



Our Vision

Trusted, connected,
quality healthcare for all



Our Purpose

To provide kind, inclusive and safe health services across our region
in partnership with the communities we serve



Focusing on Health

Ensuring the right care, right place, right time

- Understand the health needs of our communities, review services with our partners and provide the right care, right place, right time
- Improve performance and delivery under the Clinical Services Plan and Operational Plan

Talking about and managing your healthcare

- 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



Measures of success

Exceeded or met targets for emergency and planned care

Achievement of NWHHS Clinical Services Plan and Operational Plan directives

Increased patient reported outcome measures

Increased engagement and consumer/ community voice representation

Our Strategic Objectives

Focusing on Working Together

Improve the patient experience across our health services

- Support the development of simple experience maps or navigation tools through the main healthcare pathways
- Improve referral and healthcare delivery pathways, including how we communicate safety

Implement better ways to share data and to communicate across boundaries

- Improve data sharing and information flow with our partners to improve technologies that better support the patient experience
- Partner with stakeholders, including eHealth Queensland, to implement innovative technology use in remote communities

Measures of success

Increased community voice represented in service planning

Strengthened relationships, collaborations and data sharing with regional partners

Improved functionality of our Consumer Advisory Groups

Improved consumer experience, navigation and delivery pathways

Focusing on First Nations

Increase health equity and parity of life expectancy by 2031

- Implement our Health Equity Strategy 2025–2028
- Support the delivery of appropriate health services with local leaders
- Reduce preventable hospitalisations through innovative solutions that improve health outcomes

Strengthen relationships with communities

- Build strong relationships with communities through a healing and truth-telling approach

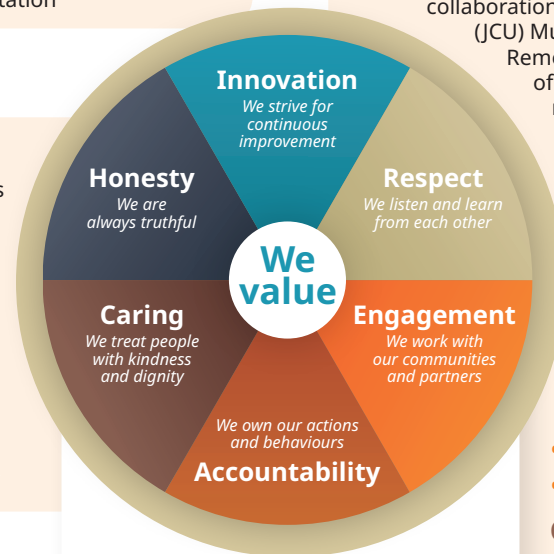
Support First Nations workforce

- Work with First Nations staff to increase our First Nations workforce and promote career opportunities

Measures of success

Strengthened relationships with community and local leaders

Reduced rates of preventable hospitalisations



Our Values

Guide our decision-making and actions

Focusing on Valuing and Growing our People

Support, develop and value our workplace culture

- 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 workforce

- Pursue innovative recruitment and retention strategies
- Collaborate with schools, universities and agencies to develop employment pathway opportunities
- Enable flexibility with our staff to ensure the best workforce possible

Increase our First Nations workforce

- Continue to implement the North West HHS Aboriginal and Torres Strait Islander Workforce Strategy 2019–2026

Measures of success

Improved cultural and staff wellbeing indicators

Increased clinician-led healthcare improvement initiatives

Improved staff retention rates and employment/development pathways

Increased Aboriginal and Torres Strait Islander peoples workforce engagement

Aligned workforce rates to community requirements

Focusing on Improvement

Deliver our services efficiently

- Foster a system-wide culture of continuous improvement underpinned by standardised, digitally-enabled clinical workflows
- Provide safe and high-quality services and promote practices that improve health outcomes

Innovation

- Improve access to timely, accurate and integrated data through interoperable systems and future establishment of the Integrated Electronic Medical Record (ieMR)
- Maximise performance through better monitoring and analytics
- Continue embedding and integrating research, data and insights to improve our services

Technology

- Implement and optimise an Integrated Electronic Medical Record (ieMR) across all service settings
- Uplift digital infrastructure and connectivity to support real-time clinical documentation and decision support

Financial integrity and sustainability

- With a focus on enhancing healthcare outcomes, ensure healthcare delivery is aligned with our available resources, leveraging digital systems such as Integrated Electronic Medical Record (ieMR) to support efficient resource use and reduce duplication
- Embed environmentally friendly practices to support better environmental sustainability

Measures of success

Improved and maintained patient safety and quality measures, supported by integrated digital systems

Increased embedding of data analytics, data insights and real-time reporting capability

Improved capital maintenance and delivery, aligned to digital and infrastructure priorities

Increased equity in access to digital healthcare and health technologies, including Integrated Electronic Medical Record (ieMR)-enabled services



We acknowledge Aboriginal and Torres Strait Islander Peoples as traditional custodians of the land, waters and rivers on which we live and work. We pay our respects to the ancient wisdom of Elders who came before us and to those who are leading the way now.

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.

A Snapshot of Our Region 2025



We deliver healthcare across a geographical area of 300,000 kilometres, an equivalent of 16% of Queensland's land area, covering a remote outback region stretching across northwestern Queensland and the Gulf of Carpentaria.

We serve a resident population of around 31,000 people that significantly increases with visitors and tourists annually.



We provide health services across 11 sites in the North West, including the Mount Isa Hospital, a Level 4 Specialist Service Base Hospital, two multi-purpose health services that include residential aged care, three remote hospitals, and five primary health clinics.

Our health service includes several remote and discrete Aboriginal communities and has one of the highest proportions of Aboriginal and Torres Strait Islander populations in Queensland.



18% of our population live in some of the most socio-economically disadvantaged regions in Queensland

32% of our population identified as Aboriginal and Torres Strait Islander

45% of our total population are aged between 15 and 44 years

40% of all births within the NWHHS were First Nations births

25% of First Nations residents living in the Gulf and Lower Gulf reside in multiple-family households

Our Alignment to The Queensland Government Objectives for the Community

North West Hospital and Health Service contributes to the 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.

This strategic plan outlines how the North West Hospital and Health Service will contribute to this objective.

Our Strategic Challenges



Fit-for-purpose Digital Health Systems

Ensuring our digital systems provide real-time information and care coordination, facilitate data-driven decision making, and enable the efficient delivery of quality service across the system.

Health Equity amongst our First Nations peoples

The remote nature of our work, and the access challenges our geography brings puts achieving genuine health equity at risk. Failure to walk this path with our First Nations people could undermine achieving our shared goal of health equity across our region.

Sustainable Health Workforce

Our remote location, employment competition and high workforce turnover could reduce our capacity to maintain safe, high quality, culturally respectful services. Partnering will be essential, however, we cannot control delivery the capacity of our partners.

Security of Technology

Cyber threats and connectivity risks pose potential harm to patient data and operational integrity. Robust safeguards are essential for a resilient healthcare system.

Investment in Mental Health Services

The growing need for mental healthcare across the state and our region requires additional investment in these services.

Our Strategic Opportunities



To increase the capacity of local healthcare services to meet the needs of all our residents, we will ensure that challenges to our objectives are met with innovative, digitally-enabled solutions that improve access, integration and quality of care.

✓ Focus on preventative health and health promotion in our region to improve health outcomes.

✓ Action the Health Equity reform agenda specifically with First Nations peoples.

✓ Expand the use of technology and harness innovation through the implementation of an Integrated Electronic Medical Record (ieMR) to enable connected, real-time information sharing and safe, accessible healthcare closer to home.

✓ Strengthen and grow our workforce by prioritising retention, leadership development and capability building, including targeted support to mentor and advance our First Nations workforce.

✓ Partner with our diverse communities to understand and overcome social, economic and geographical barriers to healthcare.

