South West Health

Strategic Plan 2026-2030

Version 1.0 effective 1 July 2026

Our vision

Better health, together

Our purpose

Deliver high-quality, culturally safe, reliable and integrated healthcare by growing our workforce and forging strong community partnerships to ensure equitable health outcomes for all.

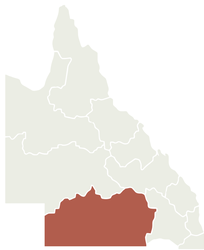
Our values

- **W** – Wellbeing
- **E** – Engagement
- **C** – Courage
- **A** – Accountability
- **R** – Respect
- **E** – Equity

Our services

- **3** Hospitals
- **8** Multipurpose health services
- Virtual health services, where appropriate
- **8** Primary care clinics
- **4** Community clinics
- Regular outreach and other visiting services
- **2** Dedicated residential care homes

- Hospital
- Multipurpose Health Service
- Community Clinic
- Residential Care Home
- Primary Care Clinic



Our key opportunities

- Closing the Gap for First Nations people and communities: Our Way - Together.
- Community based, end-to-end education and training pathways to grow our workforce.
- Shifting to a health prevention and promotion focus, building wellbeing and better health literacy.
- Empowering our consumers to be expert partners in care through all stages of their life.
- Care delivered by the most suitable provider, by networking and integrating services.
- Leveraging partnerships for more equitable outcomes across South West communities.
- Enhanced access to the services people need, closer to home.
- Leveraging digital technology to optimise opportunities to deliver innovative care.
- Promotion of rural and remote training through collaboration and immersive opportunities.
- Enhancing staff wellbeing, connection and psychosocial safety.
- Continuing to pursue sustainable practices that reduce our local carbon footprint.
- Leveraging partnerships for more equitable outcomes across South West communities.

Our key challenges

- Attracting and retaining the workforce we need.
- Maintaining and expanding our assets to deliver sustainable services.
- Ensuring service and community resilience in the face of a changing climate.
- Fit for purpose connectivity, evolving cyber security landscape, optimising Artificial Intelligence opportunities.
- Delivery of services outside core business to support local communities.
- Maintaining independence and dignity of our ageing population.
- Pace of policy change, and maintaining regulatory and legislative compliance.
- Service fragmentation and equitable access across dispersed communities.

The South West Hospital and Health Service acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of this country and recognise their connection to land, wind, water and community. We pay our respect to them, their culture, and to the Elders both past and present.

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	Our goals	How we will do this				
Our people Our staff, and the people we care for, are at the heart of all we do	Promotion of rural and remote training through collaboration and immersive opportunities.	1.1 With 'no wrong door' for access, empower our teams to deliver high-quality, culturally safe and clinically appropriate services.	1.2 Expand homegrown workforce opportunities, including school-based pathways, across all workstreams and professions.	1.3 Promote South West HHS as a continuous learning organisation, and as the rural and remote organisation of choice, with dedicated development and training pathways for all staff and students.	1.4 Keep our people safe - in body, mind and culture.	
Our places Promoting safe spaces and providing effective care closer to home	Modern, safe, and culturally appropriate environments – both physical and digital – that our rural and remote communities and teams deserve.	2.1 Enhance and grow networked and other outreach arrangements, ensuring place-based services for our communities closer to home.	2.2 Deliver early intervention and health promotion programs that improve health, and change outcomes for life.	2.3 Co-design and deliver outcome focussed health services, empowering communities to take ownership of their health journey.	2.4 Make smart investments in our sites and systems, to maintain and grow what matters.	2.5 Enhancing care and connection by developing deep social and professional connections wherever we provide services.
Our partners Stronger together	Building on trusted relationships, we don't work alone - we collaborate to bridge the gaps in distance and care.	3.1 Improve local integration by further enhancing primary health pathways between community, General Practice and acute providers.	3.2 Enhance patient experience, more engaged communities and our workforce to deliver high value outcomes.	3.3 Increase engagement with our community, consumers, Aboriginal Community Controlled Organisations and other partners to ensure local needs and feedback inform service provision.	3.4 Through Our Way – Together continue our journey to Close the Gap.	3.5 Work with our partners to drive meaningful improvements across the social determinants of health and wellbeing.
Our performance Holding ourselves to the highest standards	Quality you can trust, using data and feedback to constantly improve, ensuring everybody receives safe, efficient, and world-class healthcare.	4.1 Apply the highest standards of evidence-based care and governance to deliver National / State priorities and accountabilities.	4.2 Uphold and grow a culture of safe, individualised and highly reliable care driven by measurable clinical excellence.	4.3 Enhance real-time data to support equitable, collaborative and transparent decision making and accountability.	4.4 Maintain and enhance financial sustainability and accountability.	4.5 Work with our partners to progress shared access to data that supports a seamless patient journey.
Our future Planning and innovating for tomorrow	Digitally enhanced and sustainable practices to ensure quality healthcare is available for generations - looking beyond the horizon to meet tomorrow's challenges today.	5.1 Collaborate to support and expand rural and remote research capabilities, and clinical trial participation.	5.2 Plan for, and deliver, the innovative services our communities need.	5.3 Continue to uplift digital capability to drive local and system wide service transformations that improve quality of care and support for our communities and staff.	5.4 Continue to build a culture of environmental sustainability, taking advantage of opportunities to reduce our carbon footprint, whilst adapting our services to a changing climate.	5.5 Foster a culture of proactive service transformation and improvement.	5.6 Collaborate with Rural Health and local organisations to design and deliver forward thinking community-based end to end education and training pathways that support and grow our own workforce for the future.

Measures of success

- Permanent staff rates
- Grow our own participation
- Patient Experience feedback
- Culture Compass progression
- Co-commissioning arrangements
- Evidenced local health promotion activities, and participation rates
- Partner Memoranda of Understanding
- Maintaining highest Queensland Health performance status
- Accreditation maintained across all facilities and services
- Clinical Service Capability Framework progression
- Workforce diversity and composition Research and clinical trial participation

Enabling Strategies

- Safety and Quality action plan
- Health Service Plan
- Joint Regional Needs Assessment
- Workforce and diversity plans
- Clinician / Consumer and Community Engagement Plans
- Models of Care / Service Delivery
- Acute, networked, community outreach and virtual service uplifts
- Our Way – Together action plan
- South West Primary Care Alliance
- First Nations Health Equity Committee
- Annual Operational Plans
- National Quality Standards
- National Health Reform Agreement
- Aged Care; Climate Sustainability; Digital; Disability; Research action plans
- Maranoa Accord

Our commitment to South West communities:

South West HHS contributes to the Government's objectives for the community by providing health services when you need them through transparent and targeted investment and data, boosting frontline health services, and helping patients to be seen faster.

- We respect, protect and promote human rights in all our decision-making and actions.
- We have zero tolerance towards racism, institutional discrimination and actively promote diversity and equity - delivering exceptional care to everyone, regardless of background, identity, or circumstances.
- Our actions also serve to be consistent with Queensland public service values, the Australian Charter of Aged Care Rights the Australian Charter of Health Care Rights and National Health Reform Agreement principles.

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