West Moreton Health Strategic Plan 2017-21
(update 2018)

Who we are
West Moreton Hospital and Health Service (West Moreton Health) is an independent statutory body overseen by the West Moreton Hospital and Health Board.

West Moreton Health provides and helps others provide excellent health and wellbeing services to the Somerset, Scenic Rim, Lockyer Valley and Ipswich communities. It serves a population of over 280,000 people spread across 9,243km² from Esk to the north, Gatton to the west, Ipswich to the east and Boonah to the south.

West Moreton Health is responsible for the management of the following services:
- Boonah Health Service
- Esk Health Service
- Gailes Community Care Unit
- Gatton Health Service
- Goodna Community Health
- Ipswich Health Service
- Laidley Health Service
- The Park Centre for Mental Health, Treatment Research and Education
- Prison Health Services.

With a budget of $607 million and 4,000 staff, West Moreton Health is one of the largest employers in the region. We have strong networks and relationships with the community partners to support our theme of Caring Better Together.

Our risks and challenges
West Moreton Health faces several key strategic risks as it seeks to ensure continued delivery of quality health services to the people of West Moreton. These include:
- Continuing to meet the needs of a rapidly growing population
- Providing more care for the community closer to home (approximately one third of the community receive public treatment outside West Moreton Health’s catchment)
- The increasing rates of chronic disease in the West Moreton community
- The level of socio-economic disadvantage within the West Moreton Health catchment and the impact this has on health outcomes (approximately 1 in 2 are disadvantaged)
- Providing and improving care within ageing infrastructure
- Closing the gap in life expectancy for the Aboriginal and Torres Strait Islander communities.

The community we serve
The West Moreton community is culturally, economically and geographically diverse, taking in both metropolitan and rural settings. It is also a community that is growing – set to increase its population by 13 per cent to 593,000 by 2036. The increase will be the fastest relative growth of any hospital and health service in Queensland. The key demographic segments are growing too, with more younger and older residents, more multicultural communities, and more of the general population having lifestyle-related chronic conditions such as obesity. West Moreton’s life expectancy gap of 19 years between Indigenous and non-Indigenous people is a major challenge which we are committed to addressing.

In the 2016 census, 18 per cent of the West Moreton population was born outside Australia, 9.8 per cent spoke a language other than English at home and 4.1 per cent identified as Aboriginal or Torres Strait Islander. West Moreton has a higher proportion of socio-economically disadvantaged residents than Queensland generally.

The Chief Health Officer’s 2016 report notes that the health status and burden of disease for West Moreton Health’s population is in most instances worse than the Queensland average. This includes the following key population health statistics:
- 34 per cent of adults are obese (42 per cent higher than the Queensland average)
- 13 per cent of adults smoke
- 46 per cent of deaths were premature
- 8 per cent of hospitalisations were potentially preventable.

Our opportunities
West Moreton Health has identified a range of strategic opportunities to address these strategic risks and challenges. These include:
1. Partnering with the people we care for and their families
2. Growing our facilities and services with the community
3. Working with other organisations to improve the health of the community through a population health approach
4. Delivering more care closer to home
5. Transforming healthcare with technology and evidence
6. Providing safe reliable care that is integrated.

To best realise these opportunities, the health service has set the following key strategic priorities:
1. Person-centred care – listening to, involving and empowering patients, consumers and families in everything that we do
2. Caring for our teams – inspiring a workplace where staff, volunteers and partners can thrive, contributions are valued and performance excels
3. Interconnected care – advocating, championing and growing the local health network and our own services to deliver truly integrated care
4. Better care – continuing to transform our service models to set new standards of care and deliver a range of complex clinical services and care closer to home. Our focus is on excellence, innovation, research and education.
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Where are we now?

- Higher chronic disease than Qld average
- Growing population
- 1/3 treated elsewhere
- 46% premature death
- Indigenous life expectancy 9-10 years less than non-indigenous
- Disadvantaged

What is our response?

- Partner with the people we care for and their families
- Work with other organisations to improve the health of the community
- Transform healthcare with technology and evidence
- Grow our services and facilities with the community
- Deliver more care closer to home
- Provide safe, reliable care that is integrated

What are our priorities?

- Person-centred care
  - Listen to, involve and empower our patients, consumers and their families in everything we do
- Interconnected care
  - Champion integrated health care and grow our own services
- Better care
  - Deliver better care through evidence, innovation and research
- Caring for our teams
  - Inspire a workplace where staff, volunteers and partners can thrive and contributions are valued
- Our vision
  - Quality care and wellbeing provided locally for the community.
- Our purpose
  - To inspire, partner with and contribute to health and wellbeing for our local communities. To strive to be leaders in clinical care, integration, prevention, education and research.
- Our principles
  - We are committed to the highest standards of patient and staff safety.
  - Our people come first.
  - We are bold and innovative.
  - We aim for reliability and sustainability.
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1. Provide equitable, patient-centred care.
2. Improve Aboriginal and Torres Strait Islander health outcomes.
3. Engage with our diverse communities.

4. Grow our people to create a workplace where staff are valued and excel.

5. Deliver care closer to home.
6. Develop a coordinated approach to chronic conditions to reduce preventable hospitalisations.
7. Develop partnerships to achieve a shared population health agenda.
8. Embrace digital technology to deliver better care.

9. Deliver safe, excellent, value-based care.
10. Strengthen research capability.
11. Grow capability in specialist services.
12. Invest in infrastructure to meet future needs.

1. Improved patient experience measures and consumer involvement in care.
2. Improvement in Closing the Gap measures for health; Improved Indigenous rates of discharge against medical advice and potentially preventable hospitalisations.
3. Increased uptake of services by diverse communities.

4. Leaders are supported to make informed, evidence-based decisions using digital people systems and workforce metrics; Employee sentiment is monitored and improves over time; Leadership capability at all layers is enabled and developed; A diverse workforce representative of our community is attracted and engaged through culturally capable practices; Staff health, wellbeing and safety in the organisation is actively promoted and developed.

5. Increase in care delivered in the most appropriate hospital or community setting; Increase in telehealth and other digital healthcare solutions; Increase in services provided closer to the community.
6. Reduced preventable hospitalisations for chronic conditions.
7. Improved partnership engagement and establishment of joint health programs.
8. Successful transition to digital healthcare.

9. Clinical governance framework implemented; Decrease in preventable patient harm; Improved delivery of timely, safe, appropriate care; Improved efficiency, sustainability and self-sufficiency.
10. Increase in research that reduces the burden of disease in the community; Increase in external research grants.
11. Improved engagement in the statewide agenda for prison health services and forensic mental health services; Increase in delivery of child and youth mental health; Develop a business model for Qld Centre for Mental Health Research and Qld Centre for Mental Health Learning.
12. Successful implementation of stage 1 of the West Moreton Health Master Plan.

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Our enablers

- Quality and safety: Continuously improving our standard of care to eliminate avoidable patient harm.
- Integrated governance: Working together so our processes and systems enable high performance with integrity, accountability and transparency.
- Technology: Adopting new technologies that help us integrate and enhance care.
- Health and business intelligence: Using data intelligently so we can make informed decisions.
- Capital planning: Ensuring our capital assets meet the needs of the community now and into the future.
- Workforce planning: Engaging a workforce that meets the current and future needs of our health service.
- Financial sustainability: Planning to ensure that our HHS thrives into the future.

West Moreton Health strategies and objectives align with My Health, Queensland’s future: Advancing health 2026 directions:
- Promoting wellbeing (West Moreton Health Strategic Priorities 2, 3, 4, 5 and 6)
- Delivering healthcare (West Moreton Health Strategic Priorities 1, 2, 4, 5, 9, 10 and 11)
- Connecting healthcare (West Moreton Health Strategic Priorities 6, 7, 8 and 10)
- Pursuing Innovation (West Moreton Health Strategic Priorities 4, 8, 10, 11 and 12).

West Moreton Health's Strategic Plan aligns with the Queensland Government's statement of objectives for the community Our Future State: Advancing Queensland’s Priorities, with a particular contribution towards the objectives to keep Queenslanders healthy and give all our children a great start.