

# Queensland Health Strategic Plan 2007–12

Version 3



## Message from Michael Reid

Director-General

On 20 April 2010, the Australian Government and all States and Territories, other than Western Australia, agreed to undertake significant reform and implement new arrangements to build Australia's National Health and Hospitals Network. This COAG agreement follows on from the release in 2009–10 of the final report of the National Health and Hospitals Reform Commission, *A Healthier Future for All Australians* and the Australian Government's, *A National Health and Hospitals Network for Australia's Future – Delivering better health and better hospitals*.

This national reform agenda builds on the significant work undertaken to implement the Queensland Government's five-year *Action Plan – Building a better health service for Queensland*, the *Healthy Targets under Towards Q2: Tomorrow's Queensland* and *Advancing Health Action (AHA)*.

Queensland Health remains the lead agency for the two healthy targets:

- shortest public hospital waiting times in Australia; and
- cutting by one third obesity, smoking, heavy drinking and unsafe sun exposure.

The implementation of the national reform agenda combined with the continuing implementation of Queensland's reform program will provide a health system that will have a much better capacity to meet existing and future challenges such as a growing and ageing population, economic and workforce challenges and an increase in preventable diseases caused by unhealthy lifestyles.

To maintain Queensland Health's focus on the reform priority areas, the *Queensland Health Strategic Plan 2007–12 Version 2* has been reviewed and the four strategic priorities remain:

- **'Making Queenslanders healthier'** focuses on the promotion and protection of all Queenslanders and prevention of ill health, including how Queensland Health will meet the Q2 and AHA targets to cut obesity, smoking, heavy drinking and unsafe sun exposure by one third by 2020.
- **'Meeting Queenslanders' healthcare needs safely and sustainably'** addresses the challenge of meeting the healthcare needs of Queenslanders across the spectrum of care and outlines how we will achieve the Q2 and AHA target of Queensland having the shortest public hospital waiting times in Australia by 2020.
- **'Reducing health service inequities across Queensland'** recognises the inequities that exist across specific population groups. It specifically addresses how we will achieve the AHA targets of improving mental health care and reducing the gap in health outcomes for Indigenous and rural and remote Queenslanders. It also focuses on improving access to health services for people from culturally and linguistically diverse backgrounds.
- **'Developing our staff and enhancing organisational performance'** outlines how Queensland Health is going to best utilise its people and resources to achieve our strategic priorities. It also specifically addresses how we will go about putting in place the foundations for the National Health and Hospitals Network.

Queensland Health remains committed to providing high quality, safe and sustainable health services to meet the needs of our communities. We cannot meet these challenges alone and, particularly in the context of the national health reform agenda, will continue to work with partners including other Queensland Government departments, the Australian Government and other agencies, consumers and the private sector to develop collaborative and proactive solutions to meet the health needs of Queenslanders now and into the future.

This plan will guide the further reforming of the healthcare system into one that can meet future challenges and I commend it to you.

Michael Reid  
Director-General

## Our strategic priorities:

	1. Making Queenslanders healthier	2. Meeting Queenslanders' healthcare needs safely and sustainably	3. Reducing health service inequities across Queensland	4. Developing our staff and enhancing organisational performance
<b>Objectives &amp; expected outcome</b>	<p>1.1 <b>Support healthy behaviours and life style choices</b> to reduce the population rates of:</p> <ul style="list-style-type: none"> <li>overweight and obesity</li> <li>smoking</li> <li>heavy drinking</li> <li>unsafe sun exposure.</li> </ul> <p>1.2 <b>Protect the health of Queenslanders</b> evident by:</p> <ul style="list-style-type: none"> <li>improving access to cancer screening programs</li> <li>managing preventable environmental health hazards</li> <li>preventing and controlling communicable diseases.</li> </ul>	<p>2.1 <b>Support an expanded range of services</b> available in a primary care setting through working with the Commonwealth government.</p> <p>2.2 <b>Provide mothers and babies with the best start</b> evident by implementing the <i>Maternity and Newborn Services in Queensland Work Plan 2008–2012</i>.</p> <p>2.3 <b>Expand hospital and related services to meet the needs of a growing population</b> so Queensland has:</p> <ul style="list-style-type: none"> <li>the shortest median waiting time for elective surgery in Australia</li> <li>the lowest percentage of elective surgery patients waiting longer than clinically recommended in Australia</li> <li>an equal or shorter median waiting time for emergency department treatment than the national average</li> <li>an equal or lower percentage of emergency department patients waiting longer than the clinically recommended time than the national average.</li> </ul> <p>2.4 <b>Expand access to subacute care services</b> in both hospital and community settings evident by increasing the range and usage of subacute care services.</p> <p>2.5 <b>Improve older Queensland assessment services and access to high quality appropriate aged care services</b> evident by:</p> <ul style="list-style-type: none"> <li>reducing the number of days between assessment referral and approval</li> <li>improving the uptake of transition care program places</li> <li>compliance with residential aged care accreditation standards.</li> </ul> <p>2.6 <b>Improve patient care, safety and patient outcomes</b> evident by implementing the <i>Patient Safety and Quality Plan 2008–2012</i>.</p>	<p>3.1 <b>Close the gap on health outcomes for Indigenous Queenslanders</b> evident by:</p> <ul style="list-style-type: none"> <li>reducing the life expectancy gap between Indigenous and non-Indigenous Australians for children under five and adults</li> <li>increasing the number of Indigenous women who gave birth and had five (5) or more antenatal visits.</li> </ul> <p>3.2 <b>Close the gap in health outcomes for rural and remote Queenslanders</b> evident by expanding access to a broader range of specialist outreach services available to rural areas.</p> <p>3.3 <b>Improve access to mental health services across Queensland</b> evident by continuing the implementation of the <i>Queensland Plan for Mental Health (2007–2017)</i>.</p> <p>3.4 <b>Improve access to health services for people from culturally and linguistically diverse backgrounds</b> evident by continuing the implementation of the <i>Queensland Health Strategic Plan for Multicultural Health 2007–2012</i>.</p>	<p>4.1 <b>Develop and value our workforce</b> evident by:</p> <ul style="list-style-type: none"> <li>reducing the reliance on external labour markets</li> <li>reducing the incidence of workplace injury.</li> </ul> <p>4.2 <b>Manage infrastructure and assets to ensure safe, efficient and effective services</b> evident by delivering major infrastructure developments on time and within budget.</p> <p>4.3 <b>Distribute health care resources efficiently and effectively</b> evident by delivering outcomes within the allocated resources.</p> <p>4.4 <b>Invest in information and communication technology</b> which will provide for electronic medical records available over the internet via a third party health portal.</p> <p>4.5 <b>Work in partnership</b> to effectively influence health and wellbeing outcomes evident by improving involvement of internal and external partners in the planning and provision of health services.</p> <p>4.6 <b>Invest in research</b> that promotes evidence based practice and innovation evident by increasing the number of clinical trials and active research projects approved and commenced.</p> <p>4.7 <b>Strengthen performance management</b>, governance and accountability to ensure openness and transparency evident by developing and implementing the Governance and Performance Reporting Frameworks.</p> <p>4.8 <b>Implement the national health reform agenda</b> evident by the establishment of local governance arrangements.</p>
<b>2010/11 key strategies</b>	<p>1.1.1 Provide a range of targeted promotion and prevention programs and interventions focussing on:</p> <ul style="list-style-type: none"> <li>improving nutrition and increasing physical activity</li> <li>reducing population rates of obesity and overweight, smoking, heavy drinking and unsafe sun exposure.</li> </ul> <p>1.1.2 Lead and coordinate whole-of-government initiatives to reduce chronic disease in the community.</p> <p>1.1.3 Increase adoption of healthier lifestyle behaviours by government workers.</p> <p>1.1.4 Increase participation in the Queensland Health Staff Quit Smoking program.</p> <p>1.2.1 Improve the capacity of the BreastScreen Queensland program to meet participation targets.</p> <p>1.2.2 Maintaining or increasing vaccination coverage for Indigenous Queenslanders, areas of low coverage and four-year old children.</p> <p>1.2.3 Improve compliance with water quality standards.</p> <p>1.2.4 Enhance the prevention and control of mosquito-borne disease.</p> <p>1.2.5 Improve the coordination of responses to outbreaks, natural disasters and other environmental hazards.</p>	<p>2.1.1 Implement oral health strategies that will provide safe, sustainable and appropriate services on a statewide basis.</p> <p>2.2.1 Implement the <i>Maternity and Newborn Services in Queensland Workplan 2008–2012</i> to guide consistent best practice across the state.</p> <p>2.2.2 Establish a baseline measure for mothers' satisfaction with maternity care.</p> <p>2.3.1 Improve access to services through the use of demand management strategies such as:</p> <ul style="list-style-type: none"> <li>continuing the Surgery Connect program</li> <li>establishing Elective Surgery Centres in Southeast Queensland</li> <li>auditing existing and implementing new patient flow initiatives</li> <li>implementing discharge protocols such as:                             <ul style="list-style-type: none"> <li>early discharge</li> <li>nurse initiated discharge protocols</li> </ul> </li> <li>more appropriate use of ambulatory care or non-hospital settings</li> <li>expanding and upgrading emergency departments including dedicated waiting areas for children.</li> </ul> <p>2.3.2 Increase the number of beds by:</p> <ul style="list-style-type: none"> <li>progressing the major capital works program for the Queensland Children's Hospital and hospitals at the Gold Coast, Sunshine Coast, Cairns and Mackay</li> <li>upgrading/expanding the Bundaberg and Robina hospitals</li> <li>accelerating delivery of the Prince Charles Hospital redevelopment.</li> </ul> <p>2.3.3 Progress the Mt Isa Hospital redevelopment.</p> <p>2.3.4 Completion and communication of a new <i>Queensland Health Services Plan 2011–2026</i>.</p> <p>2.4.1 Improve access to services through:</p> <ul style="list-style-type: none"> <li>providing alternatives to hospital admission such as subacute, rehabilitation or step-down facilities for non-acute type patients</li> <li>increasing the range of hospital substitution, interim care and transition care beds and diversionary programs available.</li> </ul> <p>2.5.1 Progress the building of the Cloncurry Hospital aged care annex.</p> <p>2.5.2 Work with non-Queensland Health service providers to maximise the capacity in the system for nursing home type patients and older Queenslanders.</p> <p>2.5.3 Develop and coordinate the implementation of programs for older people which align with national directions with a specific focus on:</p> <ul style="list-style-type: none"> <li>accreditation of all Queensland Health residential aged care facilities</li> <li>improved timeliness of Aged Care Assessment Program (ACAP) for older people</li> <li>maximising occupancy levels in the Transition Care Program statewide.</li> </ul> <p>2.6.1 Continue to implement the <i>Patient Safety and Quality Plan 2008–12</i> with specific focus on Open Disclosure, Clinician Performance and Support Service and high risk areas of patient harm.</p> <p>2.6.2 Ensure all healthcare professionals working in Queensland Health facilities are appropriately registered.</p> <p>2.6.3 Ensure compliance with the credentialing policy for medical practitioners.</p> <p>2.6.4 Implement the <i>Queensland Medication Management Plan</i> to ensure a high-quality, sustainable, responsive and integrated management system.</p>	<p>3.1.1 Continue to implement the Making Tracks Policy and Accountability Framework to provide targeted Indigenous programs in key health areas including mothers and babies, children, adolescents and the prevention and management of adult chronic disease.</p> <p>3.1.2 Implement the Aboriginal and Torres Strait Islander Cultural Capability Framework to improve access to, and delivery of mainstream health services and programs to Indigenous people.</p> <p>3.1.3 Implement a group-based healthy lifestyle program for Aboriginal and Torres Strait Islander communities.</p> <p>3.1.4 Implement the Indigenous Alcohol Diversion Program in dedicated communities.</p> <p>3.1.5 Implement targeted quit smoking interventions for Aboriginal and Torres Strait Islander peoples.</p> <p>3.2.1 Drive innovation to improve health service delivery in rural and regional communities including:</p> <ul style="list-style-type: none"> <li>expanding the capacity and increased usage of telehealth technology</li> <li>developing and implementing coordinated medical staffing and business solutions for Queensland rural health services.</li> </ul> <p>3.2.2 Continue to implement health components of Blueprint for the Bush.</p> <p>3.2.3 Provide improved rural maternity and child health services.</p> <p>3.2.4 Improve patient transport and accommodation support in regional areas.</p> <p>3.2.5 Develop a rural and remote infrastructure renewal program.</p> <p>3.3.1 Progress the clinical reform process to ensure health care coordination across mental health care providers (government and non-government).</p> <p>3.3.2 Commence Queensland's implementation of the 4th National Mental Health Plan.</p> <p>3.4.1 Continue to improve the availability and quality of interpreter services and resources for consumers from culturally diverse backgrounds.</p> <p>3.4.2 Implement strategies to develop staff cultural capabilities in order for them to interact more effectively with people from culturally diverse background.</p>	<p>4.1.1 Enable the smooth transition of payroll to the new model through:</p> <ul style="list-style-type: none"> <li>designing and facilitating implementation of organisational change strategies</li> <li>providing ongoing guidance to the payroll function.</li> </ul> <p>4.1.2 Review the performance management system and improve Queensland Health's capabilities to manage workforce performance.</p> <p>4.1.3 Continue to advise and support Health Service Districts in implementing a Fatigue Risk Management System.</p> <p>4.1.4 Recruit additional medical, nursing and allied health staff including delivering additional Nurse Practitioner and Rural Generalist positions.</p> <p>4.1.5 Train emergency nurse practitioners.</p> <p>4.1.6 New staff accommodation being built to comply with Queensland Health Accommodation Standards.</p> <p>4.2.1 Maintain infrastructure and assets through developing and implementing effective maintenance and life-cycle replacement strategic planning, management and funding models.</p> <p>4.2.2 Deliver long term health service and capital planning for future health services, including for Ipswich Hospital, Logan/Beaudesert health services, Caboolture Hospital, Maryborough/Hervey Bay Hospitals and the Royal Children's Hospital infrastructure.</p> <p>4.3.1 Contribute to a nationally consistent approach to activity based funding.</p> <p>4.3.2 Manage allocated resources to deliver effective and efficient health services.</p> <p>4.4.1 Progress implementation of the e-Health strategy and continue the roll out and expansion of the telehealth network.</p> <p>4.4.2 Develop and implement a Queensland Health Information Management Framework.</p> <p>4.5.1 Engage clinicians in development and management activities.</p> <p>4.5.2 Building collaboration through networks, communities of practice and consumer engagement.</p> <p>4.6.1 Implement the Health and Medical Research and Development Strategy and promote successes.</p> <p>4.7.1 Implement a strong performance monitoring system and drive delivery of government commitments.</p> <p>4.7.2 Continue to implement the recommendations of the Auditor-General's Reports into Health Service Planning and Patient Flow.</p> <p>4.7.3 More effectively integrate risk management into the work of QH Executive Committees and the Department's strategic planning.</p> <p>4.7.4 Continue to standardise and consolidate business process reform.</p> <p>4.8.1 Develop a Queensland implementation plan and appropriate governance arrangements.</p> <p>4.8.2 Determine the size, location, final number and boundaries of local governance arrangements by the end of 2010.</p> <p>4.8.3 Develop and introduce legislation to enable the establishment of local governance arrangements and new funding mechanisms.</p> <p>4.8.4 Identify resourcing requirements for the new local governance arrangements and establish change management processes to enable appropriate staffing and resourcing.</p>
<b>2010/11 key performance indicators</b>	<ul style="list-style-type: none"> <li>Percentage of the Queensland population who:                             <ul style="list-style-type: none"> <li>consume recommended amounts of fruit and vegetable</li> <li>engage in levels of physical activity for health benefit</li> <li>consume alcohol at risky or high risk levels</li> <li>smoke tobacco</li> <li>adopt ultraviolet (UV) protective behaviours.</li> </ul> </li> <li>Staff Quit Smoking program</li> <li>Percentage of target population screened for breast cancer</li> <li>Vaccination rates at designated milestones for all children aged two years</li> <li>Percentage of Queensland Health staff vaccinated against influenza</li> </ul>	<ul style="list-style-type: none"> <li>Access to hospital</li> <li>Percentage of ED patients seen within recommended timeframes</li> <li>Median waiting times for ED</li> <li>Percent of elective surgery patients waiting more than the clinically recommended time for their category</li> <li>Median waiting times for elective surgery</li> <li>Elective surgery cancellations</li> <li>Categorisation of new case Outpatient Department referrals</li> <li>Rate of healthcare associated <i>Staphylococcus Aureus</i> bacteraemia in hospital</li> <li>Rate of pressure ulcers in hospital</li> <li>Rate of VTE Prophylaxis</li> <li>Hospital Standardised Mortality Ratio</li> </ul>	<ul style="list-style-type: none"> <li>Indigenous antenatal visits</li> <li>Indigenous birth weights</li> <li>Telehealth Occasions of Service</li> <li>Rate of community follow-up within seven days of post-discharge from mental health acute inpatient care</li> </ul>	<ul style="list-style-type: none"> <li>Medical Fatigue Risk Management</li> <li>Indigenous workforce</li> <li>Condition assessments undertaken</li> <li>Achieving a balanced operating position</li> <li>Own source revenue per occupied bed/day</li> <li>Numbers of weighted activity units</li> <li>Cost per weighted activity unit</li> <li>Increase telehealth capacity in the Emergency Departments of 31 facilities to expand the existing telehealth network</li> </ul>

# Queensland Health Strategic Plan 2007–12 Version 3

## Our mission:

*Creating dependable health care and better health for all.*

## Our operating principles:

- Responding justly and fairly
- Working in partnership
- Enabling and supporting change in the health system
- Being accountable for its resources and actions.

## Our values:

- *Caring for people*
- *Leadership*
- *Respect*
- *Integrity.*

## Our strategic challenges:

- Changing the community's focus to the prevention of illness and maintenance of good health
- Managing the complex process of care delivery ensuring the right services in the right places for the right type of patients
- Building public confidence in the healthcare system
- Providing a seamless transition for patients as they move across healthcare providers and settings
- Achieving a collective and coordinated response across multiple levels and complexities of government
- Attracting and retaining skilled professionals, especially for specialist services and in rural and remote areas
- Ageing building and information and communication technology infrastructure affecting people and information security and accessibility
- Establishing meaningful and measurable outcome indicators for complex health and community services
- Managing the growing demand for services within the economic and financial environment.

## Our strategic priorities:

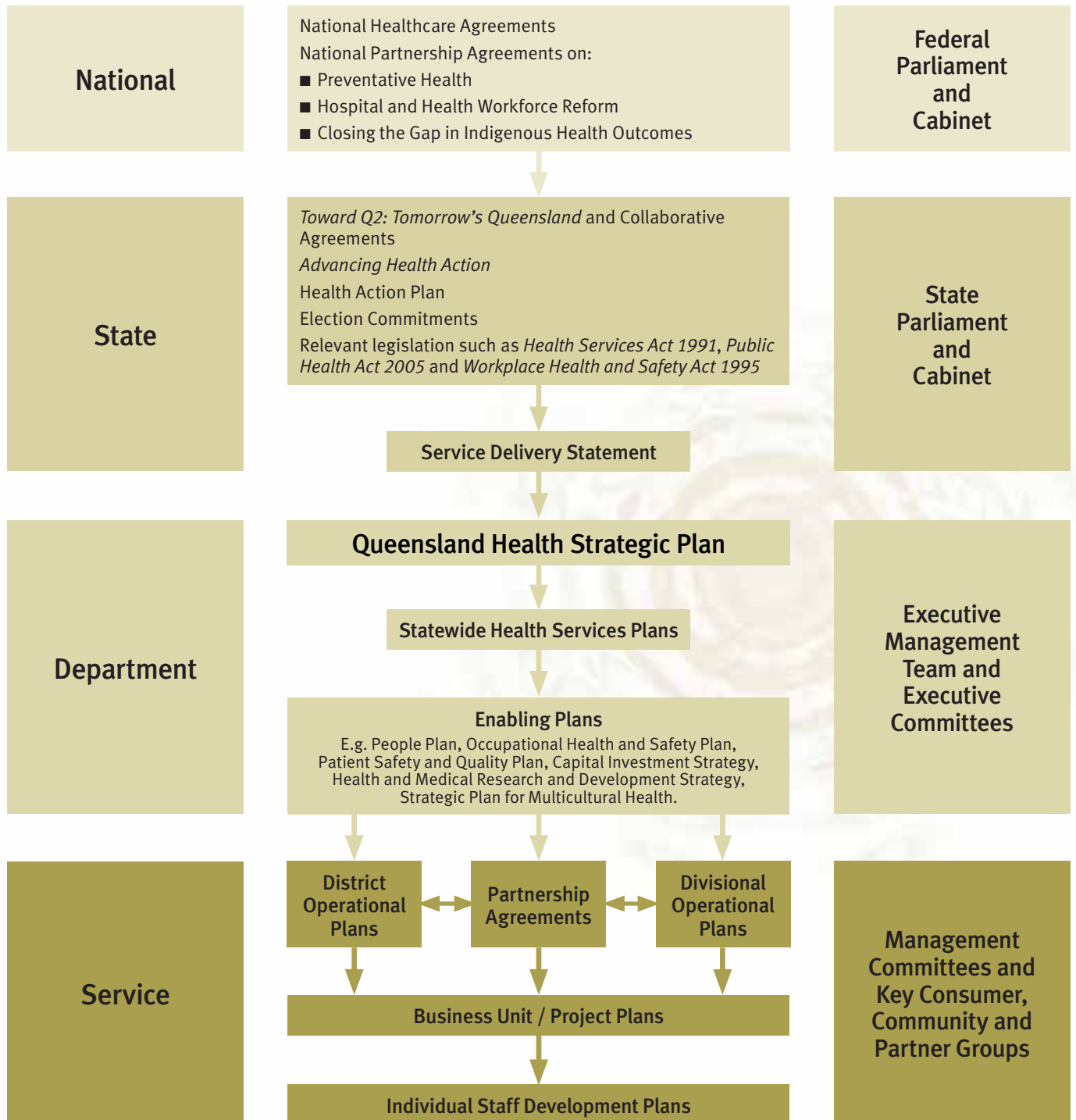
1. Making Queenslanders healthier
2. Meeting Queenslanders' healthcare needs safely and sustainably
3. Reducing health service inequities across Queensland
4. Developing our staff and enhancing organisational performance.

# Strategic Planning Framework Interrelationships

## Policy and Strategic Planning Level

## Strategic Priorities and Objectives

## Performance and Accountability Pathway



This diagram describes the interrelationships between government policy, internal Queensland Health priorities and objectives, and the monitoring of service outputs.