

Every minute of every day in Queensland Health our people do great things: in patient care, research and development, community engagement and corporate governance. I am tremendously proud of what our organisation has achieved over the past year, and I would now like to review some of those achievements.

Smart State: Health 2020

The launch of the Smart State: Health 2020 Directions Statement in December 2002 was the catalyst for progressive organisational refocusing within Queensland Health.

Health 2020 provided us with a very clear vision of how we need to reposition our organisation over the next two decades.

Our growing and ageing population, increasing prevalence of chronic and preventable disease, and increased rates of injury, self-harm and depression all demand a rethink of how health and related social services should be delivered and resourced.

This means changing our focus from simply meeting demands to

managing them by better investing in health promotion, prevention, early intervention and partnerships.

The vehicle which will provide the incremental steps we need to take towards this vision is an Integrating Strategy and Performance (ISAP) process.

Integrating strategy and performance

ISAP is a strategic planning and performance measurement process that will allow us to determine exactly what we need to do to achieve our vision, and how to measure our progress along the way.

Following the ISAP process will ensure we consider what we need to do to grow, develop and support our workforce so that we can deliver better health and well-being for Queenslanders. This is an exciting time for health in Queensland as we position ourselves even better for the future.

I am confident that ISAP will enable Queensland Health employees to be clear about where we are heading as an organisation and the nature of their own contribution.

and the opportunities it presented to improve what we do.

Skills Development Centre

During the year, planning commenced for the establishment of the statewide Queensland Health Skills Development Centre at Herston campus. For our staff, the Centre will offer a range of programs in three domains – technical/procedural, cognitive/communication and healthcare improvement.

For our patients, the Centre will mean enhanced care from staff who are trained to the highest possible standards. As the Chief Health Officer says on page 4, it is all about focussing on the needs of our patients.

Clinical research excellence

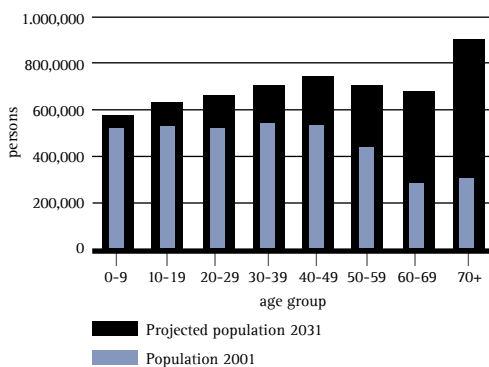
Queensland's reputation for clinical excellence was also enhanced, for example, by the awarding of a Centre of Clinical Research Excellence on Cardiovascular Disease and Metabolic Disorders at the Princess Alexandra Hospital. The Centre will address the interface between these diseases and train a group of clinical researchers skilled in multidisciplinary research.

Rethinking how we operate

Another important change initiative commenced during the year was the Shared Service Initiative (SSI). SSI was introduced across all State Government agencies to share corporate services between clusters of agencies.

Because of our size and complexity, Queensland Health did not join with other agencies. However, we will implement a service delivery model which will achieve efficiencies and cost-effectiveness.

Projected population growth for Queensland



Queensland's population is growing and ageing

Measured quality

Evidence of the strength of our public health system was delivered by the *Leading the way: Queensland hospitals in the twenty-first century* report. Known generally as Measured Quality, this was the first time that any Australian State or Territory had released a public report on the quality of its hospital services.

As a professional organisation staffed by professional people, we welcomed the feedback from Measured Quality



There is no doubt that SSI will continue to challenge us. It requires us to rethink how we operate, and in some cases how we have operated for many years. Nevertheless, we are accountable for the resources entrusted to us, and we have to ensure they are used efficiently and effectively.

Community engagement and responsiveness

The mass immunisation program in Biloela in September 2002 was an outstanding example of both community engagement and our readiness for immediate response.

After identifying four cases of meningococcal disease which had occurred in a relatively short timeframe, a decision was taken to vaccinate all people aged 18-40 years who lived or worked within a determined radius of the town. More than 2300 people were immunised over just four days.

The success of this operation was largely due to the excellent community engagement and communication skills of our staff.

In October, our team's swift and effective response to the Bali tragedy proved our public health system is well equipped and expertly trained to cope with such emergencies. Our staff

provided intensive care, treatment and rehabilitation of Australian and international victims, mental health treatment and counselling, forensic identification of bodies and collection of evidence – and this was achieved under intense pressure and media interest.

Professor Russell Strong

At the end of this year, Professor Russell Strong of the Princess Alexandra Hospital will retire after more than 30 years in surgical practice. Professor Strong performed Australia's first liver transplant, and was instrumental in establishing the internationally recognised Queensland Liver Transplant Service.

In May 2003, Professor Strong was officially recognised with the naming of the Russell Strong Auditorium at the Princess Alexandra Hospital. This was a fitting public recognition of his impact on the lives of so many people.

Our executive team

As Director-General I have been fortunate to have worked with first-class people who shared my passion for strategic health leadership. During the year, I farewelled three members of our executive team: General Manager-Health Services Dr John Youngman, Deputy Director-General Dr David Filby

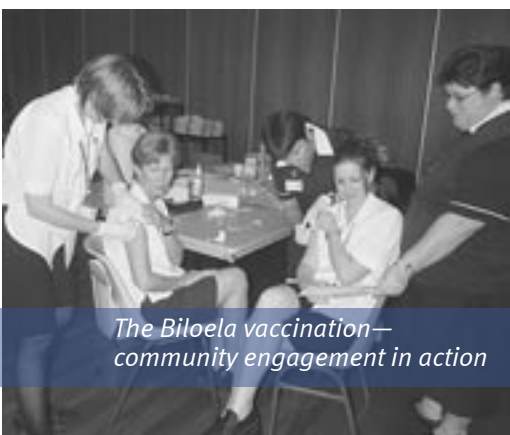
and Chief Health Officer Professor Bryan Campbell.

Each left their own unique stamp on the organisation. John Youngman drove our quality and information technology agendas. David Filby laid the excellent strategic groundwork for Health 2020. Bryan Campbell established our framework for health and medical research and instigated the annual Health and Medical Scientific Meeting.

In the appointments of Dr Steve Buckland, Ms Norelle Deeth and Dr Gerry FitzGerald to these positions, we again receive the benefit of outstanding leadership and expertise in a number of essential disciplines.

These initiatives are just a small sample of the many things we have achieved throughout the year.

The common themes among them are our corporate values, the things in which we believe: we are accountable for our performance, we are professional and we constantly seek to excel and improve, we recognise quality and our achievements, and we work together as a team for collective goals.



*The Biloela vaccination—
community engagement in action*



*Professor Russell Strong —
a fitting recognition*

Dr Robert Stable
Director-General