



**Deputy Premier
Minister for Health; Medical Research;
State Development, Jobs and Trade; Science**

Our Ref: 4-200209

Clinical Professor David Forbes AM
Chair
North Metropolitan Health Service Board
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By email: david.forbes@health.wa.gov.au

Dear Professor Forbes *David,*

STATEMENT OF EXPECTATIONS

I have reviewed the expectations of the North Metropolitan Health Service (NMHS) Board (Board) as outlined in my last statement dated 16 April 2020.

As the responsible Minister for the governing bodies of Health Service Providers (HSP), my Statement of Expectation is to be read in the context of the functions and responsibilities of an HSP as listed in the *Health Services Act 2016*.

I expect the Board to report to me on a quarterly basis against the following expectations.

COVID-19

The State Government is committed to minimising the impact of COVID-19 on the Western Australian community. Whilst efforts have been focused on containing the virus, the WA health system as a whole must continue to be prepared for an increase in cases and serious illness. I expect the Board to commit their full resources to the management of the pandemic and to support the governance structure for health operations established by the Department of Health for this purpose.

Safety and Quality

I maintain a strong expectation that Safety and Quality will remain the highest priority and a core focus for the Board, in particular during this period of elevated demand. I expect that work to evaluate and consolidate progress with regard to the improvement of patient outcomes will be continued. This includes continued work towards the publication of safety and quality information to support a culture of openness and transparency.

Mental Health Priorities

The *WA State Priorities Mental Health, Alcohol and Other Drugs 2020-2024* outline the Government's immediate priorities to reform and balance the mental health and alcohol and other drug sector. I expect the Board to demonstrate a shared commitment to the implementation of these priorities and to ensure the HSP works in partnership with the Mental Health Commission; Department of Health; other HSPs; non-government organisations; consumers; carers and families; and agencies across government to deliver these priorities. I also expect the Board to support the work of the Mental Health Executive Committee which is the key governance mechanism leading implementation of the Government's priorities.

The Board is to report to me in relation to their contribution to the implementation of these priorities which in turn will be reported to the Minister for Mental Health.

Workforce Safety, Wellbeing and Engagement

I expect the Board to continue strategies to support the health and wellbeing of the NMHS workforce as a matter of priority. Such initiatives are to enhance organisational culture, staff engagement, and address issues arising from the "Your Voice in Health" Employee Engagement Survey.

Equally, the Board is to ensure there are contemporary strategies and implementation plans to eliminate bullying and provide a safe workplace, particularly in the context of the unacceptable increase in violence being experienced by our frontline staff.

Commitment to Permanent Employment

I thank the Board for prioritising the implementation and finalisation of *Commissioner's Instruction 23*.

I expect the Board to prioritise and ensure compliance with the fixed term contract and casual conversion to permanency provisions within the relevant industrial agreements. I also expect the Board to maximise the occasions of permanent employment and actively minimise insecure, temporary employment arrangements and in particular, the use of rolling fixed term contracts.

I also refer you to the State Government's commitment to minimise the use of temporary working arrangements such as labour hire and contracts for service. I expect the Board to minimise use of such arrangements and support the direct employment of permanent staff.

Sustainable Health Review

The State Government is committed to the implementation of the Sustainable Health Review (SHR). Formal progression of this program of work is being reanimated and I expect the Board to actively promote and support the enduring strategies and recommendations of the SHR Final Report.

Research and Innovation

As part of global efforts to minimise the impacts of COVID-19, I expect the Board to promote research and innovation opportunities insofar as it is practicable to do so during this period of elevated demand. I would also like the Board to ensure support

for staff who undertake research activities in conjunction with, and as an important extension of, health and medical research.

Election Commitments

I expect the implementation of the Government's election commitments to be prioritised. Implementation will be subject to regular reporting.

Key NMHS Workstreams

With respect to key health workstreams involving facilities under the governance of NMHS I expect the following to be prioritised:

- planning for the new Women's and Babies Hospital;
- delivery of the Joondalup Health Campus redevelopment; and
- The Graylands Reconfiguration and Forensic Taskforce.

Hospital Performance Targets

The Board is to maintain a continued focus on meeting Hospital Performance Targets including:

- those related to Safety and Quality;
- Western Australian Elective Surgery Target (WEST); and
- WA Emergency Access Target (WEAT).

Care Opinion

I expect that patients and families will retain current opportunities to connect with their healthcare providers and share their health care experience, including through the Care Opinion system. Insofar as it is practicable to do so amid elevated operational demands, I expect the Board to continue to promote consumer engagement and demonstrate an active, engaged response.

Financial Performance

In order to maintain sound financial performance, the Board is to prioritise financial sustainability and manage HSP activity within its allocated budget. This includes utilising the funds provided for minor works and the associated stimulus package for the purposes for which these funds were granted.

The Board has Transitional Financial Assistance in place for 2020/2021 to assist in addressing structural issues. I expect the Board to finalise the current draft Financial Recovery Plan detailing strategies to achieve a sustainable financial position.

Recovery

The public sector will continue to play a vital role in achieving the McGowan Government's ambition to unlock the potential of the State – economically, socially and environmentally – and ensure all Western Australians share in its prosperity. I therefore expect the Board to develop and institute plans to ensure that NMHS is well placed in the recovery phase of this current pandemic. Comprehensive planning will be key to an orderly transition to business as usual operations and the leadership of the Board will be crucial during this time.

WA Health System Governance

Noting current Governance arrangements, the Board is accountable to me as the responsible Minister. In discharging its functions, the Board is obliged to comply with all relevant policy frameworks issued by the Department of Health Chief Executive Officer (the Director General). This includes the mandatory requirements outlined in the *HSP Board - Governance Policy* that sits within the *Statutory Board Operations Policy Framework*.

Advice to Government


I expect the Board to provide accurate and timely advice to the Government on significant issues in its core areas of business and ensure progress is made in achieving the Government's priorities. Further, the Board will comply with the board assurance processes and requirement to submit an Annual Governance Attestation Statement to me at the conclusion of each financial year.

Statement of Intent

I look forward to receiving the Board's response to my Statement of Expectation in the form of a Statement of Intent as soon as practicable. I request that the Statement of Expectation and Statement of Intent be published on your website.

I would like to take the opportunity to acknowledge and thank you for the considerable efforts of the Board in leading NMHS through the current pandemic while ensuring the people of Western Australia continue to access world class health care.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Roger Cook', with a large, stylized flourish above the name.

HON ROGER COOK MLA
DEPUTY PREMIER
MINISTER FOR HEALTH

- 4 JUN 2021
cc: Minister for Mental Health