



Towards 2029

PathWest Strategic Plan 2026-2029



Acknowledgement of Country and People

PathWest recognises the Aboriginal people of the many traditional lands and language groups across Western Australia.

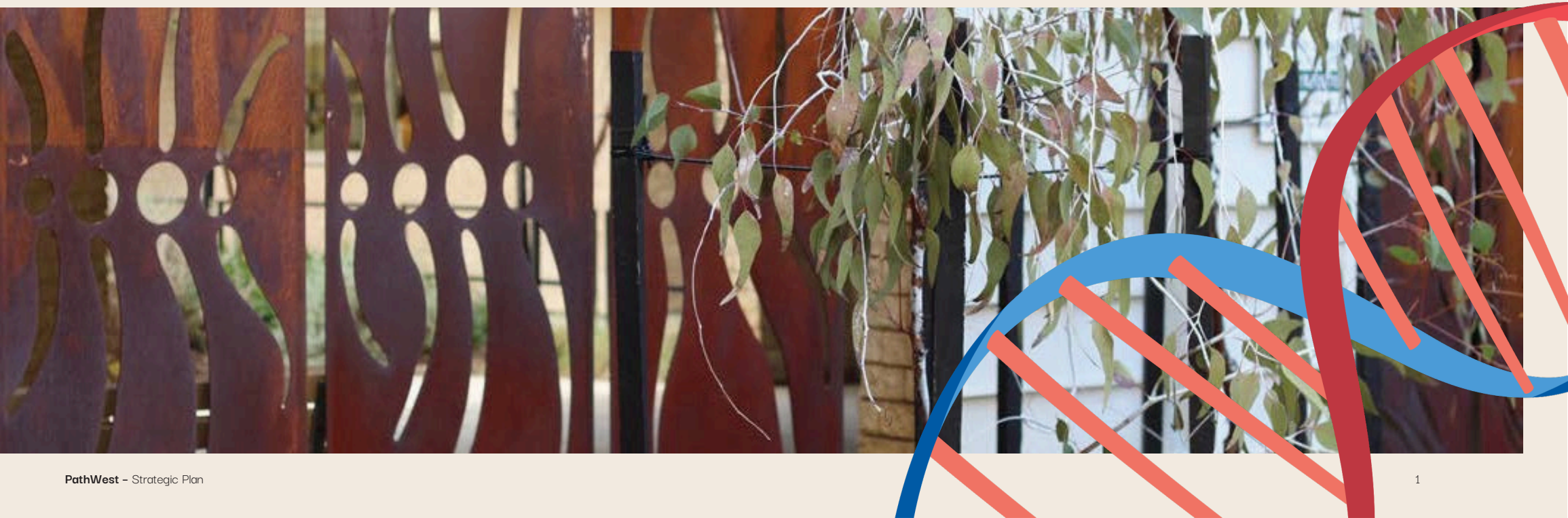
We respectfully acknowledge the Aboriginal people both past and present, the traditional owners of the land where we work and live.

Using the term—Aboriginal

Within Western Australia, the term Aboriginal is used in preference to Aboriginal and Torres Strait Islander, in recognition that Aboriginal people are the original inhabitants of Western Australia. Aboriginal and Torres Strait Islander may be referred to in the national context and Indigenous may be referred to in the international context. No disrespect is intended to our Torres Strait Islander colleagues and community.

Aboriginal Health Impact Statement and Declaration

The PathWest Strategic Plan 2026-2029 has been assessed in the context of the Department of Health Aboriginal Health Impact Statement and Declaration policy as part of PathWest's commitment to health equity for Aboriginal people.



Contents

- Refreshing our Strategic Plan 3
- PathWest Purpose, Vision and Values 4
- Our Strategic Pillars 6
- Place customers and communities at the heart of what we do 7
- Deliver best practice pathology and forensic service statewide 8
- Engage, develop, and inspire our people 9
- Excel in research, innovation, and teaching 11
- Maintain robust governance and financial sustainability 12
- Protect our environment 13



Refreshing our Strategic Plan

The PathWest Board and Executive are delighted to provide our refreshed Strategic Plan which builds on the significant achievements of 2021-2025 and guides us toward 2029.

PathWest provides critical pathology and forensic services across Western Australia and our teams collaborate as 'One PathWest' across 27 laboratories and 80 collection centres. At PathWest we are dedicated to safeguarding public health, advancing justice, and driving innovation through world-class research.

Our refreshed Strategic Plan refocuses on our purpose, vision and values. Our Planning Framework has been strengthened by our overarching principle of working collaboratively as 'One PathWest' and we have built and embedded the structures within our teams to facilitate this approach.

Our refreshed plan provides renewed initiatives within our Strategic Pillars and we will measure the success of our strategies in clear and practical ways.

Consistent with our commitment to patient-centered care, we will actively listen to, and embrace, feedback from our patients and clinicians to support service improvement.

We are committed to inspiring, developing and caring for our people as they deliver best practice pathology and forensic services, and lead vital research and development.

We will strive to meet our obligations of financial sustainability and work continuously to mitigate the emerging cyber risks faced by health providers. We aim to reduce the impact our pathology activities have on our environment whilst continuing to deliver excellent pathology, every time to our community.

We are committed to the goals and strategies outlined within and we will work collaboratively within PathWest and with our stakeholders for the success of this plan.

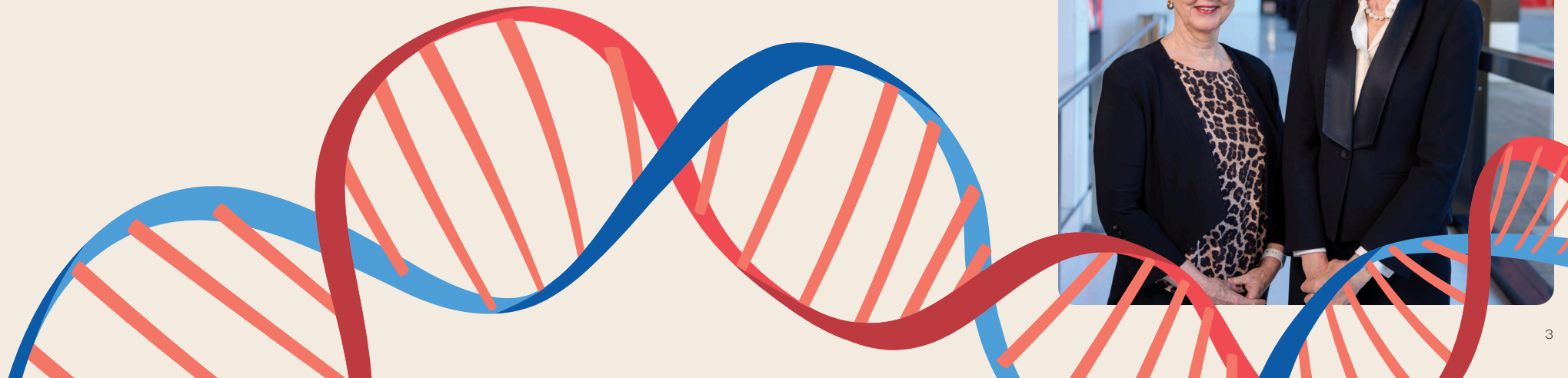
Our PathWest staff are our greatest asset. We acknowledge their vital contribution to bringing this Strategic Plan to life and enabling us to deliver on our vision of providing excellence for our patients, referrers, clients, and the Western Australian community.



Dr Narelle Hadlow
Chief Executive
PathWest



Angie Paskevicius
Board Chair
PathWest



Purpose, Vision and Values

Purpose



Improving the health, wellbeing and safety of our communities.

Vision



PathWest is a leader in our field and positively impacts our society and environment through the pursuit of excellence and innovation.

Values



Care for our communities and our staff

Our priority is to care for the health and safety of our community and to care for all those we work with.



Accountability for our actions

We strive to manage our resources responsibly and to keep our commitments. We take responsibility for our actions.

C.A.R.E.



Respect for ourselves and others

Our differences and uniqueness are embraced. We respect everyone and prioritise a safe and productive environment.



Excellence at all times

We understand we need to deliver excellent outcomes consistently. We support cutting edge pathology through ongoing research, development and innovation.



 **PathWest**
LABORATORY MEDICINE WA

Welcome to PathWest Ellenbrook

Welcome to PathWest



Please take a number and a staff member will be with you shortly.

 **PathWest**
LABORATORY MEDICINE WA

Reception

 **7**

Our Strategic Pillars

ONE PATHWEST

Working together across Western Australia for the Community



Place customers and communities at the heart of what we do

We are here to serve and care for the people of Western Australia. We work in close partnership to support frontline healthcare providers, public and private, with whom we have a range of formal service agreements.



Deliver world class pathology and forensic service

We seek to continuously innovate and improve so that we are at the forefront of pathology and forensics.



Engage, develop and inspire our people

Our people are our biggest asset. We succeed when we value each other and support each other to grow in knowledge, skills and in our culture of service.



Excel in research, innovation and teaching

Our research, development and innovation are crucial to ensuring our services continually advance and are cutting-edge.



Maintain robust governance and financial sustainability

We value good governance and transparency. We use data to inform decisions, and use resources wisely.

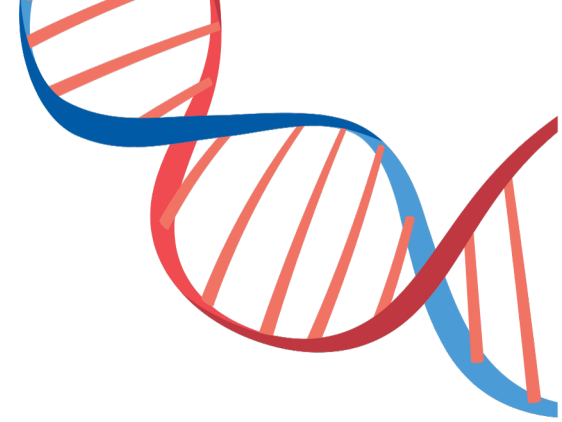


Protect our environment

We care for our planet and look to continually reduce the impact our pathology activities have on our environment.

Place customers and communities at the heart of what we do

We are here to serve and care for the people of Western Australia. We work in close partnership to support frontline healthcare providers, public and private, with whom we have a range of formal service agreements.



Our Lead Strategies

- Ensure that patients are at the heart of our service.
- Proactively meet the service requirements of our customers and clinicians.
- Work collaboratively and effectively with Police and the Justice system to provide high quality forensic services.

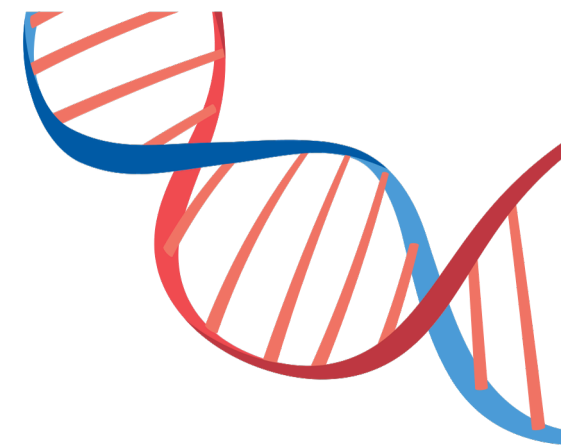
How we will measure success

- Sustain and grow patient satisfaction survey results with clearly measured outcomes.
- Sustain and grow customer satisfaction survey results with clearly measured outcomes.
- Continued collaboration in Forensic Services with demonstrated positive feedback to ensure quality and sustainability.



Deliver world class pathology and forensic services

We seek to continuously innovate and improve so that we are at the forefront of pathology and forensics.



Our Lead Strategies

- Enhance the delivery of pathology and forensic services through quality, safety, and continuous improvement.
- Develop a digital and AI Roadmap to support and enhance our services.
- Strengthen critical systems to create resilience and capacity.

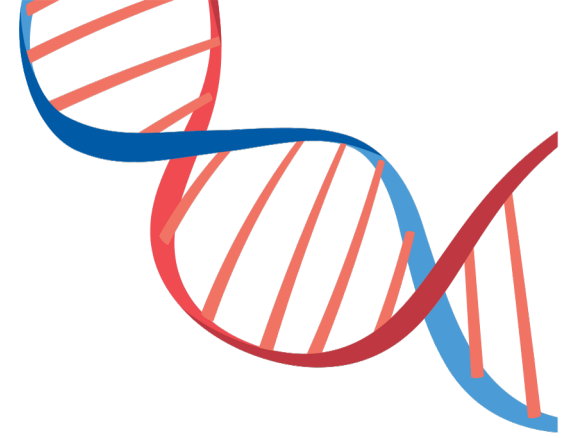
How we will measure success

- Focus on timeliness, presentation, and clinically relevant commentary of our pathology reports to meet aspirational outcomes.
- Digital and AI Roadmaps developed.
- IT architecture and critical digital services clearly documented for operational delivery over the next 5 years.



Engage, develop and inspire our people

Our people are our biggest asset. We succeed when we value and support each other to grow in knowledge, skills and in our culture of service.



Our Lead Strategies

- Embed One PathWest culture throughout the organisation to inspire excellence.
- Provide a safe, supportive, and secure working environment for our people.
- Ensure ongoing improvement in staff engagement.
- Improve workforce attraction, and retention in regional centres.

How we will measure success

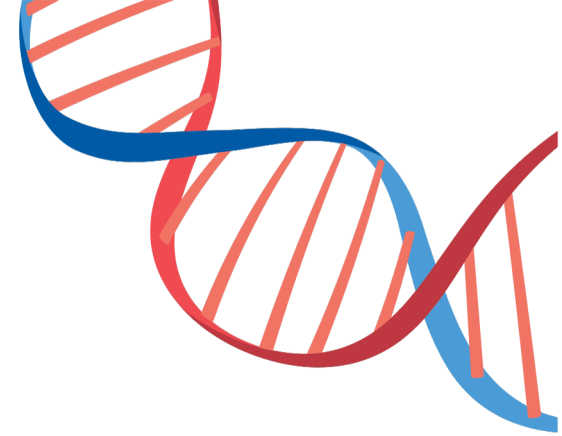
- One PathWest culture is further strengthened and confirmed by survey results.
- Sustain and enhance our workforce safety and security with demonstrated improvement in indicators.
- Continue to build staff satisfaction and engagement with demonstrated improved measures.
- Identify and implement practical measures to support regional workforce stability.





Excel in research, innovation and teaching

Our research, development and innovation are crucial to ensuring our services continually advance and are cutting edge.



Our Lead Strategies

- Identify and assess new community pathology testing needs to inform service planning.
- Establish a clear understanding of current and future teaching needs and commitments.
- Update existing the Research Governance Framework to align with Statewide research governance.

How we will measure success

- New community pathology needs identified and assessed.
- Current and future teaching needs are documented and cost/benefit evaluated.
- Demonstrate compliance with the Research and Governance framework and ensure it is maintained and updated with latest best practice.



Maintain robust governance and financial sustainability

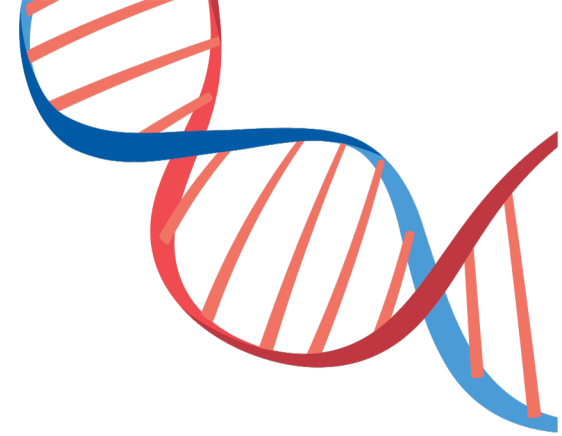
We value good governance and transparency. We use data to inform decisions, and use resources wisely.

Our Lead Strategies

- Continue to improve our governance and use of data to inform decisions.
- Ensure ongoing financial sustainability.
- Proactively manage risk to ensure safe, sustainable, and effective operations.

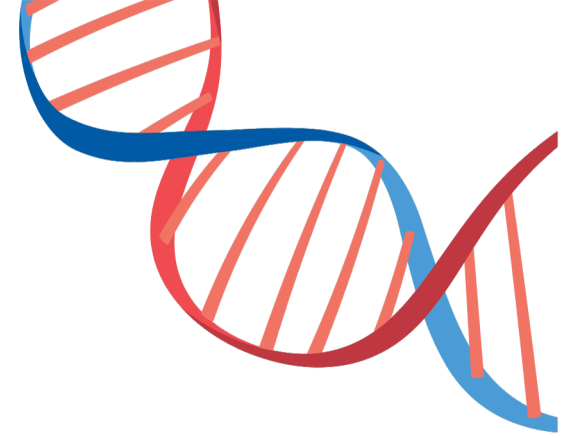
How we will measure success

- Operations are maintained and monitored through strong governance and process refinement.
- Development of a data roadmap.
- Demonstrated ongoing commitment to financial sustainability.
- Demonstrated commitment to the Risk Management Framework.



Protect our environment

We care for our planet and look to continually reduce the impact our pathology activities have on our environment.



Our Lead Strategy

- Develop an environmental sustainability Roadmap.

How we will measure success

- An environmental sustainability roadmap developed with recommendations.







Postal address:

PathWest Laboratory Medicine

Locked Bag 100,

Palmyra DC WA 6961

Phone: 13 PATH (7284)

Email: PathWest.OfficeofCE@health.wa.gov.au

Website: pathwest.health.wa.gov.au