



A bright outlook

2003-04 has been a watershed year for Queensland Health. It has marked the beginning of perhaps the most ambitious and visionary healthcare plan anywhere in Australia.

The way forward for Queensland Health will challenge long held traditions and policies; rhetorical arguments; vested interests; relationships between the public and private health systems; and bring back the focus to our workforce – front line staff who are facing a decline in personal reward and gratification.

Our new strategy to be 'Leaders in Health – Partners for Life' will focus on new ways of providing health care such as new community health campuses around the State, volunteer teams in hospital emergency departments, more elective surgery programs, better relationships with the private health sector, improved medical treatments, more resources, and greater community ownership of our hospitals through broader roles for our district health councils.

Our strategy will be supported by a significant new corporate structure and a much more streamlined organisation which will be more responsive to, and take greater responsibility for, the challenges we need to raise to improve health care in Queensland.

The change for a healthier future

Our success this year has been cemented by an elective surgery program that has been arguably Queensland Health's greatest achievement in the past five years. More than 4,790 patients – over and above normal surgery schedules – had their surgery fast-tracked between February and June (2004).

The results far exceeded our initial targets.

Some patients who were scheduled to wait up to 12 months for an operation, waited only a week.

At June 30, the number of patients waiting longer than normal for category 1 and 2 surgeries at the majority of our hospitals in Queensland was zero. That included Cairns, Townsville, Mackay, Gladstone, Bundaberg, Redcliffe, Toowoomba, Redlands and Logan.

Our waiting lists for medical aids under the Medical Aids Subsidy Scheme were as long as 18 months last year. At June 30 they were zero for every single item we provide.

Again, the results confirm Queensland has one of the best health systems in the world and some of the shortest hospital waiting lists in the country.

The ability to have a world class system in terms of staff skills, resources, technology and research will be critical to sustain the reform process ahead.

The way forward

Research is mapping a dramatic change in health care needs for Queenslanders.

Our population is ageing. The cost of providing health care is escalating, not least of which is significant investments in new drugs and technologies. More evident is the fact our lifestyles are very different from just 10 years ago, and some of our 21st century lifestyle choices are having a damaging impact on our health.

High fat and sugar diets and a lack of physical activity means more than half of all adults in Queensland are overweight or obese. Some Queensland children as young as four are showing signs of heart disease. As a result, more than one in four Queenslanders now has diabetes, or is at major risk of diabetes.

More than 3,400 deaths, and in excess of 30,000 hospitals admissions every year in Queensland are directly related to smoking. An average of 21 children under the age of four die in Queensland every year as a result of smoking in the home.

The three biggest killers of Queensland women are stroke, heart disease and breast cancer, and yet all three are mostly preventable. More Queenslanders – men and women – die of heart disease than anywhere else in Australia.

And despite major advances in health care, an Indigenous child in Queensland today has the same risk of dying before the age of two, as a non-Indigenous child has of dying before age 35.

The way we deliver health care is changing, but much more still needs to be done.

Significant improvements in technologies, surgical procedures, drugs and patient care systems mean

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more than half of all operations carried out in Queensland hospitals today are being done as day surgery. Kidney transplant donors who once were in our care for more than 10 days are now out in three.

Preventive health care, like never before, will be pivotal to a successful and effective health care system in Queensland. But it cannot be a strategy merely talked about by the affluent and equally, lost to those disadvantaged families for whom preventative health care will be most valuable. We have to find better ways to engage all sectors of the community to understand and participate in the undeniable benefits of prevention.

In real terms, the year ahead is about record funding of \$5.1 billion towards improved medical treatments – especially in preventative areas, more elective surgery programs, record funding to protect children’s health and safety, improved health care through better partnerships with non-government organisations, major hospital developments around the State, new community health campuses, reduced pressure on emergency departments and funds to improve our aged care facilities.

For 2004-05, the Government has allocated more than a quarter of the entire State budget to tackle the areas of greatest need in health care.

increase elective surgery and reduce waiting lists

Health investments for 2004-05

<i>Areas of need</i>	\$40 million to increase elective surgery and reduce waiting lists
	\$15.2 million to reduce pressure on emergency departments, including: <ul style="list-style-type: none"> – four pilot bulk-billing GP clinics – 24-hour health hotline
	Children’s health and safety, including: <ul style="list-style-type: none"> – \$3.9 million Healthy Hearing Program. – \$5.67 million to establish a Child Safety Director and SCAN (suspected child abuse and neglect) teams.
<i>Better medical treatments</i>	\$16 million to help treat kidney disease
	\$18 million for cancer prevention and treatment
	\$8.2 million for stroke prevention and rehabilitation
	\$7.5 million for heart disease
	\$3.3 million investment for better dental care
	\$14 million for more home and community services
	\$13 million for improved mental health services
<i>Improved health facilities</i>	\$80.3 million over three years to integrate community and hospital-based health service
<i>Partnerships</i>	More than \$100 million to non-government organisations
	\$24 million for RFDS replacement aircraft
	Mater Hospital Redevelopment – \$3 million towards planning

Strategy for a healthier Queensland



Our mission *Promoting a Healthier Queensland*

Queensland Health's new mission, "Promoting a Healthier Queensland", refers to 'healthier' in signifying a policy of continuing improvement in health matters for all Queenslanders.

Health care, and a healthier Queensland, will no longer be synonymous with just 'hospitals' and acute care. It is a mission that will drive the way we deliver all aspects of health care including prevention measures, as well as defining the way we partner with our staff, private sector organisations and the broader community. And our mission to promote a healthier Queensland will take into account the many influences on our health today. For example, Queensland Health will plan for present and future population growth and do all we can to influence urban planning, to make sure there is adequate open space for community activities, not just community health services.

a mission that will drive the way we deliver all aspects of health care

Our vision *To be 'Leaders in Health – Partners for Life'*

Our values

We recognise that Queenslanders trust us to act in their interest at all times. To fulfil our mission and sustain this trust we share four core values:

- Professionalism
- Teamwork
- Performance accountability
- Quality and recognition

Strategic intents

We will be successful in promoting a healthier Queensland through five strategic intents:

- Healthier staff
- Healthier partnerships
- Healthier people and communities
- Healthier hospitals
- Healthier resources

Healthier staff

Our intent is to optimise staffing levels, provide staff with the right knowledge and skills, and provide an environment that values their experience and supports positive ideas to drive innovation, creativity and health enhancements.

- We will recruit, develop and retain a highly skilled workforce.
- We will support the health of our staff.
- We will encourage and help staff to develop their knowledge, experience, and leadership skills.
- We will promote an organisational culture that

supports our values of professionalism, teamwork, performance accountability, and quality and recognition.

- We will give staff the right information, at the right time, at the right place, through the right medium.

Healthier partnerships

Our intent is to work with others to harmonise programs and activities that impact on health.

- We will work in partnership with other federal, state and local governments and non-government organisations to ensure their policies, programs



and activities actively support good health.

- We will work in partnership with other health care providers to plan and deliver innovative, cost-effective and integrated health services.

Healthier people and communities

Our intent is to increase our focus on promoting healthier lifestyles and environments for individuals, families and communities, and improve community-based chronic disease management.

plan and deliver innovative, cost-effective and integrated health services

- We will inform, support and provide Queenslanders with information and skills to improve maintain and manage their health.
- We will invest more in strategies to prevent illness and injury in the areas we can make the greatest difference.
- We will systematically identify people at greatest risk of illness, injury or complications from existing health conditions and take steps to reduce their risk and improve their quality of life.
- We will work with other health care providers, both government and non-government, and community controlled organisations, to build a stronger and more responsive primary health care sector.

Healthier hospitals

Our intent is to ensure our hospitals provide high quality, equitable acute and emergency care, integrated with enhanced community-based services.

- We will ensure that throughout Queensland Health, treatment is based on evidence-based decisions, policies, and programs.
- We will continuously improve our key business processes.
- Our service and workforce plans will reflect our strategic priorities and demands.

Healthier resources

Our intent is to use our finite health resources to maximum advantage.

- We will provide excellent health service delivery while maintaining balanced budgets.
- We will seek opportunities to work with other industries to ensure their resources, activities and programs support a healthier Queensland.

The vehicle

Our new Integrating Strategy and Performance (ISAP) process will be the vehicle to help standardise, performance test and comprehensively assess the success of our strategic plan to further improve Queensland's public health care system.

ISAP case studies

Indigenous health services

West Moreton HSD's ISAP pilot has been embraced by staff. It is focusing on three areas among its culturally diverse communities to reduce chronic disease, widen dental care and improve transport assistance.

District Manager, Pam Lane, said: "Gestational diabetes is a major health risk in West Moreton. We are auditing mothers to identify its extent and groups at most risk.

"Through ISAP, we are also counting dental clients from the Kambu Medical Centre, Ipswich, to encourage dental visits, and we hope to improve transport for Indigenous clients," Ms Lane said.

Reaching out to people

ISAP has resulted in Roma HSD cancer patients receiving chemotherapy locally, minimising family disruption and saving patients hours in travelling time to Toowoomba or Brisbane.

Miriam Heath, Director of Nursing at St George said hospital travel data collection and discussion had identified orthopaedics and oncology as areas for change.

"Telehealth for pre-admission review is being trialled at Roma Hospital, saving patients an 8-12 hour journey."