

A GUIDE FOR EFFECTIVE ENGAGEMENT WITH OUR KEY STAKEHOLDERS



# Better Engagement for Better Health

STAKEHOLDER ENGAGEMENT FRAMEWORK  
AUGUST 2023



# Acknowledgement of Country

We acknowledge the Traditional Custodians of the land on which we share our lives, care for our families, communities and country to create the best possible future for all of our children and generations to come.

We respect their continued cultural and spiritual connection to country, waters, kin and community. We also pay our respects to Elders past, present and emerging as the custodians of knowledge and lore.

Together with our partners, we are committed to making a valued contribution to the wellbeing of all Aboriginal and Torres Strait Islander peoples of Western Queensland.



## Further reading

The following resources also guide WQPHN's stakeholder engagement and vision for better health outcomes.

- [Health Needs Assessment](#)
- [Commissioning for Better Health – A Bushman's Guide to Commissioning](#)
- [WQPHN External Communications Policy](#)
- [Internet and Email Policy](#)
- [WQPHN QMS Manual](#)





Our vision

## Healthier Western Queensland Communities

Our mission

## Paving our way towards improved health outcomes for all Western Queenslanders through a comprehensive, integrated primary health care system in collaboration with our stakeholders, partners and communities.

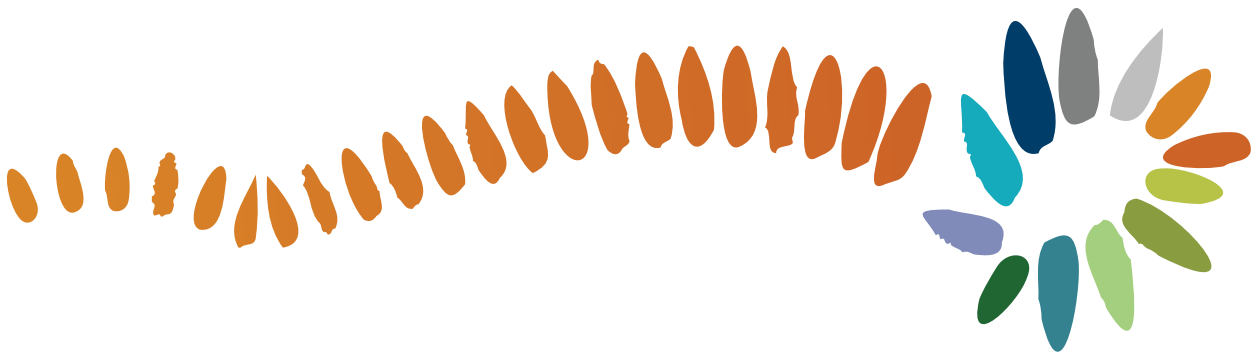


Western Queensland Primary Health Network (WQPHN) is an independent not-for-profit organisation funded by the Australian Government to commission health services to meet the needs and priorities of our region.

We were formed by the three Western Queensland Hospital and Health Services to create an entity to foster partnerships with all funders and providers with an aim to improve primary healthcare service delivery to the people of Western Queensland.

We work closely all health service providers and key stakeholders in the region to identify gaps and assess the health care needs of rural and remote communities. We then commission local health providers to cost-effectively provide those services.





## Better engagement for better health

MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER, SANDY GILLIES

At WQPHN, we're passionate about building connections for better health. Across our diverse region, we understand the power of collaborative conversations to bring people together, inspire action and improve health outcomes.

As a commissioning organisation, stakeholder engagement is fundamental to the work we do every day. Excellence in engagement helps us deliver on our purpose: to empower people through partnerships in an integrated primary health care system that delivers better health outcomes for the people of Western Queensland.

Strong stakeholder relationships, collaboration and cooperation sit at the heart of our success. Our stakeholders span the entire spectrum of primary health care, from general practice to allied health, to align services and programs with the unique health needs of our regional communities.

Through these partnerships we invest in a range of initiatives to make a difference in priority areas including general practice support, aged care, mental health, alcohol and other drugs, and Aboriginal and Torres Strait Islander health.

This framework sets out our commitment to undertake engagement that is purposeful, respectful and responsive. It will empower our people and partners with genuine opportunities to support decision-making, influence matters that impact them and drive continuous improvement in the programs and services we provide and commission.

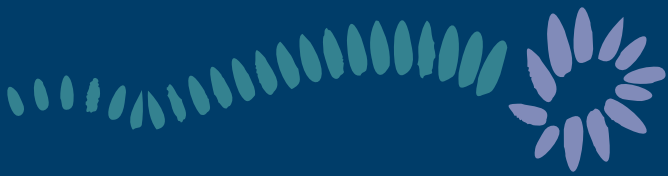
As we pave our way to 2026, I look forward to seeing our Stakeholder Engagement Framework in action and the purposeful, collaborative conversations which will continue across our patch as a result.

Most of all, I look forward to strengthening and empowering our partnerships at all levels of government, the primary healthcare sector and our community to drive system transformation towards our vision of better health.

Together, we can do so much. We will improve the way primary health services and programs are delivered and connected, to make them easy to access when Western Queenslanders need them most.

**Sandy Gillies**

CHIEF EXECUTIVE OFFICER



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# Our commitment

The overall outcome of our stakeholder engagement work is to improve the health and wellbeing of Western Queensland communities.

## Purpose

The purpose of this stakeholder engagement framework is to establish a best practice model for working and engaging with our stakeholders.

It will help us develop strong relationships, build understanding and achieve our vision for better health outcomes, experiences and an integrated healthcare system.

This framework outlines guiding principles and strategies to enable authentic engagement and co-design with our different stakeholder groups including commissioned service providers, primary healthcare professionals, local health services and federal and state government.

A supporting toolkit is also available to support better engagement for better health in action at WQPHN.

Our stakeholder framework will:

- create shared expectations of how we can collaborate with new and existing stakeholders
- ensure that all engagement efforts and activities are well-coordinated, effective, consistent and integrated
- embed stakeholder engagement within our culture and core functions
- outline the different levels of engagement and the methods, tools and strategies you can use to shape your engagement activities with stakeholders.

### **Our approach to stakeholder engagement is informed by:**

The Internal Association for Public Participation (IAP2) Public Participation Spectrum and Quality Assurance Standards

Feedback provided through consultation with internal and external stakeholders.





# Objectives

Our stakeholder engagement work is guided by the following objectives:

- foster strong collaborative relationships and partnerships with our stakeholders to co-design solutions and deliver integrated care
- listen and learn from our stakeholders about issues that affect them for more effective planning and commissioning decision making
- engage with the broader community to grow health education, awareness and capacity
- influence and inform primary health system change, informed by evidence
- understand the health needs and priorities of our communities

## We engage with our stakeholders or many reasons:

- Informing commissioning decisions
- Co-designing programs and services
- Better understanding local health needs and perspectives
- Improving community health education, awareness and promotion
- Seeking new opportunities for funding
- Reporting on program outcomes
- Gathering feedback from patients, providers and referrers on health services

# REACH: Key outcomes

Build strong **RELATIONSHIPS** for shared value

Make more **EFFECTIVE** plans and decisions

Grow community health education, **AWARENESS** and capacity

Influence and inform **CHANGE**

Understand community **HEALTH NEEDS**



# Guiding actions

These actions guide our approach to engagement at WQPHN and underpin how we work with our stakeholders and each other. They set the standard to which we aspire.

## PURPOSEFUL



We act and engage with clear intent of what we want to achieve and how this supports our strategic goals.

### We will do this by:

- Starting every engagement with a clear understanding of its purpose
- Setting clear expectations
- Following through on actions and outcomes

## AUTHENTIC



We build open, genuine relationships by working with our stakeholders and colleagues in an honest and trustworthy way.

### We will do this by:

- Providing timely information to foster a culture of information sharing
- Sharing our engagement process with our stakeholders, communicating their role and how their participation will inform the project

## IMPACTFUL



We work and engage with impact, working together towards our shared vision of better health.

### We will do this by:

- Evaluating the impact and outcome of our activities
- Following up on actions; closing the feedback loop
- Celebrating project outcomes and collaborative achievements

## RESPONSIVE



We communicate regularly with our stakeholders and colleagues. We are responsive to their needs and acknowledge their participation and contributions.

### We will do this by:

- Engaging early and often, keeping our stakeholders and colleagues informed
- Responding in a reasonable timeframe
- Proactively acknowledging and addressing people's needs and concerns
- Keeping our promises

## RESPECTFUL



We treat all everyone with respect, acknowledging their expertise, unique experience and perspective, time and needs.

### We will do this by:

- Valuing and supporting the diversity of consumers and communities
- Recognising and respecting cultural differences and perspectives
- Tailoring our approach to local community needs and preferences, recognising that one size does not fit all
- Creating a safe environment for engagement
- Extending our reach to population groups who may face barriers accessing healthcare and/or common engagement methods

## TRANSPARENT



We build trust by openly sharing information, consulting with stakeholders and colleagues clearly and explaining the decisions we make.

### We will do this by:

- Ensuring stakeholders have access to clear, relevant information
- Clearly explaining key actions and decisions that impact others





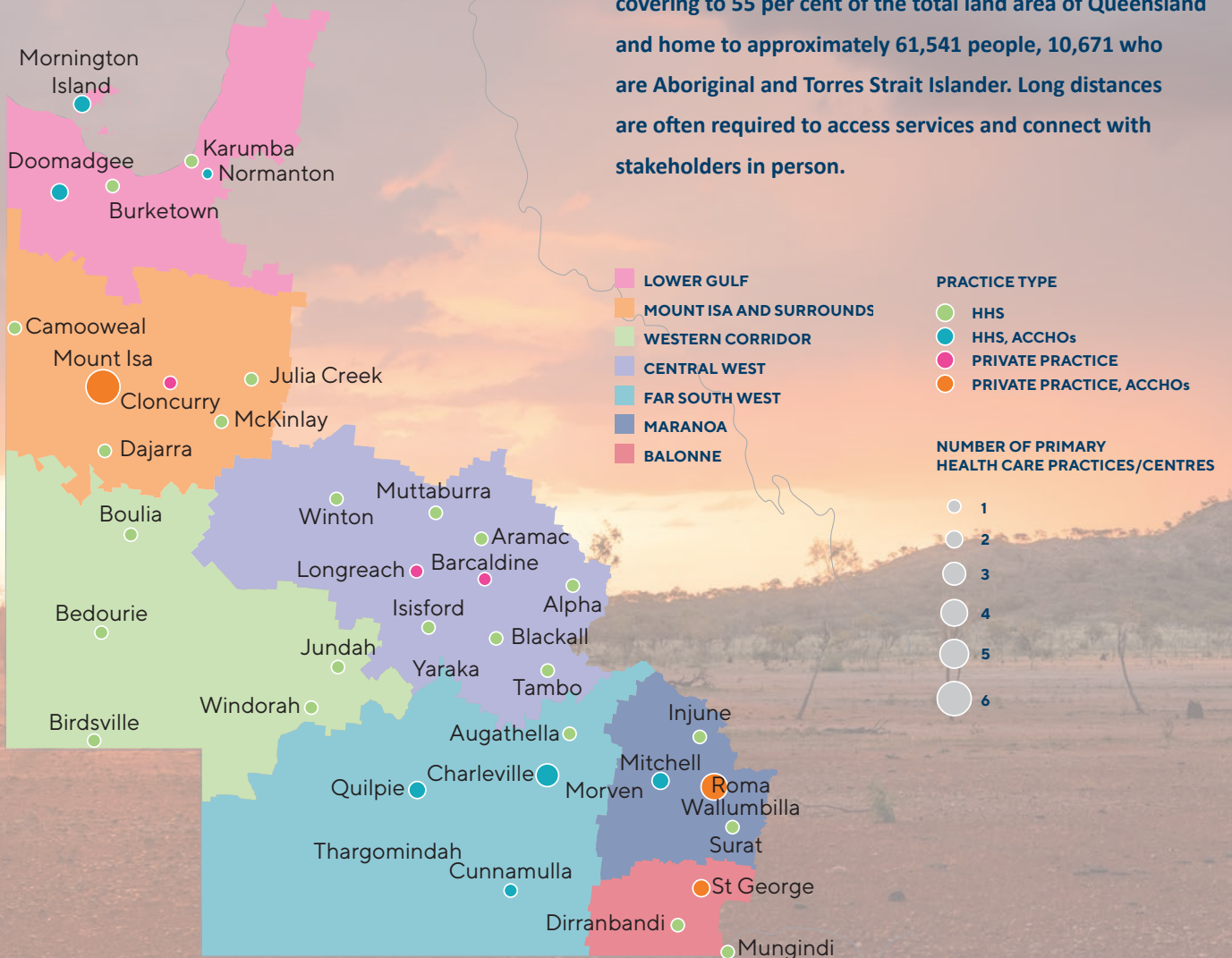
# Our stakeholder landscape

Our stakeholder landscape is large and complex, stretching a vast region of seven unique Commissioning Localities (CLs) and three Hospital and Health catchments including Central West, North West and South West.

In line with the definition of the PHN program and our alignment with the Quintuple Aim for Health Care Improvement, our relationships with regional service providers, MOU partners, government health agencies, funding partners and the Aboriginal and Torres Strait Islander health sector are fundamental to our role and success.



The WQPHN is geographically the fourth largest Primary Health Network (PHN). Our patch spans 956,438 km<sup>2</sup>, covering to 55 per cent of the total land area of Queensland and home to approximately 61,541 people, 10,671 who are Aboriginal and Torres Strait Islander. Long distances are often required to access services and connect with stakeholders in person.







16

PRIMARY  
HEALTH CARE  
CENTRES

9

PRIVATE  
PRACTICES

4

ABORIGINAL  
COMMUNITY  
CONTROLLED  
HEALTH  
SERVICES

2

RFDS BASES

18

PHARMACIES

11

RESIDENTIAL  
AGED CARE  
FACILITIES

12

MULTIPURPOSE  
HEALTH  
SERVICES

19

HOME CARE  
PROVIDERS



# Who do we engage?

Who, when, how and why we engage varies depending on the nature of a project or activity, and desired engagement outcome.

The following stakeholder map breaks down our key stakeholders into four overarching categories.

**Decision makers** – create and implement initiatives

**Policy makers** – responsible for or involved in formulating policies

**Influencers** – have high ability to influence decisions

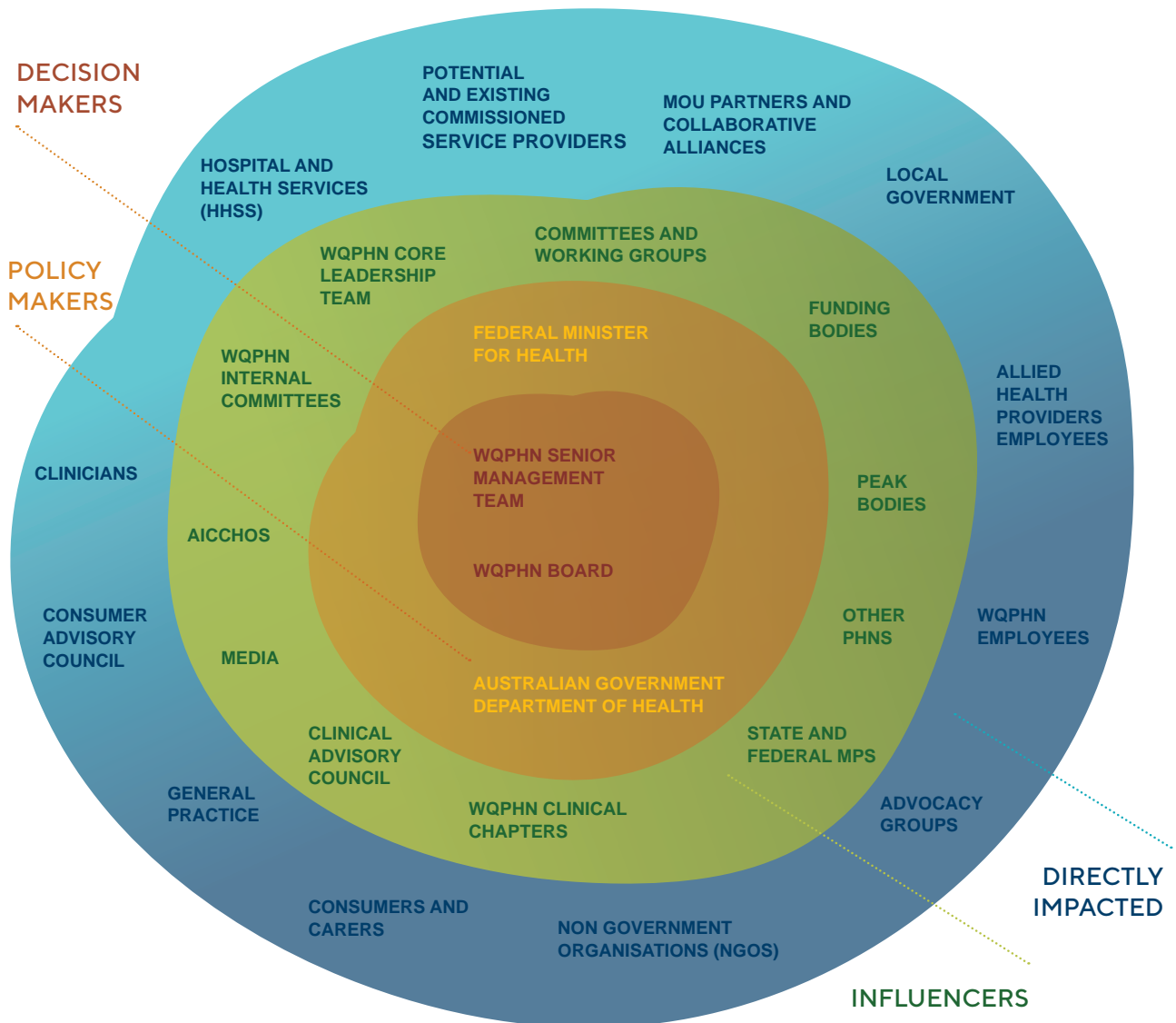
**Directly impacted** – end users of initiatives, directly impacted by decision-making

This map is not exhaustive and aims to assist you in considering a wide range of stakeholders when identifying which individuals, groups and organisations are relevant to your project.



**At WQPHN we define a stakeholder as anyone who may influence, be affected or impacted by, or have an interest in our actions, outcomes and goals as our organisation. Identifying and involving the right stakeholders will directly impact the outcomes of your engagement and increase the likelihood of success.**

## STAKEHOLDER MAP



# Levels of engagement

## One size doesn't fit all

Effective engagement looks differently for every stakeholder and every situation. We tailor our approach to fit our context and the needs of our stakeholders. Some projects will require a high degree of stakeholder engagement, while others may require specific groups to have input at different stages. Consider these levels when planning your engagement activities, as well as other factors such as available time and resources.

**ENGAGEMENT SPECTRUM**

LOW TO HIGH

LEVELS OF ENGAGEMENT					
	Inform	Consult	Involve	Collaborate	Empower
<b>Our goal</b>	Share information and knowledge.	Obtain insights and feedback.	Work directly with stakeholders to develop ideas.	Partner with stakeholders to make decisions, explore alternatives and identify preferred solutions.	Place final decisions and solutions in the hands of stakeholders.
<b>Our promise</b>	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how stakeholder input influenced our decisions.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how stakeholder input influenced the decisions.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

Adapted from the International Association of Public Participation (IAP2) Public Participation Spectrum.

### What about Co-design?

In the PHN context, co-design initiatives are delivered across multiple levels of this spectrum including consult, collaborate and empower.





# Jibber Jabber Health Campaign

Collaborative alliance supports COVID vaccine roll out to vulnerable communities, raises awareness

## The challenge

COVID vaccine hesitancy was a growing concern throughout Western Queensland's most vulnerable rural and remote communities.

## The project

The Western Queensland Primary Health Network (WQPHN) facilitated the COVID vaccine roll-out in selected outback populations. The Jibber Jabber campaign was created to raise awareness about the importance of receiving accurate vaccine information from reliable sources.

The health campaign focused on ensuring First Nation communities had the correct information before making decisions about the vaccine and encouraged communities to bypass the mixed messages and talk to their local health clinic about the vaccine.



## The engagement approach

The Nukal Murra Alliance, a collaboration between key Aboriginal and Torres Strait Islander health services in Western Queensland and the WQPHN, was integral in providing the on-the-ground information that informed the campaign. Engaging local Aboriginal and Torres Strait Islander community-controlled organisations to develop, promote and endorse the campaign instilled confidence in local communities.

We supported local community organisations to coordinate the timing, location and promotion of additional vaccination facilities in remote areas, and engaged with local councils, sharing regional data to increase visibility on vaccination rates in their region.

Through successful local engagement and online promotion, COVID-19 vaccination uptake increased throughout rural and remote First Nation communities.

## SPEAK FRAMEWORK

# Five steps to better engagement

At WQPHN, effective stakeholder engagement is everyone's business. Our engagement approach focuses on five steps to support the thorough planning, action and evaluation of engagement activity.

# 1

### SCOPE

WHY DO WE NEED TO ENGAGE? WHO SHOULD WE ENGAGE WITH?

# 2

### PLAN

HOW WILL WE ENGAGE WITH EACH STAKEHOLDER? WHAT ARE THEIR NEEDS AND PREFERENCES? WHAT LEVEL OF ENGAGEMENT IS MOST APPROPRIATE?

# 3

### ENGAGE

PUTTING OUR PLAN INTO ACTION.

# 4

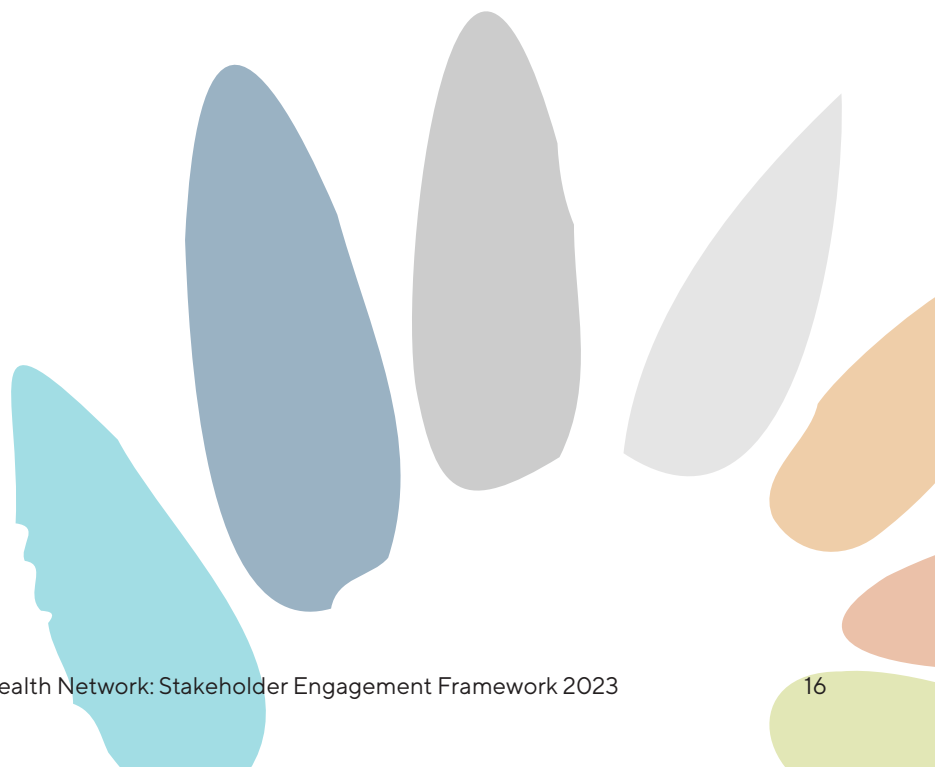
### ASSESS

HOW DID WE GO? HOW DO OUR STAKEHOLDERS FEEL? WHERE CAN WE IMPROVE?

# 5

### KEEP IN TOUCH

WHAT ARE THE OUTCOMES AND ACTIONS FROM OUR ENGAGEMENT?



## STEP 1.

## SCOPE

## Identify the context and purpose of engagement

Every engagement context is different. This first, vital step sets the foundation for success. Here, you will explore the background and context to the project to clarify your purpose and goals.

Consider the following:

**Define the purpose:** Be clear on your reason for engaging and what you want to achieve from your engagement efforts. Knowing why you are reaching out to stakeholders will inform every step of the engagement process.

**Understand context:** Consider current trends and the cultural and political context of your project. Involving internal and external stakeholders can be helpful during this scoping stage to ensure a comprehensive understanding and approach.

**Clarify the scope:** Engagement efforts can be limited by a range of factors such as time, staff, transport, funding and stakeholder capacity. Outline the scope and limitations of your engagement from the outset for a transparent, purposeful and achievable engagement process.

**Identify any risks:** Assess possible risks to inform your approach and consider what other stakeholder groups you may need to engage with throughout the process.



## THINK:

- 1 Why do we need to engage?
- 2 Do we understand the context and background?
- 3 What will success look like?
- 4 Are there any risks or issues to consider?
- 5 What resources do we have available?





## Identify your stakeholders

Effective stakeholder identification is vital to the success of any engagement process. It will help you make informed decisions about who to engage with and how best to do so.

To identify appropriate and relevant stakeholders for your project:

**Develop a stakeholder map:** Create a list of every stakeholder group that may be impacted, interested or have influence in the success of your project or initiative. Refer to our WQPHN stakeholder map (see page 12) as a guide to some of the stakeholders to consider.

**Think broadly:** Encourage and support a wide range of stakeholder input for different perspectives. Consider potential barriers for people who may be harder to reach such as individuals from culturally and linguistically diverse (CALD) backgrounds and remote communities.

**Prioritise stakeholders based on interest and impact:** Different stakeholders have different levels of influence, depending on their level of interest and impact on a project or issue. Apply our analysis tool from our stakeholder engagement toolkit to map the impact and influence of your key stakeholder groups and understand the roles they have in the engagement.



### THINK:

- 1 Who has an interest in the project or activity?
- 2 Who will be impacted, directly or indirectly?
- 3 Are we missing the perspectives from particular demographics?
- 4 Who from within WQPHN do we need to keep informed?
- 5 Which stakeholders are critical to program delivery and outcomes?





**Better engagement  
is learning from  
each other to make  
better decisions.**

# STEP 2. PLAN

## Develop your engagement plan

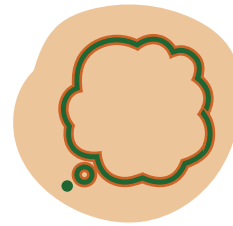
This step will help you tailor your plan to your objectives, stakeholder needs and expectations. Your engagement plan will outline how you will engage with the stakeholders you have identified in step one.

When building your plan, consider the following:

**Levels of engagement:** Identify the levels of involvement on the spectrum (see page 20) and ways you will engage with each stakeholder based on their individual preferences, styles and needs. Some projects will require a high degree of stakeholder engagement, while others may require specific groups to have input at different stages.

**Methods of engagement:** Select communication and engagement tools and techniques that align with the levels of the engagement spectrum and best match who you are engaging, why and the context of the engagement.

**Roles, resources and relationships:** Consider a variety of factors including any prior history of working together, existing relationships and the project resources and roles required to implement the plan.



### THINK:

- 1 **What is the prior history of engagement with this stakeholder?**
- 2 **What role will they play in the success of this project or activity?**
- 3 **Where and when would this stakeholder group most prefer to conduct this engagement?**
- 4 **Do stakeholders understand their level of involvement?**
- 5 **What engagement materials and evaluation tools will we need before we start?**

**Location and timing:** Engagements should be conducted in the right place at the right time to make it easy, convenient and comfortable for stakeholders and to ensure the best outcome.

**Evaluation planning:** Consider what questions you will need to answer to know if your engagement process and practices have been successful? Before implementing your plan, decide what data you will need to collect, how and when. Read more about this in step four.

LOW TO HIGH



LEVELS OF ENGAGEMENT					
	Inform	Consult	Involve	Collaborate	Empower
<b>Methods of engagement</b>	Websites Factsheets and bulletins Social media channels Print and digital publications and newsletters Events Media releases Corporate documents	Public meetings Surveys Focus groups Workshops Roadshows Informal discussions Webinars	Workshops Committee and council meetings Advisory groups MoU partner meetings Roundtable discussions	Working groups Partnerships Committees Roundtables Reference groups Participatory decision-making	Board meetings





**Engagement is everything.  
It's embedded in our  
culture, purpose and core  
functions as a PHN.**



## STEP 3.

# ENGAGE



## Implement your plan

Now it's time to put your plan into action and carry out your engagement activities. When implementing your plan, remember to:

**Communicate clearly:** Keep stakeholders informed with clear and consistent key messages on the process, their role and ours. Provide key details of the project in advance to allow adequate time to prepare.

**Create shared value:** Ensure stakeholders are aware of the benefits and shared value in the engagement.

**Build capacity:** Support stakeholders with additional initiatives or resources if needed to enable all stakeholders to engage meaningfully.

**Stay flexible:** Follow your plan while remaining flexible to respond to changing stakeholder needs and dynamics.

**Capture outcomes and insights:** Establish a clear process for recording stakeholder insights and output for future reference and reporting.

## THINK:

- 1 **Does our engagement activity meet WQPHN's guiding actions – is it purposeful, authentic, impactful, responsive, respectful and transparent?**
- 2 **Are stakeholders aware of the project's key details and shared value prior to engagement?**
- 3 **What can we do to create a better engagement experience for our stakeholders?**
- 4 **What processes do we have in place to gather and respond to early feedback from stakeholders?**
- 5 **Are stakeholder insights clearly documented and accessible for future reference?**

**Monitor risk:** Proactively monitor and review risks, issues and engagement barriers on an ongoing basis. Common risks can include not meeting stakeholder expectations, excluding or over-consulting certain stakeholder groups, or failing to allow adequate time for stakeholders to participate.

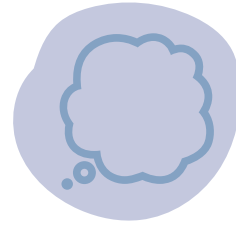


## STEP 4.

# ASSESS

Reflecting and reporting on the engagement experience and outcomes helps us to continually improve our approach and inform future practice.

As outlined in step two, carefully consider and plan your evaluation activity before you engage. Preparation is key to identify and capture all of the sources of information needed before, during and after the engagement.



## THINK:

- 1 Was our planning process effective?
- 2 Has the engagement process worked well? Has it delivered our intended outcomes for all stakeholders?
- 3 What stakeholder feedback did we receive that we can improve on next time?
- 4 Were there any unexpected challenges?
- 5 What could we do differently?

List evaluation questions for each step of the process

List the methods you will use

Describe how each engagement method will be carried out, by whom and by when.





## STEP 5.

# KEEP IN TOUCH

Now that your engagement project or activities are complete, it is important to close the feedback loop with stakeholders by sharing how their input and feedback has been used.

Communicating outcomes is essential for fostering long-term collaborative relationships. By keeping in touch with our stakeholders, through regular, proactive communication, we demonstrate transparency, build trust and encourage future engagement.

### We will do this by:

- Respecting and acknowledging stakeholders' unique knowledge and perspectives
- Reporting on how stakeholders' views have been included, considered and incorporated
- Capturing and following through on engagement activity outcomes to foster action and accountability
- Keeping stakeholders informed of next steps and timelines



## THINK:

- 1 What did we hear/learn during our engagement?
- 2 Have we acknowledged and thanked stakeholders for their contribution?
- 3 What outcomes (insights, decisions, actions) can we share?
- 4 Have we communicated what stakeholder input has been included, considered and incorporated into the project?
- 5 What communication methods will we use to provide feedback?
- 6 Have we followed through on agreed actions from previous engagements?



# Healthy Outback Kids

Local conversations, program co-design and cross-sector collaboration drive better health outcomes for children

## The challenge

The WQPHN Health Needs Assessment (HNA, developed in 2017-2018) identified the need to prioritise maternal, child health and youth services.

Local government areas (LGAs) were above the state rates for children being developmentally vulnerable (35.6% WQPHN vs 25.9% QLD).

The WQPHN Child and Family Health Framework was developed to guide universal and targeted maternal and child health services and priorities to provide more proactive, systematic approaches to ensure critical pre-natal milestones are being met.

## The project

The Healthy Outback Kids Program focuses on the first 3,000 days of life for children and families and aims to provide regular child health visits and scheduled health checks around critical development milestones for children.

The program was established in collaboration with the Central Western Aboriginal and Torres Strait Islander Community Health (CWAATSICH), Cunnamulla Aboriginal Corporation for Health (CACH) and the South West Hospital and Health Service (SWHHS) and rolled out in South West Queensland (Quilpie, Cunnamulla, Charleville).

## The engagement approach

A series of regional and local engagements were held with a wide range of stakeholders to ensure the success of the Healthy Outback Kids program. These included:

- Consultation with local community stakeholders to identify root issues and gaps
- Engagement with delivery providers to create and implement the program action plan
- Orientation workshops to bring teams and communities together to learn about the Healthy Outback Kids program and connecting services.
- A community of support for service providers.



Strong stakeholder engagement and support enabled WQPHN to roll out the first two practices in Charleville and Cunnamulla and improve maternal and children health services uptake.

# Measuring our success

We will regularly monitor, evaluate and communicate progress towards the objectives outlined in this framework and the outcomes we hope to achieve on an ongoing basis. The following table outlines key success measures for each objective and aligns to key indicators, stakeholder relationship and management KPIs and performance criteria in the Department of Health PHN Performance Management & Reporting Framework (PPMRF) 2020-21.

Objectives	Outcomes	PPQF 20-21 Indicators and SRM KPIs	Key Measures
WQPHN fosters strong collaborative relationships and partnerships with stakeholders.	To achieve shared value and common goals: <ul style="list-style-type: none"> <li>-- Coordination of care for patients</li> <li>-- Integration of regional health services</li> <li>-- Co-design solutions</li> <li>-- Co-commissioning decisions</li> </ul>	014 – PHN stakeholder engagement SRM4 – Maintain a positive reputation measured through Stakeholder Satisfaction Score	Annual stakeholder survey Stakeholder feedback - formal and informal Stakeholder engagement in WQPHN activity Partnerships created with new organisations and sectors within the health system
WQPHN listens and learns from its stakeholders about issues that affect them.	To make more effective, informed and collaborative plans and commissioning decisions.	015 – PHN engages with complaints O2 – PHN Clinical Council and Community Advisory Committee membership SRM2 – Hold a minimum of two Board meetings in region each financial year with associated stakeholder meetings	Stakeholder feedback routinely informs strategy, investment and commissioning decision making Stakeholders take part in consultative processes, councils and committees Annual stakeholder survey
WQPHN engages with the broader community (regional, rural and remote Western Queensland).	To grow community health education, awareness and capacity.	014 – PHN stakeholder engagement Zero instances of negative media attention - short term or sustained	WQPHN resources and campaigns used by the sector Stakeholder support and involvement in health promotion activities New WQPHN-led health promotion activities, initiatives and partnerships
WQPHN influences and informs primary health system improvement and innovation.	To lead and engage in service system reform for better health outcomes, based on evidence.	P2 – Health system improvement and innovation	New partnerships and joint projects that demonstrate health system improvement, innovation and commissioning best practice. WQPHN data and evidence referenced in strategy and plans; supports innovation projects.
WQPHN understands the health needs and priorities of our communities.	To ensure that all PHN activities and commissioned services are appropriate and address prioritised needs.	P1 – PHN activities address prioritised needs SRM4 – Ensure at minimum 20% of staff live and work in the WQPHN region.	Stakeholder feedback – formal and informal Annual stakeholder survey Stakeholder participation in health needs consultation activity





## Paving our way to better health

Now it's time to put our plan into action. By consistently applying this framework, we can work together with our stakeholders to maximise our impact on primary health outcomes and the foundations for national reform. A program of work will be implemented to support this framework.



### Person-centred primary health care

Improving access to appropriate care and empowering people to stay healthy and manage their own health.



### Integrated care, locally delivered

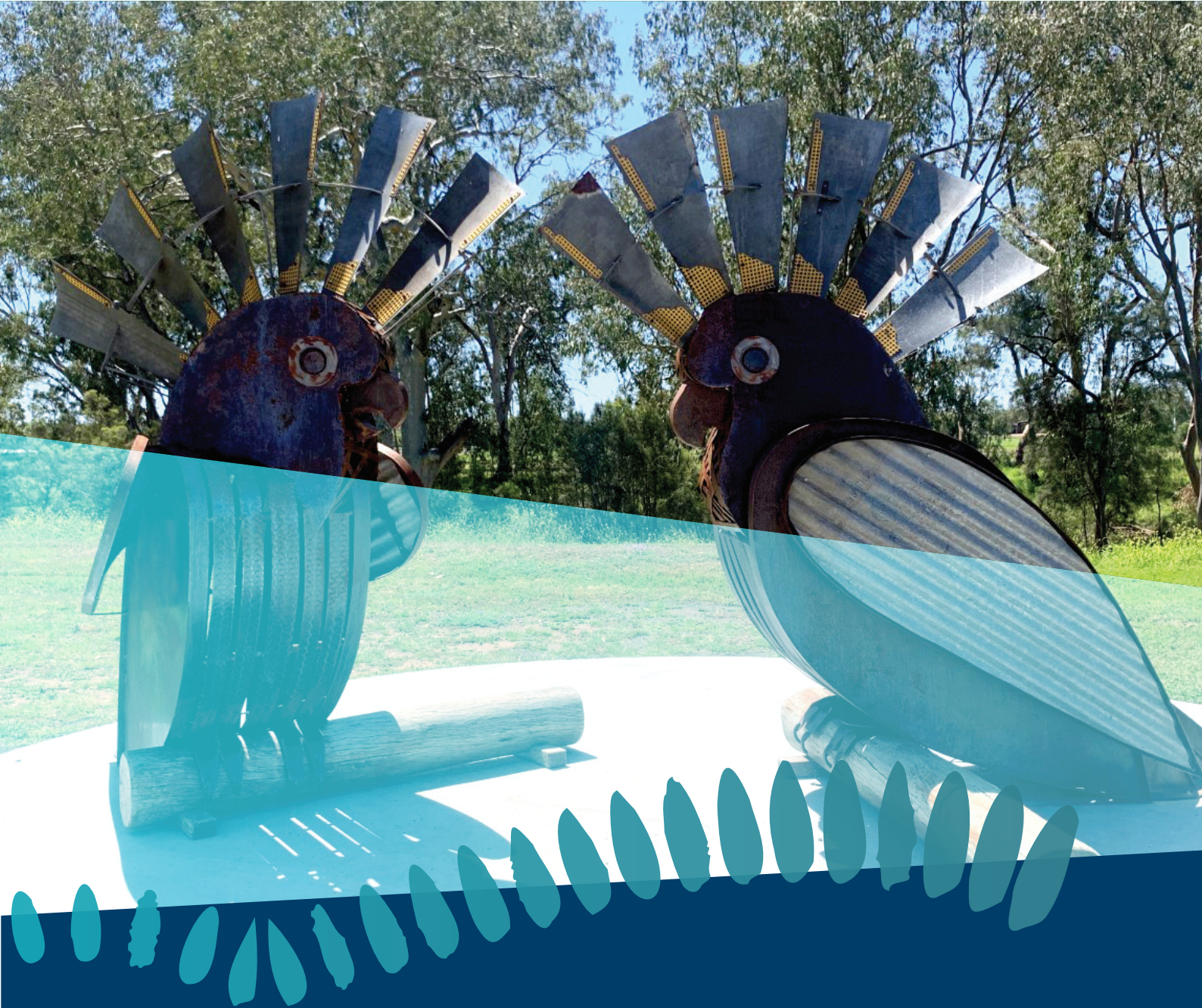
Delivering integrated health service models through joint planning and collaborative commissioning.



### Future focused health care

Driving improvements in care access, quality, value and integration.





**“Even though on the outside Cockys can seem tough and resilient, life on the land can be isolating and lonely. A yarn in the paddock can make a big difference.”**

**A BUSH CONVERSATION** BY DION CROSS

OUTBACK SCULPTURES EXHIBITION, ROMA QUEENSLAND



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**Australian Government**



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QUALITY CERTIFIED  
ORGANISATION



This activity is supported by funding from the Australian Government under the PHN Program.

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Western Queensland PHN acknowledges the traditional owners of the country on which we work and live and recognises their continuing connection to land, waters and community. We pay our respect to them and their cultures and to elders past and present