Our Priorities

- Provide more equitable and sustainable health care regardless of location.
- Engage with our Aboriginal and Torres Strait Islander service partners and communities to improve health and wellbeing outcomes.
- Promote and undertake more clinical research and education in our tropical region.
- Explore the use of technology to provide care closer to home.
- Collaborate with our partners in Far North Queensland ensuring better health outcomes for our community.

Our Purpose
We work together, with our community, providing health care services to improve health and wellbeing in Far North Queensland.

Our Vision
Excellence in health care, wellbeing, research and education in Far North Queensland.

Our Values
- Compassion
- Accountability
- Integrity
- Respect

Our Challenges
- Our services extend beyond our catchment to include some of the most remote communities in Queensland.
- Our community experiences a range of chronic and complex conditions.
- Each of our communities has its own identity, its own history and its own needs.
- We service the unique health needs of the largest and most diverse Aboriginal and Torres Strait Islander population in the State.
- Our physical environment provides challenges to accessibility and the delivery of services.

Our Opportunities

- Provide more equitable and sustainable health care regardless of location.
- Engage with our Aboriginal and Torres Strait Islander service partners and communities to improve health and wellbeing outcomes.
- Promote and undertake more clinical research and education in our tropical region.
- Explore the use of technology to provide care closer to home.
- Collaborate with our partners in Far North Queensland ensuring better health outcomes for our community.

Our Patients
We work to provide safe and equitable health care close to home for our patients, their families and our communities.

Our People
We build a culture of excellence that fosters compassion, accountability, integrity and respect to strengthen our workplace.

Aboriginal and Torres Strait Islander communities
We improve our service delivery and partnerships with Aboriginal and Torres Strait Islander communities to improve health and wellbeing outcomes.

Our Research and Education
We promote and undertake research and education to deliver better health outcomes for our community.

Our Technology
We optimise our use of current and emerging technologies to provide better continuity of care.

Our Future Growth and Sustainability
We meet the needs of our community through safe and sustainable growth and service delivery.

Our HHS at a glance...
Approximately 30% of Cairns Hospital activity in 2015/16 was for patients outside of the Cairns area (including from other HHSs and tourists).

CHHHS has a higher than average prevalence of risk behaviours including high risk alcohol consumption, smoking and obesity.

Almost 60% of the HHS population is considered socioeconomically disadvantaged.

14% of CHHHS residents identify as Aboriginal and Torres Strait Islander, compared with 4% for Queensland.

More than 20% of our population are aged over 60, a third more than the Australian average.

80% of our regional towns serviced by a CHHHS hospital facility are forecast to experience population growth in the next 10 years.
### Priorities

#### Our Patients
We work to provide safe and equitable health care close to home for our patients, their families and our communities.

- Sustain and strengthen a patient safety culture in our Health Service.
- Enhance evidence-based standards of patient care.
- Ensure we listen and respond to our patients and their families/carers to improve their experience of our Health Service.
- Increase the capability of rural and remote hospitals to provide services closer to home.
- Identify and create opportunities to work collaboratively with our partners for optimal health outcomes.

#### Our People
We build a culture of excellence that fosters compassion, accountability, integrity and respect to strengthen our workplace.

- Create an environment that fosters a safe, positive, engaged and innovative workplace culture.
- Provide leadership and career development opportunities for our people.
- Develop a targeted recruitment and retention plan that reflects our diverse community.
- Recognise the contribution of our people.
- Support our people to improve their health and wellbeing.
- Design and implement a workforce plan.

#### Aboriginal and Torres Strait Islander communities
We improve our service delivery and partnerships with Aboriginal and Torres Strait Islander communities to improve health and wellbeing outcomes.

- Increase the representation of Aboriginal and Torres Strait Islander people within our workforce at all levels and across all disciplines.
- Implement and promote new models of care to improve health outcomes.
- Research, develop, implement and evaluate an Aboriginal and Torres Strait Islander Health Plan across Far North Queensland (FNQ) with our health partners.
- Improve cultural responsiveness and safety across our Health Service in line with the Queensland Health Statement of Commitment to Reconciliation.

#### Our Research and Education
We promote and undertake research and education to deliver better health outcomes for our community.

- Design and implement a plan to support and foster research with the aim of becoming a university hospital.
- Work collaboratively with Tropical Australia Academic Health Centre (TAAHC) and other partners to improve research capability and capacity across FNQ.
- Foster partnerships with education and health institutions to improve opportunities for research and education.
- Design and implement a CHHHS integrated interdisciplinary education plan.

#### Our Technology
We optimise our use of current and emerging technologies to provide better continuity of care.

- Design and implement a CHHHS Information and Communications Technology (ICT) plan that supports enhanced models of care, improved patient experience and more effective corporate services.
- Proactively engage with the Department of Health to shape the planning and implementation of Queensland Health’s ICT plan.
- Work with stakeholders to implement information sharing technologies and new models of care to create a seamless patient journey.
- Design and implement a telehealth plan to support the provision of services closer to home.

#### Our Future Growth and Sustainability
We meet the needs of our community through safe and sustainable growth and service delivery.

- Implement the five service directions of the Clinical Service Plan (CSP) 2018-2022.
- Improve the capability of Cairns Hospital to achieve university hospital status (including some level 6 services, as per the Queensland Health Clinical Services Capability Framework).
- Consult on, design and implement a plan to increase services in rural and remote facilities.
- Ensure financial sustainability in the provision of health services.

### Strategies

<table>
<thead>
<tr>
<th>Priorities</th>
<th>Strategies</th>
<th>Performance Indicators</th>
<th>Government’s objectives for the community</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our Patients</td>
<td>Sustain and strengthen a patient safety culture in our Health Service</td>
<td>- Accreditation requirements are maintained.</td>
<td>- Keep Queenslanders healthy</td>
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<td></td>
<td>Enhance evidence-based standards of patient care.</td>
<td>- Measures of patient experience, including cultural safety, improved.</td>
<td>- Be a responsive Government</td>
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<td></td>
<td>Ensure we listen and respond to our patients and their families/carers to improve their experience of our Health Service.</td>
<td>- Growth in the number of occasions of service in rural and remote hospitals.</td>
<td>- Give all our children a great start</td>
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<td></td>
<td>Increase the capability of rural and remote hospitals to provide services closer to home.</td>
<td>- Targets met for access in surgery, outpatients and emergency departments.</td>
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<td>Identify and create opportunities to work collaboratively with our partners for optimal health outcomes.</td>
<td>- Increased partner engagement.</td>
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<td>Our People</td>
<td>Create an environment that fosters a safe, positive, engaged and innovative workplace culture.</td>
<td>- 80% of staff identified as having an Individual Development Plan (IDP) in place.</td>
<td>- Keep Queenslanders healthy</td>
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<tr>
<td></td>
<td>Provide leadership and career development opportunities for our people.</td>
<td>- Improvements in the area of agency engagement, organisational leadership and innovation as per the Working for Queensland survey.</td>
<td>- Keep communities safe</td>
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<td>Develop a targeted recruitment and retention plan that reflects our diverse community.</td>
<td>- Reduction in sick leave, excess annual leave and workplace incidents.</td>
<td>- Create jobs in a strong economy</td>
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<td>Recognise the contribution of our people.</td>
<td>- Implementation of CHHHS workforce plan.</td>
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<td></td>
<td>Support our people to improve their health and wellbeing.</td>
<td>- Processes across our service streamlined.</td>
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<td>Design and implement a workforce plan.</td>
<td>- Increased percentage of our Aboriginal and Torres Strait Islander workforce.</td>
<td>- Give all our children a great start</td>
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<tr>
<td>Aboriginal and Torres Strait Islander communities</td>
<td>Increase the representation of Aboriginal and Torres Strait Islander people within our workforce at all levels and across all disciplines.</td>
<td>- Agreed Health Plan for our Aboriginal and Torres Strait Islander community implemented.</td>
<td>- Keep Queenslanders healthy</td>
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<td></td>
<td>Implement and promote new models of care to improve health outcomes.</td>
<td>- 80% of staff completed cultural capability training.</td>
<td>- Give all our children a great start</td>
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<td></td>
<td>Research, develop, implement and evaluate an Aboriginal and Torres Strait Islander Health Plan across Far North Queensland (FNQ) with our health partners.</td>
<td>- Increased number of formalised partnerships.</td>
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<td>Improve cultural responsiveness and safety across our Health Service in line with the Queensland Health Statement of Commitment to Reconciliation.</td>
<td>- Implement strategies to:</td>
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<td></td>
<td>- Reduce rates of DAMA (Discharge Against Medical Advice).</td>
<td>- Reduce Potentially Preventable Hospitalisation Rates (PPhR).</td>
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<td>Our Research and Education</td>
<td>Design and implement a plan to support and foster research with the aim of becoming a university hospital.</td>
<td>- Implementation of CHHHS research plan.</td>
<td>- Keep Queenslanders healthy</td>
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<td></td>
<td>Work collaboratively with Tropical Australia Academic Health Centre (TAAHC) and other partners to improve research capability and capacity across FNQ.</td>
<td>- Implementation of CHHHS integrated interdisciplinary education plan.</td>
<td>- Give all our children a great start</td>
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<td>Foster partnerships with education and health institutions to improve opportunities for research and education.</td>
<td>- Implementation of CHHHS ICT plan.</td>
<td>- Be a responsive Government</td>
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<td>Design and implement a CHHHS integrated interdisciplinary education plan.</td>
<td>- Increased telehealth occasions of service.</td>
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<tr>
<td>Our Technology</td>
<td>Design and implement a CHHHS Information and Communications Technology (ICT) plan that supports enhanced models of care, improved patient experience and more effective corporate services.</td>
<td>- Number of initiatives related to the CSP service directions implemented.</td>
<td>- Keep Queenslanders healthy</td>
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<td>Proactively engage with the Department of Health to shape the planning and implementation of Queensland Health’s ICT plan.</td>
<td>- Number of level 6 services increased.</td>
<td>- Be a responsive Government</td>
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<td>Work with stakeholders to implement information sharing technologies and new models of care to create a seamless patient journey.</td>
<td>- Increased targeted services in rural and remote facilities.</td>
<td>- Keep communities safe</td>
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<td>Design and implement a telehealth plan to support the provision of services closer to home.</td>
<td>CHHHS returned to a surplus budget.</td>
<td>- Create jobs in a strong economy</td>
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