



Our people

Building our workforce

Individual staff
11,526

10,902 in 2023-24 ▲

Full time equivalent (FTE)
8,619

8,257 in 2023-24 ▲

This included
110

Aboriginal staff members
109 in 2023-24 ▲



1,337
Administration and clerical

1,283 in 2023-24 ▲



172
Maintenance

167 in 2023-24 ▲



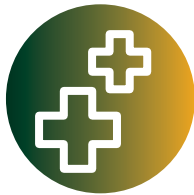
1,003
Hotel services

994 in 2023-24 ▲



3,505
Nursing

3,338 in 2023-24 ▲



1,239
Medical support

1,191 in 2023-24 ▲



1,329
Medical

1,248 in 2023-24 ▲



33
Other

36 in 2023-24 ▼

EMHS Learning and Organisational Development

Preparing today for the future of work through learning and organisational development initiatives, positioning EMHS as a great place to work.

We are committed to enhancing our workplace culture by ensuring the design of organisational development initiatives are informed by the voice of our employees. We are prioritising the feedback of our staff, signalling the culture we want to see, and identifying how our initiatives contribute to making EMHS a great place to work.

This year, we launched the Plan for Our People, a forward-facing workforce strategy which has been informed by a year-long process of research and gaining insights from our employees. The plan sets out the challenges of the future, articulates how we intend to respond, and identifies the capabilities we need to best position our workforce, our most valuable asset.

Key achievements:

We launched our EMHS staff engagement survey. The survey measures both staff satisfaction and staff engagement factors, including how content staff are with their job and the emotional commitment and investment in the organisation. The insights inform our work and ensure we are addressing what is important to our people.

We have enhanced our flexible work policy and resources to promote flexible work in areas and roles which have been subject to traditional practices, enabling leaders and teams to rethink the norms and reimagine how work can be done differently. We continue to support new ways of working to ensure we enable an inclusive culture.

Our Diversity, Equity and Inclusion team proudly participated in the Public Sector Commission and Curtin University pilot vacation program, offering 6 Aboriginal students valuable placement opportunities during the 2024 vacation period. EMHS is committed to investing in emerging talent, creating pathways for future careers in healthcare. We continue to host our biannual Aboriginal employee forums providing a dedicated event for Aboriginal employees to build connections, strengthen peer mentoring, and focus on professional and personal wellbeing. We are committed to continuing these forums and to be informed by our Aboriginal workforce on how we can work towards cultural competence, confidence and safety.

Our Learning and Development team continues to enhance our professional and leadership development programs by introducing masterclasses in inclusive leadership, managing flexible teams and Aboriginal cultural awareness.

Our digital MyLearning team has successfully trained 536 staff, equipping them with the skills to enrol staff, track attendance and update mandatory skills. This enables accurate data flow to the mandatory training dashboard, ensuring accurate competency compliance tracking. The MyLearning team supports various departments across EMHS and has now created 832 online modules and face to face courses within our learning management system.





Expanding the medical workforce: Alternative pathway for overseas doctors

The first overseas doctors to take part in our alternative pathway to practising in Australia completed a Workplace Based Assessment Program (WBA) at Armadale Health Service (AHS) in March, an important milestone for the program and the future of medical education in Western Australia.

Under the program, eligible overseas doctors spend a year under the guidance of senior AHS clinicians in adult medicine, surgery, emergency medicine, paediatrics, psychiatry and obstetrics and gynaecology.

When the doctors have successfully completed the program they are awarded an Australian Medical Council certificate, providing a path to apply for general registration with the Australian Health Practitioner Regulation Agency.

The program is part of a broader strategy to address workforce shortages and offers a

structured, supervised training pathway for qualified international medical graduates while ensuring high clinical standards.

Three overseas doctors from India and Pakistan completed the course in 2024-25 and have successfully joined the EMHS workforce. A new intake of 7 overseas doctors began the program in January.

Dr Shumail Nauman, from Pakistan, says the program provided hands-on experience in a fast-paced and supportive environment.

“The hospital’s strong focus on education and professional growth makes it an ideal setting for junior doctors starting their careers in Australia,” she says.

Armadale Kalamunda Group’s Medical Director of Medical and Speciality Services, Dr Adrija Basu, says the program is more than an assessment pathway.

“It’s a bridge that allows skilled internationally trained doctors to transition safely and confidently into the Australian healthcare system,” she says.

“By providing real-time feedback and continuous support, we’re not only ensuring patient safety but also investing in the professional growth of our future medical workforce.”

The WBA program is a critical component of the WA Health International Medical Graduates Pathway to Registration Project.

“...hands-on experience in a fast-paced and supportive environment”

Our commitment to workplace safety and wellbeing

EMHS is committed to understanding and managing its health, safety and wellbeing risks to proactively maintain worker wellbeing and prevent injuries. EMHS work health and safety (WHS) systems are regularly audited, with the last systems audit completed in August 2024. During 2024-25 EMHS was issued with 13 improvement notices and 2 prohibition notices from WorkSafe WA. 10 of the notices have been satisfactorily closed out and work is ongoing to ensure the remaining 3 are remedied within the allocated timeframe.

The potential for EMHS workers to be exposed to workplace aggression and violence persists and is the most reported category of workplace incidents. An in-depth analysis of workplace violence and aggression exposure in EMHS led to the development of a contemporary, concise and targeted strategy to manage aggression proactively. Education and training for staff has been reviewed, with particular focus on de-escalation and support for staff. This includes the introduction of the Behaviour Support Team [\(see page 28\)](#).

Manual tasks continue to be the most frequent cause of lost time injuries across EMHS. To help address this, a deep analysis was conducted into EMHS' risk management of manual tasks to identify causes, barriers and priority areas for intervention. The predominant tasks involved in manual task injuries were providing care to bariatric patients, patient transfer, turns and positioning, general loads handling, moving beds, trolleys and wheelchairs, and cleaning tasks. Priority areas for intervention include availability and suitability of equipment, hazardous manual task risk assessments to develop standard operating procedures, work design and continued data collection and learning.

Work health and safety performance indicators

Number of fatalities

YEAR	TARGET	ACTUAL
2024-25	0	0
2023-24		0
2022-23		0
2021-22		0

Lost Time Injury and Disease (LTI/D) incident rate (per 100)

YEAR	TARGET	ACTUAL
2024-25	0*	2.76
2023-24		3.00
2022-23		2.37
2021-22		3.07

LTI/D severity rate (percentage LTI/D)

YEAR	TARGET	ACTUAL
2024-25	0*	55.46%
2023-24		44.94%
2022-23		42.01%
2021-22		40.61%

*Or 10% improvement on the previous 3 years

Percentage of injured workers returned to work within 13 weeks

YEAR	TARGET	ACTUAL
2024-25	70.0%	47.2%
2023-24		48.2%
2022-23		46.3%
2021-22		43.3%

Percentage of injured workers returned to work within 26 weeks

YEAR	TARGET	ACTUAL
2024-25	80.0%	62.3%
2023-24		61.8%
2022-23		66.5%
2021-22		60.6%

Percentage of managers and supervisors trained in occupational safety, health and injury management responsibilities

YEAR	TARGET	ACTUAL
2024-25	80.0%	82.0%
2023-24		73.5%
2022-23		63.1%
2021-22		72.3%

Governance, compliance and consultation

EMHS has active Work Health and Safety committees covering all departments. These committees are made up of elected health and safety representatives (HSRs) and management representatives who facilitate consultation and communication and are an escalation point for work health and safety matters. As at the end of 2024-25, EMHS had 308 elected HSRs, 278 of whom have completed a 5-day introductory course, ensuring workers are represented on all issues relating to their health and safety in the workplace. EMHS WHS facilitates an education program providing opportunities for in-service training and support for all HSRs.

Injury management

EMHS' systematic approach to workplace-based injury management services following work related injuries and illnesses fosters an environment where workers return safely to productive employment as soon as practicable. The new Workers' Compensation and Injury Management Act 2023 (the Act) came into effect on 1 July 2024, with changes implemented across EMHS in 2024-25 to meet the requirements of the new Act. EMHS has an Injury Management team within the Workplace Health and Safety department that supports managers, injured workers and treating practitioners to achieve the best outcomes for injured workers and the organisation in collaboration with the Insurance Commission of WA (ICWA).

Worker's compensation (WC) and injury management (IM) improvements were introduced in 2024-25 across four key strategy areas:

- injury prevention – in depth analysis of data such as pre-claim data, workforce demographics, hazard and incident data and WC and IM performance to examine workplace high-impact hazards including psychosocial, manual tasks, and workplace aggression in high-risk areas
- supporting workers – review to streamline Physiotherapy Early Intervention Injury Management Program, and early access to funds for medical treatment while WC claim liability is being determined through ICWA
- supporting EMHS and managers – facilitation by EMHS of a WA Health and ICWA collaborative forum for shared learning and improvement in WC and IM performance, improvements in claims review meetings with ICWA and with managers and supervisors, and improvement in long-tail claims management
- reducing re-injury – development of process to improve post-injury manual task support for patient support workers.

Injury Management services were internally audited in 2024-25.

Additionally, the IM team works with EMHS Human Resources and managers to support workers with a personal illness or injury to remain safe and productive at work wherever possible.

2024-25 workers' compensation claims by occupational category



75

Hotel services

79 in 2023-24 ▼



121

Nursing

111 in 2023-24 ▲



19

Medical support

26 in 2023-24 ▼



3

Medical

4 in 2023-24 ▼



26

Administration and clerical

16 in 2023-24 ▲



27

Maintenance

25 in 2023-24 ▲

271

Total claims 261 in 2023-24 ▲

Putting our BeST foot forward for safety

The first phase of a major new plan to ensure our health sites are respectful and physically and psychologically safe, began this year – bringing immediate benefits, with more initiatives on the way.

A Behaviour Support Team (BeST) began work at Royal Perth Hospital (RPH) in May to help with challenging patients and is planned to expand to other sites.

The team is part of a broader Managing Aggression Proactively project under our overarching safety and wellbeing blueprint, CaREPlan, which was also launched this year.

An 8-member, multidisciplinary team, BeST helped with 299 patients from its inception on May 7 to June 30, with a total of 976 patient and staff interventions logged. Patients seen by the team typically have 2 to 3 risk factors for aggression and 3 to 4 behaviours of concern.



RPH Behaviour Support Team (BeST)

The team provides support and coaching for staff, works with patients and their carers, helps with referrals to specialist services and connects with community care teams to better understand each patient's needs.

By doing this, the team seeks to manage any issues before they can develop.

Other CaREPlan initiatives are set to be launched in 2025-26, including:

- Wellbeing Index – a tool for EMHS staff to monitor and support their own wellbeing.
- Speak Up, Listen Up – a structured approach for respectful, clear, and safe communication for patient safety.
- I CaRE program – a focus on compassionate, accountable, respectful, and empathetic interactions among our workforce.

Our ultimate goal is to enhance staff wellbeing across all levels of the organisation, foster a workplace that is psychologically and physically safer and empower staff to confidently speak up in support of patient and colleague safety.

Honouring outstanding achievement

Award-winning services and people recognised in 2024-25

WA Health Excellence Awards 2024

- Endocrinologist Dr Danish Mahmud, a specialist with AHS, was named **7News Health Hero** for his compassion, diagnosis and treatment of a stroke patient with Cushing's disease.
- The Active Recovery Team (ART) pilot program, launched by EMHS to relieve pressure on emergency departments and mental health inpatient beds by offering care in the community, received the **Excellence in Mental Health** award.
- Emerging Drugs Network of Australia, an EMHS project to detect new illicit drugs in the community, won **Excellence in Research and Innovation**.
- Staff with Disabilities and Allies Network won **Excellence in Workplace Wellbeing and Culture** (multi-agency project).
- The 24/7 WA Statewide Telestroke Service – which provides round-the-clock access to specialist stroke consultants – won **Excellence in Rural and Remote Health Care** (multi-agency project).
- Health Support Services' e-Prescribing implementation won **Excellence in Safety and Quality** (multi-agency project).

WA Excellence in Allied Health Awards 2024

- Royal Perth Bentley Group (RBPBG) Aboriginal Health Liaison Officer Kim Hawke was named **Aboriginal Allied Health Professional of the Year** at the inaugural awards.

WA Nursing and Midwifery Excellence Awards 2025

- Advance Skilled Enrolled Nurse Elizabeth Troester, from Kalamunda Hospital, received the **Excellence in Enrolled Nursing** award.
- Francine Ocampo, from Royal Perth Hospital (RPH), was awarded **Graduate of the Year**.
- The EMHS Co-HIVE Aged Care Service won the **Excellence in Person Centred Care - Team** award.
- RBPBG Staff Development Nurse Noreen Elliott received the **Excellence in Education Award**.

WA Injury Prevention and Safety Promotion Awards 2025

Our Bidi Wungen Kaat Centre team was honoured with the **Excellence in Injury Recovery** award for work in reducing the stigma around mental health and promoting greater understanding of suicidal ideation.

EMHS Values in Action 2024

The annual EMHS Values in Action Awards celebrate individuals who embody our core values: excellence, respect, kindness, accountability, collaboration, and integrity.

- The Facilities Management and Infrastructure team was the overall winner, for exceptional work during a critical incident at Armadale Health Service (AHS). Team members prevented further risks and ensured minimal disruption to services. They were Richard England, Graeme Edwards, Denzil Padua, Edgardo Garrido, David Raye, Robert Kerrigan, Christopher Burden, Ramesh Patel and Hitesh Pandya.
- Other winners included AHS Aboriginal Health Liaison Officer Marra Thorne, Bentley Health Service (BHS) Advanced Sterilisation Technician Jaigeet Vijayambika Radhakrishnan and BHS Nursing and Site Director Annette Baker.





EMHS Excellence Symposium

Excellence Symposium 2025

The symposium showcases outstanding projects and services across EMHS. Five winners were chosen from 24 nominations.

RPH Injectable HIV Therapy Clinic

The RPH Injectable HIV Therapy Clinic was established to give patients living with HIV access to long-acting injectable treatment as an alternative to daily medication. Long-acting antiretroviral therapy became available in Australia in 2022.



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Kalamunda Hospital Palliative Care Centre of Excellence

Armada Kalamunda Group (AKG) delivered the Kalamunda Hospital Palliative Care Centre of Excellence in 3 phases, delivering both the Day Hospice and 22 beds in 2022, increasing to 25 beds in 2023 and then moving to 30 beds in 2024. The service is highly rated by patients and their families ([see page 50](#)).



Click to play video

PIVC Review, Remove, Replace service

Armada Health Service is providing a specialist nurse-led service which 'reviews, removes or replaces' peripheral intravenous catheters improving patient safety and quality of care ([see page 39](#)).



Click to play video

Contemporary healthcare security practices

St John of God Midland Public Hospital security staff are seen as a part of the patient care team and are actively involved in clinical care working groups directly supporting our clinical caregivers and patients ([see page 49](#)).



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Midwifery Birth Centre

The Midwifery Birth Centre (MBC) which opened at BHS in December is Western Australia's first fully endorsed midwife-led maternity service within a public hospital ([see page 38](#)).



Click to play video

RPBG Nursing and Midwifery Awards 2024

- Noreen Elliott won the overall RPBG Nurse of the Year award as well as the Excellence in Nursing or Midwifery Education and Research Award.
- Other winners were Wesley Leo (Excellence in Leadership), Grant Cox (Excellence in Nursing or Midwifery Bentley and Community), Beth Sperring (Excellence in Nursing or Midwifery RPH), RPH HIV Injectables team (Excellence in Person Centred Care - Team Award), Jackson Murrie (Outstanding Early Career Nurse), Charlotta Seigerschmidt (Consumer Appreciation Award).

Dual celebration for RPH Liver Service

Our outstanding RPH Liver Service celebrated its 30th anniversary in May, as well as 20 years of the Hepatology Clinical Research Fellowship program.

The RPH Liver Service, led by Dr Wendy Cheng, is recognised for pioneering Australia's first Hepatology Nurse Practitioner and Telehealth services.