



Governance

Enabling legislation

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

Responsible Minister

EMHS is responsible to the **Honourable Meredith Hammat MLA, Minister for Health; Mental Health**, who has overall responsibility for the Western Australian (WA) Department of Health.

In recognition of the WA Government's team approach toward Health, EMHS also acknowledges the following Ministers in their Health-related portfolios:

- Hon Stephen Dawson MLC, Minister for Medical Research
- Hon Simone McGurk MLA, Minister for Aged Care and Seniors
- Hon John Carey MLA, Minister for Health Infrastructure
- Hon Sabine Winton MLA, Minister for Preventative Health

WA Department of Health (System Manager)

The **WA Department of Health (System Manager)**, is responsible for strategic leadership, including system-wide planning, policy and performance, and enters into service agreements with HSPs for service provision. The System Manager works in collaboration with HSPs and their accountable authorities.

Accountable authority and Chief Executive

EMHS is a board-governed statutory authority.

The **EMHS Board** is directly accountable to the public through the Minister for Health and works with the Director General (DG) of the WA Department of Health.

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 with the WA Department of Health (System Manager), the WA Mental Health Commission (MHC), other HSPs and a range of government and non-government agencies to deliver programs and services within the State's eastern metropolitan region.

Sustainable Health Review

Since the April 2019 release of the **Sustainable Health Review** (SHR) report, the WA Department of Health and HSPs have been progressing this ambitious reform agenda to create a modern healthcare system.

In 2024-25, EMHS continued to support prioritised recommendations ([see page 53](#)), with a focus on outpatient access reform, digital health, management of complex chronic disease, workforce culture and capability, the health of the Aboriginal community, mental health and equitable access to health care.



Elizabeth
Koff



Peter
Forbes



Pia
Turcinov



Tracey
Moroney



Denise
Glennon



Ross
Keesing



Vanessa
Elliott



Melissa
Grove



Andrew
Whitechurch
(Absent)



Steven
Patchett
(Absent)

EMHS Board

With experience in a wide range of fields including clinical services, health management, law, finance, consumer engagement and business, the EMHS Board is appointed by the Minister for Health to help determine the strategic direction of EMHS and holds overall accountability for service delivery and performance.

The EMHS Board Patient Experience and Clinical Excellence Committee has welcomed Ms Clare Grieverson to serve as an External Consultant and Mr Ben Horgan as Consumer Representative. Clare brings her experience as the Chief Executive Officer for Southern Cross Care WA to the Committee and Ben has provided valuable input and feedback to help the Board improve the patient experience and safety and quality at EMHS.

Board focus and engagement in 2024-25

To assist in strengthening the Board's understanding of its duties, the Board undertook their Code of Conduct refresher training at the December 2024 Board meeting and completed a Clinical Governance for Boards Workshop in April 2025.

The Board continued its approach to leader rounding in 2024-25, ensuring engagement with staff and consumers across the organisation. Leader rounding was held at the beginning of every Board meeting, providing the Board members opportunities to visit various areas across EMHS and staff the opportunity to discuss issues, challenges and celebrations within their place of work. Some of these engagement opportunities included:

- at Royal Perth Hospital (RPH), the Board visited the EMHS Health in a Virtual Environment team, the RPH Acute Medical Unit and the

RPH Freedom of Information team, EMHS People and Culture, RPH Stores and RPH Pharmacy teams

- at St John of God Midland Public Hospital, the Board had a tour of the Emergency Department and Ambulatory Care Unit, Mental Health Unit, Stroke Ward and Moort Boodjari Mia, a community based Aboriginal perinatal service
- meeting with the EMHS Eating Disorder Specialist Service, Cyber Security and Procurement and Contracting teams
- touring Kalamunda Hospital, including engagement with staff and patients in Palliative Care Services and the Day Procedure Unit
- a tour of the Emergency Department, Dialysis service, Allied Health and Community Rehabilitation, Kitchen and Patient Support Services at Armadale Health Service
- undertaking a patient food audit hosted by the Kalamunda Hospital Kitchen Service.

The Board also had an opportunity to engage with staff by inviting them to the Board meetings to give a presentation on their area and any initiatives currently underway or host a workshop with the Board. Some of these areas included:

- Community and Virtual Care
- Allied Health
- Nursing Directors
- Clinical Services and Voluntary Assisted Dying
- The Junior Medical Officer Society Chairs
- Clinical Strategy, Planning and Performance.

The Board also welcomed visits and discussions with the Mental Health Commissioner, Ms Maureen Lewis, Executive Director for the Health Consumers

Council, Dr Clare Mullen, Director General of WA Health, Dr Shirley Bowen and representatives from the Insurance Commission of WA.

The EMHS Board Chair and members also had the opportunity to engage with teams across EMHS at various events including:

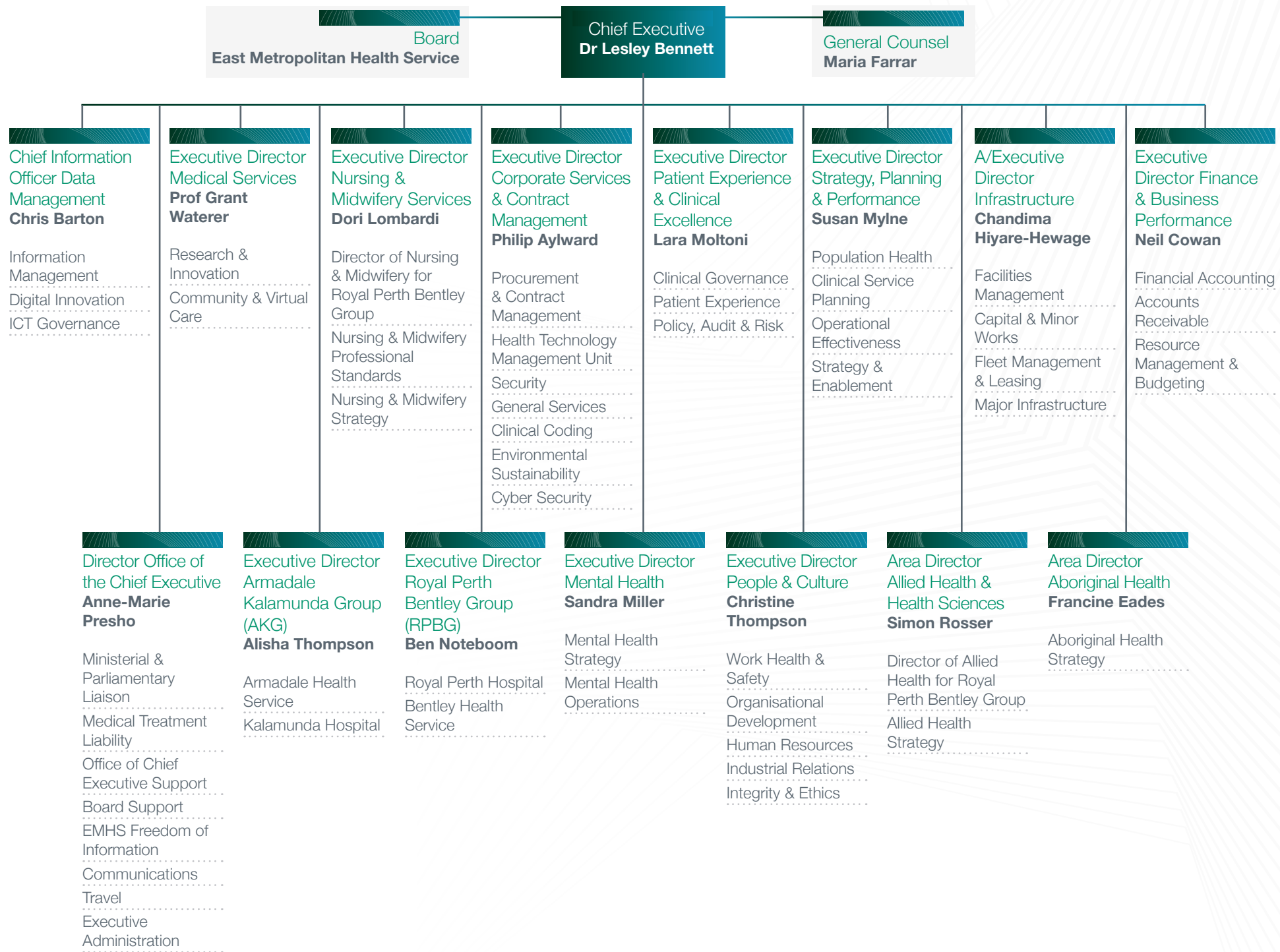
- EMHS Excellence Symposium
- RPH Art Exhibition Launch
- EMHS Reconciliation week
- RPBG Nursing and Midwifery Awards
- EMHS Values in Action Awards
- RPH Innovation Hub Launch
- Aboriginal Health Champions Onboarding Session.

In 2024-25 the EMHS Board held:

- 11 Board meetings
- 11 Finance Committee meetings
- 8 Board Patient Experience and Clinical Excellence (formerly Safety and Quality) Committee meetings
- 6 Board Audit and Risk Committee meetings
- 5 Board Operational Performance and Strategy Committee meetings
- 8 leader rounding opportunities.

Area Executive Group





Links to government goals and outcomes

To comply with legislative obligations as a WA Government agency, EMHS operates under the **Outcome Based Management (OBM) framework** determined by the Department of Health. This framework describes how outcomes, activities, services and Key Performance Indicators (KPIs) are used to measure performance against State Government priorities and desired outcomes, and is underpinned by the principles of:

- transparency of reporting performance against targets
- accountability for achieving targets
- consistency and integration of systems and policies to support the achievement of targets
- recognition and acknowledgement of performance against targets.

EMHS reports performance against KPIs for:

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

Effectiveness KPIs	
Unplanned hospital readmissions for patients within 28 days for selected surgical procedures (per 1,000 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 7 at 5 minutes post delivery	
Readmissions to acute specialised mental health inpatient services within 28 days of discharge	
Percentage of post-discharge community care within 7 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 (ED) 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