

Values

Guide our decision making and actions



Vision

To lead the delivery of safe, sustainable healthcare in our unique region with our diverse partners and communities

Purpose

Reminds us what is important

Partner with our communities to improve health outcomes by delivering valued, high-quality and sustainable health services that are close to home.

Our Contribution

The North West Hospital and Health Service supports 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.

Our Strategic Opportunities

To increase the capacity of health care closer to home to meet the health needs of all our residents, we will ensure that challenges to our objectives are met with solutions.

- Collaborate with communities and health partners to improve health outcomes for patients and increase capacity for patients disadvantaged by social, economic and geographic factors
- Action Health Equity reform agenda specifically with Aboriginal and Torres Strait Islander peoples
- Optimising staff potential to grow local and implement strategies to recruit and retain staff
- Work towards creating an environment that promotes cultural safety while providing care that is person centred
- Seek appropriate infrastructure to support the right care for our communities
- Expand the use of technology and harness innovation to enable easier, quicker access to healthcare in our settings or closer to home
- Foster integrated care pathways to achieve the maximum benefits from key partner, community and stakeholder relationships

Our Strategic Objectives

The North West Hospital and Health Service commits to the 28,000 people we serve. We will take every opportunity to deliver on our four strategic objectives:



Keeping Queenslanders safe

Provide high-quality healthcare to all people of our region, as close to home as we can.

So, together we become
Healthier People



Growing our regions

Working with partners, stakeholders and our communities to hear your voices and act on feedback.

So, together we form
Collaborative Partnerships



Supporting jobs

Attracting, retaining and developing our workforce, to value all the staff who call our region home.

So, we build a more resilient
Local Workforce



Backing our frontline services

Making the best use of our resources, delivering effective and efficient healthcare for North West Queensland.

So, we have
Sustainable Resources

We respect our Aboriginal and Torres Strait Islander Elders who came before us and those who are leading the way now and we acknowledge Aboriginal and Torres Strait Islanders as traditional owners and custodians of the land, waters and rivers on which we live and work.

We commit to – improving our communities' access to healthcare and health outcomes, increasing health equity and parity of life expectancy for our Aboriginal and Torres Strait Islanders and building our workforce to reflect our communities.

Strategic Plan 2021–2025

Our Strategic Risks				
First Nations	COVID-19	Sustainable Health Workforce	Finance	Infrastructure
Failure to engage and empower our First Nations peoples, could impede our journey and strategy towards health equity, while negatively impacting clinical outcomes as well as cultural and patient safety.	The current COVID-19 pandemic could reduce our ability to sustain services to our communities having a negative impact on our First Nations peoples, our workforce, our finances and on patient safety and quality.	Employment competition, remote location and high workforce turnover could lead to reduced capacity to develop our workforce, sustain services, maintain safety and quality and ensure a culturally safe workforce.	Federal and state funding models can challenge the delivery of integrated health services. In turn this could result in reduced healthcare that is close to home with negative consequences given separation from land and family.	Failure to maintain and update our ageing infrastructure and information and communication technologies could lead to compromised clinical service delivery in a rapidly evolving healthcare environment.
Actions: what we will do to deliver our strategic objectives	Healthier People	Collaborative Partnerships	Local Workforce	Sustainable Resources
	Closer to home <ul style="list-style-type: none"> Understand the health needs of our communities, review services with our partners and provide care close to home Improve performance and delivery under the Clinical Services Plan Ensure appropriate ‘end-to-end’ retrieval support services Talking about and managing your healthcare <ul style="list-style-type: none"> Listen to the voices of residents to improve our models of care With our partners, support education, health conversations, prevention, and early detection of healthcare issues Improve health literacy Increase health equity and parity of life expectancy by 2031 <ul style="list-style-type: none"> Continue to implement local actions guided by Queensland’s 2021 Closing the Gap Implementation Plan Develop and implement our first Health Equity Strategy Support the delivery of appropriate health services with local leaders Reduce preventable hospitalisations through innovative solutions that improve health outcomes 	Develop services by location <ul style="list-style-type: none"> With community leaders and local Elders, engage, consult and collaborate in healthcare planning and delivery Develop an integrated patient journey across our health services <ul style="list-style-type: none"> Support the development of simple journey maps or navigation tools through the main healthcare pathways Improve referral and healthcare delivery pathways Implement better ways to share data and to communicate across boundaries <ul style="list-style-type: none"> Agree on actions with our partners to make progress on data sharing and information flows and technologies to support patient journeys Partner with stakeholders, including eHealth Queensland, to trial innovative technology use in remote communities 	Support, develop and value our workforce <ul style="list-style-type: none"> Demonstrate our values in our behaviours and professional conduct Recognise and celebrate contributions and success Create an environment that supports the health and wellbeing of staff Promote professional and leadership development in a supportive environment Grow our future workforce locally <ul style="list-style-type: none"> Pursue innovative recruitment and retention strategies Collaborate with schools, universities, and agencies to develop employment pathway opportunities Increase our First Nations workforce <ul style="list-style-type: none"> Continue to implement the <i>North West HHS Aboriginal and Torres Strait Islander Workforce Strategy 2019–2026</i> Work with First Nations staff as ambassadors to increase our First Nations workforce and promote career opportunities 	Deliver our services efficiently <ul style="list-style-type: none"> Work towards a more networked culture of innovation and continual improvement Continue to promote a patient safety and quality culture Strengthen and support project management and governance Better use of data and information <ul style="list-style-type: none"> Improve access to data and information Maximise performance through better monitoring and analytics Innovate around the use of technology <ul style="list-style-type: none"> Work towards implementing an electronic health record Financial integrity and sustainability <ul style="list-style-type: none"> With a focus on enhancing healthcare outcomes, ensure healthcare delivery is aligned with our available resources
	Measures of success <ul style="list-style-type: none"> Targets for emergency and planned care are met or exceeded Consumer surveys and feedback reflect continued improvement Rates of COVID-19 vaccination are comparable to other remote communities Actions identified in the Health Equity Strategy are completed and indicators are met 	<ul style="list-style-type: none"> Feedback from community consultation is collated, analysed and integrated into service planning The Smart Referrals Workflow Solution is implemented and taken up by clinicians Priorities identified in the Digital Strategy for Rural and Remote Healthcare are progressed 	<ul style="list-style-type: none"> Culture and staff surveys demonstrate continued improvement Clinicians are engaged and leading healthcare improvement initiatives Staff retention rate shows improvement Workforce participation of Aboriginal and Torres Strait Islander peoples reflects the population 	<ul style="list-style-type: none"> Our contracted quality and safety requirements are met consistently The participation rate and use of Patient Reported Outcome Measures increases The HHS participates actively in the iEMR project The budget is balanced with maximised own source revenue Capital expenditure KPIs are met