

Wide Bay Hospital and Health Service

Aboriginal and Torres Strait Islander Health Equity Implementation Plan

2025-2028

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**Wide Bay Hospital and Health Service
Aboriginal and Torres Strait Islander
Health Equity Plan 2025 - 2028**

Version control

This version was approved by Wide Bay Hospital and Health Service Executive Strategic Management Committee on 4 June 2026.

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Executive Summary

The Aboriginal and Torres Strait Islander Health Equity Implementation Plan 2025–2028 operationalises WBHHS's statutory obligations under section 40 of the Hospital and Health Boards Act 2011 and Queensland Health's First Nations First Strategy (Q32). The Plan translates strategic intent into measurable, time-bound actions that improve health outcomes, eliminate racism, and embed culturally safe care for Aboriginal and Torres Strait Islander peoples across the Wide Bay region.

The Plan aligns with the National Agreement on Closing the Gap, the National Aboriginal and Torres Strait Islander Health Plan 2021–2031, and NSQHS Standards (1, 2 and 5). Executive accountability rests with the Health Service Chief Executive and Executive Leadership Team, supported by the Aboriginal and Torres Strait Islander Health Advisory Committee, with six-monthly reporting to the Executive Strategic Management Committee.

Community Summary

This Plan explains how Wide Bay Hospital and Health Service will work with Aboriginal and Torres Strait Islander peoples to make health care safer, fairer and easier to access between 2025 and 2028.

Community will see more Aboriginal and Torres Strait Islander staff, clear action to stop racism, better access to appointments, transport, outreach and telehealth, stronger follow-up after leaving hospital, and health services shaped by community voices.



Acknowledgement

The Wide Bay Hospital and Health Service (WBHHS) and the Aboriginal & Torres Strait Islander Health Service would like to acknowledge the Traditional Owners of the Wide Bay region, the Butchulla, Bailai, Gooreng Gooreng, Gurang, Kabi Kabi, Taribelang Bunda and Wakka Wakka. We acknowledge and honour the memory of their ancestors and Elders, past, present as their spirits can be found across the region. WBHHS is committed to honouring Aboriginal and Torres Strait Islander peoples' unique cultural, spiritual and economical relationships to the land, waters, and seas and their rich contribution to society. As we serve the health needs of our community, we recognise the importance of the land and the waterways, as an integral part of people's health and wellbeing.

Statement of Commitment

The WBHHS Aboriginal and Torres Strait Islander Health Equity Implementation Plan 2025–2028 is a prescribed requirement under section 40 of the Hospital and Health Boards Act 2011. The Plan sets out agreed key performance measures to improve health and wellbeing outcomes for Aboriginal and Torres Strait Islander peoples living in, or accessing services within, the Wide Bay region.





Introduction

Wide Bay Hospital and Health Service (WBHHS) is building on existing strategies and initiatives to further strengthen the Aboriginal and Torres Strait Islander Health Equity Strategy 2025–2028. This Implementation Plan provides a coordinated and structured framework for action, accountability and continuous improvement across the health system.

The Plan reflects WBHHS's commitment to delivering holistic, culturally safe and responsive health services for Aboriginal and Torres Strait Islander peoples. Central to this commitment is meaningful and ongoing collaboration with Aboriginal and Torres Strait Islander peoples, communities and organisations in the design, delivery, monitoring and review of health services. Through shared decision-making and partnership, WBHHS seeks to ensure services are equitable, accessible and responsive to community needs.

Implementation of the Plan is guided by a structured project life cycle that supports transparency, co-design and accountability. The Plan will be reviewed annually to ensure continued relevance, effectiveness and alignment with community priorities and organisational obligations.

Project Life Cycle Approach

The Implementation Plan is delivered through five key stages:

1. **Working with prescribed stakeholders** to ensure appropriate governance, engagement and shared responsibility
2. **Exploring and evidence gathering**, based on the principle of co-ownership
3. **Planning and design**, informed by the principles of co-design
4. **Implementation and delivery**, guided by the principle of co-implementation
5. **Evaluation and review**, underpinned by accountability and continuous improvement

Key Priorities

The Implementation Plan is structured around six priority areas that guide action across the organisation:



WBHHS recognises the importance of supporting Aboriginal and Torres Strait Islander employees to maintain and celebrate their cultural identity, fulfil cultural obligations, and sustain strong community connections. Creating safe, inclusive workplaces that respect culture and participation in recognised cultural and community events is essential to workforce wellbeing, retention, and the delivery of culturally responsive care.

Through this Plan, WBHHS reaffirms its commitment to improving health, social and emotional wellbeing outcomes for Aboriginal and Torres Strait Islander peoples across the Wide Bay region, and to embedding health equity as a core responsibility of the organisation.

Message from the Board Chair and Chief Executive

We are extremely delighted to present the WBHHS Aboriginal and Torres Strait Islander Health Equity Implementation Plan for 2025-2028. This strategic plan outlines key priorities and focus areas designed to strengthen, enhance and drive health equity, eliminating institutional racism and achieving life expectancy parity for Aboriginal and Torres Strait Islander peoples across Wide Bay. Across Australia and our region, there is a rich and unique history of Aboriginal and Torres Strait Islander peoples and Traditional Owners of these lands that has a long and lasting connection to Country, reaching back more than 60,000 years.

As a HHS and country, we know that Aboriginal and Torres Strait Islander people do not have the same life expectancy and quality of life as other non-Aboriginal and Torres Strait Islander people, setting clear direction and Key Performance Indicators (KPIs) to support positive outcomes for Aboriginal and Torres Strait Islander people within WBHHS.

The plan reaffirms WBHHS's responsibility to embedding cultural safety, respect, and appropriateness within our organisation. By doing so, we will improve the health, safety, and wellbeing of Aboriginal and Torres Strait Islander employees, patients, and their families. Collaboration with our Aboriginal and Torres Strait Islander employees, leaders, and stakeholders will also be pivotal in fostering cultural competency across all our facilities.

We are honoured to do our part to make a difference and give full commitment to implementing the actions and initiatives in our Aboriginal and Torres Strait Islander Health Equity Implementation Plan for 2025-2028. All WBHHS staff have a responsibility to listen, respond and act to support Aboriginal and Torres Strait Islander Health Equity Implementation Plan for 2025-2028, as it represents our commitment to building a strong health system that supports the most vulnerable, and which promotes recognition and respect for Aboriginal and Torres Strait Islander peoples, communities and culture.

Together, we are committed to working towards positive health outcomes for all.

Professor Brett Heyward

Board Chair
Wide Bay Hospital and Health Board

Debbie Carroll

Chief Executive
Wide Bay Hospital and Health Service

Message from the Executive Director Aboriginal and Torres Strait Islander Health

As Executive Director of Aboriginal and Torres Strait Islander Health I am proud to present the Wide Bay Hospital and Health Service First Nations Health Equity Implementation Plan 2025-2028. The development and implementation of this plan is led by the Aboriginal and Torres Strait Islander Health Service team

This plan reflects our shared commitment to improving health outcomes and experiences for Aboriginal people and Torres Strait Islander people across the Wide Bay region. It acknowledges the enduring strength of the world's oldest continuing cultures and recognises that genuine health equity can only be achieved when Aboriginal and Torres Strait Islander peoples feel culturally safe, respected, and heard within our health system.

The Implementation Plan translates our strategic intent into practical, accountable actions. It has been informed by community voices, staff expertise, and strong partnerships, and it aligns with Closing the Gap priorities and Queensland Health directions. Central to this work is addressing systemic barriers including racism and discrimination, while strengthening cultural capability, workforce development, and partnerships with Aboriginal and Torres Strait Islander communities and organisations.

Achieving health equity is everyone's responsibility. This plan calls on all staff, leaders, and partners to work together, to listen deeply, and to embed culturally safe practices in everything we do. Through collective action, transparency, and accountability, we can deliver care that is equitable, strengths-based, and grounded in respect.

I thank our communities, staff, and partners who have contributed to the development of this plan and who continue to guide our journey. Together, we will build a health service where Aboriginal and Torres Strait Islander peoples experience improved health outcomes and a culturally safe and responsive system of care.

Paul Weir

Executive Director Aboriginal and Torres Strait Islander Health Service
Wide Bay Hospital and Health Service

Message from the Galangoor Duwalami Primary Health Care Chief Executive

The 2025–2028 First Nations Health Equity Strategy (FNHES) represents an important commitment to recognising and addressing the inequities experienced by Aboriginal and Torres Strait Islander peoples, families and communities when accessing health services across the Wide Bay region. It reflects a collective determination to transform the way care is planned, delivered and evaluated to ensure it is equitable, culturally safe and responsive to community needs.

Acknowledging the gaps that currently exist within the health system is a critical step toward improving health outcomes and empowering communities across the region to influence the services that affect them.

A key strength of this strategy lies in the extensive engagement and consultation with community members, Elders, partners and stakeholders. Their voices have shaped the priority areas and actions that guide this strategy, ensuring the approach is grounded in lived experience and reflects the diverse needs of communities throughout Wide Bay.

Strong partnerships with Aboriginal and Torres Strait Islander Community Controlled Health Organisations (ATSICCHOs) and other key stakeholders will be central to achieving sustained improvements in health and wellbeing for Aboriginal and Torres Strait Islander peoples. These partnerships support coordinated care, shared accountability and culturally appropriate service delivery.

This strategy reinforces a commitment to community-led and place-based approaches that recognise the holistic concept of health held by Aboriginal and Torres Strait Islander peoples, encompassing physical, social, emotional and cultural wellbeing.

Stevan Ober

Chief Executive Officer
Galangoor Duwalami Primary Health Care

Message from the Indigenous Wellbeing Centre Chief Executive

The Indigenous Wellbeing Centre (IWC) recognises and welcomes the strong commitment shown by the Wide Bay Hospital and Health Service (WBHHS) in developing and implementing the 2025-2028 First Nations Health Equity Strategy across its services. This important initiative represents a positive step toward improving health outcomes for Aboriginal people and Torres Strait Islander people, while strengthening partnerships between the health system and community.

The Strategy reflects a shared commitment to working differently and building a health system that is culturally safe, responsive and inclusive. By strengthening cultural understanding, promoting respectful engagement and embedding culturally responsive practices across services, WBHHS continues to strengthen its commitment to delivering culturally safe and responsive care that supports improved outcomes for Aboriginal and Torres Strait Islander peoples and families.

The Strategy establishes a strong foundation for future action, providing a clear framework to guide improvements across the health service. Its success will be reflected through ongoing collaboration, sustained effort and the delivery of tangible outcomes that support better health and wellbeing for First Nations communities throughout the Wide Bay region.

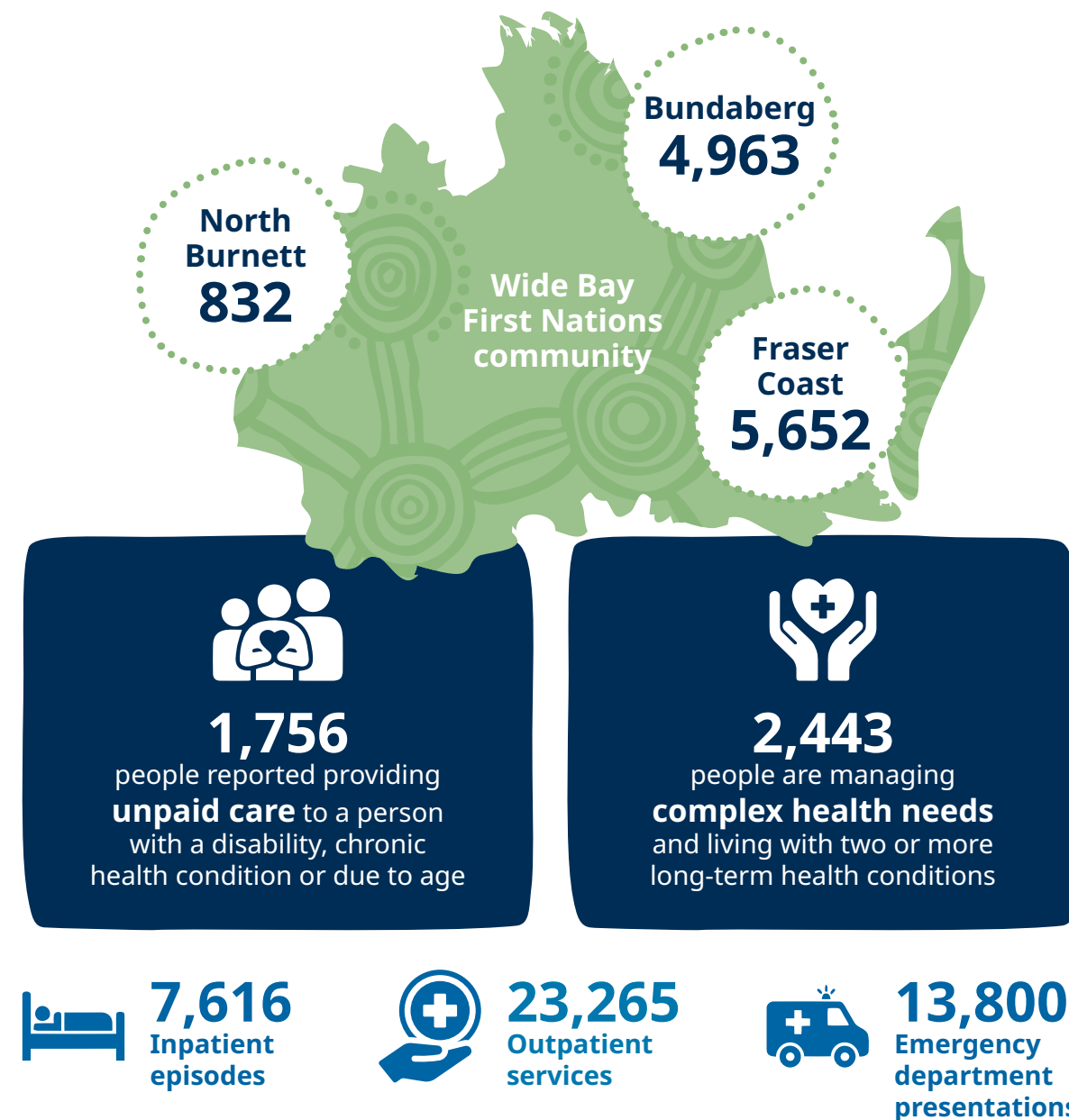
Continued collaboration between IWC, WBHHS and other partners will help strengthen this collective effort, ensuring the implementation of the Strategy is underpinned by strong relationships, open communication and a shared commitment to achieving meaningful and lasting improvements in health equity.

Robert Skeen

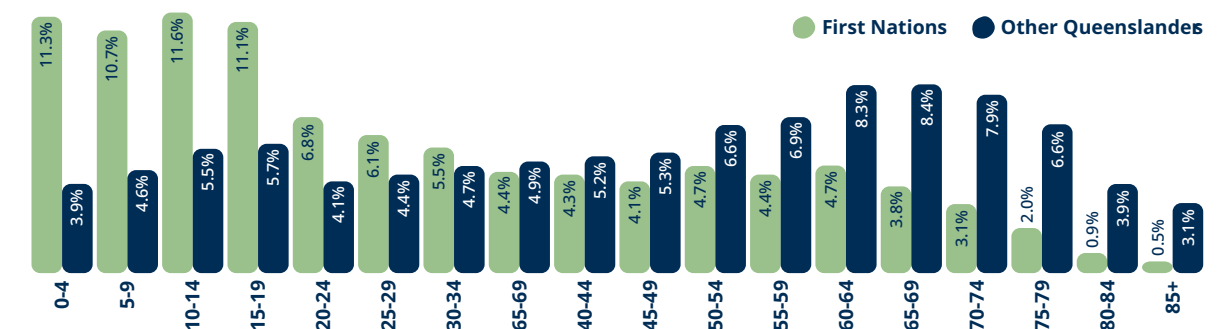
Chief Executive Officer
Indigenous Wellbeing Centre



Community profile



Population distribution by age group (2024)



Health profile data

Type of long-term health conditions for Aboriginal and/or Torres Strait Islander people	Number of cases in Wide Bay	Percent of total Wide Bay population
Arthritis	1,546	9.2%
Asthma	2,509	14.9%
Cancer (including remission)	386	2.3%
Dementia (including Alzheimer's)	97	0.6%
Diabetes (excluding gestational diabetes)	1,109	6.6%
Heart disease (including heart attack or angina)	831	4.9%
Kidney disease	238	1.4%
Lung condition (including COPD or emphysema)	585	3.5%
Mental health condition (including depression or anxiety)	2,709	16.1%
Stroke	217	1.3%
Any other long-term health condition(s)	1,943	11.5%
No long-term health condition(s)	8,888	52.8%
Not stated	1,194	7.1%

Supporting documents, policies, strategies and frameworks

The supporting documents, policies, strategies and frameworks listed below collectively provide the legislative, strategic, clinical and cultural foundations for the Aboriginal and Torres Strait Islander Health Equity Implementation Plan 2025–2028. Together, they ensure alignment with national and state health priorities, statutory obligations, quality and safety standards, and workforce and service planning requirements.

These frameworks guide WBHHS in delivering culturally safe, equitable and accountable health services, strengthening Aboriginal and Torres Strait Islander workforce participation, eliminating racism and systemic barriers, and partnering meaningfully with communities to improve health, social and emotional wellbeing outcomes across the Wide Bay region.



Supporting documents

Document	Purpose	Relevance to this Plan	Alignment	Related Priorities
HEALTHQ32 – First Nations First Strategy 2032	Queensland Health's long-term strategy to eliminate health inequities for Aboriginal and Torres Strait Islander peoples by 2032.	Provides the overarching state direction for health equity, cultural safety, workforce strengthening and eliminating racism.	Statewide strategic alignment for health equity reform and accountability.	1, 2, 3, 4, 5, 6
Making Tracks Together: Queensland's Aboriginal and Torres Strait Islander Health Equity Framework	Queensland's foundational framework for advancing Aboriginal and Torres Strait Islander health equity.	Guides leadership accountability, culturally safe service delivery and meaningful community partnerships embedded throughout the Plan.	Health equity, cultural safety and system reform.	1, 2, 4, 5, 6
National Aboriginal and Torres Strait Islander Health Plan 2021–2031	Australia's national framework for improving Aboriginal and Torres Strait Islander health and wellbeing.	Informs the strengths-based, holistic and life-course approach adopted across the Plan.	National health policy direction.	3, 4, 5, 6
National Agreement on Closing the Gap	A formal agreement between governments and Aboriginal and Torres Strait Islander peak bodies to close outcome gaps.	Ensures actions contribute to Closing the Gap targets through shared decision-making, accountability and measurable outcomes.	National reform agreement.	1, 3, 4, 5, 6
National Safety and Quality Health Service (NSQHS) Standards	National standards for safe, high-quality and person-centred healthcare.	Embeds clinical governance, partnering with consumers and comprehensive care across all priorities.	Quality and safety assurance.	1, 2, 3, 5, 6
Queensland Health Aboriginal and Torres Strait Islander Cultural Capability Framework 2010–2033	Framework to build cultural capability across Queensland Health.	Guides workforce training, culturally safe practice and organisational capability development.	Cultural capability and workforce development.	1, 2, 5
WBHHS Aboriginal and Torres Strait Islander Workforce Plan 2025–2028	Workforce strategy to recruit, retain, develop and support Aboriginal and Torres Strait Islander employees.	Provides the operational foundation for workforce-related actions in this Plan.	Local workforce planning and development.	1, 5, 6
WBHHS Health Services Plan 2022–2037	Long-term plan for sustainable and responsive health service delivery.	Ensures health equity actions are embedded in future service, infrastructure and population planning.	Service sustainability and access planning.	3, 4, 5
Wide Bay Hospital and Health Service Strategic Plan 2026–2030	Sets organisational priorities, values and strategic objectives.	Anchors the Health Equity Implementation Plan within WBHHS governance and performance frameworks.	Organisational strategy and accountability.	1, 2, 3, 5, 6

Governance, monitoring and evaluation

Governance, monitoring and evaluation arrangements ensure transparency, accountability and continuous improvement in delivering health equity outcomes for Aboriginal and Torres Strait Islander peoples.

Oversight of the Plan will be provided by the Aboriginal and Torres Strait Islander Health Advisory Committee. Executive accountability rests with the Health Service Chief Executive and Executive Leadership Team. Progress against key deliverables will be reported to the Executive Strategic Management Committee every six months.

Governance

- The WBHHS Aboriginal and Torres Strait Islander Health Advisory Committee will support and oversee the monitoring, implementation, and evaluation of the plan.
- The Chief Executive and Executive Team will endorse and promote the Aboriginal and Torres Strait Islander Health Equity Implementation Plan 2025-2028.
- A report will be submitted to Executive Strategic Management Committee every six (6) months, outlining progress against key deliverables.

Monitoring and reporting

- Reporting frameworks and guidelines will be developed and rolled out across WBHHS to align with the Aboriginal and Torres Strait Islander Health Equity Implementation Plan.
- Commence 2025, reviewed annually monitoring of data and trends of the Aboriginal and Torres Strait Islander Health Equity Implementation plan will reflect whether targets are being met or unmet.
- A report will be submitted to Executive Strategic Management Committee every six (6) months, outlining progress against key deliverables.

Evaluation and review

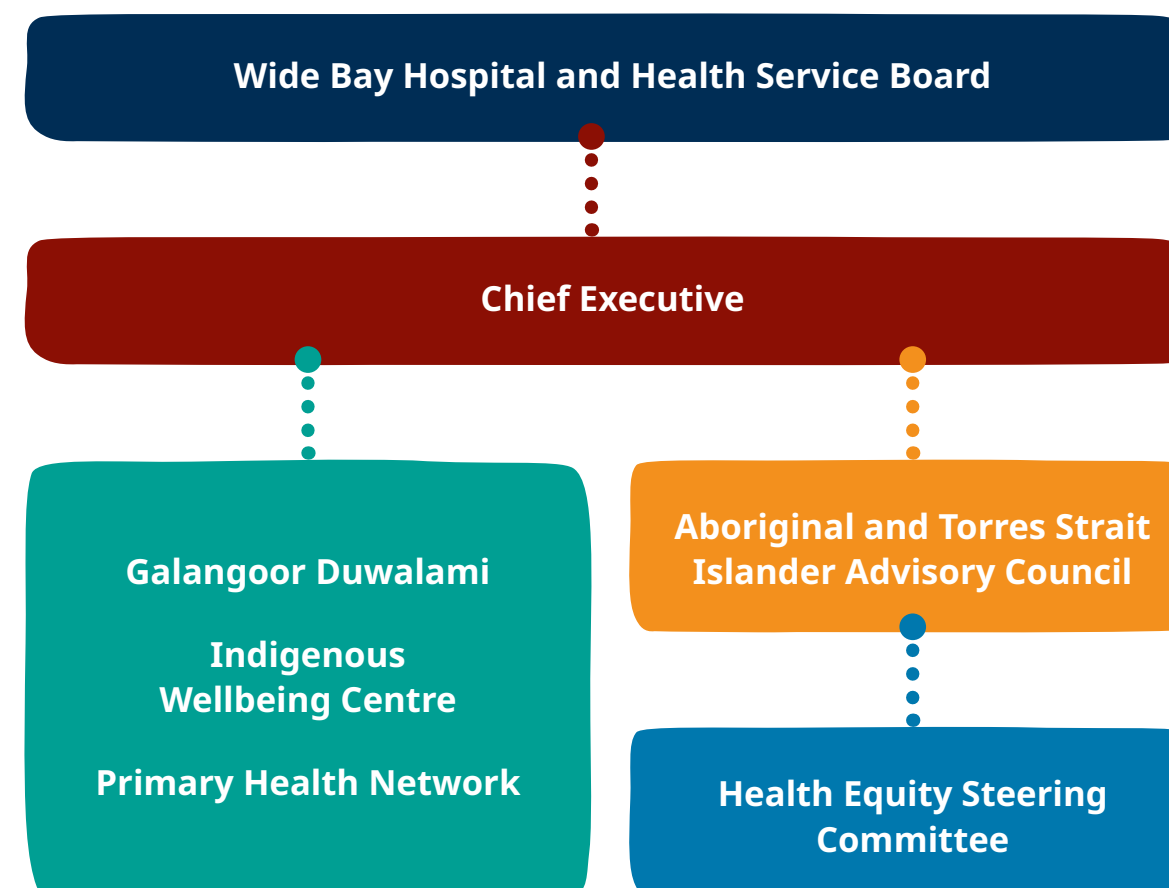
- A comprehensive communication strategy will be developed.
- The plan will be revised based on appropriate feedback and prepared for publication.
- Implementation targets and a risk strategy for the Aboriginal and Torres Strait Islander Health Equity Implementation Plan 2025-2028 will be established.
- An evaluation will be conducted, identifying emerging issues and new initiatives

Community

- Annual progress report card for community, stakeholders and staff to promote transparency and informed decision making.



Governance structure





Priority 1

Strengthen the Aboriginal and Torres Strait Islander workforce

WBHHS aims to become an employer of choice for Aboriginal and Torres Strait Islander healthcare and support workers by recognising and rewarding formal qualifications, lived cultural experience, and the value placed on our people's work by the communities we serve.

Additionally, we will create roles that include leadership opportunities and pathways across all areas.

The following actions translate the Health Equity Strategy commitments into measurable, time-bound outcomes aligned with Q32 priorities and NSQHS standards.

Q32 – First Nations First: Focus Area 4 – Strengthen the workforce
NSQHS Standards: 1, 2, 5
WBHHS Priority: Nurture and future-proof workforce
Overarching Responsibility: HSCE and EDATSIH

Priority 1

Action	Key performance measure	Outcome	Timeframe	Executive Sponsor	Lead Officer
				<i>Provide regular reporting analysis on activities being undertaken and targets being met</i>	<i>Report health equity actions progress to the Executive sponsor</i>
1.1 Embed Workforce Plan 2025–2028	Year on year YOY increase in recruitment, (aspirational target 5%), retention and progression; aligned with the Aboriginal and Torres Strait Islander Health Workplan	More Aboriginal and Torres Strait Islander staff; clear career pathways; improved cultural safety	2025-2028	ED Human Resources	Manager HR Perf WF Planning & Insights
1.2 Expand career pathways	≥2 trainees progress to study p.a.	More trainees and cadets entering sustained employment	2025-2028	All Executive	-
	≥2 cadets to employment p.a.			All Executive	
1.3 Strengthen cultural capability	≥90% of workforce trained; reduced culture-related complaints	Improved culturally safe care and patient experience	2026-2028	ED A&TSIH	Manager Cultural Capability Program
1.4 Strengthen school partnerships	YOY increase in Aboriginal and Torres Strait Islander people's student participation	Stronger local talent pipeline	2026-2028	ED A&TSIH	Manager Cultural Capability Program
1.5 Increase Aboriginal and Torres Strait Islander staff representation on WBHHS committees	Increase in representation on WBHHS committees, reflective of population	Visible Aboriginal and Torres Strait Islander people's leadership in governance	2026-2028	ED Governance	-
1.6 Quarterly HWF Workforce reporting	Quarterly activity reports HWF	Reporting ensures trends can be tracked over time, informs workforce planning and service improvement	2026-2028	ED A&TSIH	Team Leaders



Priority 2

Actively eliminate racial discrimination and institutional racism within the service

Racism and discrimination remain persistent barriers for Aboriginal and Torres Strait Islander communities.

Consultations with Wide Bay mob and organisations have highlighted that racial stereotyping and discriminatory practices contribute to hesitancy among Aboriginal and Torres Strait Islander peoples in accessing and engaging with health services.

The WBHHS Aboriginal and Torres Strait Islander Health Equity Strategy 2025–2028 is committed to eliminating racial discrimination and institutionalised racism, ensuring that staff, patients, and the community feel safe, respected, and valued.

Q32 – First Nations First: Eliminate Racism
NSQHS Standards: 1, 2, 5
WBHHS Priority: Services are equitable and accessible to the community
Responsibility: HSCE and EDATSIH

Priority 2

Action	Key performance measure	Outcome	Timeframe	Executive Sponsor	Lead Officer
				<i>Provide regular reporting analysis on activities being undertaken and targets being met</i>	<i>Report health equity actions progress to the Executive sponsor</i>
2.1 Address staff incidents of racism in line with the Code of Conduct	Complaints of racism are dealt with, within the policy timeframe	Increase in complaints being addressed within policy timeframe culturally safe workplace	2027–2028	ED Human Resources	Manager Recruitment and Workforce Services
2.2 Educate staff on how to respond to and report racism and discrimination	Increase in education materials across facilities and increased disclosures	Improved awareness and trust in reporting	2026–2028	All Executive	Manager Cultural Capability Program
2.3 Educate community on pathways to report racism and discrimination	Increase in education materials across facilities and increased disclosures	Clear reporting pathways and Improved awareness and trust in reporting	2026–2028	ED A&TSIH	Manager Cultural Capability Program
2.4 Encourage formal reporting	Increased reporting and resolution rates	Clear reporting pathways and responses	2026–2028	ED Governance	Director Clinical Governance
2.5 Address systemic barriers	Annual audits show reduction in barriers	Improved patient experience and safety	2026–2028	ED Governance	-
2.6 Increase cultural training compliance	≥90% workforce completion	Culturally responsive workforce	2025–2028	ALL Exec	Manager Cultural Capability Program
2.7 Deliver anti-racism campaign	Campaign launched; sentiment improved	Clear anti-racism messaging	2026–2027	ED Governance	Director Communications and Engagement



Priority 3

Increase access to healthcare services

Key barriers to achieving health equity for Aboriginal and Torres Strait Islander peoples include ensuring culturally safe, timely, and supported access to healthcare services.

Through consultation with local communities and organisations, access to care is shaped by social, economic, and cultural factors.

WBHHS has listened to the voices of Wide Bay Aboriginal and Torres Strait Islander peoples and is committed to implementing systems and supports that make it easier for Aboriginal and Torres Strait Islander people to access the care they need.

Q32 – First Nations First: Re-shape the system
NSQHS Standards: 1, 2, 5
WBHHS Priority: Equity and access – Services are equitable and accessible to the community, embed technology – Increase access to virtual care.
Responsibility: HSCE and EDATSIH

Priority 3

Action	Key performance measure	Outcome	Timeframe	Executive Sponsor	Lead Officer
				<i>Provide regular reporting analysis on activities being undertaken and targets being met</i>	<i>Report health equity actions progress to the Executive sponsor</i>
3.1 Enhance patient transport	Increased utilisation by Aboriginal and Torres Strait Islander peoples patients	Reduced missed appointments	2026–2027	Chief Operating Officer ED Clinical and Support Services	Director Operational and Support Services
3.2 Improve access to priority services	≥90% of patients seen within clinical timeframes	Improved access and understanding of care pathways	2026	Chief Operating Officer ED Bundaberg and Rurals ED Clinical and Support Services ED Fraser Coast	WBHHS Elective Surgery Coordinator and ND Patient Flow
3.3 Reduce Missed Opportunity to Treat (MOTT) DNW/DAMA/DNA	20% reduction	Improved continuity of care	Reviewed annually	Chief Operating Officer ED Bundaberg and Rurals ED Fraser Coast	WBHHS Elective Surgery Coordinator and ND Patient Flow
3.4 Improve triage information	Reduced complaints; increased understanding	Clear, accessible triage information	2026–2027	Chief Operating Officer	-
3.5 Improve appointment attendance	Reduced MOTT rates	Improved attendance and patient experience	2026–2028	Chief Operating Officer	-
3.6 Expand telehealth	20% increase in telehealth use	Improved access closer to home	2026–2028	Chief Operating Officer ED Clinical and Support Services ED Bundaberg and Rurals	Telehealth Co-Ordinator
3.7 Improved integrated mental health support within correctional facilities, with timely and culturally appropriate care	Explore culturally sensitive and safe pathways to meet the needs of First Nations client base	Improved continuity of care and reduced burnout and cultural load on existing First Nations employees	2027-2028	ED Mental Health	-



Priority 4

Influence the social, cultural and economic determinants of health

Health is influenced by a range of social, cultural, and economic factors. Maintaining good health requires both patients and clinicians to recognise these influences and incorporate them into prevention and treatment plans. Given the complexity of health determinants affecting Aboriginal and Torres Strait Islander peoples, WBHHS is committed to partnering with community organisations, support services, and government agencies to provide holistic, culturally appropriate care to our Wide Bay mob, supporting them across the lifespan and contributing to Closing the Gap in health outcomes.

Q32 – First Nations First: Transform care
NSQHS Standards: 1, 2, 5
WBHHS Priority: Optimise and transform health services, Enhance and transform health services nurture and future-proof workforce
Responsibility: HSCE and EDATSIH

Priority 4

Action	Key performance measure	Outcome	Timeframe	Executive Sponsor	Lead Officer
				Provide regular reporting analysis on activities being undertaken and targets being met	Report health equity actions progress to the Executive sponsor
4.1 Strengthen partnerships with Aboriginal and Torres Strait Islander Community Controlled Health Organisations	Increased referrals and collaboration with Galangoor Duwalami and Indigenous Wellbeing Centre	Enhanced/improved follow-up and prevention services	reviewed annually	ED A&TSIH	Manager A&TSIH
4.2 Promote Q Clinic	Increased screening and attendance	Improved access to sexual health services	2025–2028	ED Governance	Director Communications and Engagement
4.3 Enhance physical environments	Annual cultural safety audits	Culturally welcoming facilities	2026–2027	ED A&TSIH	Manager A&TSIH Manager Cultural Capability Program
4.4 Timely follow-up post-discharge	≥80% follow-up within 7 days	Improved continuity of care	Reviewed annually	ED Mental Health	-
4.5 Culturally safe prison health services	Health programs endorsed as culturally safe	Improved access to health services when transitioning from prison	2026–2027	ED Mental Health	-
4.6 Strengthen leadership accountability	Health Equity KPIs reported	Leaders accountable for equity outcomes	2028	All Exec	-



Priority 5

Deliver sustainable, culturally safe and responsive healthcare services

WBHHS acknowledges the voices of local Aboriginal and Torres Strait Islander peoples and recognises that a strong Aboriginal and Torres Strait Islander workforce is fundamental to delivering sustainable, culturally safe, and responsive health services.

As an organisation, we are committed to growing our Aboriginal and Torres Strait Islander people's workforce, embedding a cultural perspective across all areas of the health service, and ensuring that patients feel supported and respected throughout their healthcare journey.

Q32 – First Nations First: Transform care and strengthen workforce
NSQHS Standards: 1, 2, 5
WBHHS Priority: Nurture and future-proof workforce – Strengthen our workforce to ensure care, connection and compassion for all.
Responsibility: HSCE and EDATSIH

Priority 5

Action	Key performance measure	Outcome	Timeframe	Executive Sponsor	Lead Officer
				<i>Provide regular reporting analysis on activities being undertaken and targets being met</i>	<i>Report health equity actions progress to the Executive sponsor</i>
5.1 Expand virtual care and outreach	≥10% YOY increase in virtual care	Improved access and flexibility	2028	Chief Operating Officer ED Medical Services	Manager A&TSIH
5.2 Embed holistic care models	≥85% of patients report culturally safe care	Welcoming and safe care environments	2026	ED Governance	-
5.3 Improve birthweight outcomes	10% increase in healthy birthweight	Healthier babies	2028	ED Nursing and Midwifery	Midwifery and Nursing Director WBHHS
5.4 Improve maternity and antenatal care	≥90% compliance with care standards	Improved maternity and antenatal outcomes	reviewed annually	ED Nursing and Midwifery	Midwifery and Nursing Director WBHHS
5.5 Increase Aboriginal and Torres Strait Islander people's procurement	15% annual increase in spend	Economic benefit to Aboriginal and Torres Strait Islander peoples' businesses	2028	ED Finance	Director Contracts and Commercial Management
5.6 Improve Aboriginal and Torres Strait Islander people's data accuracy	Reduction in unknown/not stated	Better planning and service delivery	2026–2027	ED Finance	Director Funding Strategy and Performance
5.7 Embed Aboriginal and Torres Strait Islander people's leadership	Increased consumer representation on committees	An increase in culturally informed decisions	reviewed annually	ED Governance	-



Priority 6

Work with First Nations peoples, communities and organisations to design, deliver, monitor and review health services

To deliver culturally safe and responsive Aboriginal and Torres Strait Islander peoples' health services, Aboriginal and Torres Strait Islander peoples must be considered and actively involved at every stage of service delivery.

WBHHS is committed to ensuring that the voices and perspectives of our local Aboriginal and Torres Strait Islander communities and Elders are respected, supported, and valued, enabling services to be co-designed, delivered, monitored, and reviewed in genuine partnership with the people for whom care is provided.

Q32 – First Nations First: Focus Area 4 – Strengthen the workforce
NSQHS Standards: 1, 2, 5
WBHHS Priority: Foster partnerships – Partner with diverse stakeholders to better serve the community
Responsibility: HSCE and EDATSIH

Priority 6

Action	Key performance measure	Outcome	Timeframe	Executive Sponsor	Lead Officer
				<i>Provide regular reporting analysis on activities being undertaken and targets being met</i>	<i>Report health equity actions progress to the Executive sponsor</i>
6.1 Flexible community engagement	Quarterly co-design forums held	Meaningful community partnership	Reviewed annually	ED A&TSIH	Manager A&TSIH
6.2 Strengthen Advisory Council	≥4 meetings per year; updated Terms of Reference (ToR)	Stronger community governance	Reviewed annually	ED A&TSIH	Manager A&TSIH
6.3 Advance Care Planning	25% of eligible patients with ACPs	Care preferences respected	2028	Chief Operating Officer ED Clinical and Support Services	-
6.4 Strengthen partnerships with A&TSICCHO's and ACCO's	Annual partnership growth	Community-led service improvements	Reviewed annually	ED Nursing and Midwifery	Chief Operating Officer ED Governance
6.5 Shared workforce models	Local shared workforce plan developed Shared referral form with IWC and Galangoor	Improved continuity of care	TBD	ED A&TSIH	Manager A&TSIH

Implementation timeline

	2025	2026	2027	2028
Priority 1: Workforce				
Priority 2: Eliminate racism				
Priority 3: Access to Care				
Priority 4: Determinants of Health				
Priority 5: Sustainable Services				
Priority 6: Partnerships				

Acronyms

DAMA	Discharge Against Medical Advice
DNW	Did Not Wait
MOTT	Missed Opportunity to Treat
HSCE	Health Service Chief Executive
EDATSIH	Executive Director Aboriginal and Torres Strait Islander Health
ED	Executive Director
KPI	Key Performance Indicator
NSQHS	National Safety and Quality Health Service Standards
CTG	Close the Gap
PREMS	Patient Reported Experience Measures
PROMS	Patient Reported Outcome Measures
Q32	First Nations First Strategy (Health Queensland)
A&TSICCHO	Aboriginal and Torres Strait Islander Community Controlled Health Organisation
ACCO	Aboriginal Community Controlled Organisation

Department - Health Equity Key Performance Measures – Baseline and Targets (reported monthly)

	Baseline	Target
Annual (year-on-year) increase of Aboriginal and Torres Strait Islander people's workforce representation to demonstrate progress towards achieving workforce representation at least commensurate to Aboriginal and Torres Strait Islander population (Priority area 1)	2.95%	>3.77%
Increased proportion of Aboriginal and Torres Strait Islander people who had their cultural and spiritual needs met during the delivery of a healthcare service (e.g. inpatient PREMS survey, outpatient PROMS) (Priority area 2)	Baseline under development	
Decrease potentially avoidable deaths (Priority area 3)	7.2% FY2024-25	Year on year decrease
Increase proportion of Aboriginal and Torres Strait Islander adult patients on the general care dental waitlist waiting for less than the clinically recommended time (Priority area 3)	100%	>85%
Elective surgery – increased proportion of Aboriginal and Torres Strait Islander patients treated within clinically recommended time (Priority area 3)	Cat 1 95.7% Cat 2 89.3% Cat 3 57.1%	Cat 1 = >98% Cat 2 = >95% Cat 3 = >95%
Specialist outpatients – decreased proportion of Aboriginal and Torres Strait Islander patients waiting longer than clinically recommended for their initial specialist outpatient appointment (Priority area 3)	Cat 1 93.1% Cat 2 64.6% Cat 3 64.4%	Cat 1 = >90% Cat 2 = >85% Cat 3 = >85%
Increased proportion of Aboriginal and Torres Strait Islander people receiving face-to-face community follow up within 1-7 days of discharge from an acute mental health inpatient unit (Priority area 4)	65%	>65%
A decreased rate and count of Aboriginal and Torres Strait Islander peoples suicide deaths (Priority area 4)	Baseline to be established	
Increased proportion of Aboriginal and Torres Strait Islander babies born to Aboriginal and Torres Strait Islander mothers and non- Aboriginal and Torres Strait Islander mothers with healthy birthweights (Priority area 5)	85.9%	>91%
Increase proportion of Aboriginal and Torres Strait Islander peoples people completing Advance Health Care planning (Priority area 6)	6.4%	>9%

This Plan meets legislative, policy and quality standards by aligning with the Hospital and Health Boards Act 2011, Queensland Health's First Nations First Strategy, national safety and quality standards, and Closing the Gap priorities. Together, these ensure the Plan is lawful, culturally safe, accountable, and focused on improving health outcomes for Aboriginal and Torres Strait Islander peoples.



Wide Bay
Hospital and
Health Service

