

Queensland's public health system protects the health and well-being of Queenslanders no matter where they live in this State.

Queensland Health has the largest operating budget of any Queensland organisation and is the State's largest employer with approximately 63,000 staff in clinical and non-clinical roles.

Queensland Health facilities are found as far north as Boigu Island near our international border with Papua New Guinea, west to Camooweal near the Northern Territory border, and south to Mungindi on the New South Wales border.

Our network of care operates through 37 health service districts with around 200 hospitals and outpatient facilities, 70 community health centres and 21 state government residential facilities.

In a State as geographically dispersed and diverse as Queensland, it is not possible or appropriate to provide every service at every facility. When people visit a facility for treatment, they are assessed and either treated there and then, or referred and transferred to more specialised care depending on their needs.

A complete list of Queensland Health hospitals and facilities can be found at http://www.health.qld.gov.au/hospitals/facility_list.asp

As well as treating ill health, injury and disability, we also help people manage their own health needs and perhaps avoid becoming ill in the first place, through services such as:

- child health
- school-based programs such as school-based youth health nurses
- aged care, and home and community care for frail older people and people with disabilities
- oral health
- mental health and alcohol and drug services
- women's and men's health
- services targeted to the needs of Indigenous Australians
- immunisation and other population-wide services

In addition to the services provided directly by Queensland Health, we also fund around 758 community, local government, education, church-based and special interest groups to provide the services people need in their own homes and their own communities.

More information on how Queensland Health cares for the people of Queensland can be found throughout this report, or at <http://www.health.qld.gov.au/>



The launch of the *Smart State: Health 2020 Directions Statement* in December 2002 was a pivotal point for Queensland Health in determining its pathway for the next two decades.

The *Smart State: Health 2020 Directions Statement* outlines the Queensland Government's vision for health – for Queenslanders to enjoy 'The best health and quality of life in Australia' and 'A health system that ranks with the world's best' in 2020.

It recognises that in the next two decades, there will be both change and challenges ahead for health and health care. While Queensland has the fastest growing population in Australia, it also has an ageing population and a declining rate of workforce growth. Queensland's current high quality health system and world-class health workforce cannot be sustained unless Queensland Health plans, develops and manages a public health system that meets both current and future needs of the population.

Health 2020 also recognises that creating a quality, sustainable health system requires a government-wide approach, as well as partnerships with individuals, community organisations, private and not-for-profit health care sectors.

Queensland Health is committed to the vision, goals and key directions of

Health 2020. The first step has been recognising that to grow a strong, vibrant public health system into the future, the department needs to undergo organisational change. To achieve this, Queensland Health is implementing the Integrating Strategy and Performance (ISAP) process as the vehicle that will drive change on the exciting, challenging journey to 2020.

ISAP is using an internationally recognised methodology known as the Balanced Scorecard to help the organisation determine its strategic directions and objectives, consider how it will measure success, set targets and establish the strategic initiatives needed to achieve results.

Through ISAP we will measure whether or not we are actually excelling in delivering better health outcomes for Queenslanders, while also delivering financially.

At this stage we have developed a Queensland Health Strategy Map that describes our strategic objectives and have finalised most of the performance measures that will indicate whether or not we have delivered on these objectives. The process will now be piloted in four health service districts – Torres Strait and Northern Peninsula Area, The Prince Charles Hospital, West Moreton and Roma. Each district will formulate its own Strategy Map and Balanced Scorecard. Once the pilot has been completed and evaluated, the results will lay the foundation for a statewide rollout next year.

ISAP will help Queensland Health to create a sustainable public health system as it moves towards 2020 – one in which the department can protect health, promote healthy living, prevent what can be prevented, treat what can be treated and provide appropriate care and support to individuals when prevention or cure is not possible.

In essence, through excellence in strategic planning and implementation Queensland Health will be able to deliver appropriate and accessible quality public health services into the future to all Queenslanders, within the constraints of the social and fiscal environment.

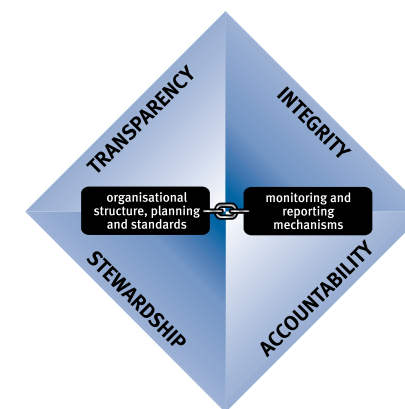
Corporate governance

Queensland Health is committed to maintaining high standards of corporate governance. The Corporate Governance Framework aligns corporate planning, strategy development, resource allocation and service delivery with government policy, legislation and other requirements.

Queensland Health achieves its mission by delivering a wide variety of services, while at all times respecting the rights of patients, clients, and employees.

Strategic directions

The Director-General chairs the Strategic Directions Group, which comprises the senior executive staff of Queensland Health. This group provides essential integration and uniformity of approach to health service outcomes and ensures appropriate leadership, standards and a quality culture throughout the organisation.



The group is responsible for:

- determining and coordinating departmental priorities and business
- setting and monitoring performance against strategic directions and annual plans
- coordinating the major strategic framework relating to government priorities
- strategic plans and critical health issues
- guiding health reform and enhancement.