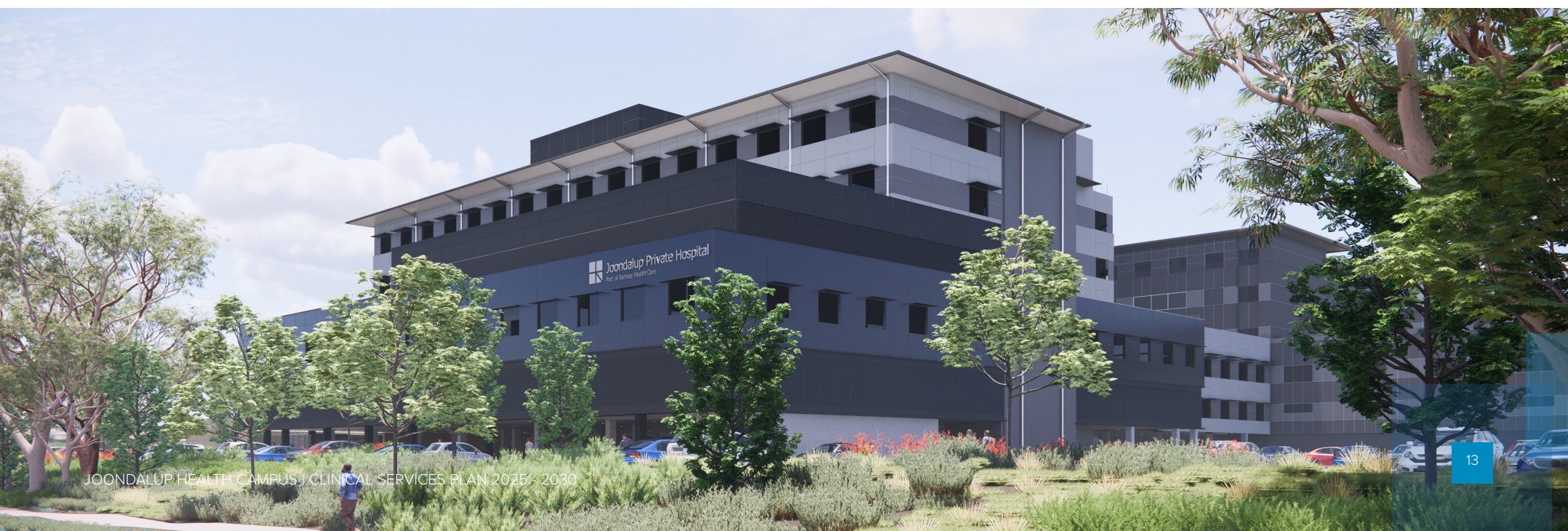
- **Advance The Experience Of Private Patient Care:** Enhance choice, comfort and continuity for private patients.
- **Comprehensive Cancer Care:** Deliver integrated, specialist-led private oncology services.
- **Orthopaedics:** Expand access and establish robotic-assisted surgical excellence.
- **Integrate With Private Emergency Care:** Improve timely access and ease pressure on public ED.

27% of admissions are private

\$190 million investment

82 additional private beds

Statistics obtained from 2024 CY





## DELIVER ON RAMSAY'S VISION FOR PRIVATE HEALTHCARE: STRATEGIC PRIORITIES



### ADVANCE THE EXPERIENCE OF PRIVATE PATIENT CARE

#### *Enhance choice, comfort and continuity for private patients*

1. Deliver a best-practice private models of care tailored to the needs of growing families in Perth's northern corridor.
2. Strengthen private inpatient and outpatient services to support choice, care experience and access for insured patients.
3. Enhance integration of private and public streams to improve the overall experience and continuity of care for private patients.
4. Use patient feedback to drive improvements in quality, service experience, and value of private care.



### COMPREHENSIVE CANCER CARE

#### *Deliver integrated, specialist-led private oncology services*

1. Develop an integrated, multidisciplinary private oncology model aligned with Ramsay's national strategy.
2. Provide seamless access across diagnostics, inpatient and outpatient care, surgery and advanced therapies.
3. Expand day oncology infrastructure to meet rising demand for ambulatory treatment.
4. Leverage private investment to strengthen shared cancer care capacity, easing pressure on public oncology services and improving timely access across the northern corridor.



### ORTHOPAEDICS

#### *Expand access and establish robotic-assisted surgical excellence*

1. Expand private orthopaedic capacity to meet growing demand.
2. Establish JHC as a centre of excellence in robotic-assisted orthopaedic surgery.
3. Enhance surgical infrastructure to support complex, high-volume procedures.
4. Strengthen private ED and outpatient pathways to orthopaedic care.



### INTEGRATE WITH PRIVATE EMERGENCY CARE

#### *Improve timely access and ease pressure on public ED*

1. Support Private Emergency Care being available locally, aligned with private patient expectations.
2. Improve timely access to emergency and ongoing care for private patients.
3. Alleviate local system pressure by reducing public ED presentations from private patients.
4. Ensure seamless transition from private emergency care into inpatient and procedural pathways, maximising efficiency and continuity of care.



## TRANSFORM SERVICE DELIVERY THROUGH PREVENTIVE CARE, INNOVATION AND RESEARCH

JHC is transforming service delivery by embedding preventative care, innovation and research into clinical practice. As demand grows and complexity increases, digital technologies, advanced diagnostics, and research-led models are enabling more precise, efficient and proactive care. These developments are strengthening early detection, expanding minimally invasive options, and improving health outcomes through evidence-based interventions. By integrating respiratory and gastroenterology into this stream, JHC is supporting national screening priorities and investing in earlier, smarter care.

- **Enhance Preventive Care:** Grow services that promote early detection.
- **Digital Transformation:** Support care delivery and experience.
- **Invest In Precision Technology:** Expand robotic-assisted surgery.
- **Translate Research Into Practice:** Deliver on JHC's new research strategy.

5 departments using ambient AI

38 Research Publications

15 Clinical Trials

Statistics obtained from 2024 CY



# TRANSFORM SERVICE DELIVERY THROUGH PREVENTIVE CARE, INNOVATION AND RESEARCH: STRATEGIC PRIORITIES



## ENHANCE PREVENTIVE CARE

### *Grow services that promote early detection*

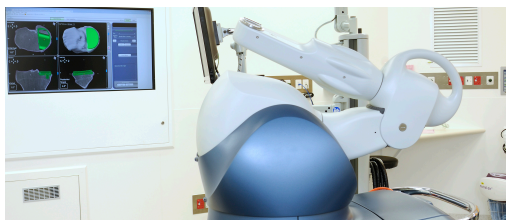
1. Expand diagnostic capability including endobronchial ultrasound and endoscopy to support earlier and more accurate disease detection.
2. Support delivery of national screening programs (e.g. bowel and lung cancer) by building timely follow-up and surveillance capacity.
3. Embed research and data insights to inform local models of early intervention and improve long-term outcomes.
4. Integrate digital tools to streamline referrals, track screening outcomes, and enable better continuity of care.



## DIGITAL TRANSFORMATION

### *Support care delivery and experience*

1. Invest in clinical-facing tools such as ambient AI technologies to reduce documentation burden and support time with patients.
2. Strengthen workflows through improved digital referrals, WA DoH connectivity, and electronic medication charts to enhance patient record access, reduce errors, and improve patient safety.
3. Support system-wide digital alignment across referrals, diagnostics, and documentation to enable seamless care pathways.
4. Build a future-ready digital environment that enables connected, scalable and clinician-informed transformation.



## INVEST IN PRECISION TECHNOLOGY

### *Expand Robotic-Assisted Surgery*

1. Introduce Da Vinci and expand Mako robotic platforms to enhance precision, control and consistency in surgical procedures.
2. Expand minimally invasive surgical capability across surgical specialties.
3. Use advanced surgical technology to attract and recruit leading clinicians while providing enhanced training opportunities for our workforce.
4. Reduce recovery times and elevate the overall patient experience for surgical patients.



## TRANSLATE RESEARCH INTO PRACTICE

### *Deliver on JHC's Research Strategy (2025 - 2030)*

1. Integrate research into clinical practice to support continual improvement in care quality and outcomes.
2. Build research capability by supporting staff training, development and formal research qualifications.
3. Facilitate research activity through sustainable systems, partnerships and resource investment.
4. Foster collaboration with community, academic, industry and health partners to maximise research impact.
5. Promote research excellence and communicate outcomes to enhance visibility.





This Clinical Services Plan provides a clear roadmap to guide service development, investment, and innovation over the next five years. It sets the direction for how JHC will deliver high-quality, safe and sustainable health care while meeting the needs of our growing community.

The plan will be reviewed and updated regularly to reflect changes in the health system, community expectations, and clinical practice. While not every service is detailed here, JHC remains committed to working with all clinical areas to ensure our strategic intent is achieved.

Operating within a complex healthcare environment, JHC is uniquely positioned to deliver both public and private services for Perth's northern corridor. This roadmap ensures that our patients, staff, and partners can be confident that JHC will continue to grow, adapt, and deliver high-quality care close to home.

## Joondalup Health Campus

September 2025

