



Government of Western Australia  
East Metropolitan Health Service

East Metropolitan Health Service  
**Annual Report 2021-22**



2021-22

## Statement of compliance

For year ended 30 June 2022

**Honourable Amber-Jade Sanderson MLA**  
**Minister for Health; Mental Health**


In accordance with section 63 of the *Financial Management Act 2006*, I hereby submit for your information and presentation to Parliament, the final Annual Report of the East Metropolitan Health Service for the financial year ended 30 June 2022.

This Annual Report has been prepared in accordance with the provisions of the *Financial Management Act 2006*.



**Ian Smith PSM**

Board Chair  
East Metropolitan Health Service  
16 September 2022



**Peter Forbes**

Chair, Board Finance Committee  
East Metropolitan Health Service  
16 September 2022

## Acknowledgment of country

**Nitja Noongar Boodja, Ngalak Whadjuk**  
**Moort Noongar Boodja, unna.**  
**Ngalak Noongar Bridiya, Koora**  
**— nitja — boordawaan.**

East Metropolitan Health Service (EMHS) recognises the Whadjuk people of the Noongar Nation as the traditional owners of the land which we live, learn and work on today. We acknowledge that the Whadjuk people have a continuing spiritual and cultural connection to this land and pay respect to all Noongar Elders past, present and emerging. We welcome all Aboriginal and non-Aboriginal people to our services.

## Acknowledgment of our Aboriginal community

The voice of the Aboriginal community is reflected in the EMHS 2021-22 Annual Report to ensure cultural appropriateness, and that the health impacts on Aboriginal people have been considered and incorporated.



Artwork by - Sarah Humphries



## About East Metropolitan Health Service

The EMHS is an extensive hospital and health network that strives to maintain and improve the health and wellbeing of approximately **749,000** Western Australians within its catchment area, which covers **3647 square kilometres**. It also serves residents of regional Western Australia (WA) requiring more complex care.

Members of the network collaborate to provide tertiary, secondary and specialist healthcare services. This includes emergency and critical care, state major trauma, elective and emergency surgery, general medical, mental health, inpatient and outpatient services, aged care, palliative care, rehabilitation, and women's, children's and neonates' services.

from Pilbara  
& Kimberley



## EMHS health network – our hospitals

### Royal Perth Bentley Group



**Royal Perth Hospital (RPH)** is an inner-city tertiary hospital, providing an extensive range of services, including adult major trauma, emergency and highly specialised services as well as community and hospital-based mental health services.



**Bentley Health Service (BHS)** is a specialist hospital with services including rehabilitation, elective and same-day surgery, aged care and community and hospital-based mental health services.

### Armadale Kalamunda Group



**Armadale Health Service (AHS)** is a general hospital and health service that provides a range of health care, including emergency, maternity, intensive care and community and hospital-based mental health services.



**Kalamunda Hospital (KH)** provides specialist palliative care and endoscopy services.

### Public/private partnerships



**St John of God Midland Public Hospital (SJGMPH)** is a public hospital providing a wide range of services to the Swan and Hills community, including emergency and intensive care services.

EMHS provides assessment and restorative care services for public patients through St John of God Mount Lawley (SJGML).

# EMHS health network – our community services

EMHS provides an extensive range of community services and population health programs for people, both within its catchment and the wider metropolitan area. A snapshot of just a few of these services and programs is provided below.

## Aboriginal community health

### Aboriginal Acute Care Coordination

The **Aboriginal Acute Care Coordination** (AACC) program is a community-based follow-up service for Aboriginal people discharged from RPH with an acute condition. The program provides patient advocacy, support and education to enhance the health journey of Aboriginal patients.

Care Coordinators work with Aboriginal patients, linking them with community care providers to support access to services and assist in the management of their health conditions. The Care Coordinators provide support to attend follow-up outpatient appointments to maximise attendance and support the continuity of care.

A Remote Care Coordinator works with hospital staff and health providers to support regional patients in their health care journey.

### Moorditj Djena (Strong Feet)

**Moorditj Djena** is a multidisciplinary podiatry and diabetes education outreach program for Aboriginal people within the Perth metropolitan area, which focuses on prevention and management of foot complications and risk factors such as diabetes, peripheral arterial disease, peripheral neuropathy and other chronic diseases.

Clients receive clinical and education services at various community clinics across the metropolitan area in a combination of community venues and the mobile clinic van. Many of the clinic locations are in partnership with other agencies and stakeholders providing services to Aboriginal people, resulting in a shared-care approach.



Services provided by Moorditj Djena include:

- podiatry for assessment, treatment and education
- Aboriginal health workers who provide health interventions for prevention, health education, support and advocacy
- a Diabetes Educator to support self-management
- a Dietitian to discuss healthy eating, including ideas for shopping on a budget, cooking healthier meals and providing recipes.



## Health promotion

### Belmont, Victoria Park, South Perth Local Drug Action Group (BVPSP LDAG)

This group has worked collaboratively with the local government areas, Cancer Council WA, Alcohol and Drug Foundation, Department of Education, WA Police and the Police and Citizens Youth Club to develop solutions for local issues, resulting in the development of the **BVPSP Youth Alcohol Action Plan 2022-25**, which was launched on 1 June 2022.

The plan represents 18 months of collaboration with youth and local service providers, reviewing contemporary evidence as to what works in minimising the impact of alcohol on young people in the community.

(see [page 51](#) for more detail)



### Moorditj Wirrin Koolangkas (Strong Spirit Kids)

**Moorditj Wirrin Koolangkas** focuses on prevention messages relating to alcohol, tobacco smoking, sexual health and healthy relationships targeting Aboriginal young people in the community.

Aboriginal Health Promotion Officers (AHPO) deliver interactive health education sessions in metropolitan high schools to enable informed decision-making and healthier choices for Aboriginal students aged 11-15 years. The AHPOs also engage with young people and services at community events.

The program has a key partnership with Legal Aid and the Aboriginal Legal Service to deliver content on sex, consent and the law.

### Moorditj Wirrin Koolangkas

#### Symbol artwork by Missy Thompson

Within the red circle represents an AHPO and a student. Within this circle we exchange knowledge, and we are proud to say we learn from the children as much as they learn from us. As the circle extends out, we have the rest of the schools we meet with. We enjoy our work as we meet new students from everywhere — it reminds us how diverse Perth City is and how grateful we are to be living here.

The footsteps at the bottom are semi-filled in — walking towards the centre meeting with us. The semi-filled in footprints represent students' knowledge and spirit. As you can see, once they reach the centre — the footprints leading out of the centre are fully coloured — this is to display once meeting with our program, their spirit is empowered and recognises their spirit as having no limit in all they are to do in their journey.





## Community mental health

Royal Perth Bentley Group (RPBG) delivers community mental health services covering the [City East](#), [Midland](#) and Bentley catchment areas as well as [Wungen Kartup](#) (a Specialist Aboriginal Mental Health Service), which delivers statewide services.

Armada Kalamunda Group (AKG) delivers [community mental health services](#) at sites covering the South East catchment area, including Armadale, Gosnells and Serpentine-Jarrahdale local government areas.

In 2021–22 the Community Mental Health Services within EMHS implemented a [Care Coordination Framework](#) to coordinate and improve support and service access and promote recovery to consumers of our services.

Care Coordination ensures that our clinicians:

- work alongside mental health consumers to assess, plan and review their recovery
- engage with family, carers and personal support persons to support a consumer's recovery
- collaborate with general practitioners (GPs) and other care providers to ensure consumers access the right services and supports as required.

Details of other EMHS community mental health services and programs can be found throughout this report.

### During 2021-22, EMHS Community Mental Health Services:

#### Royal Perth Bentley Group



Cared for **2707** consumers  
▲ 10% from 2020-21



Provided services to consumers for an average length of stay of **86 days**  
131 in 2020-21 ▼



Completed care with **2696 consumers**  
▲ 8% from 2020-21

#### Armada Kalamunda Group



Received **3057** referrals into the Assessment and Treatment Team (ATT)



Managed an average of **430** patients per month in Community Treatment Team (CTT) programs

#### Consisted of:

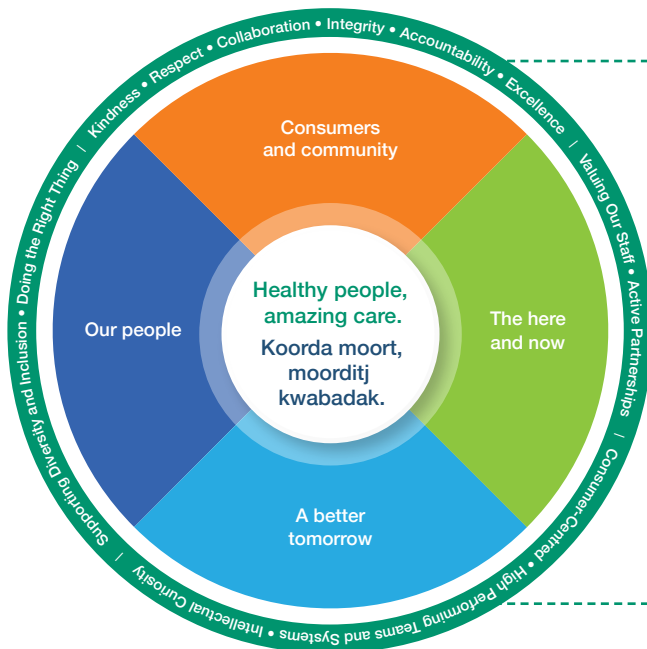
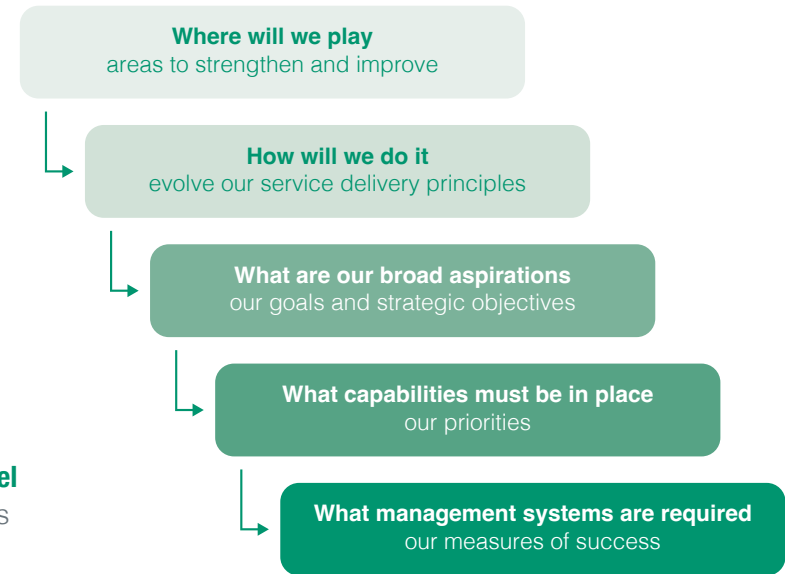
- Clinical Treatment Team
- Assessment Treatment Team
- Early Episode Psychosis
- Transition Team (Assertive Recovery Team)
- Independent Community Living Strategy
- Older Adult Community Mental Health Service
- Jacaranda House (community residential).

# Our strategic direction

## EMHS strategic plan

In 2021, EMHS released the [EMHS Strategic Plan 2021-25](#) (Plan), which sets out the future direction and aspirations for the health service. The Plan aligns with the WA Health goal for the **delivery of safe, quality, financially sustainable and accountable healthcare for all Western Australians** and the whole-of-government goal of **strong communities, safe communities and supported families**.

The Plan was developed through extensive consultation and collaboration, which involved a series of seven focus groups with more than **80** clinical and non-clinical staff; in-person and online strategy workshops and webinars with the EMHS Executive, Board and senior leaders; and engagement with consumers. EMHS was inspired by the **Cascading Choices strategy model** and structured the development around a series of interconnected strategic choices.



## EMHS goals

**Our people** are the heart of EMHS and this goal is about providing a safe and supportive workplace that enables staff to thrive.

**Consumers and community** are central to everything we do, and our goal is to connect with them to understand their needs and deliver individualised, responsive care that will lead to better health outcomes.

**The here and now** focuses on using data and capabilities to maximise quality health care, be agile and proactive in care, and meet public sector obligations to the highest standards.

By having a future focus for **a better tomorrow**, this goal inspires us to identify, utilise and embed improvements from research, innovation and data to meet future care needs of consumers and the community.



## Our vision

**Healthy people, amazing care.**  
**Koorda moort, moorditj kwabadak.**

Our vision statement reflects the essence of what EMHS does and aspires to do for staff, patients and the community.

## Our values



### Kindness

Represented in the support that we give to one another. This is how we demonstrate genuine care and compassion to each and every person.



### Excellence

The result of always striving to do better. This is represented by ongoing improvements to the way we deliver our services, creating a high-performing health service.



### Respect

Demonstrated through our actions and behaviours. By showing respect to each other we, in turn, earn respect.



### Integrity

Shown by doing the right thing, even when nobody is looking.



### Collaboration

Represents working together in partnership to achieve sustainable healthcare outcomes for our community, with a shared understanding of our priorities.



### Accountability

Together we have a shared responsibility to ensure the best healthcare outcomes for our community. This is a reminder that it is not only our actions — but also our inactions — for which we are accountable.

