

West Moreton Health Strategic Plan 2021-25

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

We deliver our services from a wide range of settings including hospitals, community, correctional and mental health facilities and in people's homes. We also provide our services by virtual care throughout the Somerset, Scenic Rim, Lockyer Valley and Ipswich communities.

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

We are committed to working in partnership with the community and our staff. We have strong networks and relationships with many partners, made up of government, business and the not-for-profit sector, including Primary Health Networks, the Ipswich Hospital Foundation and education providers.

We are strengthened by our shared values of connect, respect and excel and we are committed to *Caring Better Together*.

We are responding to the challenges of caring for a fast-growing population. Our Master Plan and commitment to innovation and research underpin our goal of providing increased tertiary-level services.

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.

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

What are our challenges?

- Meeting the needs of the rapidly growing West Moreton population which is the fastest growing (in relative terms) in Queensland
- The ability to meet increasing service demand considering past and future funding constraints
- The substantial gap in life expectancy for West Moreton's Aboriginal and Torres Strait Islander people
- The ongoing impact of COVID-19 on the community and on our services
- One third of West Moreton residents must travel outside of West Moreton to receive public healthcare
- Higher than average rates of chronic disease and lower than average socio-economic status of the West Moreton community

What are our opportunities?

- Work with consumers, partners and staff on preventing ill health
- Transform care through service redesign, research and innovation
- Provide as much care closer to home as possible
- Improve the health and wellbeing of the prison population
- Continue to attract, retain and support an engaged workforce



Unite & Recover

West Moreton Health's Strategic Priorities have been developed to support the Queensland Government's objectives for the community - Unite and Recover.



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Caring for people



We care for the community and each other.

STRATEGIC ACTION

1. Truly collaborate with consumers, community, and partners for better care
Consumer, Community and Partner Engagement Plan
2. Care for our staff now and in the future
Strategic Workforce Plan
3. Ensure equitable service delivery
Indigenous Health Equity Framework
4. Prioritise obesity prevention in young people
Health and Wellbeing Ipswich Project
5. Deliver more care closer to home
Deliver more care closer to home report
6. Improve health and wellbeing for people in prison
Prisoner Health and Wellbeing Program
7. Deliver on the Diabetes Alliance Strategy with our partners
Diabetes Alliance Strategy

Measures

1. Improved performance in consumer reported outcome measures (PREMS)
2. Improvement in staff survey results
3. Reduction in preventable hospitalisations for Aboriginal and Torres Strait Islander consumers
4. Prison health services deliver on the objectives within the statewide Prisoner Health and Wellbeing Strategy
5. Reduction in preventable hospitalisations for diabetes

Safe, sustainable care*



We deliver safe, quality care, now and in the future.

STRATEGIC ACTION

8. Continue to deliver safe, quality services
Quality and Safety Framework
9. Set up systems to respond safely to surges in demand
Demand Capacity report
10. Deliver contemporary mental health services
Regional Mental Health Plan
11. Rapidly grow research capability
Research Plan
12. Connect youth and child services
Children and Younger Persons Framework
13. Work with partners to look after older people
Older Persons Framework
14. Work more closely with our GP partners
GP collaborations

Measures

6. Improve performance against SAB, HACS and never events
7. Improved completion of Enterprise Discharge Summaries
8. Reduction in overall preventable hospitalisations
9. Improved investment and capability/ capacity in West Moreton Health research

Future focus



We will grow and adapt along with the community we serve.

STRATEGIC ACTION

15. Plan for each of our services for the future
Clinical Services Plan and Tertiary Services Plan
16. Redesign our services so we are ready for growth
Service Redesign Program
17. Make prevention a priority. Thrive through COVID with a sound public health strategy
Preventative Public Health Plan
18. Rapidly mature our asset management plan
Asset Management Plan
19. Deliver new infrastructure and the Master Plan
Infrastructure Master Plan
20. Forecast our 15-year operational funding needs to support growth
Financial Plan
21. Continue to lead the way on virtual healthcare
Virtual Health Care Plan
22. Transform services to prisons through virtual care
Prison Telehealth Plan

Measures

10. Delivery of Infrastructure and clinical redesign in preparation for tertiary level services by 2027
11. Annual achievement of balanced operating position
12. Sustained increase in patients and services supported on the virtual care program
13. Sustained annual self-sufficiency increases (subject to funding)

The objectives of our strategic plan contribute to the Queensland Government's objectives for the community - Unite and Recover, specifically:

- Safeguarding our health;
- Backing our frontline services*; (directly links to Safe, Sustainable Care); and
- Growing our regions.

Our strategic plan also aligns with My Health, Queensland's future: Advancing health 2026.