



Your ref: 85-01124  
Our ref: A42588632  
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The Hon. Meredith Hammat MLA  
Minister for Health; Mental Health  
5<sup>th</sup> Floor, Dumas House  
2 Havelock Street  
WEST PERTH WA 6005

Dear Minister,

## **STATEMENT OF INTENT**

Thank you for your Statement of Expectation (the Statement) dated Sunday, 25 May 2025. The Health Support Services (HSS) Board has considered the Statement's content in the context of its functions and responsibilities as a Health Service Provider (HSP) under the *Health Services Act 2016* (WA).

As the accountable authority for HSS, the HSS Board formally commits to delivering on the expectations outlined in your Statement, and to meeting the quarterly reporting requirements in support of the Government's priorities for the Western Australian health system.

In this context I am pleased to provide the following Statement of Intent for HSS.

### **System Management**

HSS remains committed to working collaboratively with the Department of Health (Department) as System Manager and all HSPs to ensure coordinated and effective health service delivery. HSS' services, delivered in accordance with our service level agreements, are designed to support optimised patient outcomes across the system.

HSS will continue to implement policy frameworks and Department CEO directions as required, ensuring alignment with whole-of-system objectives.

Safety and Quality remain the highest priority and a core focus for the Board. HSS maintains a zero-tolerance risk appetite for harm to staff, contractors or the

public as articulated in our Risk Appetite Statement, and we will continue to monitor and evaluate progress in this area.

We will also continue to work with the Department to reduce duplication of shared services and ensure consistent approaches to employment and the movement of employees across HSPs, in line with a more integrated and efficient system approach.

## **Financial Performance**

HSS is fully committed to ensuring sound financial management, transparency and accountability in line with the Minister's expectations. As the shared service provider for the health system, we recognise the importance of our role in supporting HSPs to provide excellent patient care to the WA community.

HSS will continue to:

- Deliver activity in line with agreed targets;
- Operate within our allocated budgets; and
- Maintain sufficient cash reserves to support service delivery and financial sustainability.

Where material financial pressures arise that cannot be managed by the Board, these will be escalated to the Department with timely and comprehensive supporting evidence.

All requests for additional expenditure will be supported by:

- Clear identification of cost drivers;
- Assessment of financial impacts and risks;
- Mitigation strategies already undertaken or proposed; and
- Outcome measures identified to evaluate the effectiveness of any additional investment.

## **Workforce**

The HSS Board will continue to support the implementation of the *WA Health Workforce Strategy 2034*. HSS is actively engaging with the Department to implement key recommendations, noting the critical role HSS plays in enabling the WA health system to meet its workforce requirements. Through ongoing implementation of recommendations from the Independent Governance Review, HSS remains committed to enhancing recruitment efficiency and employee mobility across the system. HSS will build on recent successes to improve mobility and efficiency through implementation of Corporate Recruitment and Assessment Management System (CRAMS) and implementing the policy changes to the Criminal Records Screening (CRS).

Improving job security remains a core focus. HSS continues to work with the Department of Treasury to secure ongoing permanent funding and is actively converting eligible staff to permanency via provisions in the applicable industrial agreements.

The Board is also committed to supporting the system-wide target of reducing reliance on casual and agency engagements.

HSS will continue to identify workforce pressures and implement targeted workforce planning, recruitment and retention strategies to address critical skill shortages and reduce reliance on casual and agency staff usage. Our data-driven approach provides visibility of emerging trends, enabling timely, evidence-based decisions and exploration of strategies to strengthen talent pipelines, increase permanent appointments, and improve workforce stability, service continuity, employee wellbeing and retention.

The Board will continue to support HSS' positive collaboration with unions and industrial advocates, working together to roll out initiatives, ensuring clarity and fostering mutual understanding.

HSS will also support the implementation of enterprise bargaining outcomes, including the roll-out of Nurse and Midwife to Patient Ratios in line with Government commitments.

### **Election Commitments and Key Projects**

HSS is committed to prioritising the implementation of the Government's election commitments and key projects.

### **Human Resource Management Information System (HRMIS)**

The HRMIS is a critical digital reform and a key strategic priority for WA health.

Aligned with the Government's election commitment, the HRMIS program remains committed to delivering to the original scope. Following the recent independent assurance review, several improvements have been implemented to strengthen delivery and ensure the program is positioned for long term success.

Key improvements include:

- The development of a revised delivery plan with staged technical milestones to increase readiness confidence.
- Strengthened program governance, including enhanced oversight and independent advisory input.
- Improved risk management, with active tracking and mitigation of technical, resource, and schedule risks.

These enhancements will provide greater transparency, accountability, and assurance that the program will meet its objectives efficiently and effectively.

### **Electronic Medical Record Program (EMR)**

The Department, as System Manager, leads the EMR Program, a key digital health reform aligned with Recommendation 22 of the Sustainable Health Review.

In partnership with HSS, other HSPs and key stakeholders, the Department will continue to drive the next phase of the program, focused on strategic procurement of an EMR system and establishing the foundational infrastructure, systems, workforce, and processes required for successful implementation.

As implementation partner, HSS will continue to contribute to the successful delivery of the EMR by progressing enabling infrastructure, providing expert program delivery support, and collaborating with stakeholders to ensure the system is designed to meet the needs of clinicians and consumers across Western Australia.

HSS will maintain its focus on system readiness, ensuring our people, systems and processes are prepared to support the EMR rollout and realise the intended transformation to safer, smarter, and more connected healthcare.

### **Procurement**

HSS recognises the important role procurement plays in supporting social, economic, and environmental outcomes for Western Australians. We are committed to continuing to align with the *Western Australian Jobs Act 2017* and the Western Australian Industry Participation Strategy.

In the past 12 months, nearly half of WA Health total supplier spend, approximately \$2.99 billion, has been with businesses registered in Western Australia. We will continue to strengthen opportunities for local businesses, including Aboriginal businesses and WA-based manufacturers, to participate in government contracts.

HSS will continue to work with the Department and HSPs to ensure local businesses have a fair and reasonable opportunity to access supply opportunities as they arise. We have taken steps to better understand the capacity and capabilities of local suppliers and will continue to engage with the market to align procurement planning with local industry development.

Where the local market has capability and capacity, we will continue to encourage development and manufacturing of medical goods, equipment, and technologies in Western Australia to help build system resilience and foster local capability.

## **Advice to Government**

HSS will continue to provide timely advice to the Government on significant issues. The HSS Board will demonstrate this commitment by providing an annual Governance Attestation Statement at the conclusion of each financial year. Advice will be further provided to Government through meetings and the provision of timely briefing notes.

HSS will also continue to ensure that the Department is aware of all critical issues in a timely manner.

## **Media and Communications**

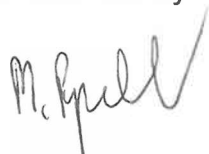
HSS will ensure all media and public statements will be shared with the Department, and approved by the Director General or delegated authority, prior to being submitted to your office.

## **Statement of Intent**

The above demonstrates the Board's continued commitment to working with Government, the Department, and our customers to deliver innovative and integrated health services, that are sustainable and put the patient first.

The Board and I look forward to continuing to work with you and other WA health system leaders to ensure these intentions are achieved.

Yours sincerely



Margaret Pyrchla  
**BOARD CHAIR**  
**HEALTH SUPPORT SERVICES**

3 July 2025