

QUEENSLAND HEALTH

2000 STRATEGIC PLAN 2010

Our mission:

HELPING PEOPLE TO BETTER HEALTH AND WELL-BEING.

Our principles are:

- Operating as one organisation providing a comprehensive health system.
- Focusing the purpose and role of Queensland Health on:
 - Prevention, health promotion and early intervention;
 - Evidence-based clinical practice;
 - Partnership with all health care providers (including private sector and non-government bodies); and
 - Managing the public health risks to Queenslanders.
- Maintaining a high quality of health care.
- Priority in allocation of resources to meet demonstrated need and principles of equity.
- Encouraging individual responsibility for personal health.
- Implementing the principles of the *Charter of Public Service in a Culturally Diverse Society*.
- Fostering research and education to continuously improve health services.
- Transparent and accountable processes consistent with sound business practice.
- Respect for the health rights and needs of individual consumers.

Key values:

- Trust and respect for people
- Performance accountability
- Integrity and professionalism.

Future focus

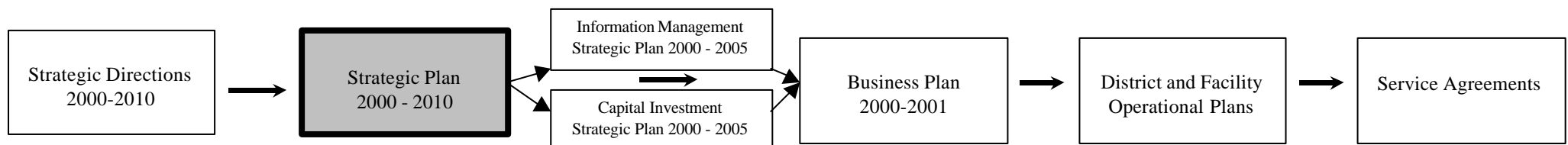
This Queensland Health Strategic Plan for 2000-2010 outlines the key objectives to be achieved by Queensland Health in terms of targeted outcomes and outputs. These objectives form the core commitments underpinning all Queensland Health's internal planning and the relationship between Queensland Health, other Queensland government agencies and the Commonwealth Department of Health and Aged Care. Because service development will be dynamic, several of the targets and indicators in this Strategic Plan are incremental to allow for annual review. This process will ensure that short-term efficiency targets continue to be consistent with, and contribute to the achievement of, long-term effectiveness objectives.

The intention of the new Strategic Plan structure is to provide a clear, simple guide to successful management in Queensland Health which can be understood and applied by any employee. It also allows Queenslanders to understand the range of health services provided and appreciate their own responsibility to manage their health and well-being. Queensland Health will work to continue strengthening the focus on consumers in health service planning, delivery, monitoring and evaluation.

The content provides a guide to patients and the public about the confidence they can have in the quality, comprehensiveness and accessibility of Queensland Health services. It also provides a guide to Government about the confidence it can have in the effectiveness, efficiency and responsiveness of Queensland Health services by demonstrating the links between what is done (outputs) and what will be achieved (outcomes). The *Strategic Plan 2000-2010* allows all staff to appreciate that the continuum of care, and their contribution to it, is fundamental to Queensland Health's service development which is incorporated into the planning structure at the highest levels.

(Dr) R L Stable
Director-General
July 2000

Strategic Directions	Strategies and Outcomes	Outputs
<p>Addressing the Burden of Disease Over the next few decades, chronic and complex conditions can be expected to comprise an increasing proportion of health care activity. While preventive strategies and continually improving treatments will reduce the incidence and impact of many conditions, a growing and ageing population will mean more people are living with chronic conditions. We need to plan and deliver services based on the best available evidence to manage the consequent demand.</p> <p>Improving Indigenous Health Reducing the differentials between the health of our Indigenous people and other Queenslanders remains our greatest challenge. We need to work across Government and in partnership with Indigenous communities to address the underlying causes of ill health and injury. We need to provide a comprehensive range of quality health services appropriate to the needs of Indigenous Queenslanders.</p> <p>Balancing Our Investment in Health Good health is essential for Queenslanders to participate in community and economic activity. Quality health care is an investment in a healthy population, which is vital to Queensland's productivity and economic performance. We need to obtain a fair share of Government funding to ensure the skilled workforce and the necessary infrastructure we need to deliver an appropriate mix of services to optimise the health of Queenslanders. Within our portfolio, we need to balance our investment to promote and protect health, prevent and treat disease and injury and maintain health and quality of life.</p>	<p>We will:</p> <ul style="list-style-type: none"> • Develop a corporate culture of evidence-based health care; • Address our major causes of death and disability by developing and implementing Health Outcomes Plans – comprehensive reviews of evidence for the best available strategies across the spectrum of health care; • Develop strategic policy frameworks to address the specific health needs of population groups; • Focus on prevention and early intervention to reduce the incidence of illness and injury; • Provide timely, safe and effective treatments where required, ensuring continuing professional review of clinical pathways and protocols in light of current research evidence; • Support the functional status and independence and maintain the dignity and quality of life of frail older people and those requiring continuing care. <p>Our performance will be assessed by monitoring the health status of the population, the outcomes of our health services and the satisfaction of our clients with their health care. We will also monitor the implementation of evidence-based care throughout our services.</p> <p>We will:</p> <ul style="list-style-type: none"> • Actively promote the needs of the Aboriginal and Torres Strait Islander peoples across government and in the general community; • Inform Indigenous people of their rights to accessible and equitable health services; • Ensure the participation of Indigenous people in the planning and delivery of health services to achieve positive health outcomes; • Implement the Queensland Health Indigenous Workforce Strategy, which will increase the number of Indigenous people employed in the Department, including the number in decision making positions; • Ensure Queensland Health staff participate in cultural awareness and reconciliation processes provided to foster our partnerships with Indigenous communities. <p>Our performance will be assessed by monitoring the health-related quality of life and, in the longer term, the health status of our indigenous people. In the shorter term, we will assess the accessibility, acceptability, utilisation and effectiveness of our services for Indigenous people and our performance in engaging and training our Indigenous health workforce.</p> <p>We will:</p> <ul style="list-style-type: none"> • Balance our investment in health to reflect our commitment to health-enhancing environments and communities, consistent with the Queensland Government's priorities; • Work with other agencies to ensure effective whole-of-Government policies that provide the essentials for health – healthy livable environments, safe cohesive communities, access to quality education and paid employment; • Attract, develop and endeavour to retain a highly skilled workforce; • Expand and maintain the physical assets – buildings, medical technologies and information systems including telehealth - needed to support our workforce; • Develop partnerships with general practice, other private providers and non-government agencies to improve access to effective health services for Queenslanders in all parts of the State. <p>Our performance will be assessed by monitoring our relative investment in service delivery and service development, our capacity building and activity levels relative to funding and the processes by which we have worked with other agencies and sectors to achieve better health for Queenslanders.</p>	<p>For reporting to Government under Queensland Treasury's <i>Managing for Outcomes</i> framework, our Outputs are:</p> <p>Public Health Services Integrated population-wide responses to the promotion and protection of health and well-being and the prevention of disease, illness and injury.</p> <p>Acute-Inpatient Services Hospital-based medical and surgical treatment services for admitted patients, linked to community-based treatment support services.</p> <p>Non-Inpatient Services Hospital-based emergency treatment and integrated services for non-admitted patients, including community-based services.</p> <p>Integrated Mental Health Services Inpatient, outpatient and community-based mental health services</p> <p>Health Maintenance Services Services provided in dedicated facilities and a community-based, full service network of rehabilitation and home care services for frail older people and people with intellectual and physical disabilities; and hospital and community-based convalescent, rehabilitation, respite and palliative care services.</p> <p>These outputs form the basis of our annual Business Plans. Queensland Health reports to Treasury quarterly and annually on performance measures for these outputs. Performance measures are included in our Business Plans and in relevant Operational Plans and Service Agreements.</p>



QUEENSLAND HEALTH STRATEGIC FRAMEWORK

