



WentWest **STRATEGY**

Our blueprint for better health in Western Sydney

WentWest acknowledges the Traditional Custodians of the lands across our region. We pay our respects to Elders past and present and commit to walking alongside Aboriginal and Torres Strait Islander peoples to improve health equity, social justice, and self-determination.

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Foreword

Health in Western Sydney is shaped by the lives people lead, the systems that serve them, and the places they call home. This Strategy reflects our belief that people, purpose and planet are inseparable, and that lasting health improvement depends on strengthening all three together.

WentWest enters this next chapter with clarity about our role and confidence in our impact. Guided by deep community insight, strong clinical partnerships and robust governance, this Strategy defines the outcomes that matter most:

- reducing inequity
- supporting a sustainable workforce
- improving quality and integration of care
- building resilience in the face of climate and system shock

The WentWest Board is excited that this Strategy moves beyond intention to accountability. Each outcome is supported by clear progress areas, enabling transparency, learning and continuous improvement over time.

This approach reflects our commitment to stewardship: of public trust, of investment, and of the long-term health of Western Sydney communities.

As Board Chair, I am confident this Strategy provides both direction and inspiration. It positions WentWest to lead with integrity, collaborate with purpose, and deliver impact for the people of Western Sydney today and for generations to come.



Dr Anne-Marie Feyer
Board Chair

The WentWest Strategy is our map for the journey ahead. Western Sydney is growing, changing and facing real pressure and improving health outcomes in this region has never been simple.

This Strategy helps us choose our direction, stay true to our purpose, and move forward together with confidence. It sets out where we are going, why it matters, and how we will know we are making progress along the way.

The path ahead will require sustained effort. There will be hard work, course corrections and moments where progress feels slow.

Our focus on People, Purpose and Planet reflects that health outcomes are shaped not just by services, but by the systems that support them and the environments people live in.

This Strategy will guide our decisions, anchor our partnerships and hold us accountable as we move forward.

I am proud of the WentWest team and the collective effort that shaped it, and I am confident it positions us to deliver meaningful, lasting health improvement for Western Sydney.



Andrew Newton
Chief Executive

The big picture

Everything we do is designed to progress good outcomes for our people, deliver on our purpose, and be mindful of the planet, such that we are effective in delivering on our responsibilities to Western Sydney.

What we do



Outcomes we are progressing



Our Impact

Commission

We plan and commission health services that address local needs.

Coordinate

We work to reduce fragmentation allowing people to get the right care, at the right time and place.

Capacity build

We strengthen providers through training, education and practice support.

People

- 1 Equity:**
People in Western Sydney receive effective, culturally safe services that meet their needs.
- 2 Workforce:**
The Western Sydney health workforce is sustainable, capable and innovative.
- 3 Culture:**
Our staff experience a safe, values-driven workplace that builds capability, supports wellbeing and enables responsible practice.

Purpose

- 4 Quality:**
Care is high quality, evidence based, digitally enabled, and delivers value.
- 5 Leadership:**
The health system is integrated and improving through innovation, partnership and policy influence.

Planet

- 6 Sustainability:**
Services and operations are environmentally sustainable.
- 7 Resilience:**
Communities and services are supported to understand and manage climate, environmental and system shocks.

Healthier communities

Empowered individuals

Sustainable primary care workforce

Connected health systems



Who we are

WentWest is an independent not-for-profit organisation dedicated to improving health in Western Sydney. Everything we do is in service of our vision of healthier communities, empowered individuals, and a sustainable primary healthcare workforce and system.

OUR ORIGIN STORY

Built from the ground up in Western Sydney

Established in 2002, we started as a grassroots organisation supporting general practitioners and primary care providers in Western Sydney.

In 2015, the Australian Government appointed us as the Western Sydney Primary Health Network (one of 31 across Australia), recognising what we had already built and giving us the resources to do more.

OUR COMMITMENT

Accountable to funders, committed to community

As the Western Sydney Primary Health Network, we are funded by the Commonwealth Government to deliver on national health priorities - and we answer to that mandate.

Our day-to-day work is driven by the needs of Western Sydney's communities, providers, and partners.

OUR STRENGTH

Mission driven, strongly governed, built for impact

Our region is one of Australia's most diverse and underserved. We have spent over two decades building the local knowledge, governance, and relationships that turn investments into real health impact.

For partners who want accountability alongside reach, we are built for that purpose.

What we do

WentWest delivers three core functions: Commissioning services, Coordinating care, and Capacity building in primary care. Together these functions form the foundation of how we improve health outcomes across Western Sydney.

COMMISSION

Fund services that fill the gaps

We assess local health needs and commission primary care and other health services to address gaps in access and equity.

COORDINATE

Connect and integrate care

We work with partners to reduce fragmentation and ensure people receive the right care in the right place.

CAPACITY BUILD

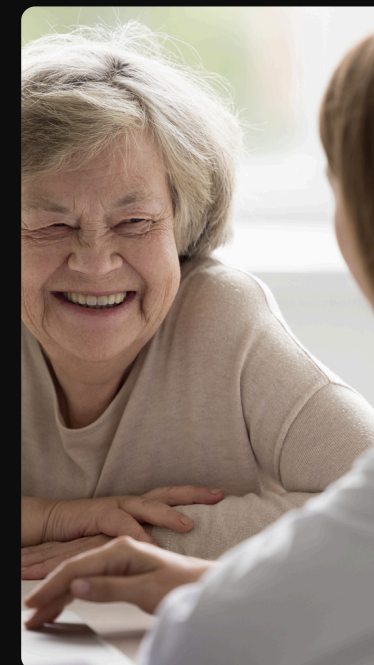
Strengthen the system

We invest in the capability of primary care providers across the region through training, education, and practice support.

The Care We Support

We work across all aspects of primary care, shaping our approach to meet the needs of our community.

We operate across aged care, mental health, First Nations health, population health and alcohol and other drugs.



Our approach to impact

Achieving our vision requires sustained commitment to making an impact across three interconnected dimensions: **People, Purpose and Planet**. We bring these to life through seven strategic outcomes.

People

We work to improve outcomes for the communities we serve, our regional health workforce, and the people within WentWest who drive our work forward.

Outcome 1: Equity

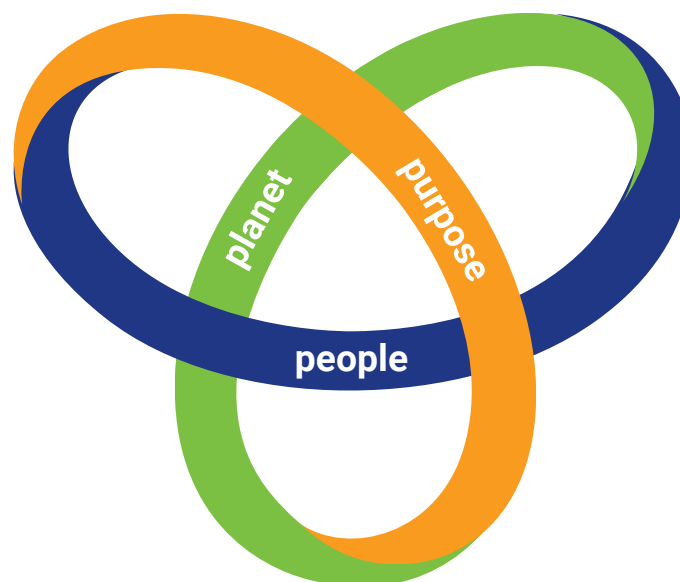
People in Western Sydney receive effective, culturally safe services that meet their needs.

Outcome 2: Workforce

The Western Sydney health workforce is sustainable, capable and innovative.

Outcome 3: Culture

Our staff experience a safe, values-driven workplace that builds capability, supports wellbeing and enables responsible practice.



Purpose

We work to build a well-functioning, equitable, integrated health system that meets the needs of our diverse and growing **population**.

Outcome 4: Quality

Care is high quality, evidence based, digitally enabled, and delivers value.

Outcome 5: Leadership

The health system is integrated and improving through innovation, partnership and policy influence.

Planet

We work to be sensitive to the environmental conditions that shape the health of Western Sydney residents and we support all our people to understand and manage the local effects of climate change.

Outcome 6: Sustainability Outcome 7: Resilience

Services and operations are environmentally sustainable.

Communities and services are supported to understand and manage climate, environmental and system shocks.



STRATEGIC OUTCOME 1: EQUITY

People in Western Sydney receive effective, culturally safe services that meet their needs.

! Why this matters

What we commission shapes what primary care looks like for over one million people across Western Sydney. Our region is diverse, fast-growing, and home to communities with different needs.

Getting commissioning right means those differences are met with services that are effective, equitable, and culturally safe - not just adequate, but genuinely responsive to the people we serve.



How will we know we are making an impact?

We track progress against this outcome through four progress areas:

1.1 Equitable access to commissioned services

Including reach among priority populations

1.2 Patient experience and cultural safety

People who use our commissioned services feel respected, heard, culturally safe, and their feedback improves care.

1.3 Clinical appropriateness and effectiveness

Commissioned services deliver meaningful health outcomes and align with best practice.

1.4 Strategic alignment with population health needs

Our commissioning portfolio reflects health needs assessments and evolves as our population grows and changes.



STRATEGIC OUTCOME 2: **WORKFORCE**

The Western Sydney health workforce is sustainable, capable and innovative.

Why this matters

A skilled, sustainable primary care workforce is fundamental to health outcomes in Western Sydney. Our growing, diverse population and significant chronic disease burden require the right mix of clinical skills, cultural competency, and capacity.

WentWest sits across general practice, allied health, mental health, aged care and education and training. That position gives us a genuine opportunity to connect the system, identify gaps, and build workforce capability in ways no single provider can do alone.



How will we know we are making an impact?

We track progress against this outcome through three progress areas:

2.1

Workforce participation in learning and development

Growing numbers of primary care workers are accessing WentWest-supported training and education programs, and reporting improvements in capability as a result.

2.2

Regional workforce initiatives co-designed with system partners

We work alongside partners to deliver workforce solutions that no single organisation could achieve alone.

2.3

Workforce sustainability integrated into commissioned services

The services we commission actively support workforce development, embrace new models of care, and contribute to the long-term sustainability of primary care in our region.



STRATEGIC OUTCOME 3: CULTURE

Our staff experience a safe, values-driven workplace that builds capability, supports wellbeing and enables responsible practice.



Why this matters

Our people are the foundation of everything we do. The quality of our commissioning, our partnerships, and our community impact all depend on a workforce that feels safe, supported, and connected to a shared purpose.

A values-driven culture more than a people management ambition; it is an organisational performance imperative.

When staff are engaged, supported and trained, we make better decisions, serve our community more effectively, and retain the talent we need.



Our Values

This outcome is supported by our five values. They guide how we work and show up for our people.

Leadership

Excellence

Equity

Respect

Creativity



How will we know we are making an impact?

We track progress against this outcome through four progress areas:

3.1

Staff wellbeing, retention and engagement

Strong engagement scores, healthy retention rates, and a culture where wellbeing is a genuine priority.

3.2

Leadership and capability development

Staff at all levels access meaningful development, building a pipeline of capable, values-aligned leaders from within.

3.3

Workforce diversity, equity, inclusion and safety

Our workforce reflects our community. Equity of opportunity is embedded in how we recruit, develop, and support our people.

3.4

Internal governance, accountability and compliance

We operate with integrity and transparency, meeting all required obligations.



STRATEGIC OUTCOME 4: QUALITY

Care in Western Sydney is high quality, evidence based, digitally enabled, and delivers value.



Why this matters

We have both the opportunity and the responsibility to drive quality improvement across the services we commission and the providers we support.

This means clinical practice grounded in evidence, digital tools that improve continuity of care, and investments that translates into real value for the people who need it the most.



How will we know we are making an impact?

We track progress against this outcome through three progress areas:

4.1

Data-informed quality improvement across health providers

Commissioned services, primary, mental and aged care providers are using data and insights to drive better clinical outcomes.

4.2

Adoption of digital health tools

Digital tools are being meaningfully implemented to improve communication, care coordination and make it easier for clinicians to provide and patients to navigate and access the care they need.

4.3

Value-based funding principles within commissioning activities

Our commissioning decisions are increasingly linked to outcomes rather than activity, and we are building the evidence base to demonstrate the impact of primary care investment in our region.



Our Digital Strategy

This outcome is supported across all four focus areas of our Digital Strategy

Champion digital innovation

Deliver seamless connectivity

Harness Insights and Intelligence

Use technology efficiently



STRATEGIC OUTCOME 5: LEADERSHIP

The health system is integrated and improving through innovation, partnership and policy influence.



Why this matters

No single organisation can address the complexity of health needs in Western Sydney alone.

WentWest is uniquely positioned as a regional convenor - with relationships across primary care, acute care, and aged care - to broker partnerships, share evidence, and influence the design of care in ways that extend beyond our commissioned services.

This outcome reflects our commitment to playing an active role in shaping a stronger, more connected health system.



How will we know we are making an impact?

We track progress against this outcome through two progress areas:

5.1

Regional initiatives co-designed and delivered with system partners

Work alongside community and system partners to design and deliver initiatives that no single organisation could achieve alone.

5.2

System influence through policy, research and innovation

Engagements in policy advocacy, research partnerships, and dissemination of evidence to influence broader system design in Western Sydney and beyond.



STRATEGIC OUTCOME 6: SUSTAINABILITY

Our services and operations are environmentally sustainable.



Why this matters

Environmental sustainability is about people's health. Climate and environmental pressures affect the communities we serve, the providers we support, and the health system they rely on.

By embedding sustainability into commissioning, provider support and regional partnerships, we can help reduce the health system's environmental impact and protect the conditions people need to live healthier lives.

This outcome reflects our commitment to the wellbeing of our region, now and into the future.



How will we know we are making an impact?

We track progress against this outcome through two progress areas:

6.1

Environmental impact reduction

We embed sustainability into how we work to reduce our environmental impact and protect the conditions people need to live well.

6.2

Regional action on environmental sustainability

We work with partners to develop local initiatives that address climate change to support community health and wellbeing.



STRATEGIC OUTCOME 7: RESILIENCE

Our communities and services are supported to understand and manage climate, environmental and system shocks.



Why this matters

Western Sydney is highly exposed to climate impacts. Extreme heat, flooding and poor air quality already affect people's health, particularly for communities experiencing vulnerability.

When disruption occurs, primary care must be ready to respond. We can play a practical role by connecting providers, supporting local planning and working with partners so our region is better prepared, and people can continue to access the care they need.



How will we know we are making an impact?

We track progress against this outcome through two progress areas:

7.1

Preparedness for climate and environmental risk

We strengthen planning, capability and continuity arrangements so our people and services are prepared for environmental and system disruption.

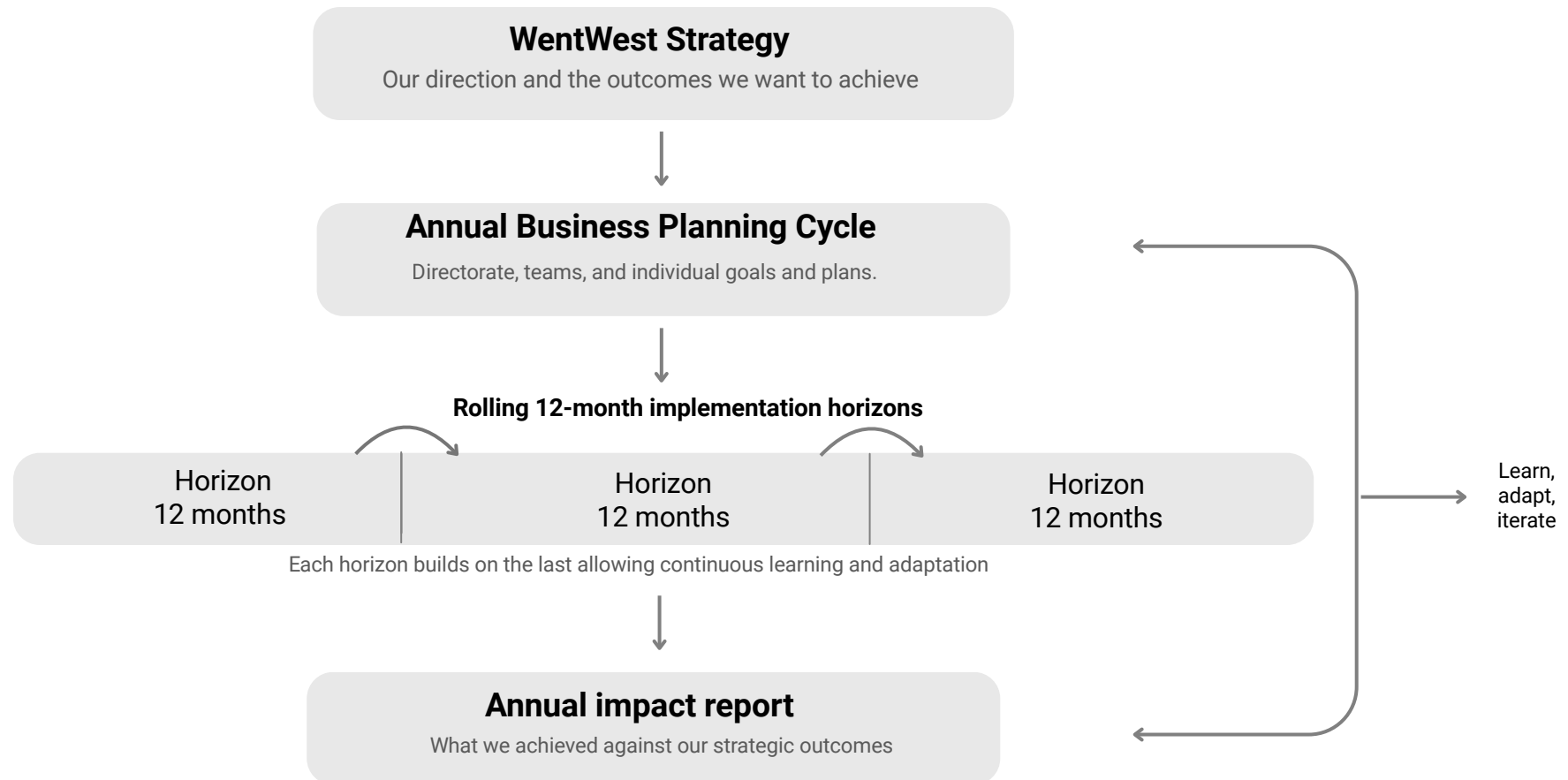
7.2

Regional coordination on response and recovery

We work with partners to coordinate responses and support recovery, so people continue to access the care they need when disruptions occur.

Delivering on our outcomes

Our strategy is designed to be lived. It will be supported by annual business plans that translate our outcomes into action. Each cycle of planning, delivery and learning will strengthen the next, ensuring we remain responsive to the needs of Western Sydney's communities, health providers and partners.





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