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**The Hon Roger Cook MLA  
Deputy Premier  
Minister for Health; Mental Health**

Our Ref: 4-114720

Mr Ian Smith PSM  
Chair  
East Metropolitan Health Service Board  
Level 3, K Block, Kirkman House  
10 Murray Street  
PERTH WA 6000

By email: [ian.smith@health.wa.gov.au](mailto:ian.smith@health.wa.gov.au)

Dear Mr Smith

*Ian,*

I am pleased to provide you with my Statement of Expectation as the responsible Minister for the governing bodies of health service providers (HSP). The Statement of Expectation should be read in the context of the functions and responsibilities of a HSP as listed in the *Health Services Act 2016*.

The State Government is committed to delivering sustainable health care and putting patients first through better integration of health services and innovative service delivery. My expectations in this context are set out below.

With regards to the Sustainable Health Review (SHR), the Board is to take responsibility for both leading and supporting implementation of the SHR. A supplement to this Statement of Expectation will be provided to the Board following further system-wide planning and will contain the detailed implementation requirements for your Health Service. I expect a particular focus on prevention and the development of partnerships with primary health providers, including integration of services where appropriate. These implementation requirements will be incorporated into the performance agreement for the Chief Executive.

With regards to organisational Culture, I expect to see an improvement in the participation rate of 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. I acknowledge your work to date, through the East Metropolitan Health Service Stop the Violence Committee for example, to better protect your staff from violence and aggression in the workplace and encourage your ongoing efforts in this regard.

The State Government is committed to permanent employment. The prioritisation of the implementation of Commissioner's Instruction 23, which includes undertaking assessments for conversion and appointment of fixed term contract and casual employees to permanency, is a high priority. The reporting of outcomes to the Department of Health (DOH) and the Public Sector Commission ensures I am regularly informed of progress.

Any remaining actions arising from the Government's 2017 Election Commitments are to be finalised.

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

- Western Australian Emergency Access Target (WEAT).
- Western Australian Elective Surgery Target (WEST).

I also expect you will actively participate with the DOH in the development and implementation of an ED Demand Strategy.

I look forward to hearing the Board's plans for the future of Royal Perth Hospital, in particular how the land asset could be leveraged to support development opportunities; and how the Board intends to maximise opportunities arising from the St John of God Midland Hospital Public Private Partnership.

This is an exciting time for Research and Innovation with a number of initiatives in train including the establishment of the Western Australian Future Health Research and Innovation Fund. Accordingly, the Board will be required to promote research and innovation opportunities.

I have a strong expectation that the Board will continue to have Safety and Quality as a core focus, and work to evaluate and consolidate progress made to date with regard to the improvement of patient outcomes. This includes continued work towards the publication of safety and quality information to support a culture of openness and transparency.

To provide opportunities for patients and families to connect with their healthcare providers and share their health care experience, I expect the Board to maintain a firm focus on the promotion of consumer engagement and patient experience platforms, including through the Patient Opinion system.

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.

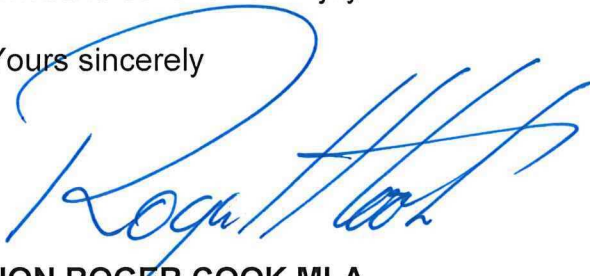
Noting current Governance arrangements, the Board is accountable to me as the responsible Minister. In discharging its functions, the Board is obliged to comply with all relevant policy frameworks issued by the DOH Chief Executive Officer (the Director General). This includes the mandatory requirements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

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.

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 the considerable efforts of the Board in the past year and look forward to continuing to work with you as we shape a responsive and patient centred health system to ensure the people of Western Australia continue to enjoy access to 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; MENTAL HEALTH

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