

Joondalup Health Campus

Together, we build a healthier, stronger community

Strategic Intent 2026 - 2030

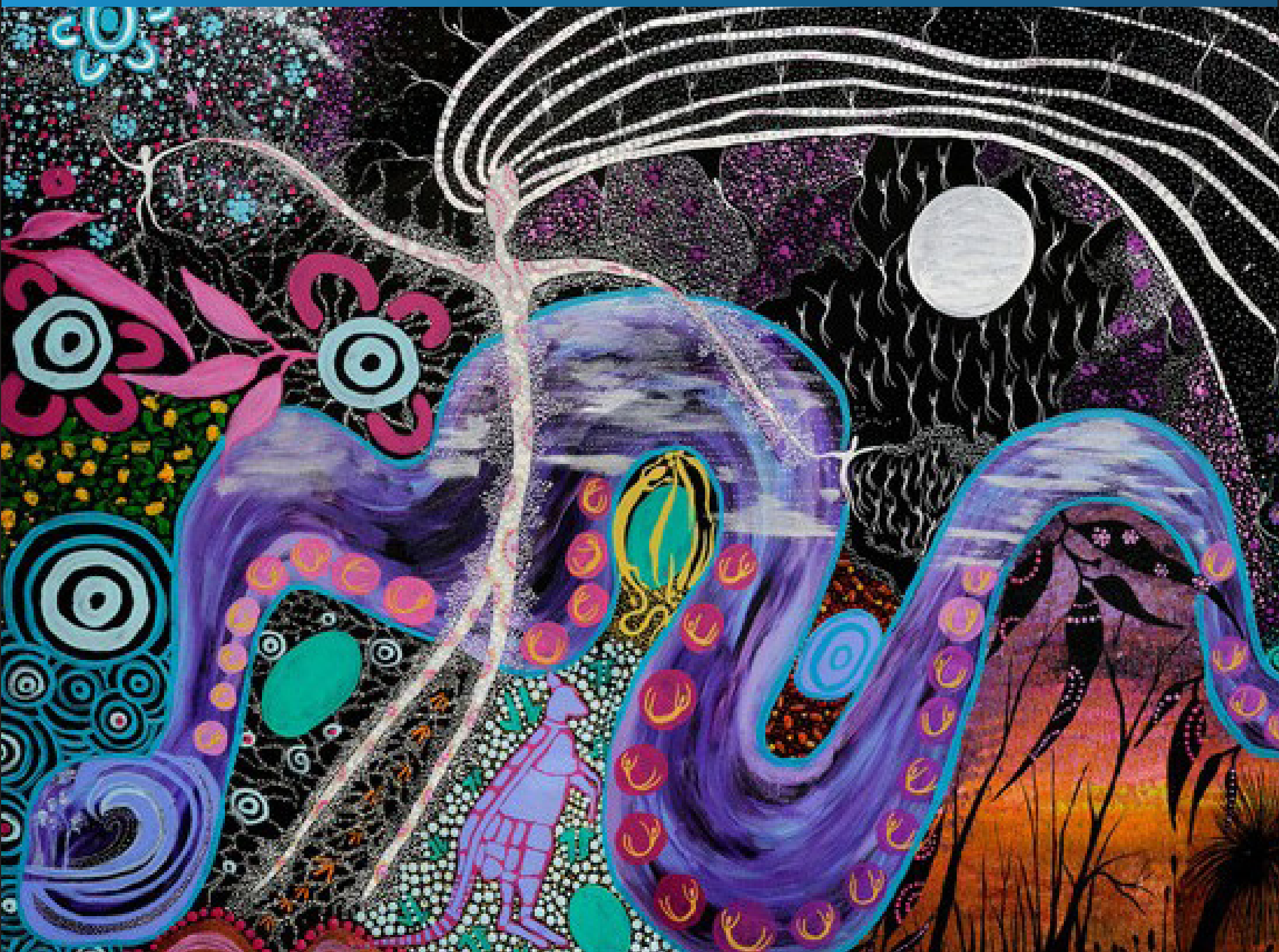


Joondalup
Health Campus

Part of Ramsay Health Care

ACKNOWLEDGMENT OF TRADITIONAL OWNERS

Joondalup Health Campus acknowledges the Traditional Owners of Country and acknowledge the Wadjuk peoples 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.



Scan the QR code to learn more about *The Charnok Woman of Lake Joondalup* and its artist, Nerolle Bynder.

WELCOME TO THE JOONDALUP HEALTH CAMPUS STRATEGIC INTENT 2026-2030

Health care is at a defining point. The communities we serve are growing, ageing and becoming increasingly diverse. Technology is transforming how care is delivered, workforce expectations are changing and demand for accessible, high-quality health care continues to rise.

At Joondalup Health Campus, we recognise that standing still is not an option. We must continue to evolve by strengthening our services, empowering our people, embracing innovation and working in partnership to meet the changing needs of our community.

We enter this next chapter with confidence in our foundations and ambition for our future.

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A Message from Our Executive

To our community,

Joondalup Health Campus has been at the heart of Perth's northern corridor for more than three decades. Throughout that time our hospital has grown alongside the community we serve, evolving from a local health care provider into one of Australia's largest and most successful Public–Private Partnerships.

Our unique partnership between Ramsay Health Care and the Western Australian Department of Health (WA Health) enables us to deliver high-quality public and private health care services from a single integrated campus. This model has been fundamental to our success and continues to provide a strong foundation for innovation, collaboration and sustainable growth.

As one of the fastest growing regions in Western Australia, Perth's northern corridor is changing rapidly. Population growth, an ageing community, increasing cultural diversity and rising health care complexity are creating new opportunities and challenges for health care providers. To meet these needs, we must continue to evolve our services, infrastructure, workforce and models of care to ensure we deliver exceptional outcomes for our patients and community.

While this Strategic Intent is focused on the future, it is important to recognise the significant achievements that have positioned Joondalup Health Campus for continued success. We have strengthened our role as a leading health care provider with a \$307.9 million public expansion funded by the State and Australian Governments and a \$166 million private expansion funded by Ramsay Health Care. We have secured a new Service Agreement with North Metropolitan Health Service, extending Ramsay Health Care's management of Joondalup Health Campus until 2043, and continue to expand services that support the growing needs of our community.

From pioneering the internationally recognised ORIGINS Project, which continues to improve our understanding of child health and development, to building a globally recognised Mental Health Unit, we have demonstrated our commitment to improving health outcomes across our community. We have strengthened partnerships with universities, vocational education providers, local government and community organisations to support workforce development, innovation and future health care delivery.

Our commitment to innovation and sustainability has been recognised nationally, including receiving the National Sustainability Award at the 2025 Hospitality in Healthcare Awards. We have continued to embrace new approaches to care through digital innovation, including real-time patient feedback systems that enable us to respond quickly and continuously improve patient experience. We have also collaborated with the City of Joondalup's Health Innovation Taskforce to help shape the future of health care in our region.

This Strategic Intent sets a clear direction for the next five years. It outlines our ambition to be recognised as a world class integrated health care provider, delivering exceptional care, empowering our people and improving the health and wellbeing of our community.

By 2030, we aspire to be known not only for clinical excellence, but for the strength of our partnerships, the capability of our workforce, the innovation of our services and our contribution to a healthier, more connected community.

We are incredibly proud of our achievements and excited about the opportunities that lie ahead. Through the commitment of our employees, clinicians, volunteers, partners and community, we are confident that Joondalup Health Campus will continue to shape the future of health care for generations to come.

The Joondalup Health Campus Executive Team



About Joondalup Health Campus

Who we are, and what we do

Joondalup Health Campus is one of Australia’s most successful Public-Private Partnerships, providing integrated health care services on behalf of Ramsay Health Care and WA Health. For more than three decades, Joondalup Health Campus has played a vital role in supporting the health and wellbeing of communities across Perth’s northern corridor:



We are one of the largest hospitals in Australia, delivering care across emergency, inpatient, outpatient, mental health and community-based services. Our hospital boasts 19 operating theatres, two procedure rooms, two cardiac catheterisation laboratories, and three endoscopy suites.



With one of the busiest Emergency Departments (ED) in Western Australia and a major provider of public and private health care services, we are uniquely positioned to respond to the changing needs of our community, while supporting the broader health system.



Our role extends beyond the walls of our hospital. We are committed to improving health outcomes through clinical excellence, innovation, education, research and meaningful partnerships with consumers, primary care providers, universities, government agencies and community organisations.

A snapshot of Joondalup Health Campus

Since 2017, Joondalup Health Campus has experienced significant change in the care we deliver and our capacity to do so. Through significant State and Australian Government and Ramsay Health Care funding, Joondalup Health Campus has undergone a major expansion enabling us to further evolve into a major health service provider that serves a growing community.

EMERGENCY DEPARTMENT 265 Average daily presentations*	CAPACITY 1056 Inpatient rooms and treatment areas across the site*	SERVICE DELIVERY 2005 - 2043 A Public-Private Partnership with WA Health
OPERATING THEATRES 26 Operating theatres and procedure rooms across site*	MENTAL HEALTH 102 Inpatient Mental Health Unit beds* Included within count of inpatient rooms and treatment areas	INNOVATION 5 Specialties leveraging robotic surgical capabilities*

*Figures accurate as of June 2026

Forming our Direction

Shaped by our people, focused on our community, built for our future

The development of this Strategic Intent has been guided by a commitment to both strategic alignment and local relevance. Our research was complemented by engaging with our people through employee and executive workshops, ensuring the Strategic Intent reflects the insights, aspirations and expertise of those delivering care every day.



OUR COMMUNITY

Stakeholder and partner engagement to inform community and consumer insights, patient feedback, reputation and brand analysis and integrated insights.



OUR PEOPLE

Comprehensive employee workshops with a broad range of clinical and non-clinical employees to identify opportunities and challenges, five-year priorities and outcomes measures.



OUR LEADERSHIP

Strategic workshops with the Joondalup Health Campus Executive Committee to define strategic priorities and objectives.



OUR PARTNERS

A comprehensive review of strategic plans, hospital specific data, policies and best practice for Ramsay Health Care, North Metropolitan Health Service, WA Health and comparable National and International health care providers.

OUTCOME

JOONDALUP HEALTH CAMPUS 2026-2030 STRATEGIC INTENT

A roadmap that defines Joondalup Health Campus' vision and mission for the next five years.

Shaped through engagement and consultation, our **six priorities**, sets the tone of what we will achieve and how we will measure our successes to ensure accountability, governance and transparency.

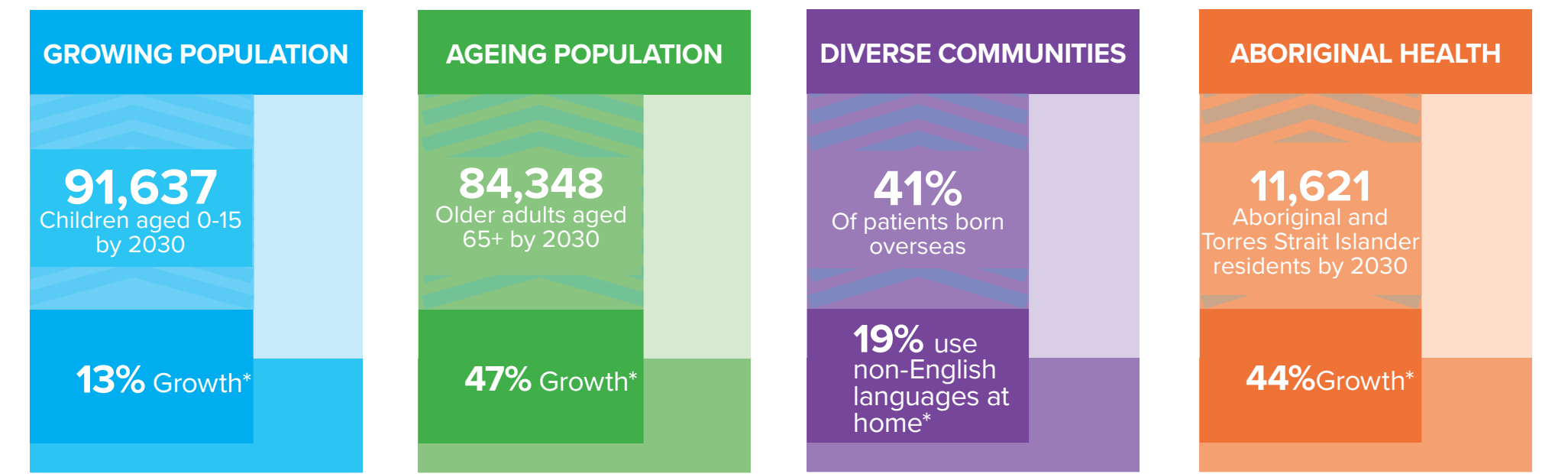


Our Strategic Intent brings together experience and insights to define a clear direction for Joondalup Health Campus.

Our Community

Meeting your changing needs

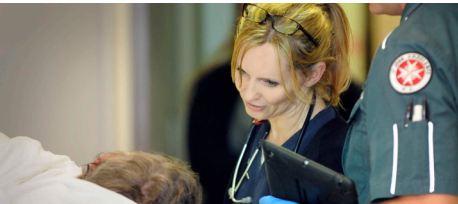
Joondalup Health Campus serves one of Western Australia’s fastest growing and most diverse communities. Over the next five years, continued population growth, an ageing population and increasing health care complexity will drive demand for accessible, high-quality health care services.



*Compared to 2025/26 data

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, City of Wanneroo, Shire of Gingin and Shire of Dandaragan

OUR COMMUNITY PRIORITIES



PARTNERING FOR BETTER HEALTH
Better outcomes are achieved when health services work together. We will strengthen partnerships with consumers, carers, General Practitioners (GP), local government, schools, universities and community providers.



GROWING WITH OUR AGEING COMMUNITY
As people live longer, health care services must adapt to support increasing chronic disease, frailty, dementia and complex care needs.



EMBRACING DIVERSITY
Our community is multicultural and continually transforming. We are committed to providing health care that is inclusive, culturally responsive and accessible for all.



SUPPORTING ABORIGINAL HEALTH AND WELLBEING
We recognise the enduring connection Aboriginal peoples have to country, culture, family and community. We are committed to strengthening partnerships and improving culturally safe care.

Community feedback guides our decisions and helps us continue to improve our services.

Our People

Empowering a workforce that always delivers exceptional care

Our people are at the centre of everything we do. We are committed to building a diverse, skilled and future-ready workforce that enables outstanding care and positive experiences for our patients and community. We have:

NURSES AND MIDWIVES

Core workforce, delivering compassionate, safe and high-quality care every day

DOCTORS

Expert medical professionals providing specialist and general care across our services

SUPPORT SERVICES

Dedicated teams providing essential services to keep our hospital running

ALLIED HEALTH

Specialist clinicians supporting prevention, treatment, recovery and wellbeing

VOLUNTEERS

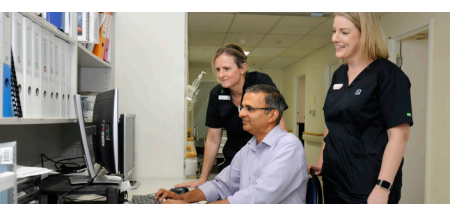
Volunteer networks supporting patients and families to create a welcoming experience

OUR PEOPLE PRIORITIES



ATTRACT EXCEPTIONAL PEOPLE

We are building a strong and sustainable workforce pipeline by attracting skilled, values aligned people who are passionate about making a difference.



REFLECT OUR COMMUNITY

Continue to champion diversity and inclusion to build a workforce that reflects the communities we serve and strengthens cultural capability at every level.



SUPPORT WELLBEING

Maintain a safe, inclusive and healthy workplace where our people feel supported, valued and empowered to do their best.



DEVELOP FUTURE LEADERS

Ongoing investment in our people to grow leadership capability, support career progression and build leaders of today and tomorrow.

Our people shape decision-making to ensure we are providing care that reflects our communities needs.

Our Strategic Alignment

Delivering local impact through system-wide alignment

Joondalup Health Campus operates within a complex and evolving health care environment. Our Strategic Intent has been designed to align with the priorities of Ramsay Health Care, WA Health, North Metropolitan Health Service, and the communities we serve.

The alignment ensures that our priorities contribute to broader health system objectives while remaining responsive to local needs and future demand.



Growth, innovation and excellence to deliver value and sustainable health care for patients and partners



Alignment with public health care priorities



Service delivery, integration and equity across the northern metropolitan region



Meeting the needs and expectations of our growing community

HOW DOES IT CONNECT?



Joondalup Health Campus' Strategic Intent is locally relevant, evidence-based and aligned with the organisations that shape health care delivery in Western Australia.

Our Purpose and Vision

Guided by our purpose, united by our commitment

Our Strategic Intent is built on a clear purpose, driven by our people and focused on delivering exceptional outcomes for our community.

OUR PURPOSE

People *caring* for people



OUR VISION

To provide *comprehensive* world class *health care* to our community



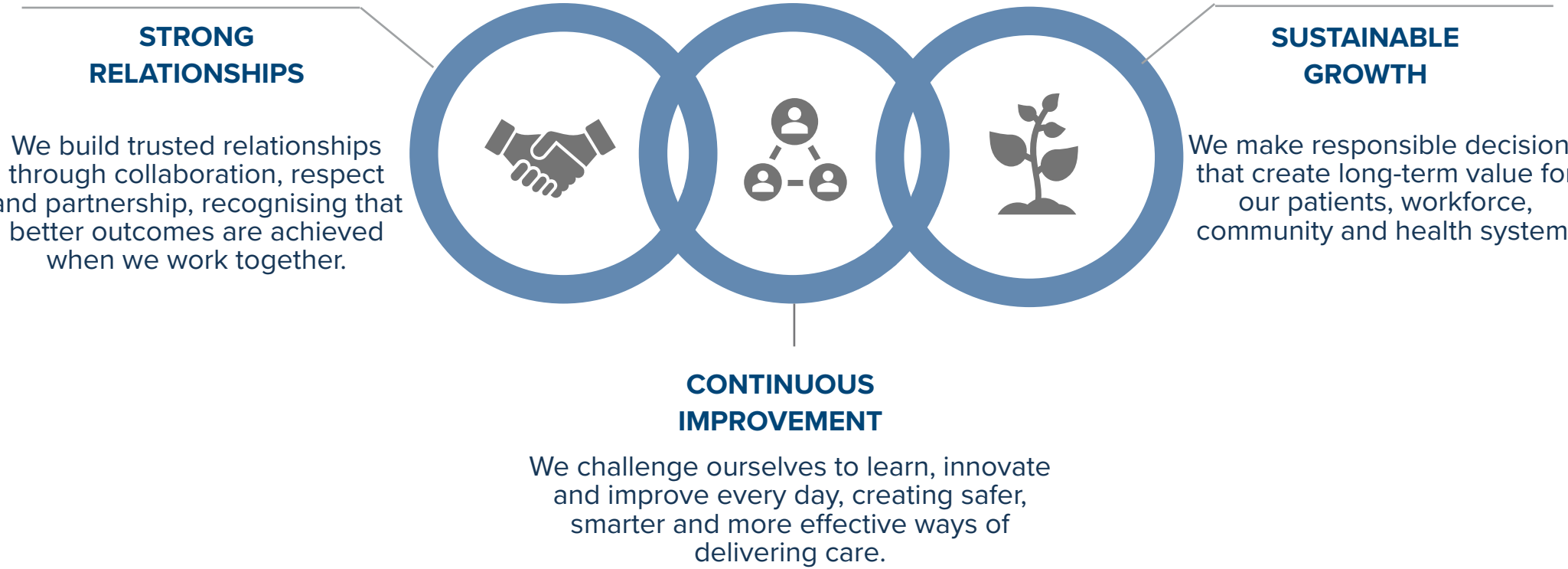
OUR MISSION

Deliver *exceptional care* to improve the health and wellbeing of *our community*



OUR PRINCIPLES

At Joondalup Health Campus our principles form the foundation upon which we will deliver against our Strategic Intent.



Together, we will shape the future of health care in our community delivering exceptional care, empowering our people and improving the health and wellbeing of those we serve.

Our Strategic Priorities

One shared vision, six priorities

Our six priorities guide our intentions and actions, ensuring we deliver exceptional care and create lasting impact for our community.

CLINICAL EXCELLENCE

ADVANCE PERSON-CENTRED CARE THROUGH CLINICAL EXCELLENCE

Deliver consistent, high-quality care that meets the expectations of patients, consumers and our people

COMMUNITY AND PARTNERSHIPS

STRENGTHEN COMMUNITY & HEALTH SYSTEM PARTNERSHIPS

Enhance relationships that support our patients and communities

GROWTH AND SUSTAINABILITY

ENSURE VALUE-BASED GROWTH AND SUSTAINABILITY

Improve operational efficiencies, reduce environmental impacts and support a healthier future

INFRASTRUCTURE

ALIGN INFRASTRUCTURE WITH OUR FUTURE

Scale infrastructure and service delivery to improve access and meet growing demand

DIGITAL AND DATA

DELIVER DIGITALLY ENABLED, DATA-DRIVEN CARE

Transform health care delivery through connected systems

CAPABILITY AND CULTURE

ENHANCE TEAM CAPABILITY AND CULTURE

Build environments that empower, engage and support our people

OUR STRATEGIC PRIORITIES

ADVANCE PERSON-CENTRED CARE THROUGH CLINICAL EXCELLENCE

By 2030, we will deliver consistent, high-quality care that meets the expectations of patients, consumers and our people.

OUR OBJECTIVES

- *Identify and implement leading practice*
- *Reduce variability of care delivery with evidence-based pathways and consistent outcomes*
- *Embed person-centred models of care across the full patient journey*
- *Strengthen safety and quality through robust governance structures*
- *Enhance patient experience through driving measurable improvements*
- *Build centres of excellence to meet community needs*

OUR MEASURES OF SUCCESS

- ✓ *Increased outpatient clinic access and availability*
- ✓ *Improved access, outcomes and recognised excellence in priority clinical services, including orthopaedics*
- ✓ *Reduced in hospital acquired complications and preventable harm incidents*
- ✓ *Reduced complaints and improved patient experience outcomes*
- ✓ *Stronger performance and improvement against the national quality standards*

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Clinical excellence is at the heart of Joondalup Health Campus. Keeping our patients and community at the centre of care is fundamental to our success.

- Director of Medical Services

Clinical
Excellence

Community and
Partnerships

Growth and
Sustainability

Infrastructure

Digital and Data

Capability and
Culture

STRENGTHEN COMMUNITY AND HEALTH SYSTEM PARTNERSHIPS

By 2030, we will enhance relationships that support our patients and community.

OUR OBJECTIVES

- *Strengthen GP and primary care partnerships to improve access and patient experience*
- *Enhance integration across health system partners to improve the patient journey*
- *Build community engagement and patient experience to position Joondalup Health Campus as a provider of choice in the northern corridor*
- *Simple and standardised access pathways to provide a more consistent patient experience*

OUR MEASURES OF SUCCESS

- ✓ *Strengthened strategic partnerships, research collaboration and national recognition of Joondalup Health Campus services*
- ✓ *Improved GP engagement, referral growth, and awareness of access pathways and available services*
- ✓ *Improved Aboriginal and Culturally and Linguistically Diverse community engagement and access through culturally safe models of care across the hospital*

“

Building and maintaining relationships with our community partners will allow us to remain connected and aligned with those we serve.

- Director of Clinical Services

Clinical
Excellence

Community and
Partnerships

Growth and
Sustainability

Infrastructure

Digital and Data

Capability and
Culture

ENSURE VALUE-BASED GROWTH AND SUSTAINABILITY

By 2030, we will improve operational efficiencies, reduce environmental impacts and support a healthier future.

OUR OBJECTIVES

- *Embed value-based decision making and prioritisation in resource allocation*
- *Align service delivery to patient outcomes, efficiency and long-term sustainability*
- *Strengthen financial sustainability to support long-term service delivery and growth*
- *Reduce environmental impact by improving energy efficiency, waste management and sustainable practices across infrastructure and operation*

OUR MEASURES OF SUCCESS

- ✓ *Improved financial performance and a more sustainable and diversified revenue mix*
- ✓ *Enhanced capital allocation, and long-term investment prioritisation*
- ✓ *Operating performance aligned to renewable energy, water efficiency, environmentally sustainable operations, and Ramsay Health Care’s net zero targets*

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Sustainable growth will ensure Joondalup Health Campus continues delivering high-quality care whilst creating value for our communtiy and health system.

- Director of Finance

Clinical
Excellence

Community and
Partnerships

Growth and
Sustainability

Infrastructure

Digital and Data

Capability and
Culture

ALIGN INFRASTRUCTURE WITH OUR FUTURE

By 2030, we will scale infrastructure and service delivery to improve access and meet growing demand.

OUR OBJECTIVES

- *Position infrastructure and service configuration to current and projected demand, ensuring capacity supports access, flow and growth*
- *Optimise capacity and utilisation across priority areas, including ED, theatres and outpatient services*
- *Embed sustainable, flexible and future-focused design principles into infrastructure planning to support evolving models of care and environmental responsibility*

OUR MEASURES OF SUCCESS

- ✓ *Infrastructure and service expansion aligned to the growing needs of the community*
- ✓ *Progression towards recognition as a tertiary-level hospital through development of specialised services and Centres of Excellence*
- ✓ *Improved patient flow outcomes, including reduced access block, ED access times, waitlists, and average length of stay*
- ✓ *Delivery of strategic infrastructure initiatives, including ED redesign and future-focused clinical infrastructure development*

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As our population changes, it is critical for us to adapt our facilities and service delivery models to meet demand.

- Deputy Chief Executive Officer

DELIVER DIGITALLY ENABLED, DATA DRIVEN CARE

By 2030, we will transform health care delivery through connected systems.

OUR OBJECTIVES

- *Digitise and enable real-time clinical and operational workflows to improve efficiency and enhance patient and employee experiences*
- *Integrate clinical and operational systems to enable coordinated care*
- *Improve the usability, reliability and adoption of digital systems, ensuring they support decision-making*
- *Leverage digital innovation, including AI-enabled solutions, to improve outcomes and support new models of care*

OUR MEASURES OF SUCCESS

- ✓ *Reduction in manual and paper-based workflows through digital process optimisation*
- ✓ *Increased adoption and utilisation of digital solutions and platforms across the hospital*
- ✓ *Increased support for Digital Medical Record readiness*
- ✓ *Implementation of real-time data and Key Performance Indicator dashboards to support operational visibility and decision-making*

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Investing in our digital and data capabilities will improve how we work, strengthen decision-making and give clinicians more time to focus on patients.

- Director of Corporate Services and Contracts

Clinical
Excellence

Community and
Partnerships

Growth and
Sustainability

Infrastructure

Digital and Data

Capability and
Culture

ENHANCE TEAM CAPABILITY AND CULTURE

By 2030, we will empower, engage and support our people.

OUR OBJECTIVES

- *Attract, develop and retain high-quality talent aligned to current and future service needs*
- *Strengthen and invest in our people to enhance workforce capability across the organisation*
- *Improve workforce engagement, experience and wellbeing*
- *Embed a culture that reflects our values and empowers our people to deliver excellence*

OUR MEASURES OF SUCCESS

- ✓ *An engaged workforce that is supported and equipped to meet future service needs, with strong retention of key talent and effective succession planning*
- ✓ *Our employees represent our communities*
- ✓ *Increased workforce stability and continuity of care*
- ✓ *Improved employee survey outcomes demonstrating increased support, inclusion, engagement and workplace satisfaction*

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Our people are at the forefront of what we do; ensuring we look after and grow our teams is imperative.

- Head of People

Clinical
Excellence

Community and
Partnerships

Growth and
Sustainability

Infrastructure

Digital and Data

Capability and
Culture

Delivering Our Strategy

Turning ambition into action

Our Strategic Intent will be delivered through a clear and disciplined approach that connects our vision and priorities to actions that create lasting impact for our patients, people and community. This approach is guided by our six delivery plans:

Clinical Excellence

CLINICAL SERVICES PLAN

Delivering safe, high quality and person-centered care across every service.



Community and Partnerships

COMMUNITY SERVICES AND EQUITY PLAN

Partnering to improve access, equity and health outcomes for all.



Growth and Sustainability

SUSTAINABILITY PLAN

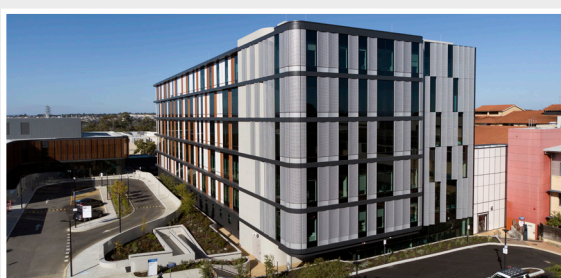
Ensuring long term financial sustainability through responsible resource management.



Infrastructure

INFRASTRUCTURE PLAN

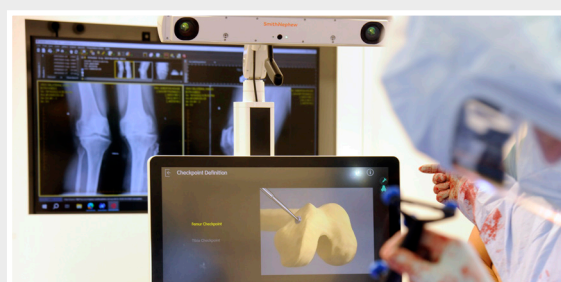
Creating fit for purpose infrastructure for today and the future.



Digital and Data

DIGITAL TRANSFORMATION PLAN

Leverageing digital innovation and data to enable better care.



People and Culture

PEOPLE AND CULTURE PLAN

Building a connected and inclusive workforce.



Our Strategic Intent is dynamic. We will review, measure and refine our Strategic Intent throughout the next five years to ensure it continues to deliver meaningful outcomes for our patients, people and community.

Looking Ahead

A day at Joondalup Health Campus in 2030

It is our objective that by 2030, Joondalup Health Campus will be recognised as a world class comprehensive health care provider, delivering exceptional care, empowering our people, and improving the health and wellbeing of our community.

OUR PATIENTS

Experience seamless, person-centered care that is accessible, coordinated and tailored to their needs.

OUR COMMUNITY

Trust Joondalup Health Campus as their health care provider of choice, with strong partnerships that improve health and wellbeing for all.

OUR PEOPLE

Feel supported, valued and empowered to grow, thrive and make a difference in our community.

OUR PARTNERS

Work collaboratively across sectors to address local needs and deliver better outcomes for our community.

