



2003-2007

## Queensland Health Strategic Plan 2003 - 2007



The Queensland Government's *Smart State: Health 2020 Directions Statement* outlines the Government's vision for a healthy population and a dynamic, sustainable health system capable of meeting the challenges of health service provision in the 21st century. *Smart State: Health 2020's* vision is 'The best health and quality of life in Australia and a health system that ranks with the world's best'.

The key challenges facing the Queensland health system in the coming two decades include:

- the needs of a growing and ageing population
- changes to social, economic and environmental circumstances
- responses to rapid advances in scientific and technical tools
- the growing prevalence of chronic and complex conditions such as heart disease and stroke, cancer, diabetes, respiratory disease, musculoskeletal conditions and mental health, as well as injury and self-harm
- meeting health care needs in the context of declining workforce participation rates
- an escalation in consumers' knowledge and expectations of their health services
- the increasing cost of health care
- opportunities and threats presented by globalisation

The vision recognises that these challenges will require fundamental and substantial changes to the current system of health service delivery in order to achieve financial and physical resource sustainability. These changes will be characterised by a greater emphasis on:

- health promotion, primary prevention and early intervention
- a stronger whole-of-government approach to the social, economic and environmental factors impacting on health
- development of the community and sub-acute (eg. rehabilitation) services
- broadly based health care centres and community hospitals with increasingly specialised teaching hospitals

The major directions in the *Smart State: Health 2020 Directions Statement* are developed around the following two themes, each with a series of strategies:

### Improving the Health of Queenslanders in 2020

- taking a wider perspective on health
- targeting areas for health improvement in 2020
- involving Queensland communities in better health and health care

### Developing the Health Care System of 2020

- integrated, patient-focused health services for 2020
- shaping our future health workforce
- research and technology: Smart State
- paying for health in 2020

### Smart State: Health 2020 and the Integrating Strategy and Performance (ISAP) process

Queensland Health has commenced a process of integrating strategy development, implementation and measurement of performance through the Integrating Strategy and Performance (ISAP) process.

#### ISAP was initiated to:

- identify the activities Queensland Health needs to undertake in the short and long-term to meet our mission
- investigate and link resource options to these strategies, including providing a framework for prioritisation for future investment
- ensure that our performance meets these strategies and intervene if it does not

ISAP will use the Balanced Scorecard approach as a framework for strategy development and performance management.

*Smart State: Health 2020* provides the strategic directions for Queensland Health. ISAP is the planning and implementation vehicle that Queensland Health is using to achieve these directions.

*Smart State: Health 2020* directions have been reflected in the objectives identified in the following strategic themes:

- taking a wider perspective on health
- involving Queensland communities in better health and health care
- providing integrated people-focused health services

## Queensland Health Strategic Plan 2003 - 2007

### Our Vision:

To provide and be recognised for providing Queenslanders with the best health and health related services in the nation.

### 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

### Our Values:

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

- Quality and recognition
- Professionalism
- Teamwork
- Performance Accountability

### Future focus

The Strategic Plan 2003-2007 articulates the key objectives Queensland Health needs to achieve in order to meet core commitments to the public of Queensland and other government agencies. The *Smart State: Health 2020 Directions Statement* was released in December 2002. This document provides a broad description of key directions for the Queensland health system to realise the Health 2020 vision, which is 'The best health and quality of life in Australia and a health system that ranks with the world's best'. Queensland Health is serious about achieving the Health 2020 vision. This vision and the key directions raise some challenges for Queensland Health, particularly given the rapid pace of change.

To ensure that Queensland Health can meet these challenges, I have initiated the Integrating Strategy and Performance process. Through this process Queensland Health will identify the key strategies to achieve the Health 2020 vision, determine how we will know when we achieve these strategies and measure our performance along the way. Queensland Health is currently undertaking the first two steps in the process, which is reflected in this Strategic Plan. This will launch us on the journey to achieve the Health 2020 vision. The further steps and outcomes of the ISAP process will be reflected in subsequent strategic plans.

The Strategic Plan is fundamental to Queensland Health and provides a clear, simple guide that will assist us in helping people achieve better health and well-being. It is imperative to our business that our activities continue in line with this plan to ensure that we can meet our objectives.

(Dr) Robert Stable  
Director-General  
June 2003



## Strategic Directions

### Taking a wider perspective on 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. To optimise the health of Queenslanders, we need to involve and strengthen whole-of-government and across government approaches to address social, economic and environmental factors impacting on health. Within our portfolio, we need to change the balance of our investment to enable a stronger focus on promotion and protection of health, disease prevention and the maintenance of quality of life.

### Involving Queensland communities in better health and health care

Building relationships between consumers, health care providers and Queensland Government based on trust, respect and the sharing of power and knowledge is an essential foundation for engaging consumers and communities. Working partnerships between consumers and providers, in which the contribution of each is valued, provides a catalyst for organisational change to underpin sustained engagement with communities, to achieve improved health outcomes.

### Providing integrated people-focused health services

The provision of people-focused and integrated services to the community is a key challenge for all health care providers. Over the next few decades it is anticipated that there will be increased health care activity related to chronic and complex conditions such as heart disease, stroke, cancer, diabetes, respiratory disease, musculo-skeletal conditions, mental health, as well as injury and self-harm. 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. This involves building seamless health services that are focused on the best outcome for Queenslanders and that provide a quality health service experience across the continuum of care.

## Strategies and Outcomes

### We will:

- Refine our funding and service models to ensure that the planning and delivery of health care services meet population needs
- Support appropriate primary care services including partnerships with General Practitioners, other providers and non-government agencies to improve access to seamless and effective health services
- Emphasise health protection and health promotion to protect communities from exposure to health risks, create environments that support good health and implement interventions to promote health and well-being
- 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
- Address identified and emergent health priority areas through initiatives that address the specific health needs of target population groups

**Our performance will be assessed by monitoring the extent and effectiveness of health promotion and health protection services, the extent to which we liaise with and support primary care providers and the processes by which we have worked with other agencies to achieve good health for Queenslanders.**

- Work with communities, including Indigenous communities, to build capacity and provide health services that meet local needs and address inequalities
- Build stronger and more effective partnerships with consumers, internal and external stakeholders
- Encourage effective marketing, communication and education to ensure that Queenslanders have clear, concise and accurate information and skills to make informed decisions about their own and their communities' health
- Actively promote the health needs of Aboriginal and Torres Strait Islander people across government and in the general community

**Our performance will be assessed by monitoring the effectiveness of our communication and consultation with consumers, Indigenous people and the wider community.**

- Build seamless health services so that all Queenslanders will have access to options that provide for the best evidence-based approach to their health needs and a range of services that provide for continuity of care
- Provide a quality health service experience for our consumers
- Build the capacity of the organisation to make informed and evidence-based decisions about clinical care, service models, service planning, policy and research
- Integrate systems and processes that support information and knowledge management
- Reduce the health differentials between our Indigenous peoples and other Queenslanders and provide a comprehensive range of quality health services appropriate to the needs of this community
- Implement strategies that ensure a positive organisational culture and environment; effective workforce management; future focused workforce planning; and alignment and development of workforce capability

**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.**

## Outputs

**For reporting to Government under Queensland Treasury's Managing for Outcomes framework, our outputs are:**

### **Public Health Services**

Integrated, specialised, community and population-wide responses to the promotion and protection of health and well-being and the prevention of disease, illness and injury.

### **Acute-Inpatient Services**

Hospital-based medical, surgical and obstetric treatment services for admitted patients, linked to community-based treatment support services

### **Non-Inpatient Services**

Hospital-based emergency treatment and integrated services for non-admitted patients, including community-based services

### **Integrated Mental Health Services**

Inpatient, outpatient and community-based mental health treatment and support services

### **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

**These outputs form the basis of our annual Business Plans. Queensland Health reports to Treasury quarterly and annually on performance measures for these outputs.**

