

About this strategy

West Moreton is a community of communities – unique, proud, and deeply connected.

Our region’s rich heritage shapes our identity. Together, we embrace growth, opportunity, and a commitment to quality healthcare across the Ipswich, Scenic Rim, Lockyer Valley and Somerset communities.

This strategic plan sets our vision for the future. It shows where we are headed, how we will get there, and how we’ll know that we’ve made it.

It also highlights key opportunities including what could slow us down and what we need to do to keep on track.

At the core of our organisation is our workforce – driven by connection, energy, and ongoing commitment to compassionately supporting our communities in the best way possible.

The success of this strategy relies on the accountability and commitment of staff at each level of the organisation.

Everything you read in this strategy was shaped through extensive consultation with our communities, consumers, key stakeholders, and our workforce.

Strategic opportunities

Strategic opportunities are areas where we can innovate, grow, and improve the way we deliver healthcare.

- Building stronger partnerships with consumers, communities, government, industry, and education providers.
- Strengthening the management of chronic disease and mental illness, promote health literacy, and drive early intervention initiatives.
- Expanding services with better infrastructure and digital health solutions.
- Integrating eco-friendly and resilient practices in our infrastructure and operations.
- Investing in workforce capability, training, and development.

Our vision

West Moreton, where everyone’s health matters.

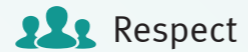
Our purpose

Creating healthier communities, through connected, compassionate care.

Our values



Connect



Respect



Excel

Strategic challenges

Strategic challenges are key obstacles that may impact health service delivery. While not unique to West Moreton Health, they require careful planning to ensure a resilient and sustainable service.

- Meeting increasing demand due to population growth, ageing, and complex care needs.
- Attracting and retaining a highly skilled and unified workforce in a competitive market.
- Managing rising healthcare costs while ensuring sustainable services.
- Preparing for climate-related disruptions to healthcare and services.
- Adapting to evolving government policies and funding changes.
- Strengthening cybersecurity as digital systems expand.



Population expected to double by 2046



Higher than average rates of chronic illness, mental health concerns and children who are developmentally vulnerable



Higher proportion of First Nations residents and those who are culturally and linguistically diverse



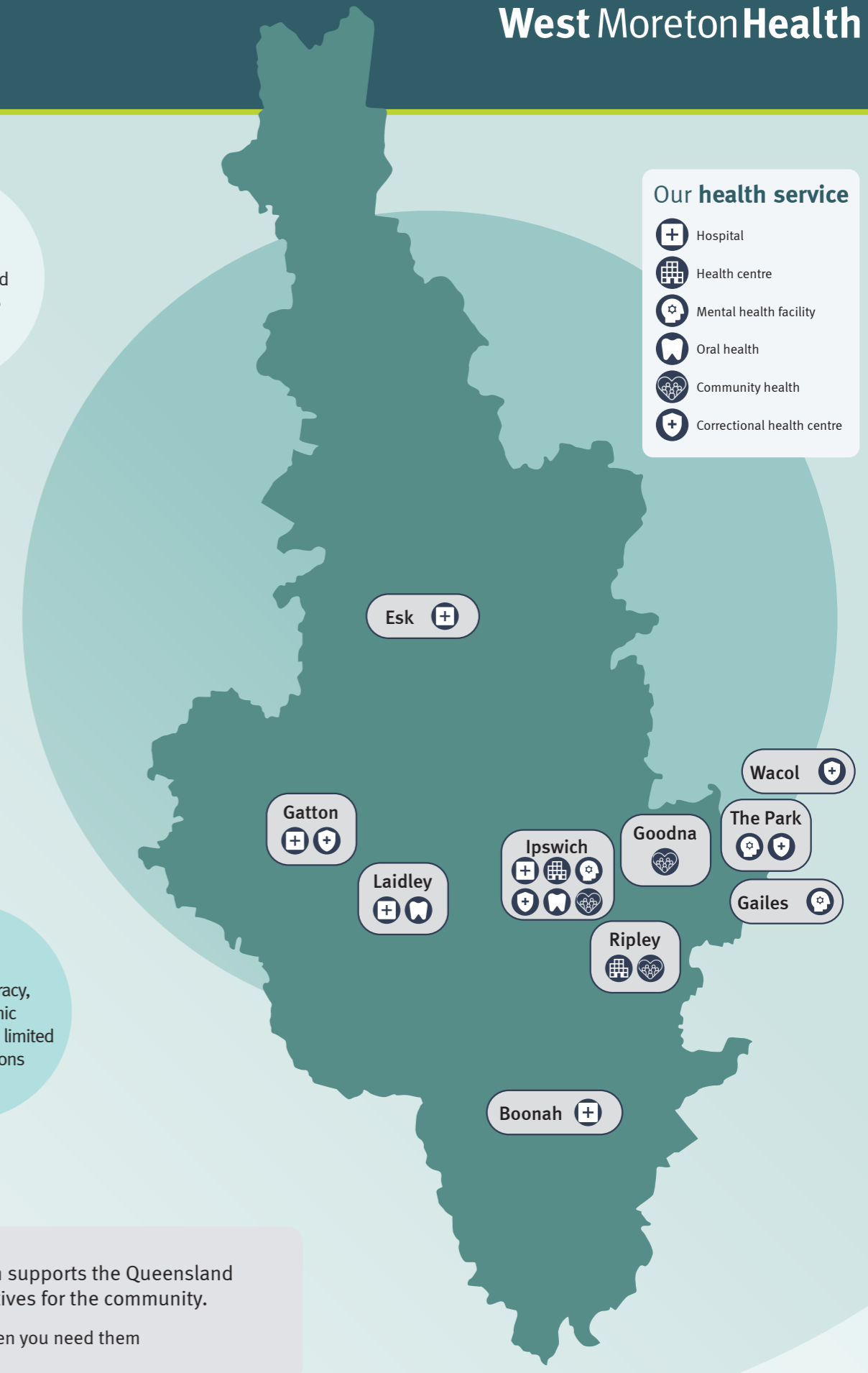
Low health literacy, socioeconomic disadvantage and limited transport options

West Moreton Health supports the Queensland Government’s objectives for the community.

- Health services when you need them

Our health service

- Hospital
- Health centre
- Mental health facility
- Oral health
- Community health
- Correctional health centre



What we are doing

(Pillar)

How we will do it

(Action)

How we will know we've made it

(Measure)



With communities, for communities

We're working together with our communities and partners to build a healthier future.

- Prioritise prevention:** Work with partners to reduce the impact of chronic disease and mental illness.
- Advance health equity:** Design and deliver healthcare services with diverse communities that are easy to access and culturally safe.
- Enhance health literacy:** Co-design clear, easy to access health information with consumers.
- Commit to sustainability:** Working together to create an environmentally sustainable health service that is resilient to climate disasters.

- ✓ Reduction in potentially preventable hospitalisations.
- ✓ Improved availability, access, and uptake to services for diverse communities, such as First Nations people.
- ✓ Increased percentage of positive patient-reported experience and outcome measures.
- ✓ Reduction in carbon emissions, an increase in renewable energy use, and more waste diverted from landfill across our facilities by 2029.



Reducing barriers, improving care

We're making healthcare easy and connected – no matter who you are or where you're from.

- Respect culture:** Create evidence-based, trauma-informed, and culturally safe models of care with a particular focus on First Nations people.
- Connect care:** Ensure coordinated and connected care for priority groups including older adults, people living with mental illness, and people living with disabilities.
- Prioritise child health:** Work with partners and the community to increase child health accessibility and preventative health services.
- Expand rural access:** Responsive connected care in rural health services.
- Address inequities:** Deliver evidence-based informed care for those in most need including in correctional settings.

- ✓ Reduction in potentially preventable hospitalisations for First Nations people.
- ✓ Reduction in total overnight separations that are potentially preventable hospitalisations.
- ✓ Improved performance in patient safety and quality indicators to ensure safe, effective, and high-quality care.
- ✓ Increase in the proportion of families accessing universal child health service following the birth of a child.
- ✓ Improvement in regional patient access points and specialist outpatient wait times.
- ✓ Improved time to care and service within the correctional health sector.



Great people, great work

Everyone plays a role in growing, supporting and celebrating our workforce.

- Future-proof our workforce:** Invest in training, tools, and career pathways to enable our workforce to embrace new ways of working to meet the needs of the community.
- Prioritise staff safety and wellbeing:** Support the physical, mental, cultural, and emotional health of our staff in every part of our workplace.
- Champion inclusion:** Value and celebrate diversity, equity, and inclusion.
- Strengthen education partnerships:** Strengthen partnerships with education and training providers to be the preferred choice for training and professional development.

- ✓ Improved staff retention and leadership development participation.
- ✓ Improved employee engagement and satisfaction.
- ✓ Workforce diversity reflects the West Moreton population.
- ✓ Implementation of a strategic workforce plan to future-proof healthcare delivery.
- ✓ Growth in number of graduates nominating West Moreton Health as their first preference for graduate employment.
- ✓ Increased and strengthened formal training partnerships and career pathways with education providers.

What will enable us to stay on track



Transformation and sustainability

Champion new ideas, innovation, smart service integration and sustainable healthcare.



Working together

Partner with consumers, communities, government, industry and education providers.



Infrastructure

Invest in technology, virtual care, responsive, connected systems as well as well-designed service delivery spaces, and workplaces.



Research

Utilise research and evidence-based, data-driven decision making to improve service outcomes and enhance quality of care.



Governance and accountability

Ensure our processes, policies, and performance measures help us reach our goals and keep us aligned to our priorities.



Acknowledgement of Traditional Owners

West Moreton Health acknowledges the Jagera, Yuggera and Ugarapul peoples, Traditional Custodians of the land. We recognise their continuing connection to land, waters and community and we pay our respect to Elders past and present, and those who follow their path.

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



Queensland Government