The South West Hospital and Health Service acknowledges the traditional custodians of the lands upon which health services are provided in all South West communities and acknowledges past Elders who passed down their cultural knowledge; present and future Elders who will inherit the responsibility of keeping the culture alive for the generations to come; and pays its respect to the wisdom, knowledge and leadership of the Elders.

South West Hospital and Health Service
Building better health in the bush

Our Strategic Plan

2022- 2026 (July 2024 updates)

Our vision

To be a trusted and valued leader in the delivery of health services to rural and remote communities

Our purpose

To provide safe, effective, responsible and sustainable rural and remote health services in partnership that people trust and value

Our values

Quality
Striving for excellence and the highest standards of care

Compassion
Treating people with kindness, respect and dignity

Accountability
Showing reliability and taking ownership

Engagement
Connecting with others to work effectively and inclusively

Adaptability
Constantly learning, changing and growing

Our strategic opportunities

Think laterally and implement innovative workforce models that work to the top of scope and deliver safe, equitable and high-value care in our rural and remote communities.

Focus on the equitable health needs of our communities by fostering integrated care models in partnership with other service providers that respect, protect and promote human rights and culturally safe care.

Embed the Fifth National Mental Health and Suicide Prevention Plan (the Fifth Plan) to ensure the delivery of more equitable services to our communities.

Embrace technology and innovations that enable flexibility and choice in services, to be delivered closer to where people live.

Partner with key stakeholders to promote access to the services our communities need and to plan for and respond to the impacts of increased climate variability.

Ensure clinical governance systems are best practice.

Invest in our people and communities to develop and leverage talent and resources.

Be strongly engaged and contribute to the health system to further strengthen health innovation, improvement and outcomes across South West communities.

Our commitment to Human Rights

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

Our strategic risks

Workforce	The ability to effectively recruit and retain a high quality workforce and continuously improve workplace culture.
Policy	Policy changes at Federal/State level can impact rural areas and have the potential to disrupt health service planning and delivery.
Financial	The changing funding environment may impact on the financial sustainability of the service.
Infrastructure	Delivery of contemporary models of care depend on fit-for-purpose and adaptive infrastructure to ensure best practice healthcare.
Information, Communication and Technology (ICT)	Digital literacy, supporting ICT infrastructure and cyber security frameworks impact on our ability to deliver best practice health services.
Health Equity	Low levels of health literacy and the burden of disease across the South West, especially in culturally and linguistically diverse groups as well as other vulnerable populations, contribute to poor outcomes.
Sole Service Provider	Withdrawal of services by other providers escalates demands on South West HHS which may cause a reduction in services.
Environmental	Disruption to local industry, extreme weather events, pandemic response and population decline will impact on our communities, service design and sustainability into the future.

Our enablers

- Quality and safety
- Service delivery and outcomes
- Community engagement

- Technology and business intelligence
- Workforce engagement
- Climate sustainability

- Capital and asset management
- Workforce capability
- Research capacity

- Financial capacity
- Workforce cultural capability
- People-centred, integrated and coordinated care

Charleville Community Pathway

We support Queensland 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

South West Hospital and Health Service
Building better health in the bush

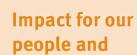| Our priorities	Our Communities *Government objective: Keeping Queenslanders safe*	Our Teams *Government objective: Growing our regions*	Our Resources *Government objective: Building Queensland*	Our Services *Government objective: Backing our frontline services*
Our objectives	1. Place people first 2. Close the gap on health inequalities for all 3. Enable strong primary care services with a preventative care approach to deliver care that is safe, trusted and as close to home as possible	1. Design, attract and retain the best talent for the workforce of the future 2. Empower our people through a strong culture of teamwork and leadership with a 'can do' attitude 3. Embrace and promote a safe, healthy workplace with a focus on resilience and wellbeing	1. Invest in innovative and efficient assets to grow our services 2. Develop fit-for-purpose infrastructure and deliver digitally enabled healthcare 3. Demonstrate fiscal responsibility	1. Strengthen local collaborative partnerships to deliver the 'Right service, right place, right time' 2. Achieve excellence in planning and governance to support the implementation of best practice, co-designed with our communities 3. Deliver improved child health services and outcomes
Consumer and partner voice	"You have given a wife her husband, a child their father, a grandchild their granddad....no words can thank you, but please know how grateful we are that you saved his life." — Consumer quote	"We are a team – clinicians, admin, cleaners, kitchen, maintenance and laundry people – all of us. We're like a guard of honour for our patients." — Staff member quote	"We can actually work with our strengths and resources collectively because at the end of the day our objective is the same, better health for all people living in rural and remote regions." — Key partner	"Thank you to staff for your professionalism and care, your quality of service does not go unnoticed." — Patient Quote
Strategic initiatives	1.1 Build and deliver a highly integrated local network across the care continuum for all populations and communities 1.2 Engage with our local communities and implement strategies to provide equity in health outcomes for all people and families disadvantaged by social, economic, cultural, linguistic or geographic factors 1.3 Co-design, co-implement and co-evaluate the Health Equity Strategy with First Nations people 1.4 Ensure people and local communities are at the centre of health planning, design, delivery and implementation 1.5 Redesign current service delivery models to focus on preventative primary healthcare across all age groups, with special attention to the child's first 2,000 days and early childhood 1.6 Integrate projected community health needs into a co-designed population health model that better aligns and delivers fit-for-purpose services closer to home	2.1 Maximise the health and wellbeing of our workforce 2.2 Design and implement responsive workforce models that optimise scope of practice, capacity and workforce quality to deliver care to our communities 2.3 Partner to provide leadership in rural and remote healthcare education and training 2.4 Build cultural capability and empower our people through a strong culture of learning, improvement and connectedness 2.5 Ensure our systems, processes and mechanisms enable and empower high-functioning teams	3.1 Optimise funding sources and partner in funding reform for rural and remote communities 3.2 Deliver an asset and infrastructure plan that meets the needs of our communities 3.3 Invest in technology that supports innovation and delivery of care that best suits the consumer and is delivered close to where people live 3.4 Model environmentally and socially responsible behaviour across all activities	4.1 Co-design, integrate, implement and evaluate contextualised, evidence-based and culturally appropriate solutions 4.2 Optimise and streamline robust systems for best practice governance processes 4.3 Strengthen partnerships and the integration of service planning across agencies, service providers and disaster management groups 4.4 Evaluate and refine our systems to ensure we are effectively and efficiently performing 4.5 Sustain clinical service capability based on current and future population health needs 4.6 Capture high quality data and informatics to better design, implement and deliver services to improve the community experience and health outcomes 4.7 Design and deliver aged care services that are best practice 4.8 Partner with mental health service providers to ensure our communities have equitable access to mental health services
Performance indicators	» Delivery against the Service Level Agreement » Delivery against our annual Operational Plan » Delivery against the Health Equity Strategy	» Delivery against the Service Level Agreement » Delivery against the South West Workforce Plan » Delivery against our annual Operational Plan	» Delivery against the Service Level Agreement » Delivery against the South West HHS e-Health Strategy 2019-2023 and the Queensland Health Digital Strategy for Rural and Remote Healthcare » Delivery against our annual Operational Plan	» Delivery against the Service Level Agreement » Delivery against the South West HHS Health Service Plan » Delivery against our annual Operational Plan
Impact for our people and communities	• Our communities, no matter where on the care journey they enter, are supported on a health pathway tailored to their needs • Our health service access and delivery is equitable for all • Our Health Equity Strategy is recognised as a leading collaborative with our First Nations communities and drives improved health outcomes • Our communities inform our services and receive care that is delivered when and how they need it • Our focus on prevention has reduced acute presentations and created healthier communities • Our models of care are redesigned with quality data and a focus on contemporary healthcare delivery	• South West is an attractive place to work as our workforce feels supported, connected and resilient • Our workforce is supported to work to the top of their professional scope • Our teams deliver and have access to quality healthcare education and training • Our workforce culture values learning, and our people seek opportunities to improve and live by the values of the South West • Our systems enable people to perform at their best and are simplified and streamlined where possible	• Rural and remote communities have greater access to quality sustainable healthcare services • We have effective and accessible digital capability and fit-for-purpose infrastructure that meets the needs of our communities • We are a high functioning HHS that demonstrates environmentally and socially responsible behaviour	• Integrated care, designed, delivered and refined in response to the unique needs of our communities • Our governance models ensure accountability and enable us to be agile • We have strong relationships within our network of partners and have clearly articulated service models that leverage our collective strengths • Evaluation and refinement are integral to our health service and reflected in every service initiative • We provide fit-for-purpose health services to meet our communities' needs, now and into the future • We have well designed systems and data analysis that informs our ways of working • Our aged care services are person-centred and meet contemporary best practice • Our communities are able to access mental health services how, where and when they need them