NWRH



Strategic Directions

2026-2028

IHCA CERTIFIED ISO 9001:2015 Quality Certified Organisation



OUR ROLE

We deliver comprehensive, high-quality and cost-efficient packages of primary health care and support that enables healthy living in remote, rural and regional areas of Australia.

OUR PURPOSE

Healthier people in remote, rural and regional communities

OUR LOCATION

We operate in communities in Central, North and West Queensland, Coastal areas and the Gulf. Our core areas of service are shaded orange, however it is our intention to deliver services throughout regional, rural and remote areas right across the state of Queensland.

We will work in the identified locations where there are target populations that can benefit from our service offer and usually where:

- Communities welcome our presence
- We can partner with local and/or community controlled organisations
- We can provide face-to-face workforce or delivered services remotely
- Revenues and cost base enable a viable business
- Our presence adds to the reputations of others and ourselves
- We will look to partner with like-minded organisations through joint venture or consortiums





OUR PRINCIPLES

01

People own their own health

02

Communities control their own health services

03

Staff are employed locally, and assisted to build their skills and capabilities

04

Staff live where they work, making flexibility and responsiveness possible

05

Firm connections with communities based on ongoing relationships, and genuine understanding of needs and cultural sensitivities are upheld

Our Target Audience

Our services are available to all who can benefit from them and all age ranges, however, we particularly support those who:

- Have difficulty understanding, accessing or navigating the health system
- Are aged, living with a disability or chronically ill
- Require support for their mental health and wellbeing
- Require health and social support for themselves and their children

Financial Sustainability

Our financial sustainability is built upon:

1. Delivering appropriately funded services to those in need
2. Diversified revenue streams
3. Rigorous optimisation of available funds
4. Maintaining a sound balance sheet with investments re-contributing to current reserves within 2 to 3 years
5. Progressive expansion of funding in primary health care, wellbeing, disability and aged care
6. Alongside funded services, delivering fee-for-service or co-contributed services where possible
7. A modest margin is achievable after an initial investment period
8. An appropriate management fee is achievable



We deliver our services **in partnership** with a wide range of funders, investors and purchasers.

OUTCOMES

measurable results

CONFIDENCE

100% delivery, high satisfaction

IMPACT

contribute to solving challenging social and health issues

INNOVATIONS

pilot new ideas and delivery models

WE OFFER

Commonwealth + State Governments | Primary Health Networks

NWRH contracts with

ACCHOs | HHS | MyAgedCare | NDIS | Other Providers

Commonwealth + State Governments | Primary Health Networks

WE OFFER

STAFF

to fill expertise gaps

WE OFFER

MODELS OF CARE

that deliver outcomes

PERFORMANCE

guaranteed to meet contract requirements

We are able to work within partners' service scope, contracts and values systems to:

- Improve services by supplementing and enhancing complementary services when operating as short-term managers, advisors or operators
- Extend the existing 'footprint' of services to other areas and communities
- Build capacity with their local staff, including operating blended models over the short or long term

OUR SERVICES

01

ALLIED HEALTH

Supported by:

- Allied Health Assistants
- Credentialled Diabetes Educators
- Dietitians
- Exercise Physiologists
- Occupational Therapists
- Physiotherapists
- Podiatrists
- Speech Pathologists

02

MENTAL HEALTH

Supported by:

- Counsellors
- Mental Health Nurses
- Psychologists
- Prov- Psychologists
- Clinical Care Coordinators
- Wellbeing Clinicians

03

WELLBEING

Supported by:

- Community Liaison Officers
- Counsellors
- Remote Community Connectors
- Social Workers
- Wellbeing Clinicians

04

CARER SUPPORT & NAVIGATION

Supported by:

- Carer Support Officers
- Journey Coordinators
- Counsellors
- Front Door Support Officers
- Mental Health Professionals

05

COMMUNITY SERVICES

Supported by:

- Care Partners
- Care Support Workers
- Community Care Drivers
- Groups Coordinators
- In Home Cleaners

06

YOUTH SERVICES

Supported by:

- Mental Health Clinicians
- Youth Access Clinicians
- Youth Vocational Specialists

STRATEGIC PRIORITIES AND SUCCESS MEASURES

01



SERVICE DELIVERY

- Continued emphasis on embedding a culture of partnering with clients and communities to harness knowledge and improve quality of services
- Explore new opportunities that complement our service delivery model of care and service supports

Measures

- Number of communities
- New service agreements
- Occasions of service
- Sector influence
- Number of participants
- Brand recognition

02



SUSTAINABLE GROWTH

- Ensure new services are at breakeven or better Develop ways of assessing and rapidly responding to promising growth opportunities
- Maximise new / additional sources of revenue Develop partnerships with organisations that have complementary service offers
- Intricate systems and technologies for sustainable growth

Measures

- Total revenue
- Service margins
- Revenue diversity
- Partnerships
- Innovations
- Solvency

03



PEOPLE AND CULTURE

- Attract and retain employees to build on our collaborative advantage in regional and remote Queensland
- Maximise workforce so all staff are working towards an outcomes-based approach and positive engagement with principles
- Develop critical staff capabilities
- Optimise use of resources
- Recognise the significance of commitment to cultural competency

Measures

- Business growth
- Cultural competency
- Stakeholder engagement
- Staff productivity
- Quality accreditation

04



PARTNERING AND CONNECTING WITH COMMUNITIES

- Programs are designed with and for community
- Continue to strengthen relationships with established partners
- Improve external access to advice, information and services
- Provide services best suited to community need (incl. vital care)
- Identify and engage with key stakeholders

Measures

- Feedback from staff and communities through surveys or discussions
- Formalised partnership agreements
- Joint activities or projects
- Improved equity and access of services for community

NWRH

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NWRH respectfully acknowledge the Traditional Owners, Elders and Leaders past, present and emerging as Custodians of the lands across which we deliver Health Services

www.nwrh.com.au