

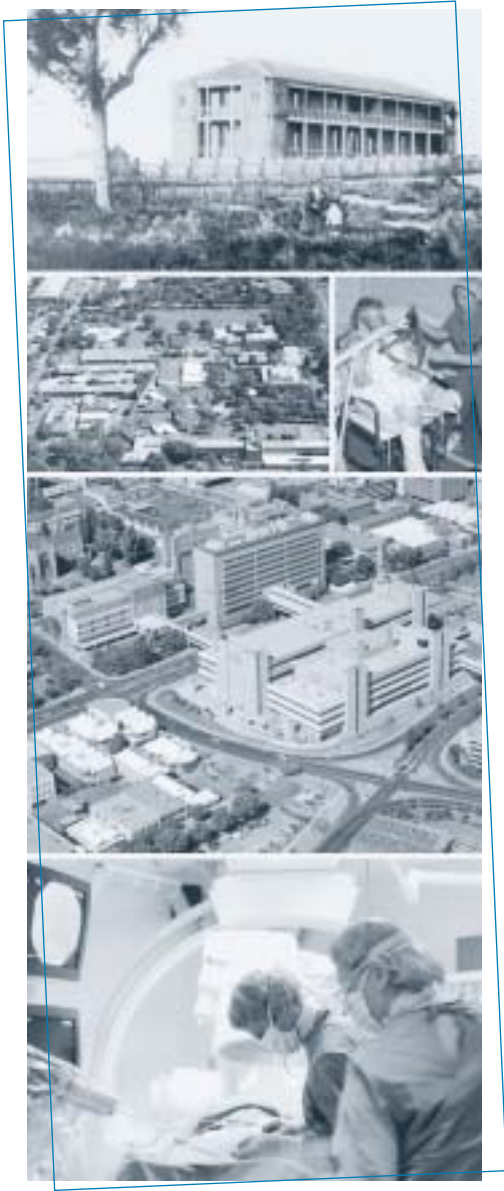


Royal Perth Hospital
STRATEGIC PLAN
2002 – 2007

To be reviewed annually



Compiled by Organisational Development
Revised January 2002
Current for January to December 2002
The current version of the plan can be viewed on the RPH intranet



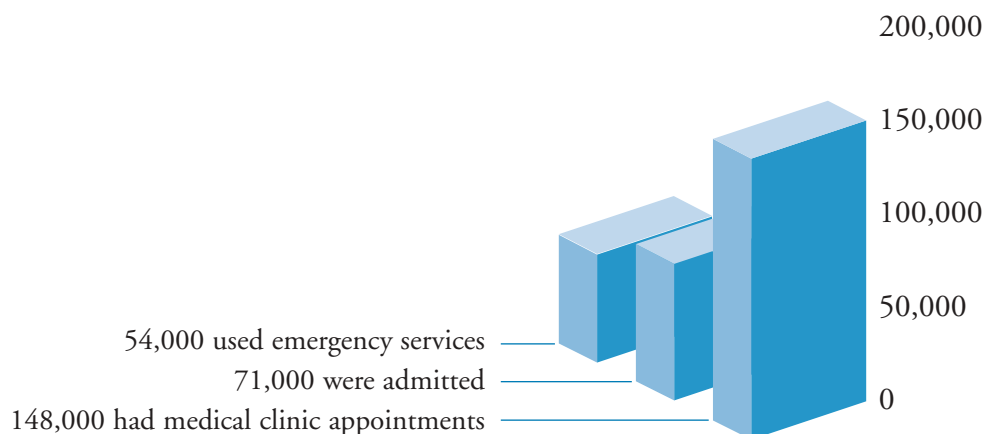
ABOUT ROYAL PERTH HOSPITAL

Royal Perth Hospital is Western Australia's longest-serving hospital, having its origins in the old Colonial Hospital which was first established in a hospital tent on Garden Island in 1829. Today, the Hospital is the largest hospital in the State and one of the leading teaching hospitals in the nation.

The Wellington Street Campus is centrally located in the City of Perth and the Shenton Park Campus is situated in the western suburbs. Royal Perth Hospital is part of the East Metropolitan Health Service.

The Hospital provides a comprehensive range of adult healthcare services (excluding obstetrics) to the population served by the East Metropolitan Health Service, as well as a number of highly specialised State-wide services to the people of Western Australia. Some of the latter services, such as Interventional Neuro-Radiology and the Burns Unit, have strong international reputations ranking them among the best in the world.

During the 2000/01 financial year, some 54 000 people used the Hospital's emergency services, around 71 000 were admitted to the Hospital for treatment and approximately 148 000 visited the Hospital for medical clinic appointments.



ABOUT OUR STRATEGIC PLAN

The purpose of the Strategic Plan is to provide clear, long-term direction for the Hospital. The Strategic Plan is used by Hospital management to determine what needs to be accomplished during the following year.

All divisions in the Hospital were asked to contribute their view of the current internal and external issues being faced by the Hospital. Additionally, staff were asked (via the Employee Perspective Survey) for their view of what Royal Perth Hospital was excellent at and what could be improved. The Executive group subsequently met to review the 2001-2006 plan in the context of this information.

The Executive group reviewed the Vision and Mission from the 2001 - 2006 Strategic Plan and modified it to better reflect the direction that the hospital needs to take in the next five years. The group then determined four key objectives that the Hospital aims to achieve.

Success in these objectives will result in the achievement of our Vision - commitment to excellence in healthcare. In working towards these objectives, Royal Perth Hospital will constantly strive to best meet the healthcare needs of the community.



A handwritten signature in black ink, appearing to read 'Patricia Tibbett'.

Ms Patricia Tibbett
A/Chief Executive

VISION

Royal Perth Hospital
Committed to excellence in healthcare

MISSION

As an established teaching hospital, Royal Perth Hospital :

- Provides emergency and elective specialty services to the community within the East Metropolitan Health Service
- Ensures that the community of the Inner City health district receive appropriate healthcare services
- Provides selected specialist healthcare services to the community of Western Australia, including communities living in rural and remote areas
- Undertakes research and teaching as an integral part of clinical care
- Advocates on behalf of the Western Australian community for improved health



CUSTOMERS

Our customers are the people of Western Australia, particularly those people living within the Inner City and within the area of the East Metropolitan Health Service. They include people from a broad mix of socio-economic groups, as well as people from culturally and linguistically diverse backgrounds.

In order to achieve our Vision, it is essential that we understand the needs of all our customers.



VALUES

The Royal Perth Hospital motto '*Servio*' (Latin for 'I serve') was instigated in the 1930s to encourage a sense of corporate pride amongst the nursing staff. Today, '*Servio*' is a symbol of the pride shared by all staff working for the Hospital. It captures the following values:

- Service** Serving the healthcare needs of the people of Western Australia in a caring manner
- Excellence** Always performing at the highest standard
- Respect** Demonstrating respect for our patients, their families and carers, as well as our staff in all aspects of our work
- Valuing Our Staff** Appreciating the contribution of all staff and promoting development at all levels
- Integrity** Acting ethically and honestly at all times
- Organisational Learning** Promoting a culture of continual learning in all aspects of our work

KEY OBJECTIVES

We will achieve our vision by meeting the following key objectives:

To provide high quality, timely and efficient services

We will strive to ensure that patients receive effective and efficient assessment, diagnosis, admission, treatment and discharge and that all patients achieve good functional outcomes. Our goal is to achieve appropriate waiting times in all areas of clinical care and to provide these services in a manner that is readily accessible to all.

To promote a coordinated approach in the provision of Area and Statewide healthcare services

We will work in collaboration with all healthcare providers within the East Metropolitan Health Service to ensure a well-planned, comprehensive and fully integrated service is available to meet the healthcare needs of the population in this Area. The Hospital will actively participate in role delineation (allocation of services between hospitals) and in the planning of Statewide services.

To be recognised as a ‘centre of excellence’ for research and evidence-based practice

We will foster a culture that encourages evidence-based practice and research in the interests of providing optimal treatment and care for our patients. We will strive to enhance our excellent reputation as a leading centre for research and evidence-based practice, ensuring that research is integrated with clinical practice. As part of this process, we will work in close collaboration with the Royal Perth Hospital Medical Research Foundation.

To fulfil the education and training role of a leading teaching hospital

As a leading teaching hospital our aim is to provide an environment that is conducive to education and training. While our top priority is the further development of appropriate education and training opportunities for both clinical and management staff, we will also continue to provide quality undergraduate and postgraduate/specialist programs for students. In all education endeavours we will ensure that an appropriate balance with service provision is maintained.

Royal Perth Hospital is committed to excellence in healthcare. Our key objectives reflect our continuous striving to achieve excellence in all of the above areas.

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EVIDENCE-BASED
PRACTICE

TO PROMOTE
A COORDINATED
APPROACH IN THE
PROVISION OF AREA
AND STATEWIDE
HEALTHCARE SERVICES

IMPLEMENTING THE PLAN

The following Directors have been assigned accountability for the achievement of the objectives:

- 1. To provide high quality, timely and efficient services:**
Dr Philip Montgomery, *Acting Director of Clinical Services*
Dr Tony Mander, *Director of Clinical Neurosciences*
- 2. To promote a coordinated approach in the provision of Area and Statewide healthcare services:**
Dr David Hurley, *Director of Medical Specialties*
- 3. To be recognised as a 'centre of excellence' for research and evidence-based practice:**
Dr Michael McComish, *Director of Cardiovascular Services*
- 4. To fulfil the education and training role of a leading teaching hospital:**
Dr Geoff Clarke, *Director of Critical Care*

The above-named Directors are responsible for working with Hospital staff to determine an 'action plan' for achieving these objectives and to oversee the implementation of this plan.



Dr Philip Montgomery



Dr David Hurley



Dr Tony Mander



Dr Michael McComish



Dr Geoff Clarke