



Government of Western Australia
WA Country Health Service



WA COUNTRY HEALTH SERVICE

Strategic Plan 2025-30



A global leader in rural and remote care supporting healthier country communities

Community

Compassion

Quality

Integrity

Equity

Curiosity

Acknowledgements

WA Country Health Service acknowledges the traditional custodians throughout Western Australia (WA) and their continuing connection to the land, waters and community. We pay our respects to all members of the Aboriginal communities and their cultures, and to Elders both past and present.

Within WA, the term Aboriginal is used in preference to Aboriginal and Torres Strait Islander, in recognition that Aboriginal people are the original inhabitants of WA. Aboriginal and Torres Strait Islander may be referred to in the national context and Indigenous may be referred to in the international context. No disrespect is intended to our Torres Strait Islander colleagues and community.

Aboriginal people should be aware that this publication may contain images or names of deceased persons in photographs or printed material.

**Artwork: Ugarla nganhu buujunga nyinamarda
by Leeann Kelly-Pedersen.**

Photos of the WA landscape courtesy of Tourism WA.

Contents

Foreword	4
Our values	5
A contemporary, world-class country health service	6
Challenges and opportunities	7
Future horizons	8
WA Country Health Service Strategic Plan 2025-30	9
Priority 1: Advancing quality, access and equity	10
Priority 2: Valuing our people	11
Priority 3: Driving excellence and innovation	12
Priority 4: Collaboration, partnerships and community connection	13
Priority 5: A trusted and sustainable health service	14

Foreword

As a unique, large, and diverse healthcare provider, the WA Country Health Service offers opportunities to be bold, creative, connected to community and together with our partners embed quality and innovation into everything we do.

We are pleased to present the **WA Country Health Service Strategic Plan 2025-30** (the Plan) which guides us toward our vision as a global leader in rural and remote care supporting healthier country communities.

The Plan provides a clear mandate for the next five years, building upon our previous strategic priorities, aligned with system-wide policy directions and strengthening our commitment to our role as a leading health care provider within the one WA health system.

As a health service provider spread across millions of kilometres and hundreds of towns and communities, the Plan unites us and keeps us focussed in an often challenging work environment.

Our staff strive every day to provide exceptional, person-centred care, connecting with local communities where they live and work. At the heart of everything we do is our passion to improve the health of country people by providing them with the best care available, as close to home as possible. Our extensive, networked services include delivery of emergency, inpatient, outpatient, and community healthcare, in person and virtually. Our small hospitals remain the heart of many country communities, supported by our larger hospitals and virtual care services.

Importantly, a series of reforms focussed on strengthening local health services across country WA will occur as part of this plan.

To help deliver on our strategic objectives, an operational plan will be prepared, and a number of local and service-wide initiatives developed.

We would like to thank the many communities, staff and stakeholders who contributed to the development of the Plan and to the many more who will contribute to its achievement.

The **WA Country Health Service Strategic Plan 2025-30** drives organisation-wide improvement, system-wide reform, and community-wide impact. It is a bold, contemporary plan that reflects the realities and ambitions of country WA, setting a clear mandate for our organisation to achieve a truly community-based, sustainable, and innovative service, leading the world in rural healthcare.



Dr Neale Fong

WA Country Health Service
Board Chair



Jeff Moffet

WA Country Health Service
Chief Executive



Our values



Community

We live and work in country communities. We are invested in the health, wellness and viability of country communities and the vibrancy, diversity, and future of country WA.



Compassion

We are inclusive, respectful, and considerate. We care deeply about the people in our care and country communities.



Quality

We provide safe, high quality care, constantly striving to innovate, improve and achieve trust in our care.



Integrity

We bring honesty, collaboration, and professionalism to everything that we do.



Equity

We are passionate about fairness in healthcare for all Western Australians, especially the most vulnerable and disadvantaged people and communities.



Curiosity

We continually enquire and seek to understand, using the best evidence, insight, and research to improve care.

A contemporary, world-class country health service

Our facilities



6 large regional hospitals



15 medium sized district hospitals



51 small hospitals



42 health centres and nursing posts

Our services delivered across 2.55 million square kms



Comprehensive emergency, acute & outpatient services



Residential aged care provided at 53 facilities



Birthing at 18 sites



Dedicated inpatient mental health services at 4 sites



Population health & allied health teams based at more than 170 facilities



Community based mental health services at 24 sites

Supported by our award-winning virtual services



24/7 Emergency & acute virtual services

- Emergency Telehealth Service
- Mental Health Emergency Telehealth Service
- Inpatient Telehealth Service
- Midwifery & Obstetrics Emergency Telehealth Service
- Palliative Care Afterhours Telehealth Service



Virtual clinical education & simulation training



Virtual outpatient services



24/7 Operations Hub



Virtual clinical trial service

Our highly skilled people



12,740 people employed



440 Aboriginal people employed



94% of staff work from country locations

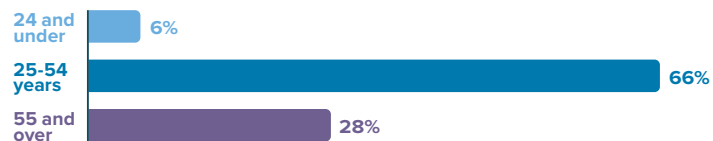


64% women in executive & senior leadership positions



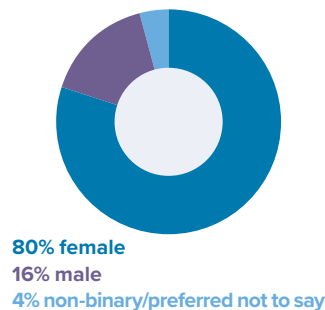
282 medical interns and nursing graduates started with us in 2023-24

Age Profile



Data as at December 2024

Staff gender profile



Emergency Telehealth Service

Challenges and opportunities

Country health service provision presents unique challenges, but also amazing opportunities to be bold and innovative.

Safety-net service provider: stepping into service gaps

We deliver emergency, inpatient, outpatient, and community health services, often at significantly higher volumes than other WA public health service providers.

WA Country Health Service also steps in to provide essential health and social services (aged care, disability, and primary health) where usual providers are not available or viable in rural and remote locations, placing additional pressures on finite resources.

Sustaining high quality health services in country

WA Country Health Service maintains strong emphasis on meeting safety and quality standards and increasing regulatory and statutory requirements.

We must continue to advocate for greater understanding of the cost of service delivery, and work with industry, research bodies and service partners to attract greater investment in country health.

Workforce and workplaces

Global shortages of health care professionals are well recognised, and the impact for WA Country Health Service is greater than for other WA health services. Attracting and growing our own skilled and localised workforce is essential.

Diverse work opportunities, a country lifestyle, new and alternative workforce models can attract new people. Partnerships with communities, non-government organisations, industry, university and TAFE sectors can grow local workforces.

The safety of staff across hundreds of health sites is our priority. Initiatives such as our virtual security hub provide staff with real-time support via a 24/7 monitoring system.

Advancing health equity through innovation

Country people deserve world-class care regardless of where they live, their cultural background, or socio-economic circumstances. Service re-design can provide more equitable and timely access to local services. Intelligent use of data and evidence, including through research and clinical trials, drives innovation and improvement, enables more tailored care, and informs policy and funding.

World leading virtual and digital care and new technologies

Our award-winning emergency, acute and non-acute virtual services are renowned across Australia and internationally. During the COVID-19 pandemic response WA Country Health Service sustained 24/7 service delivery supported by virtual care and innovative workforce arrangements.

The next five years will see expansion of our virtual and technology-enabled services to improve healthcare for country communities.

This is dependent on equitable access to digital technology and infrastructure in rural and remote locations.

Connection across country and the broader health system

Country communities are well known for their strong networks. WA Country Health Service is exclusively country with strong local connections.

Our new organisation-wide reform program - **Strengthening Local Health Services** - will contemporise our network through local decision-making, stronger local connections and ensuring high quality care in country communities regardless of location.

Future horizons

A digitally networked world that dramatically increases access, equity, and quality of care for those living remotely.

“Our vision is to be a global leader in rural and remote care supporting healthier country communities.”



Personalised healthcare meets the needs of consumers assisted by artificial intelligence (AI), virtual care, genomics, digital, predictive, and robotic tools. These tools combined with the **knowledge and skills of our workforce**, enhance quality of care.



A **diverse, capable, and empowered workforce** able to adapt to changes in country communities, **assisted by technology and new ways of working**.



Local community data and evidence drives design of health services, responsive to population, demographic, behavioural, environmental, and economic factors.



Greater access to 24/7 specialist care using **virtual and integrated care models** to bridge access gaps and provide care locally.



Sustainability embedded at every level, fostering greener and more resilient health services and facilities.



Expanded service options **delivered locally into homes and communities**, enhancing access and continuity of care.



Seamless and secure access to patient information across care settings through **unified digital health records**.



Use of robotics and technologies redefine diagnostic treatment and surgical precision for **better patient outcomes**.



Patients and carers **informed and empowered** to use digital tools to **improve the patient journey**.

Strategic Plan 2025-30



Priority 1: Advancing quality, access and equity

Improved health outcomes through increased access to local and virtual services.



Kununurra Hospital, Kimberley

What success looks like

- ▶ High quality, person-centred care as close to home as possible, aligned to community and cultural health needs.
- ▶ Innovative and evidence-based clinical and corporate strategy improves consistency and equity in service development.
- ▶ Health service quality and access assured through more local decision-making, accountability, and partnerships.
- ▶ People living in country WA are supported to navigate the system and access coordinated care and specialist services.
- ▶ Advances in technology, skills, knowledge, and partnerships drive excellence in contemporary healthcare delivery and increase care provided locally.
- ▶ Aboriginal people and people with diverse needs receive culturally responsive care, respecting self-determination, and community context.
- ▶ Increased health promotion and prevention across hospital and community services, designed with local community, key stakeholders, and other health providers.

Measures of success

- ▶ Consistent achievement toward excellence in clinical safety, quality, patient and carer experience, and cultural performance targets.
- ▶ More people receiving care as close to home as possible.
- ▶ Evidence of implementation of clinical and cultural governance frameworks.

Priority 2: Valuing our people

A highly skilled and valued workforce supported by a safe, inclusive workplace and environment.



Albany, Great Southern

What success looks like

- ▶ We are an inclusive employer with a diverse and agile workforce working to their full scope of practice.
- ▶ Innovative attraction, recruitment and retention strategies and career pathways.
- ▶ Flexible and streamlined local employment pathways, including cross-disciplinary roles, alternative workforce types and service models.
- ▶ Provision of rewarding careers, accessible training, and fast-tracked development opportunities.
- ▶ Improved workforce wellbeing and security, including a culturally, psychologically, and physically safe and inclusive environment.
- ▶ Contemporary equipment, staff accommodation and workplaces support effective work practices.
- ▶ A strong, skilled and growing Aboriginal workforce supported to meet health service and cultural needs and responsibilities.
- ▶ Implementation of technologies that optimise workforce performance.

Measures of success

- ▶ Improved performance against workforce metrics including attraction, retention, diversity, and cultural safety.
- ▶ Increased proportion of Aboriginal people employed, including in leadership roles and across disciplines.
- ▶ Consistently meet workplace safety compliance and achieve performance targets.
- ▶ Establishment of a registered training organisation (RTO).
- ▶ Increased access to training and development opportunities.
- ▶ Increased innovation in workforce roles, scope, and capability to better meet service needs.
- ▶ Increased staff engagement to monitor and improve workplace culture and experience.

Priority 3: Driving excellence and innovation

Excellence supported by a commitment to research, innovation and improvement.



Karratha, Pilbara

What success looks like

- ▶ Embedded clinical, corporate, and cultural excellence through innovation and leadership.
- ▶ Evidence and research-driven improvement and design transform service quality and effectiveness.
- ▶ Increased local workforce engagement with new technologies and research.
- ▶ Adoption of digital and other innovations improves service timeliness and outcomes.
- ▶ Translational research and clinical trials provide country people with access to the latest health treatments.
- ▶ Strategic partnerships and collaboration support innovation and health service excellence.

Measures of success

- ▶ Increased clinical trials, research, and innovative initiatives for country communities, including working with Aboriginal people and people with diverse needs.
- ▶ Increased partnerships with academic and industry sectors to develop, implement and scale innovative healthcare solutions.
- ▶ Demonstrated service improvements and re-design.
- ▶ An established rural health research and innovation alliance.
- ▶ Increased investment to embed innovation and research.
- ▶ Increased number of staff involved in research and innovation.

Priority 4: Collaboration, partnerships, and community connection

Partnerships and local collaboration improve healthcare access, coordination, and the patient journey.



Broome, Kimberley

What success looks like

- ▶ Local engagement and conversations inform service design.
- ▶ Increased local service accountability for engagement and joined-up services.
- ▶ Collaborative partnerships support culturally respectful and responsive health services.
- ▶ Aboriginal influence embedded in health service design, decision-making and cultural governance.
- ▶ Improved health literacy enabling people to participate more actively in their health journey.
- ▶ Increased organisation-wide strategic partnerships with local, national, and international leaders to advance country healthcare.

Measures of success

- ▶ Increased strategic and local partnerships and achievement of common goals.
- ▶ Increased engagement opportunities with patients, carers, communities, health services and service partners.
- ▶ Increased engagement with Aboriginal people, community leaders and community organisations.
- ▶ Increased engagement with people and communities with diverse needs.

Priority 5: A trusted and sustainable health service

Strong relationships and governance support an adaptable, trusted, and sustainable health service.



Busselton, South West

What success looks like

- ▶ We champion sustainable country healthcare, responding to the health needs of country patients and communities.
- ▶ Embedded clinical, corporate, and cultural governance frameworks.
- ▶ Technology, systems and information support real-time awareness, local decision-making and increase efficiency.
- ▶ Resource allocation reflects the actual cost of providing healthcare in country WA.
- ▶ Contemporary and innovative health facility design, infrastructure, asset, and equipment management support service effectiveness, safety, and environmental sustainability.
- ▶ Evidence, data, and information are harnessed to influence policy and resource decisions.
- ▶ Actions to reduce our environmental footprint are embedded at every level of the organisation.
- ▶ Cyber security protects patient and organisational information.

Measures of success

- ▶ Consistent achievement of corporate, clinical, cultural and system performance targets.
- ▶ Embedded 24/7 real-time awareness and decision tools.
- ▶ The impact of increased resource investment is identified and monitored.
- ▶ Demonstrated use of evidence to plan and evaluate projects and services, and influence policy and resource allocation.
- ▶ Achievement of agreed targets for health service resource use and environmental sustainability.

WA Country Health Service

233 Stubbs Terrace, Shenton Park WA 6008

PO Box 6680, East Perth Business Centre WA 6892

T: +61 8 9223 8500

F: +61 8 9223 8599

Toll Free: 1800 629 028

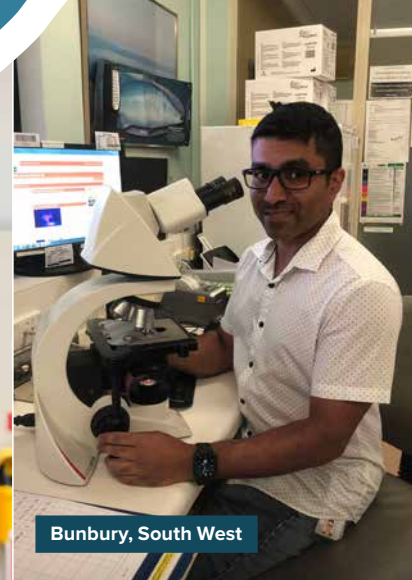
www.wacountry.health.wa.gov.au

Alternative formats available on request.

© WA Country Health Service 2025



Boddington, Wheatbelt



Bunbury, South West



Albany, Great Southern



Kalgoorlie, Goldfields



Manjimup, South West



Katanning, Great Southern



Kondinin, Wheatbelt



Mullewa, Midwest



Geraldton, Midwest



Esperance, Goldfields