

Strategic Plan 2012–16 (2013 update)

Vision

Quality healthcare that Queenslanders value.

Purpose

To provide leadership and direction for the public healthcare sector, and create an environment that encourages innovation and improvement in the delivery of health services.

Values

We align to the Queensland public service values of:

- integrity and impartiality
- promoting the public good
- commitment to the system of government
- accountability and transparency.



Great state. Great opportunity.

Government objectives

The Department of Health's strategic plan supports the principal themes of the *Blueprint for better healthcare in Queensland*:

1. Health services focused on patients and people.
2. Empowering the community and our health workforce.
3. Providing Queenslanders with value in health services.
4. Investing, innovating and planning for the future.

It will also align with the Queensland Plan once it is finalised.

Outcomes

1. Queenslanders live longer, healthier and more independent lives.
2. Health equity is improving.
3. Queenslanders have confidence that their health system responds well to their needs.
4. The health system is affordable, sustainable and continually improving.

Strategic risks

The following risks will impact on the department's ability to achieve its outcomes and objectives:

1. Changes at the national level impacts state health priorities and investments.
2. Different strategic approach between the Department of Health and Hospital and Health Services (HHSs).
3. Lack of a standardised life cycle model to support investment in health.
4. Failure to meet efficient pricing impacts the government funding models.
5. Inability to anticipate, recognise and/or adapt to changes in the strategic environment, including changing economic conditions and industry trends (including the ability to prepare and implement budget strategies).

Performance indicators

The following indicators will measure the department's performance, either directly through activity carried out by the department or indirectly through its system leadership role:

1. Decrease in the percentage of Queenslanders who smoke daily.
2. Shorter stays in emergency departments.
3. Shorter waits for elective surgery.
4. Shorter waits for specialist outpatient clinics.
5. Increased support for families with newborns.
6. Lower rates of preventable hospital acquired *Staphylococcus aureus* blood stream infections.
7. On track to achieve national Aboriginal and Torres Strait Islander closing the gap targets.
8. HHS average cost per Queensland weighted activity unit is below the Queensland efficient price.
9. Percentage of capital infrastructure projects delivered on scope, time, cost and fit for purpose.
10. Increased collaboration with universities and/or research institutions to underpin development of innovative models of care.
11. Increase in service provision contracts released to open tender.
12. Number of data sets released under the Open Data Initiative.
13. Percentage of agreed red tape reduction initiatives on track.



Strategic objectives

1. Facilitate the integration of health system services that focus on keeping patients, people and communities well.
2. Ensure access to appropriate health services is simple, equitable and timely for all Queenslanders.
3. Focus healthcare resources on models of care that are patient-centred, safe, effective, economically sustainable and responsive to community needs.
4. Provide value in health services by maximising public investment through multi-sector partnerships in service delivery, health and medical research, infrastructure and assets.
5. Foster a health system that is transparent, accountable and innovative.
6. Cultivate a high quality health system through positive engagement and cooperation with our workforce and health system partners.



Strategies

These strategies will assist the department in achieving its strategic objectives and meeting the performance indicators.

Strategic objective 1—healthy Queenslanders

- 1.1 Identify, purchase and facilitate innovations that promote and protect health, and support self-responsibility for health.
- 1.2 Address critical public health issues through disease prevention and early intervention strategies.
- 1.3 Support health promotion activity that contributes to reducing rates of chronic disease.
- 1.4 Support health service providers to close the health gap for Aboriginal and Torres Strait Islander Queenslanders.
- 1.5 Maintain capacity and capability to coordinate and lead an emergency response designed to minimise health impacts in the community.
- 1.6 Enhance administration of public health regulation.

Strategic objective 2—accessible services

- 2.1 Identify, support and share locally driven innovations that respond to local needs and address system-wide issues.
- 2.2 Provide information communication technology (ICT) governance and integrated ICT solutions to support improved patient access and care.
- 2.3 Centralise patient information across the state, improving Queenslanders' access to care.
- 2.4 Enable Hospital and Health Boards to transition appropriate HHS primary healthcare services to the control of other health service providers.
- 2.5 Ensure that health infrastructure has the flexibility and capacity to meet future service requirements.
- 2.6 Enable access to safe and sustainable care for rural and remote communities through a statewide network of Telehealth facilities.

Strategic objective 3—safe services

- 3.1 Create a planning environment that supports integrated services that are of high clinical safety and quality and are responsive to community needs.
- 3.2 Support HHSs in maximising patient safety outcomes and patient experience.
- 3.3 Support purchasing decisions that achieve value for money, are innovative and responsive to community needs and do not compromise quality and safety.
- 3.4 Design systems of care that support clinical practices that promote patient health and consumer safety.

Strategic objective 4—value for money

- 4.1 Develop funding models to drive increased efficiency and accountability in the delivery of publicly funded health services.
- 4.2 Facilitate the provision of responsive, cost-effective and integrated statewide services through innovative and economically sustainable models of healthcare service delivery.
- 4.3 Leverage the value for money benefits of contestability and system-wide procurement.

Strategic objective 5—governance and innovation

- 5.1 Support the implementation and continuous quality improvement of robust statewide clinical and administrative governance systems.
- 5.2 Create and maintain a robust and cost efficient regulatory framework for the delivery of safe and high quality health services that comply with state and national best practice regulation principles.
- 5.3 Undertake and manage statewide public health sector data collection to monitor performance and safe and effective care and service delivery.
- 5.4 Provide benchmarked data that shows performance against efficiency and access targets to promote public confidence in the public health sector.
- 5.5 Enhance transparency of information to the public by releasing data, where appropriate, under the Open Data Initiative.
- 5.6 Establish, monitor and manage internal control processes that promote strong corporate governance and management of public funds.
- 5.7 Develop statewide policy and strategy in line with Queensland Government priorities for health, current research and new and emerging strategic health issues.
- 5.8 Enhance quality through ongoing innovation, teaching and research, and support for continuous learning.

Strategic objective 6—partnerships and engagement

- 6.1 Provide employee development that enhances capability and fosters high quality leadership and management.
- 6.2 Provide clear and equitable human resources and workplace health and safety policies and systems that promote, build and maintain a positive and safe workplace culture within the Department of Health and HHSs, based on valuing and supporting staff.
- 6.3 Support workforce redesign and modelling to enable HHSs to grow efficient and effective models of patient-centred care.
- 6.4 Facilitate the statutory compliance and capacity of HHSs and other statutory agencies to assume responsibility for both the employment of staff and the ownership of lands and facilities.
- 6.5 Develop strategic partnerships with private providers to make more efficient use of resources and capacity across public and private sectors.
- 6.6 Support clinical innovation, engagement, networking and leadership within and across service providers.
- 6.7 Develop strategic partnerships within and across all levels of government to ensure awareness of and influence around state and national health policy agendas.