

Strategic Plan 2024–2028

This strategic plan was reviewed in June 2025 and remains current for the reporting period 2025–2026.



Our vision: **Together we will create Australia’s healthiest community.**

Our purpose: **Better lives through better health.**

We are Metro South Health

Metro South Health provides public healthcare services in the Brisbane south side, Logan, Redlands and Scenic Rim regions. We also provide teaching, research, community and specialty services, as well as several statewide services to Queenslanders.

People are at the centre of everything we do. Our consumers and community trust us with their health and their lives, and we are dedicated to helping them be the healthiest they can be. To do this, there is no one size fits all approach; we embrace the diverse needs and preferences of every individual to provide the best possible care. We consider patients, carers and families as consumers.

Every day, we contribute to achieving the vision for Queensland’s health system, HealthQ32 and delivering the Queensland Government’s objectives for the community by restoring health services when Queenslanders need them most.

Our values of Integrity, Compassion, Accountability, Respect, Engagement and Excellence underpin our commitment to improving lives through better health.

The healthcare landscape is changing. The health and social care system is evolving, community needs and expectations are growing, and research and technology are advancing at a rapid rate. In our region alone, more than \$2 billion has been invested in healthcare infrastructure to deliver new and expanded facilities. We have an opportunity to transform Metro South Health into the organisation we want it to be.

Our vision is purposefully aspirational. We recognise the ambitious vision we’ve set and the help we will need from our partners to achieve it. Together, we will work across Metro South Health, and with consumers and community, other health service providers (including primary and aged care), and our partners (including universities and our foundation) to realise the future of health services for our community.

This plan sets out how we will achieve our vision of creating Australia’s healthiest community – together.

The strategic objectives focus on six transformation principles:

- Our people are our success.
- Health equity is a partnership journey to great health outcomes for everyone.
- Digital technology drives better patient care and a better operating environment.
- Our care is safe, reliable and delivers the best outcomes.
- Research and innovation lead to better health experiences, outcomes, and system performance.
- Sustainability – Make the best use of resources and funding opportunities, and reduce our impact on the environment.

We look forward to implementing this exciting vision for the future of health services in Metro South Health.

We are better together.

Opportunities

- To continue developing our highly skilled and experienced team who are dedicated to delivering healthcare and caring for our community.
- To strengthen our culture through a commitment to our organisational values.
- To develop our services to make our information and systems accessible to our diverse community.
- To drive innovation and improvements in service delivery, including through research and partnerships.
- To effectively engage with community, consumers, and service delivery partners to design and deliver integrated and connected services for consumers across the broader health and social care system.
- To increase capacity and enhance services through significant funding commitments from the Queensland Government to upgrade and expand our facilities.
- To leverage and integrate digital systems, data and technology to increase capacity, improve access and optimise care.
- To deliver care in alternative settings, including the home and community, and via virtual means.

Challenges

- Providing health services that meet the diverse needs and expectations of the community we serve.
- Meeting the needs of a growing and ageing population. The number of residents is projected to increase from 1.21 million in 2021 to 1.39 million people in 2031, with the fastest growth expected for those aged over 65 years.
- Responding to the increasing burden of chronic and complex disease.
- Securing our workforce for the future, and ensuring employees are valued, respected, safe and supported to achieve their full potential.
- Safeguarding and expanding our data and information systems to protect patients and enhance care.
- Changing and adapting services to ensure they are safe, high quality, efficient and sustainable.

We will respect, protect, and promote human rights in our decision-making and actions.

Our values:



Acknowledgement of Country

Metro South Health recognises and pays respect to the traditional custodians of the land and waters—the Yugambeh, Quandamooka, Jaggera, Ugarapul, Turrbal and Mununjali peoples—and to Elders past and present.



Strategic objective



Our people are our success

Strategies

- » We value, recognise, and celebrate our people and the great work they do.
- » We model our values to create inclusive and respectful environments that reflect the diversity of our community.
- » We care for and protect the safety and wellbeing of our people.
- » We are committed to education and training so we can best serve our community now and into the future.
- » Together, we embrace new ways to improve the capacity and capability of our workforce.

What does success look like?

- » Improved staff engagement and satisfaction.
- » Workforce diversity is comparable to Metro South population.
- » Improved workforce capacity.
- » Improved workforce wellbeing and safety.



We improve health equity for our community

- » We embrace and respect diversity and we are accessible and equitable in every interaction.
- » Together, we minimise the impact of societal inequities on health outcomes.
- » We understand and meet the diverse needs of all people in our community.
- » We learn from First Nations Peoples' narrative to contribute to better lives through better health.

- » Improved cultural safety, quality and inclusivity.
- » Improved equity of access to services.



Harnessing digital health to improve access, insights and results

- » Together, we use technology and provide services so consumers can access care where and when they need it.
- » We use digital innovation to support our team, improve the way we work and the care we deliver.
- » Our digital health systems are trusted, secure and support improved service delivery.
- » We use technology to support consumers to manage their own health and wellbeing and navigate our services.

- » Improved access to virtual care.
- » Data insights inform patient care.
- » Improved interface/usability for our community (patient experience).

Strategic objective



Our care delivers great experiences and great outcomes

Strategies

- » Together, we deliver networked and integrated services that meet the needs of our community.
- » Our care is high quality, safe, timely, effective, efficient, equitable, respectful and reliable.
- » We hold ourselves to the highest possible standards and continually strive to deliver the best outcomes.
- » We partner with consumers and prioritise their needs, and experiences.

What does success look like?

- » Improved patient experience and outcomes.
- » Improved timeliness of care delivery.
- » Optimised patient journey (transition in and out of MSH).



Research and innovation, improving the future of healthcare today

- » We see improvement, innovation, research and translation as integral parts of our health services.
- » We prioritise our efforts into solving the problems our community is facing.
- » We collaborate to positively impact future healthcare.
- » We learn and adapt to deliver better health outcomes.
- » We develop the skills to embrace and drive research, innovation, improvement, and translation.

- » Increased consumer engagement with clinical trials and research.
- » Increased research and innovation funding for our priorities.
- » Evidence of translation of research into clinical practice.
- » Staff are engaged in innovation and research.



Protecting our future through sustainability

- » We meet the health needs of today while planning for the future to ensure sustainability.
- » We work with our partners to maximise revenue and optimise value.
- » We choose wisely and provide care that is of high value.
- » We create efficiencies and reduce our impact on the environment.
- » Our infrastructure has a positive impact on our community, environment, and care delivery.

- » Balanced operating position.
- » Build and access funding opportunities.
- » We reduce our impact on the environment.

Alignment to 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.