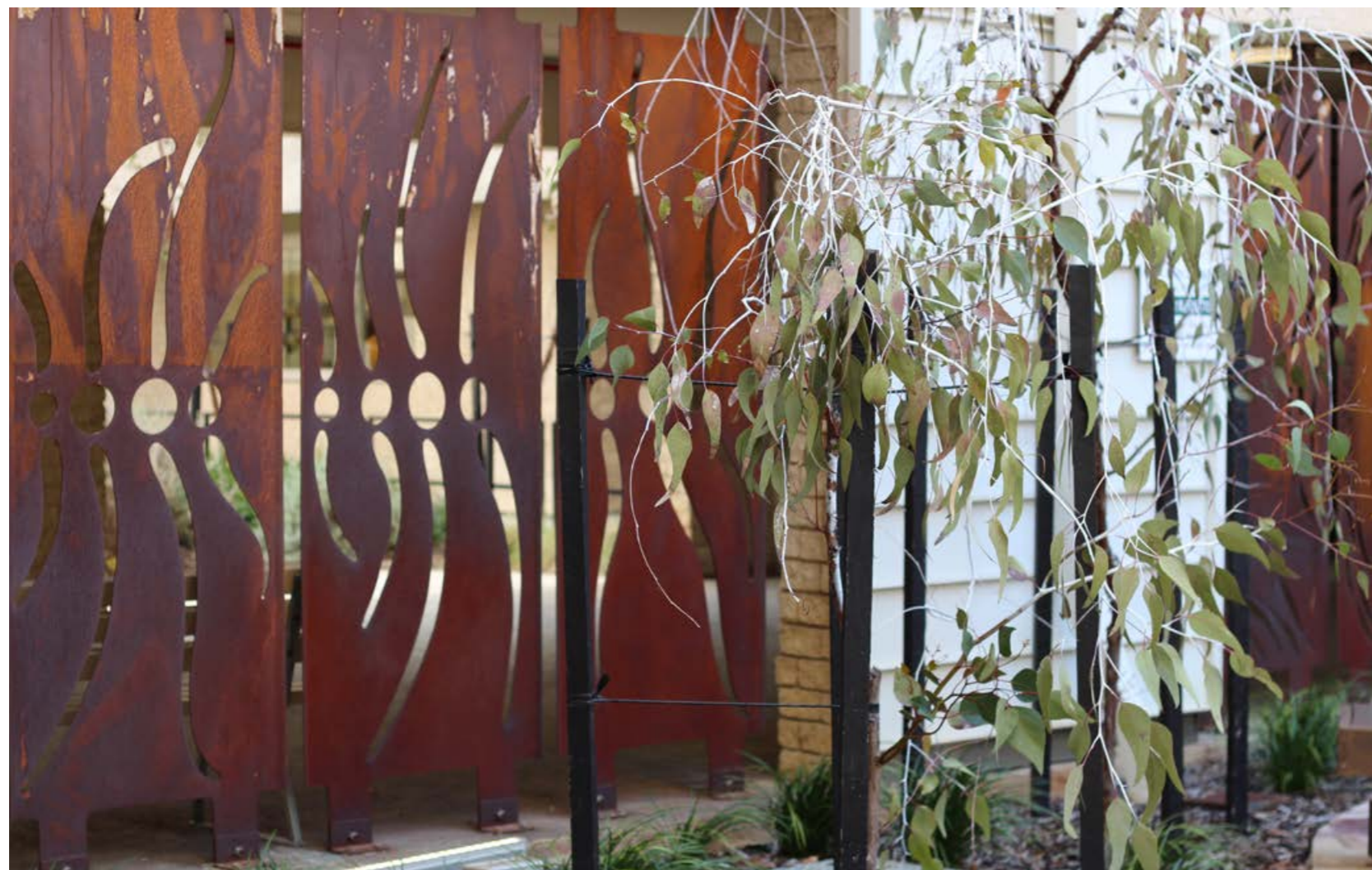




# PathWest Strategic Plan 2021–2025





### Acknowledgement of Country and People

PathWest recognises the Aboriginal people of the many traditional lands and language groups across Western Australia.

We respectfully acknowledge the Aboriginal people both past and present, the traditional owners of the land where we work and live.

### Using the term—Aboriginal

Within Western Australia, the term Aboriginal is used in preference to Aboriginal and Torres Strait Islander, in recognition that Aboriginal people are the original inhabitants of Western Australia. Aboriginal and Torres Strait Islander may be referred to in the national context and Indigenous may be referred to in the international context. No disrespect is intended to our Torres Strait Islander colleagues and community.

# Contents

- 2 Introducing our Strategic Plan
- 4 PathWest Purpose, Vision and Values
- 5 PathWest Organisational Principles
- 6 PathWest Pathology Cycle at a Glance
- 7 PathWest Planning Framework
- 9 Our Strategic Pillars
  - 10 Place customers and communities at the heart of what we do
  - 12 Deliver world class pathology and forensic services
  - 14 Engage, develop and inspire our people
  - 16 Excel in research, innovation and teaching
  - 18 Maintain robust governance and financial sustainability
  - 20 Protect our environment



# Introducing our Strategic Plan



**On behalf of the PathWest Board and Executive we are delighted to present PathWest's first Strategic Plan as an independent Health Service Provider.**

PathWest has a long and distinguished history of serving the community of Western Australia in delivering pathology and forensic services and making a critical and valued contribution to the Health and Justice systems. Our clinical and scientific staff are leaders in their field and are committed to improving the health, wellbeing and safety of all who use our services.

Our Strategic Plan has been developed through engagement with our staff, customers and patients as well as key stakeholders across Western Australia. We believe it captures the spirit and intent of our organisation.

The Strategic Plan provides a blueprint to enable the organisation to deliver on its aspirations and goals. The Plan outlines the type of organisation we seek to be and the key steps and strategies we need to employ to achieve that. At the heart of the Plan are our key pillars or themes centred around community, staff, services, governance, research and teaching and the environment.

We believe these areas of focus are appropriate to enable our organisation to deliver and to flourish.

We are committed to deliver on the goals outlined in this Plan and will work constructively with all our key stakeholders in pursuit of the successful outcomes described.

Finally, we would like to acknowledge our committed and talented staff. They have great pride in their work and continue to drive the organisation to be the best it can be. Their skills and engagement are vital in our success.

**Joe Boyle**  
Chief Executive

**Prof. Christobel Saunders AO**  
Chair



Members of PathWest Board and Executive.

# PathWest Purpose, Vision and Values



## PURPOSE

Improving the health, wellbeing and safety of our communities.



## VISION

PathWest is a leader in our field and positively impacts our society and environment through the pursuit of excellence and innovation.



## VALUES

### CARE for our communities and our staff

Our services exist to care for our communities and keep them healthy and safe. We foster a caring culture with each other and those we serve.

### ACCOUNTABILITY for our actions

We acknowledge our commitments and keep our promises. We take responsibility for our actions and our role in delivering excellent outcomes.

### RESPECT for ourselves and others

Our differences and uniqueness are embraced. By respecting who we work with and engage with, we create a safe and productive environment.

### EXCELLENCE at all times

What we do affects lives. We recognise the need to foster innovation and perform our duties and tasks to the best of our abilities and to the highest standards.



# PathWest Organisational Principles

The following Principles were developed to help set the context for and parameters of our organisation, and to help guide our Strategic Plan 2021-25 development work. The Principles speak to who we are as a Board-governed Health Service Provider within Western Australia's (WA) public health system.



### PRINCIPLE 1

#### Our unique public service role in Health and Justice

PathWest is the State public pathology and forensic biology service provider and as such our core purpose is to serve the public health and justice systems, its patients and clients. Our service provision is first and foremost directed towards the requirements of the Department of Health and the hospital Health Service Provider network, and the WA Police Force and Department of Justice. PathWest's comprehensive service offering and deep capability enables us to act as a specialist and reference laboratory to other parties both in the public and private sectors.



### PRINCIPLE 2

#### We are State-wide

PathWest is committed to supporting health equity across the State and is committed to ensuring that all WA residents have appropriate access to our services across our metropolitan and regional areas.



### PRINCIPLE 3

#### Enable access to our services in the community and through specialist practices

PathWest is a key pathology provider in the community, servicing General Practitioners and specialists and their patients across the State. The extended access ensures PathWest services are available to as many residents as possible while leveraging our infrastructure and scientific and clinical capabilities.



### PRINCIPLE 4

#### Targeted commercial opportunities enhance our services and capabilities

PathWest seeks to utilise its infrastructure, expertise and capabilities through targeted commercial services and opportunities. Commercial activities support ongoing financial sustainability, while at the same time assisting in ensuring our service offering is strengthened and remains efficient, modern and innovative.



### PRINCIPLE 5

#### Research and Innovation are vital for our growth and development

PathWest is committed to supporting and driving clinical and scientific research and the advancement of knowledge in our field. Research and innovation are key elements of our organisational culture and purpose.



### PRINCIPLE 6

#### Teaching and training is a fundamental part of our culture and community obligations

PathWest is a teaching and training organisation committed to the learning and development of the pathology and forensic workforce of the future. Through active engagement with our key stakeholders we are committed to expanding the understanding of the impact and value of our services.

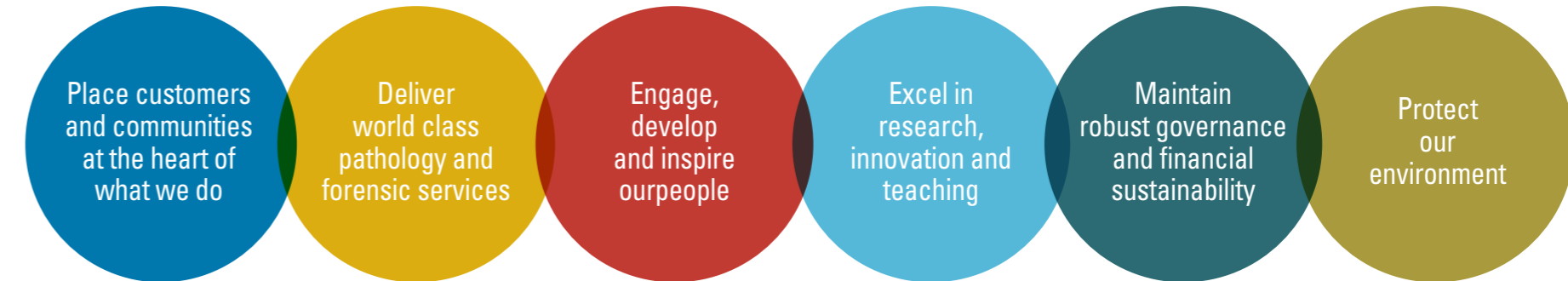
# PathWest Planning Framework

## Sustainable Health Review 2019

Eight Enduring Strategies, 30 Recommendations

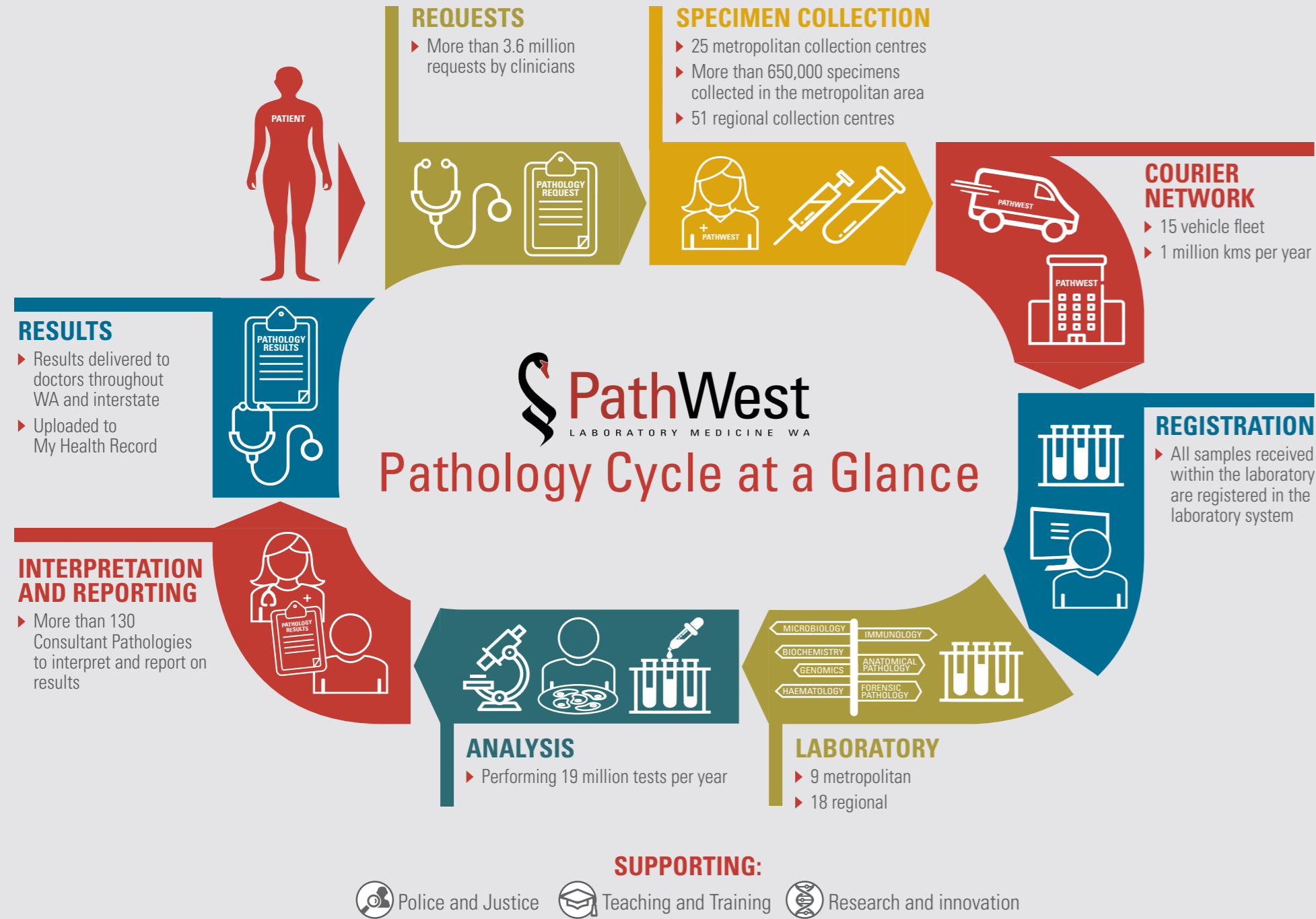
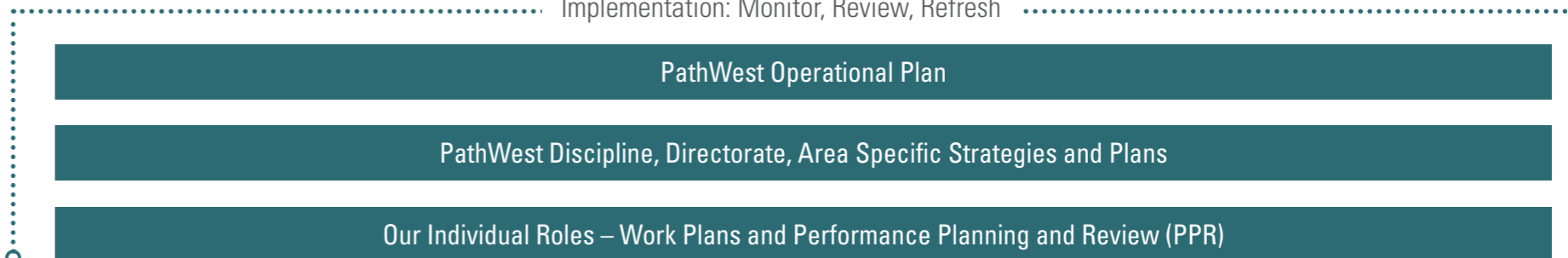
## PathWest Strategic Plan 2021-25

### Our Strategic Pillars



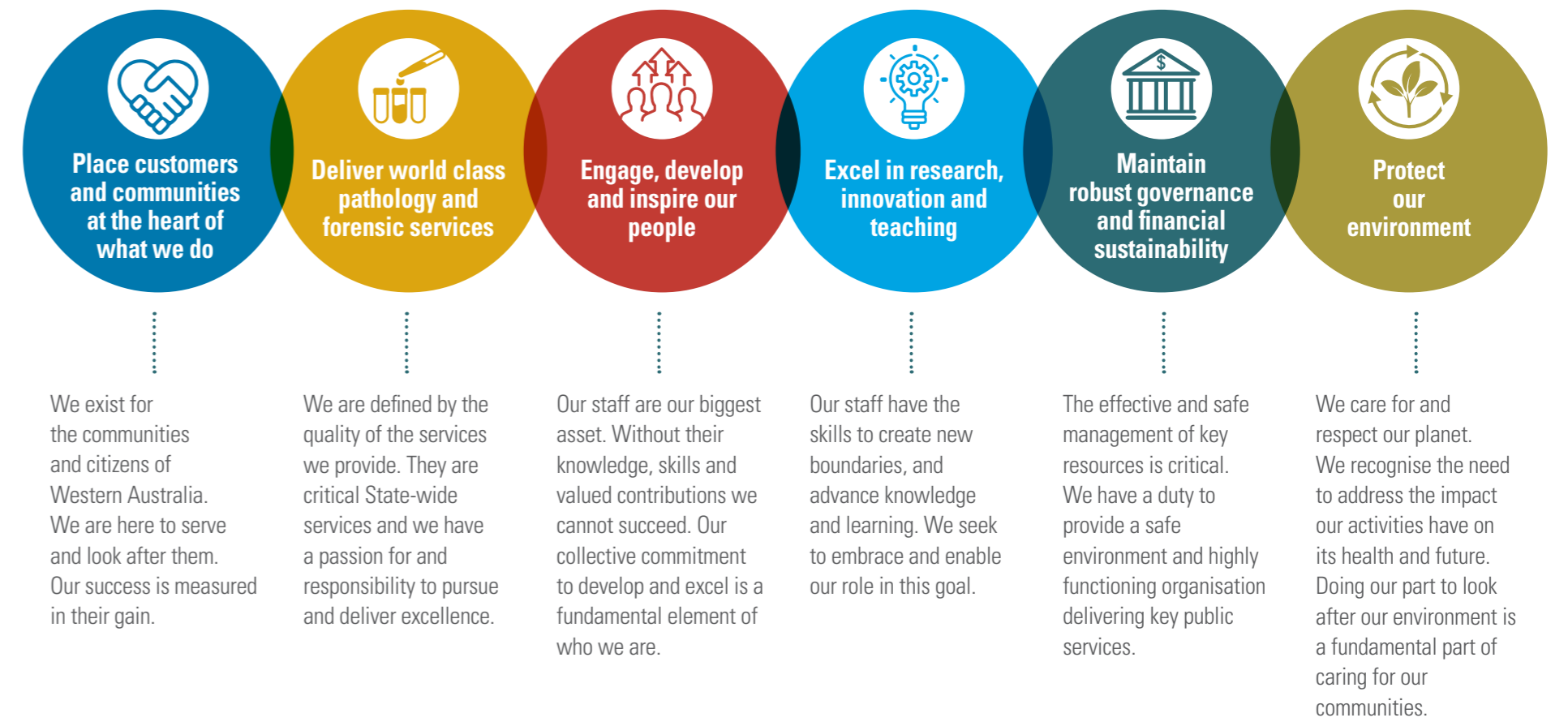
### Achieving Our Priorities

Implementation: Monitor, Review, Refresh





# Our Strategic Pillars





Place customers and communities at the heart of what we do

## Place customers and communities at the heart of what we do

We exist for the communities and citizens of Western Australia. We are here to serve and look after them. Our success is measured in their gain.

### Our goals

We will deliver services designed and developed to meet our customer and community needs.

We will deliver services that ensure our customers have an excellent experience, every time, everywhere.

### Our lead strategies

► **Develop tools and processes across the organisation to support customer focused service design and customer satisfaction monitoring.**

- Meaningfully engage with clinicians, customers and communities across our State and incorporate their needs into all aspects of our service planning, design and delivery.
- Recognise our customers are diverse, with different needs and requirements and design services accordingly.
- Develop tools and processes that improve monitoring of customer experience and satisfaction, and drive appropriate improvement actions.

► **Improve equitable access to pathology and forensic services.**

- Ensure that equitable access is a core consideration in service delivery, with special consideration for people with disabilities and vulnerable communities.
- Recognise the different needs of rural and metropolitan communities and design services that equitably meets the needs of both.
- Use technology to enhance the customer experience, providing easier access and a broader reach of our services.
- Build partnerships to develop tailored services and culturally sensitive care for Aboriginal and Culturally and Linguistically Diverse (CaLD) communities.

### What our success looks like

- PathWest is recognised throughout the community for its exceptional customer satisfaction, enabled by cutting edge digital solutions.
- We are leaders in WA in closing the gap to improve the health and wellbeing of Aboriginal communities.
- Customers receive exceptional service on every interaction, confirmed by regular customer satisfaction monitoring.
- Better use of customer focused digital solutions, enabling better systems integration and ease of access to all users.
- Strong and regular engagement with key stakeholders and service users.




## Deliver world class pathology and forensic services

We are defined by the quality of the services we provide. They are critical State-wide services and we have a passion for and responsibility to pursue and deliver excellence.

### Our goals

Our services will be of the highest standard, uncompromising in our commitment to safety and quality.

We will foster a culture of innovation, seeking to constantly improve and develop what we do and how we do it.

We will deliver services that are efficient and financially sustainable, using technology and automation to drive operational excellence.

### Our lead strategies

► **Create strong future-focused plans for the development of our infrastructure and equipment investments.**

- Engage with key funding stakeholders to increase awareness and develop support for investments.
- Identify current and future needs for investment priorities in equipment and infrastructure.
- Invest time and resources in market assessment and industry developments.

► **Drive service excellence and continuous improvement in all that we do.**

- Listen to our key stakeholders and customers to drive service development and improvement.
- Promote and recognise excellence.
- Develop a culture of agility and responsiveness through greater staff empowerment and accountability.
- Invest in staff development and training.
- Extend use of data and analytics to drive service development and improvement.

► **Invest in service design, development and innovation.**

- Adapt, improve and innovate to leverage new insights, and meet changing requirements.
- Develop dedicated processes and resources focused on innovation and service development.

► **Develop a digital strategy aimed at supporting service excellence and enhanced customer interactions.**

- Support the expanding need for pathology data, its purpose and use in supporting better health outcomes.
- Deliver more robust, integrated ICT systems, supporting our staff in service delivery, and our customers and communities in their access to data.

### What our success looks like

- Valued and trusted by our customers, communities and key stakeholders, and recognised for our consistent excellence in service delivery.
- Staff pride in their organisation and the contributions it makes.
- Service performance metrics confirming the quality and excellence of our services.
- Modern, fit-for-purpose facilities and equipment in place supporting the delivery of our outstanding services.
- Integrated ICT systems, supporting staff, service delivery and customer access and satisfaction.



Deliver world class pathology and forensic services






# Engage, develop and inspire our people

Our staff are our biggest asset. Without their knowledge, skills and valued contributions we cannot succeed. Our collective commitment to develop and excel is a fundamental element of who we are.

## Our goals

We will be the employer of choice that attracts, develops and retains a highly competent, talented and diverse workforce.

We will nurture a positive, safe workplace culture that will inspire excellence and support people to be their best.

## Our lead strategies

### ► Foster a values driven, safe and collaborative workplace culture.

- Build and sustain a workplace culture that embodies our values.
- Recognise staff, the valuable role they play and the contribution they make to excellent outcomes.
- Reinforce unity, collaboration and communication as core to our success.
- Promote staff health and wellbeing and ensure workplaces are physically and psychologically safe.

### ► Build workforce capacity, capability and agility to meet client needs.

- Develop a comprehensive workforce plan that recognises the future needs of the organisation and helps attract the right people into the right roles.
- Support managers to enable staff engagement and development.
- Develop strategies to support the regional workforce with its specific needs and challenges.

### ► Define career progression and development pathways.

- Support staff to learn, grow and realise their potential through a comprehensive training and development strategy.
- Develop defined, transparent structures and pathways for career progression and development.
- Identify and develop existing and emerging leaders.

## What our success looks like

- PathWest is the employer of choice for pathology, forensic and corporate staff.
- An organisation with strong inspirational leadership, respected and supported by staff.
- Staff have appropriate opportunities to develop their skills and knowledge.
- Staff feel safe in their working environment supported by industry leading Occupational Safety and Health standards and practices within a positive and supportive workplace culture.



Engage, develop and inspire our people



# Excel in research, innovation and teaching

Our staff have the skills to create new boundaries, and advance knowledge and learning. We seek to embrace and enable our role in this goal.

## Our goals

To benefit our communities by making a valued contribution in research, innovation and teaching.

PathWest to be recognised by the community, its peers and key stakeholders for its role in advancing scientific and clinical knowledge in our field.

## Our lead strategies

### ▶ Initiate, lead and support targeted research and development opportunities.

- Encourage and support innovative translational research at all levels.
- Provide agile, responsive processes to facilitate approvals and funding applications.
- Promote our research and development capabilities and achievements.
- Investigate incentives for staff to achieve higher qualifications and commit to research projects.

### ▶ Identify and pursue opportunities to collaborate and partner effectively.

- Promote and support inter and intra-discipline collaborations.
- Pursue productive partnerships with research institutes, universities and industries.
- Explore links with third parties in clinical trials and potential commercial opportunities.

### ▶ Increase our research infrastructure to enable innovation.

- Increase our bioinformatics capability and access to big data.
- Invest in proactive acquisition of new technology into laboratories and operational facilities supporting research innovation.

### ▶ Strengthen our approach to learning and knowledge transfer.

- Strengthen our internal teaching processes and structures.
- Promote and support staff in increasing their contribution to teaching and development of students.
- Enhance our relationship with educational and clinical organisations for future workforce development.

## What our success looks like

- Staff are proud of their contribution to research, innovation and teaching.
- PathWest is the recognised teacher of the workforce of the future in pathology and forensic services.
- A track record of positively impacting client outcomes because of implementation of translational research and innovations.
- An increase in the number of papers published, and in the recognition received for our scientific and diagnostic expertise and contributions.
- PathWest as the initiator and principal investigator in an increasing number of projects.
- Strong and productive relationships with key third parties in research, education, and commercial activities.



Excel in research, innovation and teaching



Maintain robust governance and financial sustainability

## Maintain robust governance and financial sustainability

The effective and safe management of key resources is critical. We have a duty to provide a safe environment and highly functioning organisation delivering key public services.

### Our goals

Through effective governance, we will ensure the delivery of quality services to our customers and communities, together with the safety and wellbeing of our staff.

We will manage public resources effectively and astutely ensuring a balanced approach to responsible financial stewardship.

We will have a measured proactive approach to seeking out and maximising commercial opportunities.

### Our lead strategies

#### ► Implement an effective corporate structure and supporting processes.

- Finalise and implement the corporate structure to drive the strategic focus and direction of PathWest.
- Strengthen corporate processes and reporting to ensure oversight, assurance and effective management of resources.
- Ensure our regulatory compliance through robust governance structures and processes.

#### ► Develop more effective and transparent decision-making processes.

- Improve the use of meaningful data in decision making and problem analysis.
- Increase accountability and delegation where appropriate to streamline decision-making.
- Continue to invest in leadership and governance training.

#### ► Ensure financial sustainability and pursue revenue diversification.

- Develop a financial sustainability framework.
- Optimise the allocation of human and financial resources across the organisation.
- Ensure clear accountabilities on responsibilities and performance.
- Identify, pursue and resource targeted commercial opportunities.
- Actively seek alternative revenue streams and funding options to support community initiatives and research.

### What our success looks like

- An effective organisation structure with clear roles, responsibilities and reporting lines.
- A strong culture of quality, and workplace safety, evidenced by key performance metrics.
- Informed decision-making based on evidence-based analysis and in line with the PathWest risk appetite.
- A financial track record that demonstrates financial accountability and supports and enables future investment and growth.
- Consistently high performance against agreed financial indicators and in line with the financial sustainability framework.
- A culture of financial stewardship and accountability that supports and enables future investment and growth.



## Protect our environment

We care for and respect our planet. We recognise the need to address the impact our activities have on its health and future. Doing our part to look after our environment is a fundamental part of caring for our communities.

### Our goals

We will reduce our environmental impact through proactive and innovative strategies.

We will implement best practice environmental management policy, processes and reporting across the organisation.

### Our lead strategies

► **Demonstrate a proactive commitment to environmentally sustainable work practices.**

- Add environmental sustainability to core governance processes to develop culture, drive initiatives and measure progress.
- Environmental sustainability to be considered in all PathWest commercial agreements and procurement policies, with the objective of reducing environmental impact.
- Maintain an active and informed communications strategy to increase engagement and awareness regarding PathWest's approach to sustainability matters.

► **Develop an environmental management policy and reporting processes.**

- Achieve and maintain ISO14001: Environmental Management Systems accreditation.
- Develop PathWest sustainability reporting.
- Support sustainability focused initiatives.

### What our success looks like

- PathWest is a role model within health for protecting the environment by recognising its impact and having in place the structure and processes to drive this impact down.
- PathWest staff across the State embrace environmentally sustainable practices and are more conscious and responsible about the use of vital natural resources.
- PathWest successfully delivers sustainability projects and has an active program of future initiatives.



Protect our  
environment



**T:** 13 PATH (13 7284) or (+61) 8 6383 4567

**E:** [Ask.Pathwest@health.wa.gov.au](mailto:Ask.Pathwest@health.wa.gov.au)

**W:** [pathwest.health.wa.gov.au](http://pathwest.health.wa.gov.au)

Locked Bag 100, Palmyra DC WA 6961