

# Department of Health

## Strategic Plan 2021–2025 2023 UPDATE

This plan relates to the Department of Health which provides strategic leadership and direction to the Queensland public health system. The department supports the seven system priorities of HEALTHQ32 and the corresponding system strategies that set the future direction for Queensland’s health system over the next 10 years.

### Our vision

A world class health system for all Queenslanders

### Our purpose

To provide highly effective health system leadership



## HEALTHQ32: A vision for Queensland’s health system

**System vision:** A dynamic and responsive health system where our workforce is valued and empowered to provide world class healthcare to all Queenslanders.



## Our opportunities and challenges

- Sustainable health system:** Building capacity to meet current and future demand
- Connected services:** Redesigning patient flow and models of care through a coordinated network of partners
- Workforce:** Attracting, developing and retaining a responsive and agile workforce
- Leadership, accountability and culture:** Structuring the system to support shared decision-making, collaboration and collective accountability
- Equity of access and outcomes:** Safe and quality patient care and equitable access to care
- Digital transformation:** Accelerating our state-wide capacity to deliver digitally enabled care
- Funding:** Deploying flexible funding models delivered in partnership
- Infrastructure:** Delivering quality healthcare facilities through capital and asset strategy and management

### We support Queensland Government’s objectives for the community

- Good jobs** Good, secure jobs in our traditional and emerging industries
- Better services** Deliver even better services right across Queensland
- Great lifestyle** Protect and enhance our Queensland lifestyle as we grow

### Our Commitment with First Nations peoples

The Department of Health is committed to delivering a health system that acknowledges the Cultural and Traditional Custodians of the Lands on which we work and live and pays respect to First Nations Elders past, present and emerging. We recognise the efforts of our past and current Aboriginal and Torres Strait Islander staff. The Department of Health is committed to achieving health parity, health equity and attaining life expectancy parity by 2031 by having more First Nations health workforces across the health system and listening to their voices for a better coordinated health system.

### Our Commitment to Human Rights

We will respect, protect and promote human rights in our decision-making and actions.



PRIORITIES	ACTIONS	PERFORMANCE INDICATORS	Our contribution to Queensland Government's objectives for community
Reform	Commence the implementation of the Reform Strategy and Action Plan	Proportion of headline reform initiatives with a governance structure in place by June 2024	Building Queensland
	Establish evaluation frameworks for headline reform initiatives to support future decision-making	Proportion of headline reform initiatives with an approved implementation plan in place by June 2024 Proportion of headline reform initiatives with an approved evaluation plan to support future expansion decisions in place by April 2024	
First Nations	Implement and oversee the First Nations Health Strategy and Action Plans	Proportion of First Nations Health Strategy Action Plans implemented	Honouring and embracing our rich and ancient cultural history
	Implement and oversee the First Nations Health Workforce Action Plans	Proportion of First Nations Health Workforce Action Plans implemented Proportion increased to 4 per cent in First Nations Health workforce across the Department of Health	
	Eliminate racism towards First Nations people who access healthcare from; or work within, Queensland Health	Proportion of staff up to date with mandatory training	
Health Services	Co-design future health service delivery arrangements and models of care with consumers, families and communities inclusive of First Nations people, people living in areas of socio-economic disadvantage, young people, refugees, people living in rural and remote areas, culturally and linguistically diverse people, people with disability or mental illness and LBGTIQ+ people and other priority populations	Proportion of health service delivery arrangements and models of care that are co-designed	Keeping Queenslanders safe Backing our frontline services Connecting Queensland
	Develop networked services and contemporary models of care to enable services to be delivered in appropriate settings	Number of networked services developed that enable services to be delivered in appropriate settings	
	Utilise health information, artificial intelligence, data analytics and predictive tools to improve care	System plan on artificial intelligence, data analytics and predictive tools, and robotics developed by 30 June 2024	
Workforce	Develop and implement workforce mobility initiatives that support rural and remote employment and professional development	Digital passport for all staff available by 30 June 2024	Supporting jobs
	Implement leadership development programs and culture enhancement initiatives	Executive Leadership Development program pilot completed by 31 December 2023 and broader rollout commenced by 29 February 2024	Investing in skills
	Use contemporary attraction approaches to build a pipeline of talent with a focus on areas where workforce supply is challenged	Evaluation of initial rollout of the workforce attraction and incentives scheme completed by 30 June 2024 Number of school-based traineeships	Growing our regions
Public Policy	Develop a policy skills framework describing the behaviours, knowledge, and practices required for exceptional public policy for health and to support organisational policy maturity	Policy skills framework delivered by June 2024	Backing our frontline services Connecting Queensland
	Strengthen connections with key partners, identify key priorities and opportunities, and contribute to system improvements that improve the health and wellbeing of people in Queensland	Summit on Excellence in Public Policy engaging key internal and external health policy stakeholders hosted by October 2023	
	Undertake a comprehensive service needs analysis relating to the delivery of forensic examinations of sexual assault across Queensland to inform development of a state-wide service model that provides timely, local, trauma-informed forensic medical services to victims of sexual assault	Report on needs and gaps in the service delivery of forensic examinations of victims of sexual assault available by December 2023	
Research	Identify and regularly update research fields and questions with greatest impact on health outcomes for Queensland	Number of fellowships and programs supported in Aboriginal and Torres Strait Islander research, genomics research and rural, regional, and remote research	Backing our frontline services Investing in skills
	Develop research education and training opportunities for Queensland researchers	Hold 10 webinars and a minimum of three workshops to upskill business and commercialisation skills of Queensland Health staff by 30 June 2024	
	Recognise research excellence across Queensland Health	Design, advertise, conduct and evaluate an annual statewide showcase that recognises research achievements across Queensland Health by 30 June 2024	
	Encourage and support research collaborations and partnerships	Processes in place to streamline research ethics approvals and research governance authorisation by 30 June 2024	
Consumer Safety and Quality	Develop, pilot and implement a patient safety staff escalation protocol alongside the implementation of supporting mechanisms to enhance patient safety culture	Number of hospitals participating in the pilot of the patient safety escalation protocol by 30 June 2024	Keeping Queenslanders safe Backing our frontline services
	Develop and provide a comprehensive, easily accessible education package of contemporary patient safety and quality training and education required for Hospital and Health Boards; Hospital and Health Service Executive, clinical governance staff and clinicians	Portal of education launched by 30 June 2024	
	Strengthen and clearly articulate a Queensland Health clinical governance framework, incorporating actions in response to recommendations from the 2023 Quality Assurance Committee Review and learnings from system-wide reviews	Queensland Health Clinical Governance Framework endorsed and implemented by 30 June 2024	

### System enablers

**Flexible, future-fit infrastructure that enables world-class healthcare**

**Adaptable and sustainable funding and commissioning approach**

**Integrated and accessible technology, digital health and analytics**

**Authentic partnerships**

**Leadership, culture and governance that supports change**