



TRANSFORMING CARE

JOONDALUP
HEALTH CAMPUS
STRATEGIC INTENT
2017 - 2022



WELCOME TO THE JOONDALUP HEALTH CAMPUS STRATEGIC INTENT 2017-2022

We are proud to present this document as a compass that will broadly guide us and provide a common direction to help all staff to work together to realise our vision **Growing with our Community to provide Excellent Health Care** over the coming years.

We are committed to working together with our people and our community to bring this plan to life; to make it more than words on a page.

CONTENTS

MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER	2
GROWING WITH OUR COMMUNITY TO PROVIDE EXCELLENT HEALTH CARE	4
CARE TRANSFORMATION FRAMEWORK	6
OUR STRATEGIC OVERVIEW	8
OUR COMMUNITY	10
OUR PATIENTS	12
PATIENT STORIES	14
OUR ACHIEVEMENTS IN CARE	16
OUR PEOPLE	18
OUR CHALLENGES	20
OUR RESPONSE TO THE CHALLENGES WE FACE	22
PATIENT SERVICES	24
PEOPLE & CULTURE	26
SAFETY & QUALITY	28
INFRASTRUCTURE	30
PARTNERSHIPS	32
RESOURCES	34
FROM INTENTION TO ACTION	36

MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER



OUR VISION, GROWING WITH OUR COMMUNITY TO PROVIDE EXCELLENT HEALTH CARE, SETS US ON AN ASPIRATIONAL COURSE OF SIGNIFICANT CHANGE.

It recognises that to provide excellent health care, we must continue to evolve on many levels.

Not only must our infrastructure expand to keep up with the rapid pace of population growth in the northern suburbs, but also the way we deliver health care must transform and broaden.

Faced with the increasingly complex medical needs of our population, we must be innovative in providing care beyond the walls of the hospital to remain relevant and sustainable.

This means taking greater accountability for how our patients are cared for before, during and after their hospital stay.

Within the hospital we plan to provide more complex, tertiary-level care for certain specialties based on what we know about projected community needs into the future.

We intend to explore how to improve patient outcomes through strategic integrated health care partnerships.

There is a need to have more comprehensive, in-depth conversations with other health care providers so we can better collaborate for the greater good of our mutual patients.

We know that health care is in a time of transition in Australia and worldwide – the landscape is changing substantially and rapidly.

This puts us on the verge of an exciting transition. The future looks very different to where we are today – and I know the team at Joondalup Health Campus (JHC) will all embrace the chance to become even more innovative in their thinking to ensure we continue to deliver quality care.

This document, *Transforming Care*, lays out our intentions for realising the growth we need to experience to become the ideal health care provider; the provider that puts patient care front and centre whilst being efficient and providing value as a private provider of public and private services.

With this plan we map out what we intend to focus on and what our priorities are in each area.

Sitting behind our Strategic Intent lie the details about how we plan to realise our vision with our enabling plans. These include our clinical services plan; community services plan; infrastructure plan; people and culture plan; safety and quality plan; and our speciality and departmental plans.

Our vision issues us with a challenge to work with our partners and key stakeholders to facilitate growth. Under this plan, JHC is committed to doing just that.

In developing this document we have consulted key stakeholders from across the hospital, consumers and leading international think-tank the Advisory Board, whose research has allowed us to deeply consider what is happening on the global healthcare stage and the impact it will have at a local level.

We are very grateful to everyone who has shared their thoughts, ideas and solutions throughout this process.

Dr Amanda Ling

Chief Executive Officer

GROWING WITH OUR COMMUNITY TO PROVIDE EXCELLENT HEALTH CARE



“We believe our values are the foundation of great care. They are not just words on a wall; they are the actions and behaviours we display on a daily basis. We encourage you to let us know if we’re living up to your expectations.”

— WENDY CANDY,
JHC QUALITY & RISK MANAGER

QUALITY & RISK MANAGER
WENDY CANDY WITH SENIOR
CONSULTANT FOR PATIENT SAFETY
DR ELLY MARILLIER.

WE ARE A MAJOR HOSPITAL IN ONE OF THE FASTEST GROWING REGIONS IN AUSTRALIA AND ARE DEDICATED TO PROVIDING HIGH QUALITY HEALTH CARE TO BOTH PUBLIC AND PRIVATE PATIENTS.

Located in Perth's northern suburbs, JHC is the largest hospital in the region, has one of the busiest emergency departments in Australia and provides several state-wide services, including peritonectomy and bariatrics.

In addition, we provide a comprehensive range of acute and non-acute services including emergency, intensive care,

maternity, paediatrics, neonatal care, cancer, surgical, aged care, rehabilitation and mental health services.

While JHC is managed by Australia's largest private healthcare operator, Ramsay Health Care, we have a long-standing public contract under which we treat public patients on behalf of the State Government.

With the rapidly growing population in our catchment area tipped to increase 100 per cent in the next 20 years, we have our work cut out for us.

To continue to meet community needs, a major redevelopment of the hospital is being planned.

At the time of publication, the Government had committed \$167 million to fund:

- 90 new public hospital beds
- 30 new mental health beds
- Eight new operating theatres
- An expansion of the emergency department
- An urgent care clinic
- A medihotel
- A six-bed stroke unit
- Additional car parking

Over the coming years JHC will develop its capacity to care for more complex patients closer to home, in line with the WA Department of Health's Clinical Services Framework (CSF).

The CSF suggests that ultimately JHC will be upgraded to include more tertiary services to respond to the significant population growth in the northern suburbs.

A TYPICAL DAY AT JOONDALUP HEALTH CAMPUS – BASED ON 2015/16 DATA

1,600

staff members provide care to our patients, consumers and carers

6,000

kilograms of laundry is washed, dried and folded

10

babies are born

200

people are admitted to the hospital

203

outpatient appointments are held

3,500

units of internal and outgoing mail are processed

4,600

phone calls answered by our switchboard

3,000

patient meals are prepared and delivered

268

people attend our emergency department

549

people are cared for as inpatients*

*includes patients in the Day Procedure Unit

CARE TRANSFORMATION FRAMEWORK

GROWING WITH OUR COMMUNITY TO
PROVIDE EXCELLENT HEALTH CARE

STRATEGIC FOCUS

PATIENT SERVICES

We deliver innovation
and excellence
in health care

PEOPLE & CULTURE

We have a highly
skilled, caring and
engaged workforce

SAFETY & QUALITY

Health and safety
are our business

OPERATIONAL ENABLERS

Clinical Services
Plan

People &
Culture Plan

Safety &
Quality Plan

THE RAMSAY WAY

We are caring,
progressive, enjoy our
work and use a positive
spirit to succeed

We value integrity,
credibility and respect
for the individual

We take pride in our
achievements and
actively seek new ways
of doing things better



INFRASTRUCTURE

Our facilities enable the delivery of patient-centred care

PARTNERSHIPS

Effective collaborations underpin our services

RESOURCES

Our hospital is successful and sustainable

Infrastructure Plan

Community Services Plan

Specialty & Departmental Plans

We build constructive relationships to achieve positive outcomes for all

We believe that success comes through recognising and encouraging the value of people and teams

We aim to grow our business while maintaining sustainable levels of profitability, providing a basis for stakeholder loyalty.

OUR STRATEGIC OVERVIEW



“We are seeking to work with our community partners to keep our population healthier, manage chronic disease and reduce the number of inpatient episodes.”

IN 2017 JOONDALUP HEALTH CAMPUS IS TAKING THE FIRST STEPS TOWARDS CARE TRANSFORMATION.

Put simply, care transformation means we are aiming to reduce the overall need for treatment in the population by encouraging health care providers to work together with us in a more patient-centred approach. It is about treating patients in the most appropriate setting and in the most timely and effective way.

In essence, we are seeking to work better with our community partners to keep our population healthier, manage chronic disease and reduce the number of inpatient episodes.

The transformation of our hospital into a more integrated care management enterprise comes with five key challenges:

1. The need to change care delivery models, identifying and designing new systems to address ongoing care management.
2. Transitioning to tertiary-level service in some specialty areas.
3. Growing our hospital infrastructure to support the growing population.
4. Meeting technology and data sharing requirements to promote effective management of inpatient episodes and broader population health requirements.

5. Cultural transformation to shift the organisation away from an acute care-centric vision to one encompassing the broader goals of managing the health and wellness of our community.

Our strategy is aligned with the WA Health Strategic Intent 2015-2020.

As we embark on this journey we are seeking to better understand what our community needs, what our current services can deliver and what opportunities exist for growth both within the boundaries of the hospital walls and beyond.

This is an exciting and challenging time for the hospital and community as health service delivery undergoes significant reform.



OUR COMMUNITY



“Almost 60 per cent of JHC patients are aged 45 and over, which is significant because some 40 per cent of people in this age bracket suffer from two or more chronic conditions.”

JHC CURRENTLY SERVICES THE PRIMARY CATCHMENT AREAS OF THE CITY OF JOONDALUP AND THE CITY OF WANNEROO WHICH HAVE A COMBINED POPULATION OF MORE THAN 350,000 RESIDENTS.

As the largest healthcare facility in the northern suburbs and a significant employer of its residents, JHC is an integral part of the local community and regularly supports community events.

Wanneroo is the fastest growing local government area in WA and the fifth fastest growing in Australia¹.

The majority of growth (55% of the total) is occurring in the 'Northern Coastal Growth Corridor' which encompasses the suburbs of Alkimos, Eglinton, Yanchep and Two Rocks.

The community that JHC serves face some major health challenges, including the following:

Multiple co-morbidities

Almost 60 per cent of JHC patients are aged 45 and over. This is significant because nearly 40 per cent of people in this age bracket suffer from two or more

chronic conditions – this is known as having multiple co-morbidities.

Our ageing population means there will be a significant rise in the prevalence of people living with multiple conditions over the coming decade, unless more effective preventative, management and treatment services are put in place².

Mental health illness

According to Black Dog Institute mental illness is very common with one in five Australians aged 16-85 experiencing mental illness in any year³. The most common mental illnesses are depression, anxiety and substance use disorder.

The Perth Primary Health Network Population Health Needs Assessment (2016-17) cites that in Perth North Primary Health Network more than 132,000 people were living with diagnosed mental health or behavioural conditions.

A 2016 report by the Australian Institute of Health and Welfare (AIHW) found that rates of hospital admission for self-harm and for drug and alcohol related issues were higher in the northern suburbs.

Clearly mental health remains a challenge for all of Australia and is especially so in our catchment.

Chronic diseases

Chronic diseases are the leading cause of illness, disability and death in Australia, accounting for 90 per cent of deaths in 2011⁴.

There are common chronic disease risk factors including tobacco smoking, harmful use of alcohol and drugs, obesity, physical inactivity and poor nutrition – all things which are lifestyle choices and which can be changed. These risk factors can lead to chronic disease and conditions such as cardiovascular disease, diabetes, cancer and mental health issues.

1 City of Wanneroo website, 2017

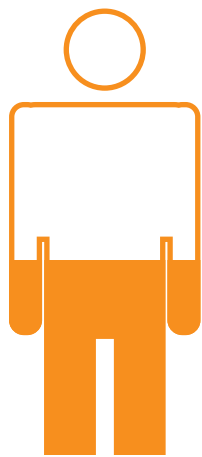
2 http://www.wapha.org.au/wp-content/uploads/2016/03/8918_WAPHA_Population-Health-Needs-Assessment_PHN-North_FA.pdf

3 <https://www.blackdoginstitute.org.au/docs/Factsandfiguresaboutmentalhealthandmooddisorders.pdf>

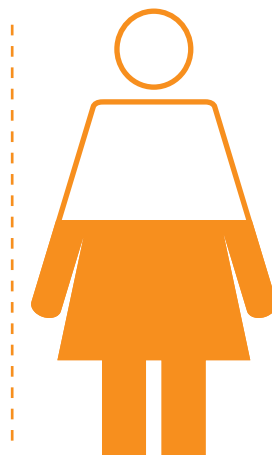
4 www.health.gov.au/internet/main/publishing.nsf/content/chronic-disease

OUR PATIENTS

DO WE SEE MORE MEN OR WOMEN?

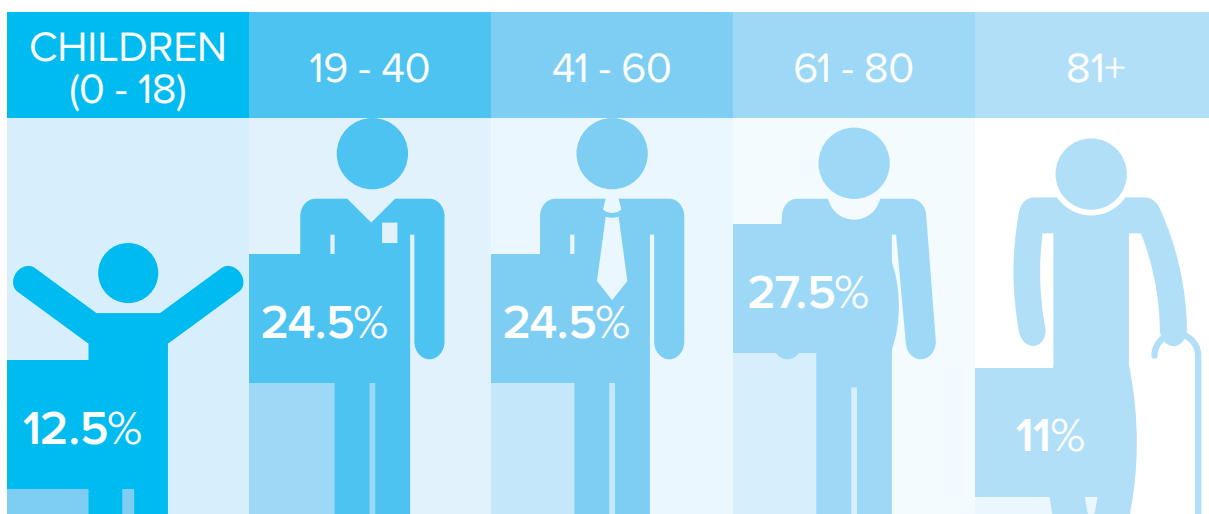


45.6%
OF OUR
PATIENTS ARE
MEN



54.4%
OF OUR
PATIENTS ARE
WOMEN

HOW OLD ARE OUR PATIENTS?



*Data here is for all patients - both multi-day and same day

WHAT COUNTRIES WERE OUR PATIENTS BORN IN?

56.40%

OF OUR PATIENTS WERE
BORN IN AUSTRALIA



1.72%

BORN
IN IRELAND



18.36%

BORN IN THE
UNITED KINGDOM

3.46%

BORN IN
NEW ZEALAND



2.54%

BORN IN
SOUTH AFRICA



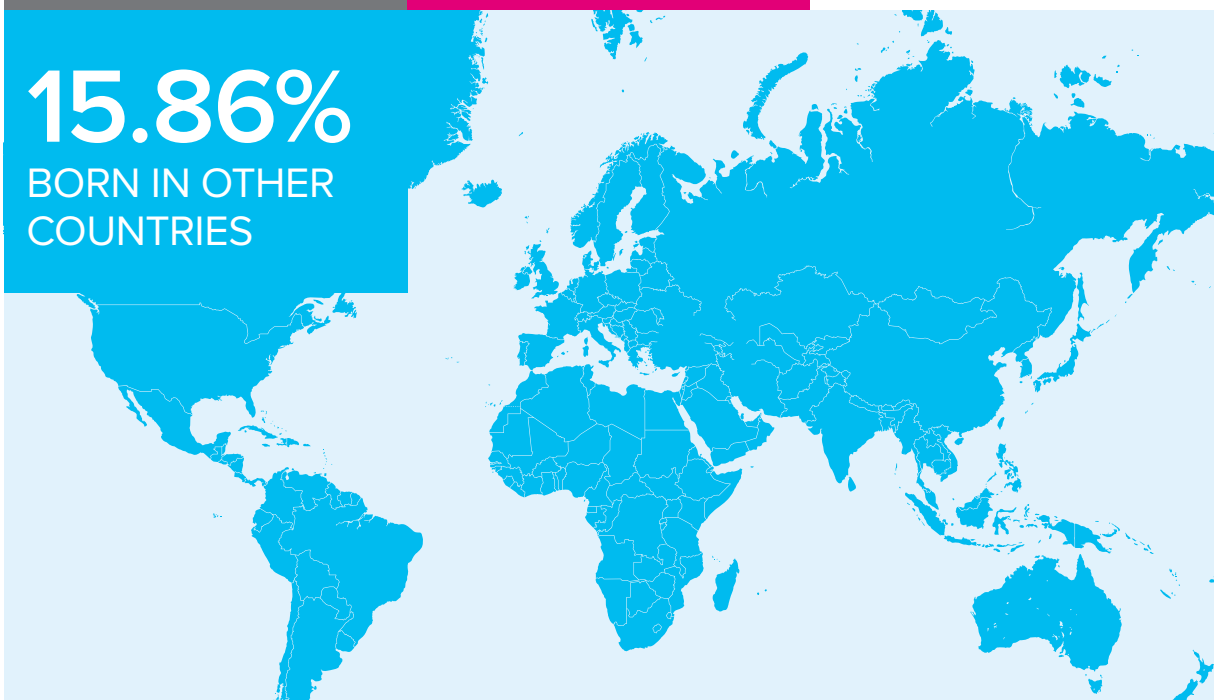
1.66%

BORN IN
INDIA



15.86%

BORN IN OTHER
COUNTRIES



PATIENT STORIES

LOCAL ACCESS, TIME CRITICAL TREATMENT



ACCESS TO A LOCAL CARDIAC CATHETERISATION LAB AND QUICK ACTION BY JOONDALUP HEALTH CAMPUS STAFF SAVED THE LIFE OF A KINGSLEY FATHER-OF-FOUR WHO SUFFERED A HEART ATTACK.

54-year-old Richard Lamb was undergoing an exercise stress test at a cardiology clinic across the road from JHC, when his real-time results revealed he was in the midst of a heart attack.

He was immediately taken to JHC by ambulance and just 14 minutes after arriving had a stent inserted

by Interventional Cardiologist Dr David Thomson.

"Some 20 to 30 per cent of people who have this type of heart attack don't make it to hospital in time. His artery was completely blocked so it was lucky he was nearby when his heart attack occurred," Dr Thomson said.

Mr Lamb had high praise for the hospital and was impressed with how quickly he received life-saving medical care.

"It's just amazing how they do it and how quickly they did it – there was no mucking around," he said. "I was really taken care of. When something like this happens it scares the hell out of you. You just don't realise that we take life for granted. I'm so lucky."

UP SOONER, PAIN FREE FASTER

WHEN 47-YEAR-OLD MICHAEL KING UNDERWENT A ROBOT-ASSISTED PARTIAL KNEE REPLACEMENT LAST YEAR HE WAS SURPRISED AT HOW QUICKLY HE RECOVERED COMPARED TO A FRIEND WHO HAD UNDERGONE A TRADITIONAL KNEE REPLACEMENT.

The father-of-two hurt his knee 25 years ago playing footy and over time the cartilage wore away.

"It got to the point where I couldn't even play footy with the kids," he said. "I was in constant pain."

"When I saw the orthopaedic surgeon he told me about this robot that assists surgeons with knee and hip replacements. I must admit I was pretty keen to try out the new 'mod-con' version of this operation. Within a week I

was walking using just one crutch and within a few weeks I was crutch free and fit for work."

"I was surprised at the fast recovery time because a friend of mine had the traditional operation elsewhere and was on crutches for 12 weeks. He couldn't believe I was off my crutches so quick."

NEW WARD, IMPROVED CARE FOR KIDS



SEVEN YEAR OLD LUX HARRINGTON HAS BEEN THROUGH MORE IN HER SHORT LIFE THAN MOST CHILDREN OF HER AGE - AND MORE THAN MANY ADULTS. LUX SUFFERS FROM MULTIPLE HEALTH ISSUES, THE MOST CHALLENGING OF WHICH IS SEVERE EPILEPSY WHICH KEEPS HER WHEEL-CHAIR BOUND MUCH OF THE TIME.

Her mother, Jo Harrington, said JHC has become like a second home over the years: "Lux really spent the first two years of her life at Joondalup

Health Campus. We spent more time in than out," she said.

"I knew from the very start that there was something wrong. Lots of health professionals will brush off a mother's concerns and put things down to minor issues – but at JHC, with our paediatrician Dr Alide Smit, we never felt that – she always listened to us and took our concerns seriously."

Lux suffered her first grand mal seizure shortly after turning two. Then they started happening every second day, interspersed with the absence variety of seizure, which she suffers daily.

"Surgery is not an option for Lux because her seizures are coming from different parts of the brain," says Jo. "So we are in here a lot."

"When I come to JHC the staff actually care about me as the mum – they'll look after Lux for me when I'm covered in vomit and I just need to shower, or they'll take the time to ask if I've eaten anything."

"The new ward is amazing – the fact that the rooms are mostly single and contain day beds for parents is so good for me. Lux absolutely loves it – especially the play room and the aquarium. With the amount of time we spend here it's wonderful to be coming to such a beautiful place."

COMPLEX CARE, CLOSER TO HOME



MOTHER-OF-SEVEN ABIGAIL DAMBA SAID THE CARE SHE RECEIVED FROM JOONDALUP HEALTH CAMPUS WITH HER TRIPLET PREGNANCY FAR SURPASSED WHAT SHE WOULD HAVE RECEIVED IN HER NATIVE COUNTRY OF ZIMBABWE, WHERE IT IS NOT UNCOMMON FOR WOMEN TO GO AN ENTIRE PREGNANCY WITHOUT ANY ANTENATAL SCANS.

"One of my sisters back at home has twins and she didn't know until the birth that she was carrying two babies!" she said.

Mrs Damba said she was shocked but also delighted to discover at

11 weeks along that she would be having triplets.

"It was a big shock," she said. "I already have four other children at home!"

JHC obstetrician Dr Maria Kladnitski said the delivery, via caesarean section, went smoothly with all three safely out within 35 minutes.

JHC obstetrics and gynaecological ultrasound specialist Dr Bridget Jeffery was responsible for the scans and antenatal care throughout the triplet pregnancy and said Mrs Damba had done incredibly well to carry all three babies to 35 weeks and six days.

"Triplets happen naturally in about one in 8000 Australian pregnancies," she said. "Usually triplets are born around 32 weeks gestation, so to have carried these babies until just shy of 36 weeks is very good."

OUR ACHIEVEMENTS IN CARE



PATIENT BLOOD MANAGEMENT CLINICAL NURSE SPECIALIST ANGIE MONK HAS PUT THE HOSPITAL ON THE MAP GLOBALLY WITH THE DEVELOPMENT OF AN EFFECTIVE BLOOD MANAGEMENT FRAMEWORK.

WE ARE IMPROVING QUALITY OF CARE BY:

- Becoming a national leader in blood management with hospitals Australia-wide referring to the blood management framework and forms developed by JHC.
- Expanding the paediatric ward. The new Telethon Children's Ward opened in 2016 and is providing care closer to home for children and families in the northern suburbs of Perth.
- Introducing the Enhanced Recovery Arthroplasty Service in 2016. Arthroplasty is the surgical reconstruction or replacement of a joint. This new service is benefiting patients who need a hip replacement or a partial or total knee replacement and involves more comprehensive pre-hospital care designed to get patients into optimum condition before surgery. This has been proven to improve patient outcomes.
- Investing in a robot used to assist surgeons undertaking partial hip and knee replacements is making a big difference to our patients, many of whom are up back on their feet sooner and pain free faster. The aim is for most patients to be up on their feet on the same day as their surgery and many are now fit for discharge within days.
- Building a cardiac catheterisation lab in 2013 has meant numerous local lives have been saved due to closer proximity of this life-saving service. The cath lab, as it is often referred, contains diagnostic imaging equipment used to visualise the arteries and chambers of the heart and treat any abnormalities. It helps the cardiologists to treat people who are experiencing chest pain which potentially evolves to heart attack as well as many other life-threatening heart related conditions. Planning for the addition of extra cardiac cath labs at JHC is already underway – this will allow the hospital to meet the likely growth in demand for this service in the future.
- Appointing the inaugural JHC Senior Consultant for Patient Safety to provide a dedicated quality improvement and safety resource led by a medical professional.
- Offering patients the opportunity to provide feedback during their hospital stay via an iPad with an app called Point of Care. This allows staff to actively address issues as they arise, rather than hearing about complaints after a patient is discharged home.

“Hospitals Australia-wide are looking to the blood management framework and forms developed by Joondalup Health Campus.”

OUR PEOPLE



Head of Paediatrics Professor Desiree Silva is one of the lead investigators on the ORIGINS project.

OUR PEOPLE ARE THE BACKBONE OF JOONDALUP HEALTH CAMPUS AND WE ARE PROUD TO HAVE ATTRACTED AND RETAINED SOME OF THE BEST AND BRIGHTEST PEOPLE ACROSS CLINICAL AND NON-CLINICAL AREAS.

MANY OF OUR STAFF HAVE BEEN RECOGNISED NATIONALLY AND INTERNATIONALLY, WINNING AWARDS FOR THE WORK AND RESEARCH THEY'VE DONE AND THE CONTRIBUTION THEY'VE MADE IN CHANGING AND SAVING LIVES.

Angie Monk - Patient Blood Management Clinical Nurse Specialist

Patient Blood Management Clinical Nurse Specialist Angie Monk was named Nurse of the Year at the 2016 HESTA Nursing Awards. Angie was recognised for her leadership qualities and her work developing an innovative Patient Blood Management (PBM) Programme that improves outcomes for patients undergoing surgery involving significant blood loss.

Linda Locke – Mental Health Clinical Nurse Manager

Mental Health Services Manager Linda Locke won the WA Health Mental Health Leadership Program Qualitas Award in 2016. This recognised Linda as reflecting three leadership principles including: What it means to lead yourself and show authentic leadership; what it means to lead others by engaging individuals and leading high performance teams; and how to leverage your leadership.

Dr Jamie Tan – Paediatric Senior Registrar

JHC and PMH paediatric senior registrar Dr Jamie Tan won the Royal Australasian College of Physicians (RACP) Trainee Research Award for his paper, "*Diagnosis of lower respiratory tract illness using non-contact sound recordings.*" Judges selected his submission as the winner for the Western Australian RACP division.

Professor Desiree Silva – Head of Paediatrics

Professor Desiree Silva is one of the lead investigators on the ORIGINS project, which is being run in conjunction with the Telethon Kids Institute, and aims to prevent chronic disease both in childhood and later in life. The project will be the most extensive longitudinal study since the RAINE study 25 years ago. As part of the study, detailed information related to health, diet, physical activity and a range of environmental factors will be collected from the expectant mother and her partner during pregnancy. JHC has been chosen because of the prevalence of non-communicable disease in the northern suburbs of Perth.

Colin Fletcher – Storeperson

JHC's nominated safety representative Colin Fletcher was awarded the Ramsay Health Care WA Workplace Health & Safety Representative of the Year in 2016. Colin was judged the best safety representative in the state due to his efforts in the Supply Department assisting the Workplace Health & Safety group with completing risk assessments, writing up policies and attending nearly all of the safety representative meetings.

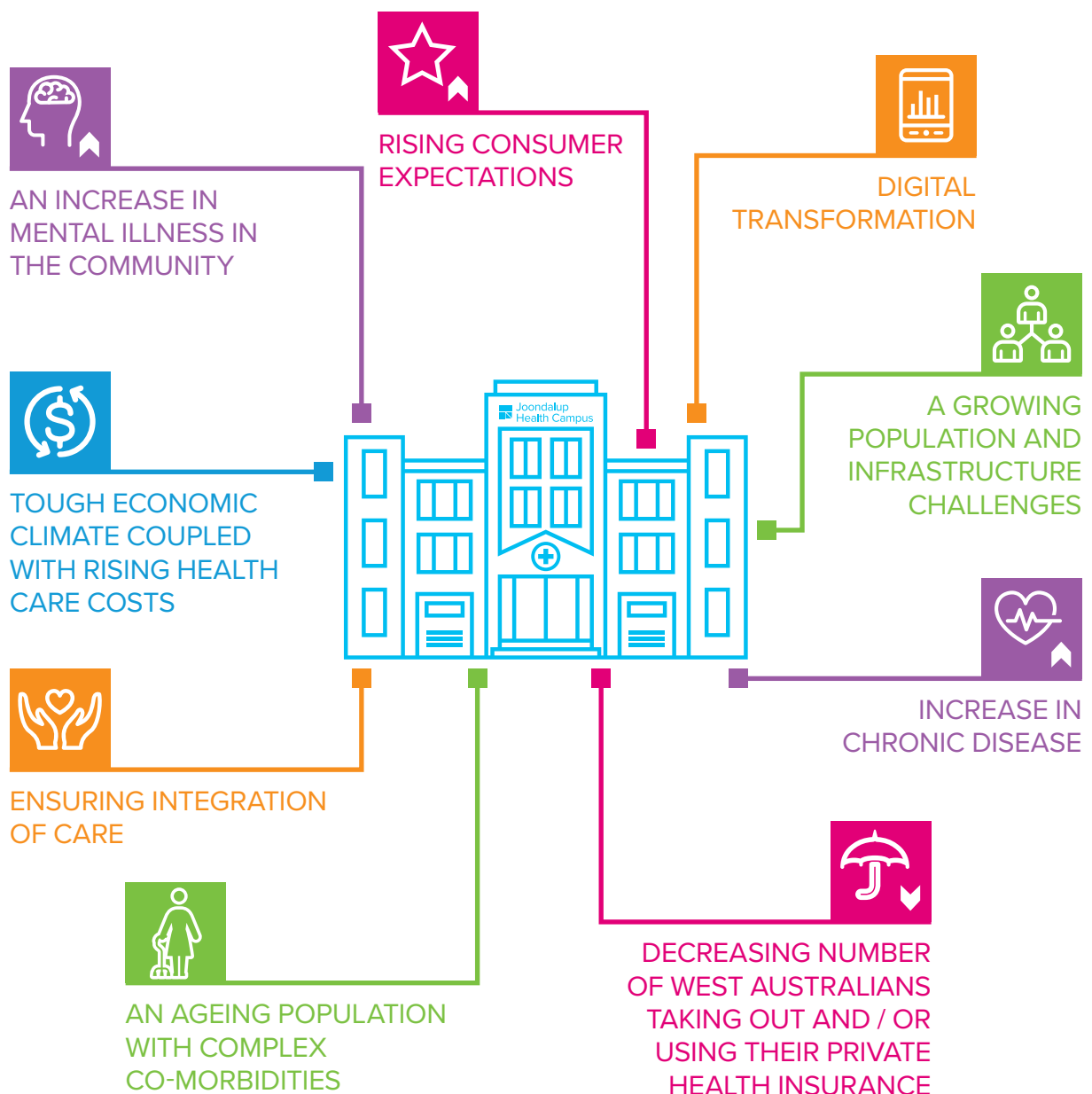
OUR CHALLENGES

We're accelerating into a period of significant change that will cause health systems to evolve in both subtle and dramatic ways. The health systems that thrive will be those that successfully pinpoint and prepare for the critical disruptive forces reshaping care delivery¹



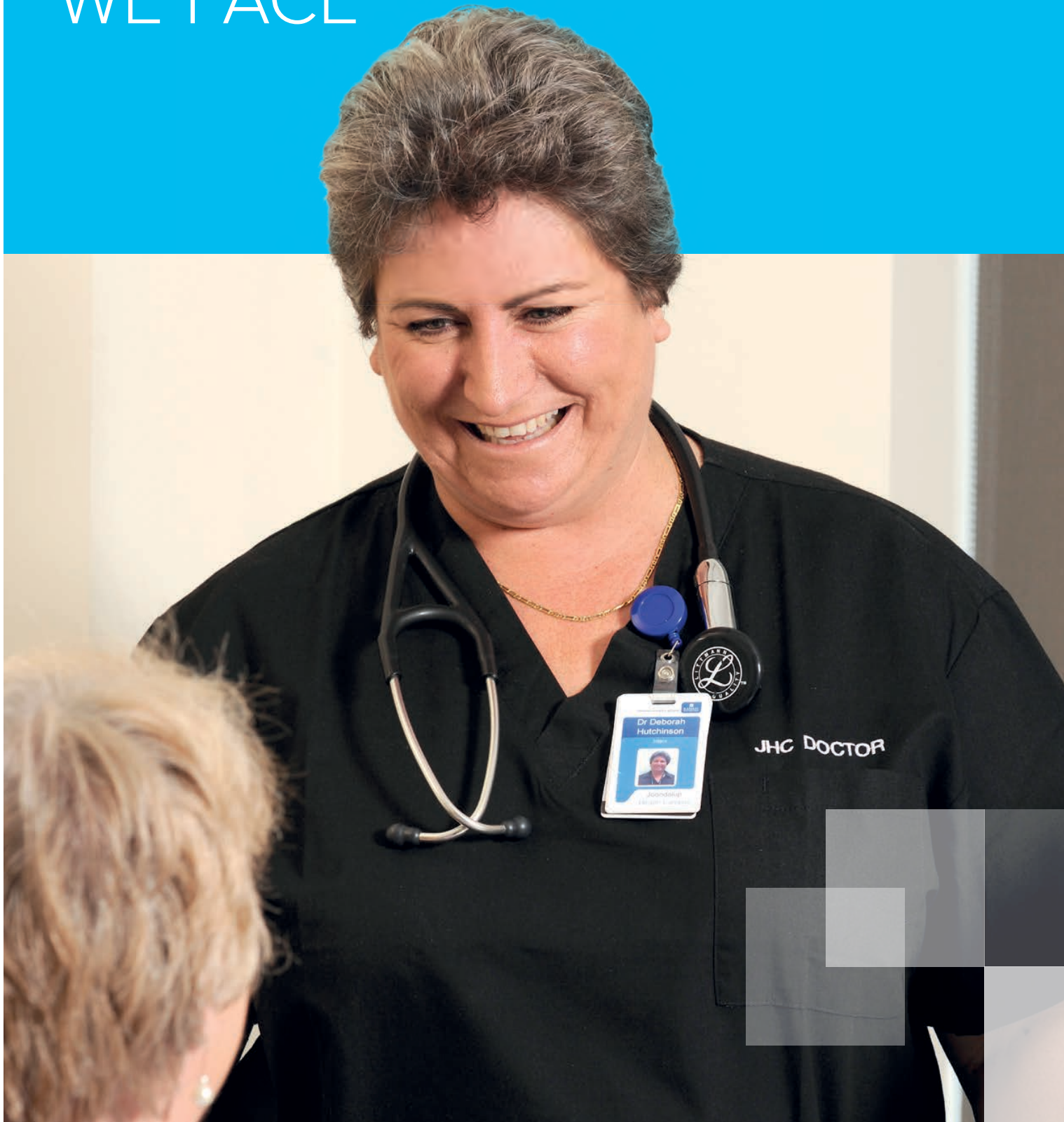
ORGANISATIONS ARE FACING NUMEROUS CRITICAL DISRUPTIONS TO HEALTH CARE DELIVERY OVER THE NEXT FIVE TO TEN YEARS AND BEYOND.

The challenge will be how JHC responds and adapts to these pressures within the context of the WA health landscape. This document begins to outline our response to these disruptions within our strategic focus areas. Our Clinical Services Plan will further explore how JHC will navigate through these challenges.



1 Advisory Board - The Global Forum for Health Care Innovators

OUR RESPONSE TO THE CHALLENGES WE FACE



OVER THE NEXT FIVE YEARS, WE AIM TO ACHIEVE OUR VISION TO GROW WITH OUR COMMUNITY TO PROVIDE EXCELLENT HEALTH CARE BY FOCUSING ON SIX PRIORITIES.

Through consultation with key leaders throughout the hospital we have identified these priorities, which we refer to as our focus areas:

- Patient Services
- People & Culture
- Safety & Quality
- Infrastructure
- Partnerships
- Resources

It is also important that we have alignment with our key partner, the WA Department of Health. Our focus areas align strongly to the WA Health Strategic Intent 2015-2020 priorities.

These strategic priorities are focused on a continuum of care to support and guide health care through integrated service delivery from prevention and health promotion, early intervention, primary care through to diagnosis, treatment, rehabilitation and palliation.

This is about ensuring people in Western Australia receive safe, high quality and accessible health services. It includes delivering health services that are patient centred, based on evidence and within a culture of continuous improvement.¹

In addition our clinical planning activity will be undertaken within the context of the Department of Health's Clinical Services Framework 2014-2024 (CSF).

The CSF provides a foundation for the whole health system in planning to meet the demand for health services given changing service capabilities and evolving models of care.

It remains a reference point for determining requirements in workforce and infrastructure and for integrating new technology.

The CSF provides a clear picture for what and how clinical services at each health service and health site (hospital or community) should develop over time to achieve better access to safe and quality care with minimum duplication and best use of available resources.²

“Each priority area has been discussed, defined and refined at length resulting in clear objectives.”

1 <http://ww2.health.wa.gov.au/About-us/Strategic-Intent>

2 <http://ww2.health.wa.gov.au/Reports-and-publications/WA-Health-Clinical-Services-Framework-2014-2024>



PATIENT SERVICES

We deliver innovation and
excellence in health care



“We are committed to treating our
patients as we would like to be treated
– or as we would like our own family to
be treated.”

OUR PATIENTS HAVE A RIGHT TO RECEIVE OPTIMAL CARE. THAT IS, CARE THAT IS CHARACTERISED BY INNOVATION, BEST PRACTICE, EVIDENCE-BASED TREATMENTS – AND CARE THAT IS PROVIDED WITHIN A REASONABLE TIMEFRAME.

We are committed to treating our patients as we would like to be treated – or as we would like our own family to be treated.

We are determined to ensure our community has access to the range of services that meets its needs and to deliver the best possible care to each and every person who comes through our doors.

Every employee at JHC has a responsibility to be consumer-focused, to provide a service that aspires to meet the growing expectations of patients.

Over the next five years we commit to staying focused on delivering innovation and excellence in health care.



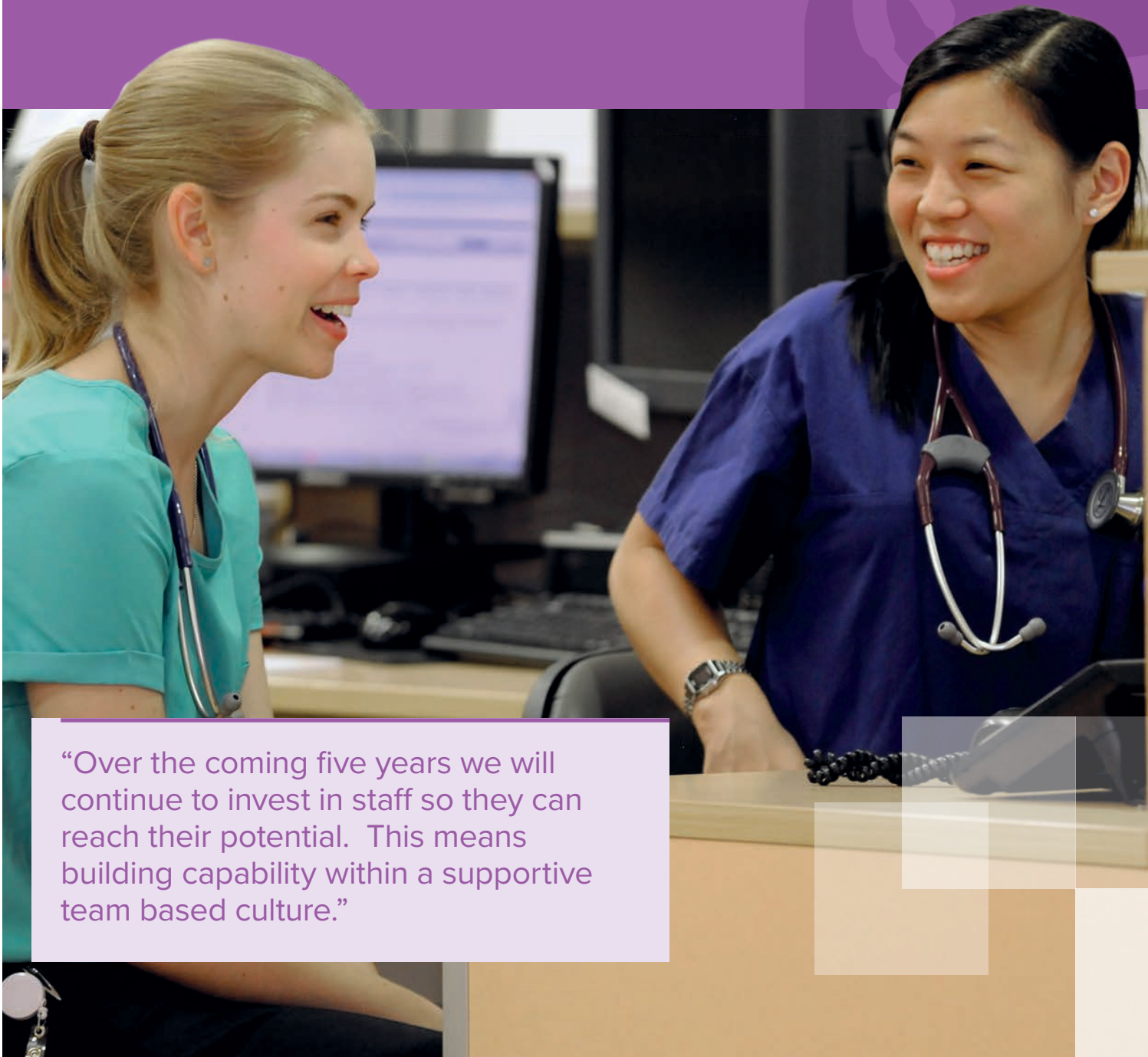
WE COMMIT TO:

KEY STRATEGIC GOAL	OBJECTIVES
Having the appropriate range of clinical services/strategies for the needs of our community, our health service and staff	<ul style="list-style-type: none"> Identify areas of need for the community with appropriate subspecialties to support our clinical priorities and patient needs Identify areas of opportunity to move into tertiary level Develop strategies to deliver on identified services/service levels
Consistency delivering high quality, best practice care	<ul style="list-style-type: none"> Review new Models of Care / Clinical Practice Guidelines / Standard Operating Procedures / Clinical Pathways to identify opportunities for improvement against benchmarked best practices Ensure that new services are approved and comprehensively scoped before implementation
Best practice and innovation being key to how we work	<ul style="list-style-type: none"> Ensure we have the appropriate resources and structures to support: <ul style="list-style-type: none"> Education, training and accreditation Research - Partnerships with universities



PEOPLE & CULTURE

We have a highly skilled, caring
and engaged workforce. We embrace
The Ramsay Way



“Over the coming five years we will continue to invest in staff so they can reach their potential. This means building capability within a supportive team based culture.”

WE ASPIRE TO MAKING SURE OUR PATIENTS HAVE A POSITIVE HOSPITAL AND HEALTHCARE EXPERIENCE - A LARGE DETERMINANT OF THIS IS OFTEN THE INTERACTIONS THEY HAVE ALONG THE WAY WITH OUR STAFF.

The people we employ need to genuinely live our values – they must not just talk the talk, they must also walk the walk. The Ramsay Way is all about being caring, positive, and progressive and genuinely enjoying what we do.

When our people align with our values we are positioned to achieve our vision. We are very focused on fostering constructive cultures and sub-cultures within the many teams that work in the hospital.

In fact, the Ramsay engagement survey found JHC has overall engagement score of 73 per cent which placed us in the top 25 per cent of Ramsay Hospitals. This shows that staff want to continue to work at JHC, they would recommend JHC to others and they are motivated to do their best.

Over the coming five years we will continue to invest in staff so they can reach their potential. This means building capability within a supportive team based culture. Our values will underpin everything we do.

Investing in our workforce and providing them with a flexible supportive working environment and the necessary skills to be the best they can be, will make us an employer of choice. It will enable us to attract and retain the best and brightest people across clinical, research and non-clinical services within modern workforce models.



WE COMMIT TO:

KEY STRATEGIC GOAL	OBJECTIVES
We promote a culture of professionalism, teamwork and accountability	<ul style="list-style-type: none"> ■ Deliver programs to further develop our constructive culture and reduce non-constructive behaviours ■ Build an accountable workforce that continues to develop highly capable and empowered leaders ■ Develop our leaders and encourage them to support each other and hold each other to account
We ensure our staff are well trained experts in their field	<ul style="list-style-type: none"> ■ Deliver top class education and training across all skill groups to ensure high levels of competence in all we do. ■ Provide opportunity for personal development
We recruit and retain the “right” people	<ul style="list-style-type: none"> ■ Establish a clear workforce planning strategy to drive recruitment efforts ■ Establish workplace structures, systems and procedures to assist our people to effectively balance work with family, carer responsibilities, cultural obligations, and other commitments and interests in their lives ■ Establish the flexibility, adaptability and agility to support our people as they move through the various stages of life and career



SAFETY & QUALITY

Health and safety are our business



“We put safety at the heart
of everything we do.”

WE PUT SAFETY AT THE HEART OF EVERYTHING WE DO – AND WE ARE COMMITTED TO FOLLOWING EVIDENCE-BASED BEST PRACTICE TO ENSURE OPTIMUM CLINICAL OUTCOMES.

In 2016 JHC launched the programme, “Speaking Up for Patient Safety” to support patient safety.

We aim to achieve the highest levels of patient safety with the programme proven to encourage self-regulation, reduce patient complaints and achieve excellent compliance rates in key clinical areas.

This programme will continue into 2017 and beyond and set the foundation for a strong patient safety culture. Alongside this we continue to focus on patient safety and quality in all facets of the hospitals functions.



WE COMMIT TO:

KEY STRATEGIC GOAL	OBJECTIVES
We create a quality experience for every individual, every time	<ul style="list-style-type: none"> ■ Maintain accreditation and licensing requirements ■ Ongoing improvement programs including the review and adoption of best practice to improve the quality experience for the consumer ■ Maintain appropriate systems and governance to support a skilled and trained workforce
We have a patient-centred approach	<ul style="list-style-type: none"> ■ Consumer satisfaction is monitored, evaluated and benchmarked to track progress in creating a quality experience for every consumer, every time ■ Everyone we care for and their families are consulted as partners in their care
Ensure a safe hospital environment for patients, staff, workers and visitors	<ul style="list-style-type: none"> ■ Continue to monitor, manage and respond to hospital incidents and clinical indicator trends with the intent to continuously improve ■ Deliver safe care to our patients with a focus on areas covered by the NSQHSS ■ Maintenance of a clinical audit program which is responsive and aligned to the organisational risk profile ■ Departmental and organisational risk registers are representative of key concern and mitigating actions



INFRASTRUCTURE

Our facilities enable the delivery of patient-centred care



“We recognise the role of technology in supporting clinical decision making and streaming patient care.”

A MAJOR REDEVELOPMENT OF JOONDALUP HEALTH CAMPUS IS BEING PLANNED, WHICH WILL HELP THE ORGANISATION KEEP PACE WITH THE RAPIDLY GROWING LOCAL POPULATION.

At the time of publication, the WA Labor Government had committed \$167 million to fund this project and funding from Ramsay Health Care was also being discussed.

As well as our physical expansion, we recognise the role of technology in supporting clinical decision-making and streamlining patient care. We are exploring investment in technologies that will deliver a full electronic medical record and support efficient and effective patient care.

WE COMMIT TO:

KEY STRATEGIC GOAL	OBJECTIVES
We plan and prepare for future expansion to grow with our community	<ul style="list-style-type: none"> ■ Patient-centred care will be considered in all design facets of the new facilities, ensuring location of departments, wards and internal/external traffic corridors enhance the patient journey ■ In consultation with the community, undertake master planning for future hospital expansion to ensure we can continue to meet demand for services
We plan for the digital future of the hospital, providing platforms that will augment patient-centred care	<ul style="list-style-type: none"> ■ Processes will be streamlined and re-engineered to create paperless automated digital workflows to support efficient clinical care ■ Implement integrated technology solutions to enable efficiencies and optimum patient care ■ Improve the use of existing technology through upgrades, increased functionality and end user education
We have facility management that enables the delivery of tertiary level care	<ul style="list-style-type: none"> ■ Align support service needs to expansion plans ■ Identify future requirements for equipment ■ Ensure physical infrastructure is maintained in good working order through the use of life cycle tracking





PARTNERSHIPS

Effective collaborations underpin
our services



“JHC has commenced co-design
dialogue with potential partners.”

WORKABLE INTEGRATED MODELS WHICH INTEGRATE TERTIARY AND PRIMARY SERVICES HAVE BEEN DEMONSTRATED IN AUSTRALIA, AND BEYOND.

JHC has commenced co-design dialogue with potential health care partners at State and Commonwealth level and with health care providers including Silver Chain, St John Ambulance Australia and regional GPs.

Whilst this work is in its infancy the intention is to improve how we deliver care for patients across the care continuum to ensure they receive the right care, in the right place at the right time.

WE COMMIT TO:

KEY STRATEGIC GOAL	OBJECTIVES
We have strong and effective relationships with our key external stakeholder groups	<ul style="list-style-type: none"> ■ Improve the way we communicate and engage with strategic partners and consumers ■ Facilitate our ability to understand and respond to stakeholder concerns and interests and incorporate them into our activities and decision making processes ■ Build greater cohesion with our stakeholder partners to deliver effective and innovative patient care pathways ■ Identify and explore opportunities to engage new strategic partners
We continuously strengthen our reputation with universities to inspire graduates to want to work for us and researchers to want to partner with us	<ul style="list-style-type: none"> ■ Identify which universities are of most strategic importance as sources of future employees and for the development of research collaborations and work to partner with them ■ Position JHC within the university community and build upon established and new relationships
Develop partnerships across care providers to develop integrated care models	<ul style="list-style-type: none"> ■ Identify key community providers ■ Understand the services offered ■ Maximise the opportunities to partner effectively and develop continuity of care for our patients





RESOURCES

Our hospital is successful
and sustainable



“JHC is known for its sound
business management practices and
responsible stewardship of public
resources.”

JHC IS KNOWN FOR ITS SOUND BUSINESS MANAGEMENT PRACTICES AND RESPONSIBLE STEWARDSHIP OF PUBLIC RESOURCES.

Our organisation proactively manages challenges and leverages new opportunities in the ever-changing healthcare environment. The following strategic goals are intended to advance JHC's vision while maintaining fiscal prudence.

WE COMMIT TO:

KEY STRATEGIC GOAL	OBJECTIVES
We strive to achieve appropriate growth of our services in a safe and sustainable way	<ul style="list-style-type: none">■ Deliver new services in conjunction with community and State requirements■ Capitalise on the existing infrastructure and capacity through targeted service expansion
We effectively manage our Public Contract	<ul style="list-style-type: none">■ Actively monitor and manage public activity to ensure we operate within our allocated budget■ Utilise public activity to deliver the health requirements of the local community (including reconfiguration of services as required)



FROM INTENTION TO ACTION



THIS DOCUMENT PAINTS THE BIG PICTURE;
IT PROVIDES US ALL WITH THE CONTEXT IN
WHICH WE SHALL WORK IN THE COMING YEARS.

Beyond our Strategic Intent, detailed action plans will ensure we achieve our goals. As such, we will undertake comprehensive consultation in our clinical planning work – and in all our other enabling plans.

Our enabling plans provide the detail, they answer the how, what, when and where questions – and they drill down to task-level actions we must take to achieve the outcomes we seek.

STRATEGIC FOCUS



OPERATIONAL ENABLERS



