

# Strategic Plan 2021–25 2024 revision

West Moreton Health

West Moreton Health is committed to delivering health and wellbeing services to the people of the West Moreton region throughout their lives.

We provide services in a wide range of settings including hospitals, community, correctional and mental health facilities and in people's homes, supported by emerging technologies.

Patient and staff safety is our highest priority. We strive every day to deliver safe, person-centred care for everyone who comes to us for their healthcare.

We work in partnership with the community and our staff. We have strong networks and relationships with many partners, including government, private and the not-for-profit sectors. Key partners include Darling Downs and West Moreton Primary Health Network, Ipswich Hospital Foundation and other local providers. Our shared values of connect, respect and excel reflect our mantra of Caring Better Together.

We care for a fast-growing population. Our facilities are being improved and expanded through major capital investment projects across our region. We continue to transform the way we deliver our services, using technology, applying the latest in research and innovation to new approaches in the delivery of timely and accessible care.

We are delivering on our First Nations Health Equity Strategy through the first year of the First Nations Health Equity Implementation Plan to achieve our vision of a thriving community free from racism and discrimination where First Nations peoples achieve their best possible health and wellbeing, employees thrive and the contribution of First Nations culture and community is celebrated.

West Moreton Health recognises the risks that could impact delivering on our Strategic Plan. These include workforce challenges, information security, workplace health and safety, ability of services to meet increasing demand, climate change and infrastructure and funding sustainability.



## Our vision

A thriving West Moreton community in which people achieve their best possible health and wellbeing

## Our purpose

To provide safe, quality care for the West Moreton community

## Our values

connect . respect . excel

## Our Opportunities

- Leveraging the regions rapid population growth to attract investment in the region
- Maximising our efficiency to meet increasing service demand
- Taking action in our health equity response to reduce the gap in life expectancy for West Moreton's First Nations people and other under-served populations
- Applying learnings from the COVID-19 response to our future service delivery
- Improving access to health services through networked approaches to service delivery and innovative models of service
- Maximising care in the community, particularly in areas with relatively higher rates of chronic disease

## Our Enablers

- Authentic partnerships with our consumers, partners and staff
- Leadership, culture and governance that supports change and growth
- Strategic partnerships to design and deliver quality healthcare facilities and services that are effective, safe, and fit for purpose
- New technologies, systems, and skills to enable digital transformation

West Moreton Health's Strategic Priorities have been developed in alignment with the Government's objectives for the community:

- Good jobs: Good, secure jobs in our traditional and emerging industries
- Better services: Deliver even better services right across Queensland
- Great lifestyle: Protect and enhance our Queensland lifestyle as we grow.

The West Moreton Health Strategic Plan 2021–25 2023 revision includes specific contribution to the priorities - Backing our frontline services and Keeping Queenslanders safe.



# Strategic Plan 2021–25 2024 revision

## West Moreton Health

Priorities

### Strengthen our communities



STRATEGIC ACTION 1

**Work with healthcare partners to align our efforts, monitor progress and improve health outcomes**

- Harness strategic and authentic partnerships to strongly advocate for the needs of the West Moreton region
- Work with our partners to deliver collaborative healthcare, monitor progress and improve health outcomes
- Plan and implement an evidence-based public health response focused on preventing illness and improving wellbeing
- Ensure consumers and communities are at the centre of our service design and delivery

STRATEGIC ACTION 2

**Remove systemic barriers to equitable healthcare through collaboration and co-design**

- Take action to improve health outcomes for West Moreton's growing First Nations population
- Design healthcare to be more accessible for the under served populations in our community, including regional communities
- Enhance continuity of care for the prison population to improve their health and wellbeing
- Co-design our major capital and transformation program to ensure accessibility of services for the community

Actions

Headline measures

- 1.1 Increase in partner satisfaction and engagement with West Moreton Health
- 1.2 Development of a strategic partnership roadmap to increase co-commissioning opportunities
- 1.3 Improvement in health, social and emotional wellbeing indicators of the West Moreton Community

- 2.1 Improved access to care and health outcome measures for under serviced populations in the West Moreton region
- 2.2 Measureable improvement in the health of prison population
- 2.3 Delivery of West Moreton Health First Nations Health Equity Implementation Plan

### Safe, quality care, now and into the future



STRATEGIC ACTION 3

**Enable safe, quality, compassionate care for our communities**

- Connect clinical governance, operational processes and systems to support increases in capacity and efficiency and enhance clinician and patient experience
- Ensure our health services are driven by research and innovation
- Continue to pursue and adopt integrated and accessible technology solutions that optimise seamless pathways of care, improving the consumer and clinician experience
- Expand clinical capability to increase delivery of care closer to home

STRATEGIC ACTION 4

**Shape a sustainable health service**

- Collaborate with the broader health sector to reform our models of care to enable access to safe, sustainable, high value care
- Partner to design and deliver quality healthcare facilities and services that are effective, safe, and fit for purpose to meet future needs of the West Moreton community
- Champion climate positive healthcare and deliver on our sustainability strategy
- Continue to develop our disaster and disruption preparedness response

- 3.1 Improved performance against patient safety and quality indicators
- 3.2 Improved performance against access-to-care targets and wait time indicators
- 3.3 Improvement in rate of public health care delivered locally
- 3.4 Delivery of West Moreton Health Digital Strategy Roadmap
- 3.5 Delivery of the West Moreton Health Research Strategy 2021–25

- 4.1 Achievement of greater alignment across West Moreton Health to make the most of our resources and skills
- 4.2 Improved organisational efficiency, including technical, digital and automation
- 4.3 Successful commissioning and service delivery of budgeted infrastructure pipeline
- 4.4 Increase in climate positive and disaster preparedness initiatives throughout the health service
- 4.5 Achievement of a sustainable surplus across the cycle that enables investment into growth

### Care for our people



STRATEGIC ACTION 5

**Foster a culture where our people thrive and know they are valued**

- Proactively involve staff in organisational development, governance and decision-making
- Create a culture of innovation that aligns with our values and promotes our objectives
- Ensure an environment where physical and psychological safety is paramount, and staff are empowered to speak up for safety
- Design and implement actions that position West Moreton Health as a preferred employer - attracting and retaining a skilled and diverse workforce that is reflective of our communities
- Strengthen our leadership capability to drive accountability and inspire learning and innovation throughout our organisation

- 5.1 Measurable improvement in indicators of workplace safety and wellbeing
- 5.2 Increased staff awareness and engagement with #everyoneisaleader
- 5.3 Workforce diversity and inclusion performance indicators and targets met
- 5.4 Measurable improvement in staff engagement and organisational culture

\*Targets and data dictionary for performance indicators can be referenced in the West Moreton Health Strategic Plan Performance Framework.



West Moreton Health acknowledges the Jagera, Yuggera and Ugarapul peoples, Traditional Custodians of the land, and we pay our respect to Elders past, present and emerging.

We will respect, protect and promote human rights in our decision making and actions.



Queensland Government