



Respiratory Care WA

Asthma | COPD | Respiratory Health



Respiratory Care WA

Strategic Plan 2026-2029



Artwork credit: “Maar – Wind” by Michelle Tamar Kickett

Respiratory Care WA acknowledges the Traditional Owners and Custodians of Country throughout Australia and their continuing connection to land, waters and community. We pay our respect to them and their cultures, and Elders past, present and emerging.

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Preamble

At Respiratory Care WA, we believe that everyone deserves to breathe easier and live well, regardless of where they live, their circumstances, or the respiratory challenges they face.

We are proud to present the 2026-2029 Strategic Plan, which sets the direction for Respiratory Care WA over the next three years and reflects our commitment to improving the respiratory health and wellbeing of Western Australians. Developed through consultation with our Board, staff, and stakeholders, this plan provides a clear roadmap for how we will strengthen our impact, expand our reach and ensure the long-term sustainability of our organisation.

Respiratory conditions continue to affect the lives of around one million people across Western Australia. The need for accessible, evidence-based care, trusted education, strong advocacy and coordinated support has never been greater. As the respiratory health landscape continues to evolve, we must remain responsive, innovative and focused on delivering meaningful outcomes for the people and communities we serve.

Our Strategic Plan is founded on a Vision: 'A Western Australia where everyone can breathe easier'. Guided by our Mission of 'empowering people to live well with respiratory conditions through accessible care, trusted education and strong advocacy for better respiratory health across Western Australia', we have identified three strategic pillars that will shape our future. These pillars focus on strengthening continuity of care, improving awareness and advocacy for respiratory health among priority populations, and ensuring Respiratory Care WA remains a sustainable and trusted organisation capable of delivering lasting impact.

Central to our success are the Values that define who we are and how we work: Care, Collaboration, Excellence and Passion. These Values underpin every interaction, decision and partnership, ensuring that our work remains focused on the people and communities who rely on us.

This Strategic Plan recognises that meaningful change cannot be achieved alone. We are committed to working alongside consumers, carers, communities, healthcare providers, researchers, government agencies and funding partners to create a stronger, more connected respiratory care system across Western Australia. Through these partnerships, we will continue to advocate for better access to care, earlier diagnosis, improved management of respiratory conditions and greater awareness of the importance of lifelong respiratory health.

On behalf of the Board and Executive Team, we thank our staff, volunteers, consumers, partners and supporters for their ongoing commitment to our Mission. Together, we will continue to build an organisation that delivers sustainable impact, strengthens communities and improves the lives of people living with respiratory conditions.

We invite you to join us on this journey as we work towards a future where every Western Australian has the opportunity to achieve better respiratory health.

Rael Rivers, Chief Executive Officer
Mike Erickson, Chair of the Board



Mission and vision

Our mission

Empowering people to live well with respiratory conditions through accessible care, trusted education and strong advocacy for better respiratory health across Western Australia.

Our vision

A Western Australia where everyone can breathe easier.

Our values



Care - We genuinely care for people and each other. We listen, are inclusive and respond with empathy, respect and compassion in everything we do.



Collaboration - We work together with our community, partners and each other to improve access, strengthen care and achieve better outcomes.



Excellence - We pursue excellence, act with accountability and hold ourselves to high standards so our services are trusted, effective and evidence based.



Passion - We are driven to make a lasting difference for people living with respiratory conditions and to shape a stronger future for respiratory health in Western Australia.



Respiratory Care WA strategic framework

The Strategic Plan includes two Pillars relating to its services and activities and is supported by a third Pillar focussed on organisational sustainability to achieve its Vision.

Strategic Pillar 1

Strengthen continuity of care by providing accessible services that supports early diagnosis, respiratory management and connection with primary care across Western Australia

Strategic Pillar 2

Improve awareness of respiratory health and the importance of early diagnosis and the effective management of respiratory conditions among priority populations.

Strategic Pillar 3

Ensure Respiratory Care WA can sustainably achieve our Vision with our community and through integrated partnerships.

Strategic Pillar 1

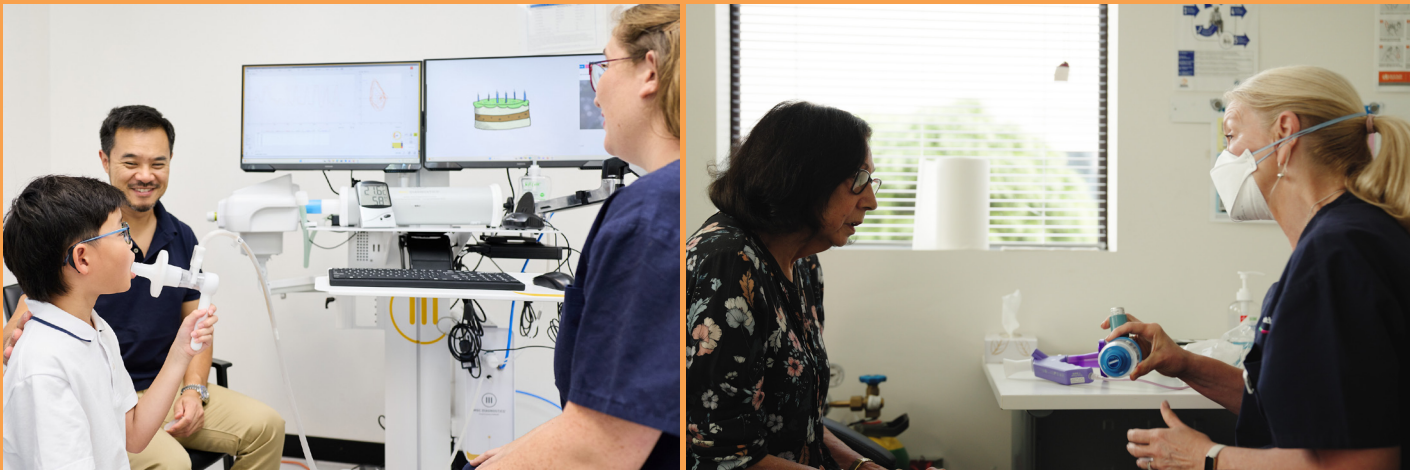
Strengthen continuity of care by providing accessible services that supports early diagnosis, respiratory management and connection with primary care across Western Australia

Strategic priorities

- Strengthen continuity of care through integrated engagement with community, primary care and specialist services.
- Expand accessible, community clinical services in areas of highest need.

Measure of success

- Improved continuity of care as demonstrated by coordinated referral pathways and follow-up outcomes.
- Expanded accessibility of community clinical services in areas of the highest demand.
- Our community clinical services are accredited against recognised quality standards.
- Growth in patients accessing our services meeting national standards of care indicators.



Strategic Pillar 2

Improve awareness of respiratory health and the importance of early diagnosis and the effective management of respiratory conditions among priority populations.

Strategic priorities

- Grow awareness of the importance of respiratory health and with our partners promote early detection and prevention through targeted initiatives.
- Advocate for improved access to care, early diagnosis and management of respiratory conditions in those populations with the greatest need.

Measure of success

- Growth in the reach of awareness campaigns that promote life-long respiratory health in Western Australians.
- Improved engagement with care pathways and self-management among priority populations.
- Increased partnerships across advocacy priorities that promote improved respiratory health and access to clinical care in priority populations.



Strategic Pillar 3

Ensure Respiratory Care WA can sustainably achieve our Vision with our community and through integrated partnerships.

Strategic priorities

- Sustainably grow capacity and capability of our people, systems and processes to support our strategy.
- Develop integrated partnerships that meaningfully contribute to improved respiratory outcomes across Western Australia.
- Respiratory Care WA is trusted by community to meet its respiratory care and lung health needs.

Measure of success

- Respiratory Care WA sustainably grows its resources, services and activities to maximise its impact.
- Deepen and build new partnerships to grow our services, engagement advocacy activities that support our Vision.
- Growth in recognition of the Respiratory Care WA brand and perceived value as a trusted, visible and leading organisation for respiratory health in Western Australia.
- Year on year improvements in community feedback of Respiratory Care and its services and activities.

Appendix 1

Strategic Pillar 1

Guiding principles

- **Impact over coverage:** Prioritise activities where Respiratory Care WA can make the greatest measurable difference.
- **High quality vs acceptable:** Deliver sustainable evidence based care aligned with community-based services. Respiratory Care WA does not need to strive for unsustainable perfection.
- **Be strategic in developing Partnerships:** Lead where RCWA has expertise; partner where others are better placed.
- **Partnerships are essential for delivering tailored clinical models.** Especially with:
Primary care
Researchers and research organisations
Aboriginal led organisations
Regional partners
- **Sustainability matters:** Avoid unfunded expansion that dilutes core services and their impact and places unnecessary pressure on the organisation and its staff.
- **Data driven decisions:** Use validated tools and real world data to guide priorities.
- **Equity with realism:** Prioritise high need groups where impact is achievable (e.g., First Nations partnerships where relationships already exist).

Potential operational indicators of progress to support priorities and measures of success

Assess demand / need through:

National and WA based data on:

- Population prevalence and burden of asthma and COPD and age, regional and priority population related differences
- Potentially preventable ED presentations and hospitalisations relating to asthma and COPD in WA.
- Outcomes from the National asthma indicators (from 2018 National Asthma Strategy), particularly WA data where available.
- Outcomes from the National COPD indicators (from Australian Commission on Safety and Quality in Health Care COPD Clinical Care Standards), particularly from WA data where available.

Engagement with primary care, hospital and specialist services to inform location and frequency of clinical services

- Consider engaging with [WA Health Epidemiology Directorate](#) for WA population-based health data.

Assess quality of clinical services through:

- Number of services meeting accepted evidence-based practice
- Receipt and maintenance of clinical accreditation through a nationally recognised body
- Additional independent, external peer review as relevant

Assess service accessibility, delivery and satisfaction through:

- Numbers of services delivered, wait times, GP and other referrals, including by location and/or priority area (based on demand and/or nationally or WA recognised or informed priority populations) and proportion of the asthma / COPD population reached.
- Satisfaction surveys and other qualitative information on service provision and quality from community, primary care, specialist services and related healthcare partners and stakeholders.

Assess patients meeting national asthma and COPD standards of care indicators through:

- Tracking and reporting of asthma and COPD national indicators at presentation and fixed follow up periods after delivery of face to face and /or telehealth services, including considering options that align with earlier diagnosis and optimised treatment.
- Focus on indicators that are relevant to the services provided.

Appendix 2

Strategic Pillar 2

Guiding principles

- **Impact over coverage:** Prioritise activities where Respiratory Care WA can make the greatest measurable difference.
- **Evidence driven:** Focus on populations with unmet need or high disease burden
- **Partnership led** for culturally specific work: especially First Nations communities.
- **Avoid duplication:** Do not compete with national organisations delivering similar advocacy or education. Consider how RCWA can add value within WA.
- **Align with funding:** Prioritise activities that are funded or fundable are seen aligning with Vision and impactful within WA
- **Layer activities:** Consider how to optimise and combine awareness, education, and clinical pathways in priority populations
- **Be strategic in developing Partnerships:** Lead where RCWA has expertise; partner where others are better placed.

Potential operational indicators of progress to support priorities and measures of success

Reach of advocacy campaigns could be assessed via:

- Number of people reached, including engagement metrics across specific areas of interest, for example, children, regional, priority populations
- Uptake in specific programs amongst priority population
- Development and recognition of culturally appropriate programs that promote respiratory health and/or improved self-management of respiratory conditions
- Partner and stakeholder feedback
- Respiratory Care is recognised as a leader in WA and becomes a sought-after voice for the community

Advocacy promoting improved system wide access to care could be assessed though:

- Increased support for and reach and impact of RCWA community services
- Engagement with partners to promote and optimise access to respiratory services that lead to improved diagnosis and management of respiratory conditions

Partnership effectiveness could be determined by:

- Number and quality of strategic partnerships that support RCWA's services and activities
- Growth in co-designed and/or co-delivered programs
- Uptake of RCWA education programs by partners

Appendix 3

Strategic Pillar 3

Guiding principles

- **Impact over coverage:** Prioritise activities where Respiratory Care WA can make the greatest measurable difference.
- **Sustainably invest in our resources:** Ensure our people, systems, process and funding are responsibly supported to meet the Strategy.
- **Internal sustainability matters:** staff capability and workload are core to organisational sustainability.
- **Avoid duplication:** Do not replicate programs offered by other organisations. Consider how RCWA can add value in its area of influence.
- **Align with funding:** Sustainability requires matching our Strategy to fundable activities. Avoid expanding service volume that may lead to reduced service quality or impact.
- **Layer activities:** Consider how to optimise and combine awareness, education, and clinical pathways in priority populations
- **Be strategic in developing Partnerships:** lead where RCWA has expertise; partner where others are better placed.

Potential operational indicators of progress to support priorities and measures of success

Internal and external sustainability that supports impactful services and activities could be assessed through:

- Indicators that RCWA is a sustainable organisation with strong workforce capability, financials, and systems and processes that amplify its ability to make an impact.
- Improved staff feedback via engagement surveys that indicates that RCWA is recognised as being a great place to work and invests in its staff, systems and processes.
- Feedback from partners and stakeholders that RCWA is an organisation that delivers evidence based, high quality care.

Partnerships and partner relationships could be assessed through feedback that indicates Respiratory Care WA is:

- A culturally respectful partner that works with communities, not over them.
- A connector linking people, partners, and services to improve outcomes.
- A partner that supports, not leads, the broader respiratory ecosystem.

Community feedback could be assessed through feedback and case studies that demonstrate that Respiratory Care WA is:

- A trusted, community based provider of asthma and COPD care.
- A respected voice speaking up for community needs



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