

Wide Bay Hospital  
and Health Service's

# Amazing Sustainable Turnaround

How a regional health service went  
from state's worst to best in 5 years



## The Story in 2012

When Wide Bay Hospital and Health Service's was established in July 2012, there were:

- Maximum outpatient waits of up to 12 years
- Maximum endoscopy waits of up to 3.5 years
- Maximum elective surgery waits of up to 3 years
- Failures to meet emergency department targets
- Budget deficit of \$45 million
- Executive team of 22 people but little shared direction
- Poor recruitment of and engagement with clinicians
- No solid corporate or clinical governance structure.

## The Journey

Things had to improve, and quickly. Key changes that drove the turnaround included:

- Development of an ambitious but achievable strategic plan
- Structural overhaul of executive team, including recruitment of high-calibre professionals
- Focus on waiting lists across the board to improve patient outcomes
- Developing an emergency service capable of supporting the community
- Improved recruitment and retention strategies across all disciplines
- Strong engagement with clinicians, allowing them to drive positive change
- Development of robust clinical governance frameworks
- Aligning clinical priorities with sustainable financial management.

## The Story Today

Thanks to strong leadership, collaboration and a lot of hard work, we now have:

- No long waits in outpatients, endoscopy or elective surgery, meeting or beating state benchmarks
- One of the best-performing emergency departments in the state
- Almost twice the number of activity units being performed than five years ago
- New specialties, new facilities, and increased confidence for future investment
- Effective financial management to allow us to keep performing sustainably
- A safety and quality framework that has set us up to lead a national accreditation pilot
- A high-performing executive team who have raised aspirations across the workforce
- Better engagement with staff and community, driving continual improvements.

**Name of project:** Wide Bay Hospital and Health Service's Amazing Sustainable Turnaround  
**Organisation:** State of Queensland, Wide Bay Hospital and Health Service  
**Country:** Australia  
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