

Please note that elements of working plans may have changed since the agreement was signed.

**NATIONAL HEALTH AND HOSPITALS NETWORK - NATIONAL PARTNERSHIP
AGREEMENT ON IMPROVING PUBLIC HOSPITAL SERVICES (NPA)**

**WESTERN AUSTRALIA CONSOLIDATED
IMPLEMENTATION PLAN**

<p>Local Health Networks</p>	<p>LHN – South Metropolitan Local Health Network LHN – North Metropolitan Local Health Network LHN – Child and Adolescent health Services LHN – WA Country Local Health Network North LHN – WA Country Local Health Network South</p>
<p>Schedule A – Elective Surgery National Access Guarantee</p>	<p>A series of projects will be implemented within the Local Health Networks to establish in hospitals service capacity to improve elective surgery services.</p> <p><u>NEW SERVICE CAPACITY</u></p> <p>1.1 North Metropolitan Local Health Network Establishment of the OPH Surgical Centre - Osborne Park Hospital. Purpose built surgical centre including 2 theatres and reconfiguration of OT Suite; Expansion Public Outpatient clinics with 6 new consulting Rooms Operational 2013-14: Estimated Total Cost (ETC): (\$10.53M) Note: This Project has a capital component in Schedule B 1.1</p> <p>1.2 South Metropolitan Local Health Network New Ambulatory Day Surgery Centre Royal Perth Hospital Refurbish of day surgery ward to include (One Stop Shop) Consulting Rooms, Day Surgery Unit and Clinic Area and accommodation of all day cases in one dedicated ward area 4 new beds Commencement 2012: ETC: \$0.52M. Note This project has a capital component in Schedule B 2.3</p> <p>1.3 Peel Health Campus Expand unused surgery capacity with private provider for public patient access to surgery Commencement 2011-12: ETC: (\$2M)</p> <p>1.4 WA Country Local Health Network North Purchase Private Sector Surgery Capacity Geraldton Regional Hospital For access to surgery for selected specialities: Orthopaedics, Ophthalmology and Urology Waitlist Commencement 2011-12. ETC: (\$3.62M)</p> <p>1.5 WA Country Local Health Network South Bunbury Regional Hospital</p>

	<p>Purchase Private Sector Surgery Capacity - Target High Volume Speciality to improve Orthopaedic Waitlist and provide surgery close to home for rural public patients Commencement 2011-12. ETC: (\$1.34M)</p> <p>1.6 Child & Adolescent Local Health Network Princess Margaret Hospital Increase Paediatric ICU Capacity To increase access to complex post surgical care for paediatric patients (1 ICU Bay) Commencement 2011-12. ETC (\$1.69M)</p> <p><u>ADDITIONAL SERVICE CAPACITY</u></p> <p>2.1 North Metropolitan Local Health Network Sir Charles Gairdner Hospital Provide additional Theatre Capacity for dedicated access for elective surgery (1 theatre) Commencement 2012-2013. ETC: (\$7.24M)</p> <p>2.2 Department of Health - Elective Surgery Unit Purchase Private Sector Surgery Capacity -Complex patients Bariatric Surgery Waitlist Reduction Plan Several private hospitals Perth Commencement 2011-2012. ETC: (\$3.70M)</p> <p><u>CLINICAL SERVICE REDESIGN</u></p> <p>3.1 North Metropolitan Local Health Network Elective Access Clinical Service Redesign - Sir Charles Gairdner, Joondalup Health Campus, Osborne Park and Swan Districts, and Kalamunda Hospitals Redesign of the elective patient journey using the Clinical Service Redesign model Commencement 2011-2014. ETC: (\$3.16M)</p> <p>3.2 Child & Adolescent Local Health Network Princess Margaret Hospital Elective Outpatient Services Redesign This Program will target redesign of outpatient services with emphasis on elective surgery Commencement 2012-2014. ETC: (\$1.25M)</p> <p>3.3 Department of Health Elective Services Reform Program - Multiple Hospital Sites in metropolitan Local Health Networks Using the clinical Service Redesign, this program will conduct a diagnostic, analysis and solution development process. The process will redesign work practice and process in the 3 key elements of elective services access: Referral Pathway; Outpatient and Waitlist Management; and Pre-admission pathway Commencement 2012-14. ETC: (\$10M)</p>
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<p>Schedule B- Elective Surgery Capital</p>	<p>A series of projects will be implemented within the Local Health Networks to improve hospital services targeting Elective Surgery Access Guarantee and Targets.</p> <p><u>NEW SERVICE CAPACITY</u></p> <p>North Metropolitan Local Health Network</p> <p>1.1 Osborne Park Hospital Estimated total cost \$22.5m Surgicentre Construction of two additional theatres. Reconfigure existing suite. Expand pre-admission clinic and construct six new consulting rooms. Operational: 2013-14 Project linked to Schedule A 1.1</p> <p>1.2 Sir Charles Gairdner Hospital Estimated total cost \$15.6m Intra Operative MRI Establishment of an intra operative magnetic resonance imaging service to enhances surgical outcomes and reduce waiting times for MRI service Purchase and installation with infrastructure of IMRI imaging system Reconfiguration of current accommodation to provide a hub of three neurosurgical theatres. Operational: 2013</p> <p>Child and Adolescent Local Health Network</p> <p>1.3 Princess Margaret Hospital Estimated total cost \$0.2m High Dependency Unit Establishment of a three bed high dependency unit. Operational: 2012</p> <p><u>ADDITIONAL SERVICE CAPACITY</u></p> <p>North Metropolitan Local Health Network</p> <p>2.1 Joondalup Health Campus Estimated total cost - \$1.45m Additional (1) theatre fit-out This fit-out will allow for an increase in public elective surgery and additional equipment. Operational: 2012</p> <p>2.2 Sir Charles Gairdner Hospital Estimated total cost - \$.925m Theatre upgrades plus radiology room Upgrades to theatres and radiology room and the theatre pain service. Operational: 2012-13</p>
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	<p><u>South Metropolitan Local Health Network</u></p> <p>2.3 Royal Perth Hospital Estimated total cost \$4m Ambulatory Surgery Centre and refurbishment Refurbishment of day surgery ward to include (One Stop Shop), public consulting rooms, day surgery unit and clinic area with accommodation of all day cases in one dedicated ward area – additional 4 beds. Operational: 2012 This project is linked to Schedule A 1.2</p> <p>2.4 Fremantle Hospital Estimated total cost \$1.497m Refurbishment of Endoscopy Unit Expansion to provide increased service capacity and promote patient flow. Operational: 2011</p> <p><u>EQUIPMENT</u></p> <p><u>South Metropolitan Local Health Network</u></p> <p>3.1 Royal Perth Hospital Estimated total cost \$3m Install air filtration for two operating theatres Install ULPA laminar flow into main operating theatres to increase the volume and complexity of orthopaedic surgery. Operational: 2012</p>
<p>Schedule C – Emergency Department Facilitation and Reward funding</p>	<p><u>NEW SERVICE CAPACITY</u></p> <p>1.2 Joondalup Health Campus (Public) Provide a 22-bed unit to support mental health patients, which will ensure an appropriate exit strategy from ED. Commencement 2012: ETC: (\$3.2M)</p> <p>1.3 Broome Hospital Establish a High Dependency Unit (4 Beds) with medical care workforce to provide higher level of care of unplanned patient care and accommodate complex patients awaiting RFDS transfer to tertiary hospitals. Commencement 2012: ETC (\$4.3M)</p> <p>1.4 Kununurra Hospital Establish a CT Scanner Service To provide earlier diagnostic support to rural District Medical Officers for unplanned patient care to inform the need for transfer, transfer disposition (to which level of service) and immediate treatment. Commencement Oct 2011: ETC (\$1.2m)</p> <p>1.5 Princess Margaret Hospital for Children Emergency Department- Mental Health Diversion Program for</p>

	<p>Children. Establish a 24 hour Triage and Emergency Response Teams to provide a community based response and in reach to all metropolitan Emergency Department with the assessment, treatment and disposition of child mental health presentation. Commencement Sept 2011. ETC (1.96m)</p> <p><u>ADDITIONAL SERVICE CAPACITY</u></p> <p>2.1 North Metropolitan Local Health Network Sir Charles Gardner Hospital Establish Patient Flow Coordinators Emergency Department To expand the patient flow coordination with dedicated staff who progress patients through assessment, admission, transfer and discharge from the ED. Commencement 2011-2012: ETC: (\$0.57)</p> <p>2.3 Armadale Kelmscott Hospital Establish an Intensive Care Unit (6 Bays) To provide complex care and close monitoring for acutely ill unplanned admissions thereby obviating the need for transfer to a tertiary hospital and mitigation of clinical risk for patients. Operational 2011: ETC: (\$2.53M)</p> <p><u>CLINICAL SERVICE REDESIGN</u></p> <p>3.1 South Metropolitan Local Health Network Royal Perth Hospital, Armadale Kelmscott Hospital, Fremantle Hospital Emergency Mental Health Clinical Service Redesign This project will redesign for the pathways for emergency care for mental health patients presenting at general emergency departments. It will improve referrals, treatment and discharge processes. Commencement 2011-2013: ETC: (\$0.38m)</p>
<p>Schedule D – Emergency Department Capital</p>	<p><u>NEW SERVICE CAPACITY</u></p> <p>1.1 North Metropolitan Local Health Network PathWest (Central Statewide Agency for Pathology Services) Point of Care testing devices Establishment and expansion of Point of Care testing devices for 7 metropolitan hospital emergency departments (Swan, Armadale-Kelmscott, Rockingham General, Royal Perth, Sir Charles Gairdner, Fremantle and Princess Margaret hospitals.). Operational: 2012-13 ETC: \$.96m</p> <p>1.2 Broome Hospital 6 mental health beds Build and staff beds to support mental health clients requiring inpatient services and reduce the numbers transferred out of country to the metropolitan area. Commencement: Jan 2012 ETC:\$4.4m</p>

	<p><u>ADDITIONAL SERVICE CAPACITY</u></p> <p>South Metropolitan Local Health Network</p> <p>2.1 Royal Perth Hospital Estimated total cost \$1.35m Refurbish Cardiology and Catheter Laboratory & ECHO machines Purchase two new ECHO machines, refurbishment of Cardiology and Catheter Laboratory recovery area to improve patient flow. Operational: 2012</p> <p>2.2 Fremantle Hospital Estimated total cost \$.631m Refurbishment of ED Refurbishment and redesign to improve patient flow with improvement in patient privacy and redesign of triage desk to improve visibility of patient waiting area. Operational: 2011</p> <p>WA Country Health Network North</p> <p>2.3 Bentley Older Adult Mental Health Service Upgrade to existing mental health facility. Upgrade to the entry and exit to the facility, separate age specific spaces for children and adolescents including access to outdoors. Commencement : Oct 2011. ETC \$4.5m</p> <p>2.4 Broome Hospital Rebuild and expand Emergency Department from 11 to 13 bays. Commencement: Jan 2012 ETC \$8m</p> <p>2.5 Broome Hospital High Dependency Unit Support the establishment of a High Dependency Unit 4 beds with purchase of equipment – infusion pumps and patient monitoring devices and supports a higher level of care for complex patients awaiting transfer to tertiary hospitals. Commencement: Jan 2012. ETC:\$.2m</p> <p><u>EQUIPMENT</u></p> <p>North Metropolitan Local Health Network</p> <p>3.1 Sir Charles Gairdner Hospital Estimated total cost \$.345m Expansion of Clinical Emergency Ultrasound Service New portable ultrasound machine, multi purpose ultrasound machine and mini PACS system. Commencement Sept 2011.</p>
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	<p>3.2 PathWest (Statewide Entity) Estimated total cost \$2.15m Portable equipment and IT software Establishment of an integrated portable identification labelling and pathology ordering tool for hospital sample collectors and Emergency Departments. Operational: 2012-13</p> <p>South Metropolitan Local Health Network</p> <p>3.3. Armadale Kelmscott Memorial Hospital Estimated total cost \$.6m ICU Equipment Purchase of infusion pumps, central monitoring and respiratory support equipment. Operational: 2010-11 Linked to Schedule C 2.3</p> <p>WA Country Health Network South</p> <p>3.4 Bunbury Health Campus Estimated total cost \$.362m Implement wireless LAN Implement wireless LAN to improve IT across the campus to support patient flow. Operational: 2011</p> <p>WA Country Health Network North</p> <p>3.5 Kununurra Hospital Estimated total cost \$1.9m CT Scanner Purchase of CT scanner and infrastructure to support installation. Operational: 2012 Linked to Schedule C 1. 3</p>
<p>Schedule E-Subacute beds</p>	<p><u>NEW SUBACUTE CARE BEDS</u></p> <p>WA Public Hospitals – 103</p> <p>1.1 South Metropolitan Local Health Network (58 beds) Rockingham General Hospital 14 beds (GEM, Rehabilitation) Rockingham General Hospital 10 beds (Pyschogeriatric) Operational 2011-12</p> <p>Armadale General Hospital 16 beds (Rehabilitation) Bentley Hospital 18 beds (Rehabilitation) Operational 2012-14 (phased) Estimated Cost \$52.730 million</p> <p>1.2. North Metropolitan Local Health Network (30 beds) Joondalup Health Campus New Subacute Care Beds.</p>

	<p>(Rehabilitation) A series of projects implemented within the Local Health Networks to create the establishment of new subacute care beds and the creation of new community bed equivalents. Operational 2012-14 (phased) Estimated Cost \$22.10 million</p> <p>1.3 WA Country Health Network South (15 Beds) Bunbury Regional Hospital 10 beds (Rehabilitation) Bunbury Regional Hospital Day Therapy Unit expansion Operation 2012-14 Estimated Cost \$15.86 million Albany Regional Hospital 5 beds (Rehabilitation) Operation 2012 Estimated Cost \$5.00 million Total cost \$20.697m</p> <p>2.1 Non-government contracted beds – 60 The business model will build on the positive benefits afforded to government through a Public Private Partnership (PPP) arrangement including risk transfer, whole-of life costing, innovation and asset utilisation. Additional benefits in terms of cost effectiveness and patient flow from the public to the private sector will also occur. Service domains will include both GEM and Rehabilitation). Appropriate levels of medical governance, specialist expertise and infrastructure capacity will be a requirement of the bed day price submitted as part of the tender process. WA has much experience in this area and currently utilises this model for subacute care in the private sector with the following providers - Mercy Private Hospital, Joondalup and Peel Health Campuses.</p> <p>Operational staged approach with capital allocation to commence in 2011 with service delivery to commence in 2013 Estimated cost: \$29.216m.</p> <p><u>NEW COMMUNITY BED EQUIVALENTS (BE)</u></p> <p>170 Community bed equivalents attached to WA public hospitals</p> <p>3.1 Child & Adolescent Local Health Network 19 BEs Princess Margaret Hospital will provide a paediatric ambulatory care facility. It will consist of a multi-disciplinary team to provide ambulatory care day therapy in a dedicated unit to alleviate the need for access to an acute inpatient bed. Commencement 2012 Estimated Cost \$7.05 million</p> <p>3.2.1 South Metropolitan Local Health Network 86 BEs Rockingham, Bentley, Armadale, Fremantle hospitals (7.3 BEs) Establishment of Falls specialist services in collaboration with geriatricians established at Day Therapy Units at each of the nominated hospitals. Aboriginal health staff will form part of these multi disciplinary teams. Operational commencement 2011-2014</p>
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	<p>Estimated Cost \$1.125million</p> <p>3.2.2 Peel Community Psycho-geriatric Team (14.5 BEs) Rockingham General Hospital Establish a multi-disciplinary community based team Commencement 2011 Estimated Cost \$2.85 million</p> <p>3.2.3 Community Rehabilitation and Chronic Disease Specific rehabilitation team to build onto the additional beds established in project 1.1 (24 BEs) Commencement 2011 Estimated Cost \$3.95 million</p> <p>3.2.4 Rockingham, Armadale and Bentley Hospitals (22.6 BEs) Expansion of Day Therapy Services at these hospitals with the establishment of inpatient beds through project 1.1. downstream services will be required to provide an integrated continuum of care. Commencement 2011 Estimated Cost \$5.496m</p> <p>3.2.5 Rockingham, Armadale and Bentley Hospital (9.7 BEs) Expansion of Rehabilitation in the Home services to support project 1.1 to provide an integrated continuum of care. Commencement 2011 Estimated Cost \$2.025 million</p> <p>3.2.6 Palliative Care Ambulatory Service at Murdoch Hospital from an existing public contract for inpatient palliative care. (8 BEs) Provide community palliative care specialist physician and nursing support. Commencement 2011 Estimated Cost \$2.2 million</p> <p>3.3.1 North Metropolitan Local Health Network (17 BEs) Swan and Kalamunda District Hospital (8.5 BEs) Rehabilitation in the Home service to support substituted and early discharge Commencement 2011 Estimated Cost \$3.025m</p> <p>3.3.2 Falls specialist service Swan, Joondalup, Osborne Park, Sir Charles Gairdner and Mercy hospitals to provide Falls specialist service in collaboration with geriatricians. The service will be attached to the existing Day Therapy Units. (8.5 BEs) Commencement 2011 Estimated Cost \$1.365 million</p> <p>3.4.1. WA Country Health Network - South (30.5 BEs) Bunbury and Albany Regional Hospitals (15BEs) stroke rehabilitation to be delivered by multi-disciplinary team to support the establishment of 2 Regional Primary Stroke</p>
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	<p>Centres. The project is linked to the establishment of new rehabilitation beds at Bunbury and Albany Hospitals Commencement 2012 Estimated Cost \$3.49 million</p> <p>3.4.2 Bunbury Hospital (9BEs) An Interdisciplinary inpatient and community team co located with the local ACAT to deliver assessment and management service to the population in the South-west region Commencement 2011 Estimated Cost \$2.7 million</p> <p>3.4.3 Albany Regional Hospital (6.5 BEs) A full adult mental health day therapy team to service the great southern region to support the 4 hour rule program as there is significant access block for mental health clients in the region. Commencement 2011 Estimated Cost \$1.622 million</p> <p>3.5.1 WA Country Local Health Network North (17.6 BEs) Geraldton and Kalgoorlie hospitals (10 BEs) to establish a stroke rehabilitation service delivered by a multi-disciplinary team to support the establishment of 1 Regional Primary Stroke Commencement 2012 Estimated Cost \$3. 0 million</p> <p>3.5.2 Geraldton Hospital (7.6 BEs) Expansion of existing Day Therapy Service to provide therapy to clients in the Midwest region this will strengthen the service which commenced from Schedule C funding under the previous NPA Commencement 2011 Estimated Cost \$1.311 million</p> <p>3.5.3 Kalgoorlie Regional Hospital Dedicated facility to be purchased (demountable) to provide GEM and rehabilitation therapy for Day Therapy Unit clients and support 1 Regional Stroke Centre Commencement 2014 Estimated Cost \$.455m</p>
<p>Schedule F- Flexible funding pool</p>	<p><u>ADDITIONAL SERVICE CAPACITY</u></p> <p>1.1 North Metropolitan Local Health Network Sir Charles Gairdner Hospital Extend Multidisciplinary Specialist Support - Acute Assessment Unit Expand the consultant specialist support for AAU to include an additional Specialist Physician and a Geriatrician to improve assessment and treatment for acute medical admissions requiring complex care. Commencement 2011-2012 (ETC):(\$1.34M)</p> <p>1.2 Sir Charles Gairdner Hospital</p>

	<p>Refurbish and expand HomeLink Service HomeLink provides links to community services to facilitate early discharge and divert emergency department patients from admission to an acute hospital bed. This service provides short term medical, nursing and community support services through the hospital in the home program. Expansion of the clinic facilities to allow for medication review and medical review (wound care) will allow suitable patients to be managed in their homes. This service also supports GP's with nursing care and services as the primary care providers where patients have their own general practitioner. Commencement 2011-2012: ETC: (\$1.02M)</p> <p>1.3 Non Government Organisation Contract Albany 1460 bed days per annum Contract NGO for up to 1460 bed days per annum to support short term overnight respite care and accommodation to eligible clients in the Albany catchment area. Commencement Sept 2011-2012: ETC: (\$1.1M)</p> <p><u>EQUIPMENT</u></p> <p>2.1 WA Country Local Health Network South Albany Regional Hospital Purchase specialised OT Instruments The purchase of specialised orthopaedic instruments and replacement of OT Trolley's will allow expansion of the types of procedures which can be performed at the Regional Hospital. This will allow more rural patients who require orthopaedic surgery to have their surgery closer to home. Commencement 2011-2012 ETC: : (\$0.3M)</p> <p><u>CLINICAL SERVICE REDESIGN</u></p> <p>3.1 South Metropolitan Local Area Health Network Establishment New Clinical Divisions (Clinical Clusters) Royal Perth, Fremantle, Armadale, Rockingham, and Bentley Hospitals. Reconfigure medical speciality departments into operational clinical streams (Clinical Clusters) across SMLHN hospitals to maximise the effective use of specialist medical workforce and implement consistent standards of care, training and research. This whole of network service redesign will optimise and establish consistent patient pathways for both planned and unplanned patient care to improve hospital services Commencement 2011-2012 ETC (\$7.5M)</p> <p>3.2 Department of Health South and North Metropolitan and Child and Adolescent Local Health Networks 11 Metropolitan Hospital Sites and aligned Sub Acute Services Implementation of AN-SNAP Information System Roll out a single ICT Application to improve data collection at hospital sites for outpatient services and subacute care</p>
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	<p>episodes. This project will train staff in FIMS at the hospital level and builds on the reforms already achieved under Schedule C. The program will implement the Tier 2 NHDC Classification System in metropolitan hospitals. This will allow WA Health to progress to the next level of data accuracy for non admitted patient information systems to inform Hospital, State and Commonwealth Reporting Commencement 2011-2012 ETC (\$1.29M)</p> <p>3.3 Establish Central Data Collection for- OP. Emergency Departments and Elective Surgery Support metropolitan public hospitals in the collection of data for outpatients, elective surgery and emergency departments to support hospital clinicians and administrators with information about patient level outcomes that will lead to improvement in care modalities and efficient services. Commencement: 2011-2013 ETC: (\$3.73M)</p>
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PROJECT IMPLEMENTATION PLAN

Please complete an Implementation Plan, or provide implementation details for, **each project** to be funded under the relevant Schedule. Implementation Plans should be completed in accordance with Schedules to the Agreement. (Note: this request does not include a request for information in relation to Schedule F _ Flexible Funding Pool)

Due date:	<u>20/04/2012</u>
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SCHEDULE [C] EMERGENCY ACCESS TARGET

Project:	<i>Clinical Service Reform to Improve Access to Emergency Care</i>
Hospital/Health Service Location (not area health services generally)	SMAHS, NMAHS, CAHS, WACHS, DOH
Project Description	<p><i>Clinical Service Reform to Improve Access to Emergency Care</i></p> <ol style="list-style-type: none"> 1. Support the continuation of Four Hour Rule Program (FHRP) reform activity (current program formal cessation is April 2012). This would include a Stocktake Audit of FHRP sites to review solutions implemented and gap analysis to drive further improvements and performance to achieve the NEAT target. 2. Clinical Service Redesign training and support infrastructure for increased capability to develop and implement initiatives aimed at improving access to care. 3. Development and implementation of redesign and reform strategies using Clinical Service Redesign methodologies. This may require equipment, information technology, project FTE resources. 4. Development and implementation of hospital avoidance/substitution initiatives and community based care to assist demand management for hospital services.
Relationship with other Commonwealth or state funded activities	<ul style="list-style-type: none"> - Four Hour Rule Program - Emergency Department Capital Funding - Elective Services Redesign Program – Access to Elective Services - Sub Acute Care
Expected improvement as a	<p>Improved access to emergency care and achievement of the NEAT.</p> <ul style="list-style-type: none"> - Improved wait times - Improved efficiency and system capacity

result of this project	<ul style="list-style-type: none"> - Reduction in access block Improvements in safety and quality measures such as: <ul style="list-style-type: none"> - Reduction in in-hospital mortality rates - Reduction in unplanned hospital re-admission rates - Reduction in did not wait rates - Improved patient experience and satisfaction
Estimated Cost	<i>\$11.5 million</i>
Estimated Start Date	<i>July 2012</i>
Estimated Completion date	<i>June 2016</i>
Recurrent Funding Plan 2014 onward	<i>There is no impost</i>

FINANCIAL STATEMENT

Project No.	Project Description	Estimated cost
1.	Clinical Service Reform to Improve Access to Emergency Care	\$11.5m
Total		\$11.5m

SIGNED for and on behalf of the Directorate:

Kingsley Burton

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Printed Name

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Signature

Director Health System Improvement Unit

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Local Health Network/Directorate

19/04/2012

.....
Date

Please send signed electronic copy (in PDF) to: Rebecca.Sheppard@health.wa.gov.au
The Office of Operational Director Innovation and Health System Reform Division
Department of Health, 189 Royal St, East Perth 6004