

Governance



Enabling legislation

EMHS, as a **Health Service Provider (HSP)**, is governed by the *Health Services Act 2016 WA* (HSA 2016).

Communication between EMHS and the Minister for Health, Parliamentary representatives, Ministers and WA Health is governed by a Communication Agreement, with clear lines of accountability and responsibility noted within.

Accountable authority

EMHS is a board-governed statutory authority, where the **EMHS Board** is directly accountable to the public through the **Minister for Health** and works with the **Director General (DG) of the Department of Health** (DoH) (System Manager).

The **System Manager** is responsible for strategic leadership, including system-wide planning, policy and performance, and enters into service agreements with HSPs for the provision of services.

The EMHS **Chief Executive** (CE) is employed by the DG as the 'chief employee' of the HSP and is accountable to the Board for coordinating and managing the daily operations of EMHS.

Shared responsibilities with other agencies

EMHS works closely with the DoH (System Manager), the Mental Health Commission (MHC), other HSPs and a large number of government and non-government agencies to deliver programs and services to achieve better health outcomes for the community of the eastern metropolitan region of WA.

Agency capability review

In 2022, EMHS commenced a management and administrative capabilities review under the WA Public Sector Commission (PSC) Agency Capability Review Program. The review will provide EMHS with an analysis of strengths and opportunities for improvement, against 21 capabilities in the areas of **leadership, culture and governance; service excellence; relationships; people; and resources and risk.**

Responsible Minister

EMHS is responsible to the **Honourable Amber-Jade Sanderson MLA**; Minister for Health; Mental Health, who has overall responsibility for WA Health and provides direction to the DG and to HSPs.

EMHS would like to acknowledge the **Honourable Roger Cook MLA**, former Minister for Health; Medical Research; State Development, Jobs and Trade; Science (current Deputy Premier; Minister for State Development, Jobs and Trade; Tourism; Commerce; Science), as well as the **Honourable Stephen Dawson MLC**, former Minister for Mental Health; Aboriginal Affairs; Industrial Relations (current Minister for Emergency Services; Innovation and ICT; Medical Research; Volunteering).



Photo L-R: Dr Denise Glennon (EMHS Board), Melissa Parke (EMHS Board), Hon Amber-Jade Sanderson MLA (Minister for Health; Mental Health), Liz MacLeod (EMHS Chief Executive), Pia Turcinov (EMHS Board) and Dr Lesley Bennett (Executive Director RPBG)

EMHS Board

2021-22 focus and achievements

The EMHS Board is responsible for determining the strategic direction of the health service and holds overall accountability for service delivery and performance.

While the escalating COVID-19 pandemic meant all EMHS Board meetings could not be held in person, the use of technology — when required — ensured that they still went ahead and the key matters at hand could be addressed.

The EMHS COVID response, understandably, was again a primary focus of the Board. Its members were very supportive of the **Staff Wellbeing Framework** being initiated and its important role in encouraging staff to access annual leave entitlements, where possible, to reduce fatigue — which was identified as a key significant issue. Keeping staff safe — and in turn patients and the wider community — was also the Board’s objective in supporting mandatory COVID vaccinations across all health services.

With safety at the forefront of all their decisions, the Board attended a presentation by Emeritus Professor Les White, former inaugural NSW Chief Paediatrician and former president of the Children’s Hospitals Australasia, who led the Independent Inquiry into Perth Children’s Hospital following the tragic death of Aishwarya Aswath in April 2021.

Board seizes the chance to meet the EMHS team

The EMHS Board recognises the importance of being in touch with the staff who keep the organisation running on a day-to-day basis and it remains committed to staying engaged with them.

Board Chair **Ian Smith** said it was always a pleasure to speak to “staff on the ground” and to hear their views, while providing an opportunity for the Board to express its appreciation for EMHS staff.

Ian said staff remained the backbone of any organisation and that meeting more staff was a key focus of the Board moving forward.



Following the review, EMHS reassessed its own policies and practices in keeping with the findings and recommendations from the report. Subsequently, the Board has been monitoring the priority areas of focus and implementation of actions to ensure an even safer health service, on a monthly basis.

Actions from the Office of the Auditor General — General Computing Controls Audit Findings were also monitored closely by the Board, as it resulted in 11 findings (with two deemed significant) in relation to segregation of network and unauthorised device connectivity, which is now being addressed as part of the WA Health Network Infrastructure Refresh Program.

In line with EMHS' excellence value, the Board undertook an external review which evaluated standards of governance in addition to its performance. It found that the Board generally functions well and understood the constant (and dynamic) balancing act between operational oversight, strategic foresight and immediate imperatives.

The topic of emergency access was also the basis of much discussion by the Board and given its significance, since May 2022, Chair Ian Smith, has attended the Minister for Health's Ambulance Ramping Taskforce. Concurrently, on a monthly basis, the Board monitors the **EMHS 2022**

Emergency Access Program initiatives across all its hospitals, in addition to the **HIVE**, projects within the **Emergency Department (ED) Innovation Fund** and the **Comprehensive Ambulatory Older Adult Program**.

The Board continues to fulfil its functions, roles and responsibilities as outlined in the HSP Board Governance Policy. The Board submitted the following **Attestation Statements** (for 2020-21) as part of its governance requirements:

- EMHS Governing Body Attestation Statement to the Australian Council on Healthcare Standards
- EMHS Board Annual Governing Body Attestation Statement to the Minister for Health

- EMHS Board Internal Audit Attestation Statement to the System Manager at the DoH
- quarterly EMHS Board Report to the Minister for Health, addressing the Statement of Expectations
- monthly EMHS Board Report to the Minister for Health, providing an overview of key activities for the month.

The Board took part in the Strategic Risk Workshop with AEG; EMHS Excellence Symposium; EMHS Values in Action Awards; briefing from Robyn Kruk AO — **Final Report – Ministerial Taskforce into Public Mental Health Services for Infants, Children and Adolescents**; and a workshop on Occupational Safety and Health — Understanding the Obligations of the New Legislation.

On 30 June 2022, EMHS farewelled three of our Board members:



Debra Zanella — an inaugural Board member, Deputy Board Chair, Chair of the Board Audit and Risk Committee and member of the Board Finance Committee.



Prof Kingsley Faulkner AM — an inaugural Board member and Chair of the Board Safety and Quality Committee and member of the Board Planning and Performance Committee.



Laura Colvin — who joined the Board in 2018 and was a member of the Board Safety and Quality Committee and Digital and Innovation Committee.



EMHS Area Executive Group

The EMHS Area Executive Group (AEG) is responsible for managing the provision of services within individual directorates and is accountable to the EMHS CE.

Absent: Diane Barr and Grant Waterer



Liz MacLeod

EMHS Chief Executive



Steve Gregory

Executive Director
People and Capability



Graeme Jones

Executive Director
Finance and
Infrastructure (Chief
Finance Officer)



Grant Waterer

Area Director
Clinical Services



Philip Aylward

Executive Director
Corporate Services and
Contract Management



Anne-Marie Presho

Director
Office of the Chief
Executive



Ben Noteboom

A/Area Director
Allied Health and
Health Sciences



Sandra Miller

Executive Director
Safety, Quality and
Consumer Engagement



Diane Barr

Executive Director
Armadale Kalamunda
Group



Doris Lombardi

Area Director
Nursing and Midwifery



Joel Gurr

Executive Director
Clinical Services
Strategy and
Population Health

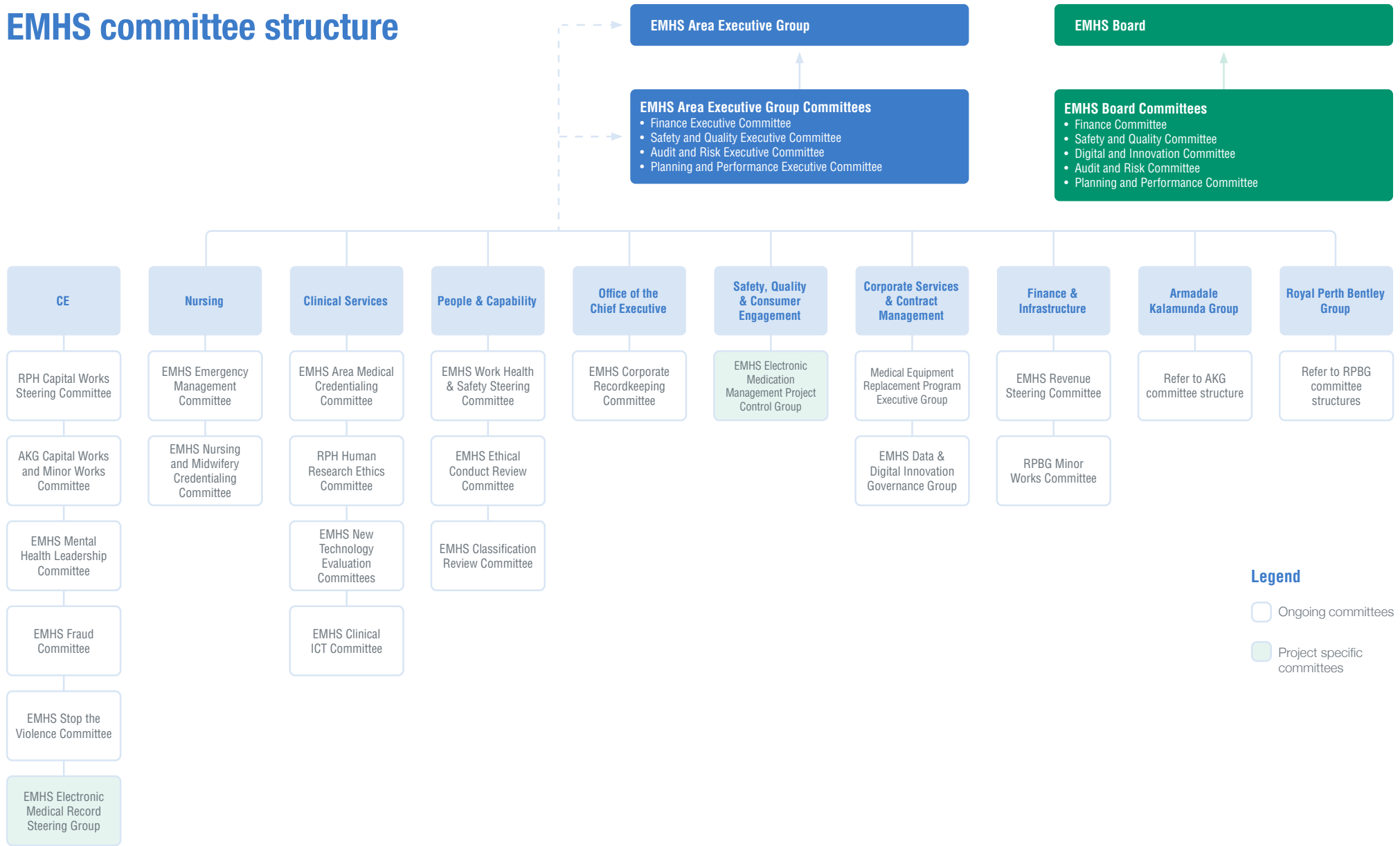


Lesley Bennett

Executive Director
Royal Perth
Bentley Group

EMHS would like to acknowledge **John Buchanan**, who served as EMHS' inaugural Area Director of Allied Health and Health Sciences from July 2016 and retired in 2022.

EMHS committee structure



Links to government goals and outcomes

To comply with legislative obligations as a WA Government agency, EMHS operates under the **OBM framework** determined by the DoH. This framework describes how outcomes, activities, services and KPIs are used to measure agency performance towards achieving the overarching whole-of-government and WA Health agency goals.

EMHS reports performance against KPIs for:

- 1 **Outcome one:** Public hospital based services that enable effective treatment and restorative healthcare for Western Australians; and
- 2 **Outcome two:** Prevention, health promotion and aged and continuing care services that help Western Australians to live healthy and safe lives.

WA GOVERNMENT GOAL: strong communities, safe communities and supported families

WA HEALTH AGENCY GOAL: delivery of safe, quality, financially sustainable and accountable healthcare for all Western Australians

Outcome one: Public hospital based services that enable effective treatment and restorative healthcare for Western Australians

Effectiveness KPIs

Unplanned hospital readmissions for patients within 28 days for selected surgical procedures (per 1000 separations)
Percentage of elective wait list patients waiting over boundary for reportable procedures
Healthcare-associated <i>staphylococcus aureus</i> bloodstream infections (HA-SABSI) per 10,000 occupied bed-days
Survival rates for sentinel conditions
Percentage of admitted patients who discharged against medical advice
Percentage of live-born term infants with an Apgar score of less than seven at five minutes post delivery
Readmissions to acute specialised mental health inpatient services within 28 days of discharge
Percentage of post discharge community care within seven days following discharge from acute specialised mental health inpatient services

Efficiency KPIs

Service 1: Public hospital admitted services	Average admitted cost per weighted activity unit
Service 2: Public hospital emergency services	Average Emergency Department cost per weighted activity unit
Service 3: Public hospital non-admitted services	Average non-admitted cost per weighted activity unit
Service 4: Mental health services	Average cost per bed-day in specialised mental health inpatient services
	Average cost per treatment day of non-admitted care provided by mental health services

Outcome two: Prevention, health promotion and aged and continuing care services that help Western Australians to live healthy and safe lives

Efficiency KPI

Service 6: Public and community health services	Average cost per person of delivering population health programs by population health units
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