

# Strategic Plan 2025-2029

## Leaders in far-reaching healthcare



## Vision

**Central West Hospital and Health Service is a trusted, resourceful and dependable provider of quality far-reaching healthcare.**

Our high standard of accessible healthcare spans the vast geographical area of Central West Queensland. Reaching from Tambo in the southeast to Boulia in the northwest, our healthcare hubs in Longreach, Barcaldine, Blackall and Winton serve communities as widespread as they are diverse.

## Purpose

**To improve health and wellbeing across our communities.**

We provide access to responsive, timely and reliable services that support our communities to live healthy lives. We do this by providing specialised rural and remote health and wellbeing services, delivered efficiently and effectively, to improve outcomes across the region.

## Values

### We care about people

We support consumers and community through their healthcare journey, involve them in decisions about their health needs and learn from their feedback.

### We champion safety and quality

We prioritise safety in caring for both our consumers and staff and ensure quality is integrated into everything we do.

### We act with integrity and accountability

We have a culture of mutual respect, fair dealing, ethical behaviour and transparency while being accountable for our performance.

### We are a capable and confident workforce

We promote a workforce that is resourced and enabled to deliver accessible and sustainable services.

### We improve continuously

We encourage continuous improvement to enhance service and healthcare outcomes through critical assessment, research and learning.

## Strategic Opportunities

Utilise and leverage new and existing working conditions such as housing, incentives, early career progression and leadership opportunities to attract staff.

Focused preventative care and wellbeing promotion activities through health literacy, screening and a focus on remaining well, amplified through effective communications.

Provide resources to leverage data to identify better opportunities to grow revenue in primary care.

Be prepared to maximise use and reliability of health technology and digital healthcare through promoting business continuity and embracing new initiatives like AI, robotics, and drones technology.

Explore new approaches in First Nations health, with support from the First Nations Health Office, to implement innovative service models and enhance staff and community engagement.

### Human Rights statement:

We respect, protect and promote human rights in everything we do.

**Acknowledgement of Traditional Owners:** Central West Hospital and Health Service acknowledges the Traditional Owners and Custodians of the land upon which we live, work and walk, and pay our respects to Elders past, present and emerging.

## Strategic Risks

**Sustainable Service Capacity** - Inability to maintain health services to meet demand leading to a significant reputational/clinical/political incident.

**Business Continuity Disruption** - Business continuity failure caused by natural or man-made events that affect the delivery of services.

**Infrastructure and Asset Planning** - Failure to secure adequate funding to meet the Strategic Asset Management Plan and digital technology advancement to support the delivery of safe, high quality, evidence-based care.

**Workforce Attraction and Retention** - Inability to attract and retain a suitably qualified and experienced workforce resulting in service cessation.

**Safe and Effective Healthcare Delivery** - Systemic breakdown in processes and systems leading to significant harm to consumers or staff.



**Queensland  
Government**

## Central West Hospital and Health Service Strategic Objectives

### PEOPLE:

Empowering and investing in a skilled workforce that is valued and supported, and engaging with our rural communities to develop collaborative partnerships.

### SERVICES:

Delivering comprehensive and integrated healthcare services, ensuring accessible, equitable and high quality care which encourages optimal health outcomes.

### SYSTEMS:

Promoting continuous improvement in delivering safe, high-quality, consumer-focused healthcare services, through effective sustainable support systems.

### Strategies

- Implement initiatives and action plans in response to CW Speaks Staff Culture Survey.
- Implement contemporary attraction and retention methodologies.
- Implement best practice workplace health and safety systems (including employee engagement and participation).
- Foster effective staff training and development.
- Improve patient experience and care.
- Improved equity of access to services.
- Review and implementation of Clinician Engagement Strategy.

- Implement the First Nations Health Equity Strategy.
- Manage and review our specialist outpatients waiting lists.
- Implement an Oral Health Plan to meet the community needs.
- Address the mental health, alcohol and drugs services for community.
- Meet the aged care needs of our communities.
- Execute our Stakeholder Engagement Plan.

- Developing strong business cases for capital priorities, guided by risk assessments to address strategic risks, opportunities and future needs.
- Optimise health care delivery through infrastructure and technology investment.
- Financial Sustainability and Revenue Optimisation strategies have been successfully implemented, supported by a value-based healthcare framework, and are continuing to drive improved outcomes and efficiencies.
- Focused effort of calibrated activities to drive continuous quality improvement in service delivery, staff safety, risk, governance and compliance.
- Maintain an effective business continuity and disaster management capability.
- Uplift compliance as it applies to our health service.
- Develop and maintain digital systems to optimise safe, effective healthcare delivery.

### Performance Indicators

- Improved staff engagement and satisfaction in CW Speaks Staff Culture Survey.
- Permanent staff retention rate is stabilised and increased.
- Improved employee wellbeing and safety indicators.
- Mandatory training and professional development participation rates and training opportunities.
- Number and percentage of patient complaints and patient compliments in relation to care provided - as a factor of all occasions of service.
- Report and monitor KPIs of Consumer Engagement Strategy.
- Aboriginal and Torres Strait Islander community is involved in the co-design of culturally appropriate care.

- Positive performance against First Nations Health Equity Strategy KPIs.
- Aboriginal and Torres Strait Islander community is involved in the co-design of culturally appropriate care.
- Meet or exceed service agreement measures.
- Measure waiting lists and weighted occasions of service.
- Increase the number of Valid Assessment Packages and Care Plans.
- Monitor against KPIs and actions.
- Proactive formalised partnerships with external providers and other health services for services that create continuity in patient care and fill critical service gaps.

- Delivery of an infrastructure program to meet community health needs on time and on budget.
- Deliver a balanced financial operating position.
- The achievement of Service Agreement Performance Measures.
- The achievement of Australian Council on Healthcare Standards Accreditation.
- Alignment with Health Service Directives and uplift compliance as it applies to our health service.
- Regular reporting on the Digital Strategy and Information Security Management System.

## Alignment with Government Objectives

The Central West Hospital and Health Service supports the Queensland Government's Objectives for the Community:

Health services when you need them.

Restoring health services when Queenslanders need them most through transparent and targeted investment with real-time data, boosting frontline health services, driving resources where they're needed most, improving our EDs, reopening regional maternity wards, fast-tracking access to elective surgeries, and helping patients to be seen faster.