

# Department of Health Strategic Plan 2021–2025 2022 UPDATE



**Our vision**  
A world class health system  
for all Queenslanders



**Our purpose**  
To provide highly effective  
health system leadership



## Our challenges:

- A sustainable health system
- Implementing system, service and practice improvements based on timely access to information and data
- Preparedness for system-wide threats
- Resource allocation to ensure the best and most equitable health outcomes for all Queenslanders
- Working as one health system to drive change and achieve health system priorities
- Capacity and capability of the Department to achieve its goals
- Eliminate institutional racism and discrimination across the public health system
- Building capacity to meet healthcare needs in the right setting across the health and social care sectors
- Effectively managing health system led emergency responses while continuing to deliver quality health services

## Our opportunities:

- Harnessing the power of clinician and consumer engagement and co-design
- Driving health access and equity reform agenda
- Enhancing networking and integration across the system
- Enabling access and use of data and intelligence across the system
- Effectively engaging, empowering and developing our workforce
- Strengthening system foundations that enable better health system outcomes



**Customers first**

- Know your customer
- Deliver what matters
- Make decisions with empathy



**Ideas into action**

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries



**Unleash potential**

- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback



**Be courageous**

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency



**Empower people**

- Lead, empower and trust
- Play to everyone's strengths
- Develop yourself and those around you

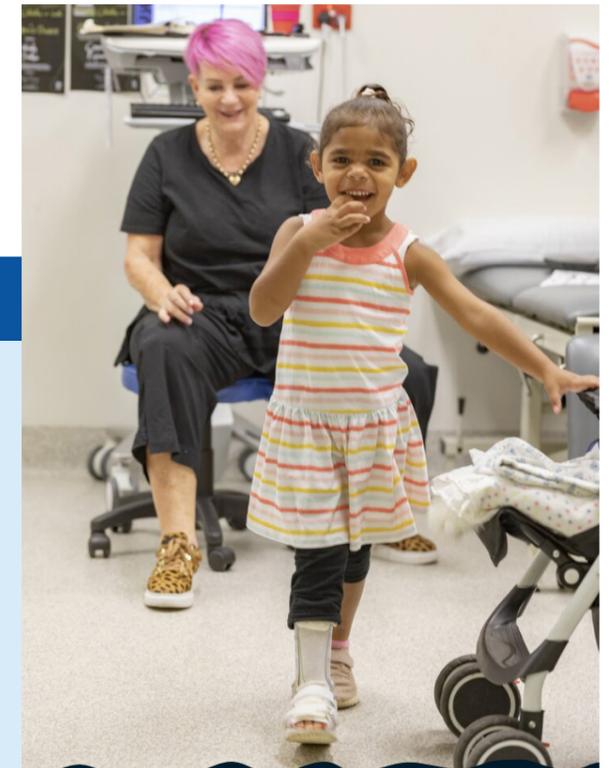
## Who we are:

The Department of Health provides strategic leadership and direction to the Queensland public health system.

The Department delivers expert health system governance, statewide clinical health support services, information and communication technologies, health promotion and disease prevention strategy, urgent patient retrieval services, health infrastructure planning and

corporate support services for the employment of over 100,000 Queensland Health staff.

As part of an integrated Queensland Health system that supports the delivery of world class health services, the Department is committed to partnerships with the 16 Hospital and Health Services across the state, with consumers, with clinicians and with external providers of health and social services.



## Our contribution to the Queensland Government's objectives for the community—*Unite and Recover*



### Safeguarding our health

Safeguard the health of Queenslanders by keeping our health system pandemic-ready and supporting priority vaccinations to our vulnerable populations.



### Building Queensland

Drive investment in health infrastructure and hospitals that support our recovery and the wellbeing of our diverse communities.



### Growing our regions

Help Queensland's regions grow by attracting clinical expertise and building capacity within our rural and remote health network.



### Investing in skills

Ensure we have a skilled and capable workforce to deliver health system leadership, policy and strategy.



### Backing our frontline services

Supporting investment in world-class frontline health services.

## 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.

## The Department of Health at a glance:



The Health Contact Centre interacts with more than **1.4 million Queenslanders** a year



More than **23,000 babies, children and adults** are referred for aeromedical services a year



Oversees more than **\$270 million investment** towards achieving improved outcomes in Aboriginal and Torres Strait Islander peoples' health in Queensland



Delivering **60,000 results per day** across Queensland for 18.6 million Pathology tests a year



Delivers **49,000kgs of laundry** to seven hospital and health services across Queensland daily



eHealth Queensland is Queensland Health's enterprise ICT Provider. Each year we detect and block over **31 billion security events** and telehealth saves Queenslanders more than 10 million kilometres in travel



**Queensland Government**

OBJECTIVES	STRATEGIES	PERFORMANCE INDICATORS
 <p><b>1. Promote and protect the health of all Queenslanders where they live, learn, work and play</b></p>	<p><b>1.1</b> Increase the uptake and flexibility of monitoring and analytical tools for surveillance capability and targeted interventions to address public health issues and emerging threats</p> <p><b>1.2</b> Focus delivery of digital innovation, real-time data analytics and connected systems to address complex public health challenges</p> <p><b>1.3</b> Embed trusted health and evidence-based health communications into service delivery</p> <p><b>1.4</b> Plan for and respond to the impacts of increased climate variability</p> <p><b>1.5</b> Develop innovative approaches to administering public health legislation in response to changing external environments and risks</p>	<p><b>1.1</b> Queensland's childhood vaccination rates improved</p> <p><b>1.2</b> Testing results delivered within clinically recommended timeframes</p> <p><b>1.3</b> Increase in proportion of Queenslanders with a healthy body weight</p> <p><b>1.4</b> Increased participation rates for population-based screening programs</p>
 <p><b>2. Interconnected system governance and partnerships with primary care, which drive co-designed models of care and care pathways to support Hospital and Health Services</b></p>	<p><b>2.1</b> Develop strategic partnerships that deliver health priorities and system-wide planning for alternate models of care</p> <p><b>2.2</b> Improve information access, connectivity and utilisation including through streamlined data governance arrangements</p> <p><b>2.3</b> Advance innovation across the health system</p> <p><b>2.4</b> Engage Hospital and Health Services and partners to co-design system-wide strategy and policy</p> <p><b>2.5</b> Advance networked governance arrangements – through alliances and partnerships that build trust and learning across the system</p>	<p><b>2.1</b> Telehealth and digital solutions uptake rate increased</p> <p><b>2.2</b> Continuous accreditation and compliance of health support services with quality standards</p> <p><b>2.3</b> Self-Management of Chronic Conditions program – Health Contact Centre (HCC), Queensland Ambulance Service – uptake and success</p> <p><b>2.4</b> Efficiency of diagnostic services to support Hospital and Health Services to deliver quality patient care</p>
 <p><b>3. Support and advance our workforce</b></p>	<p><b>3.1</b> Attract, select, retain and empower the right people to create a diverse, inclusive and engaged workforce</p> <p><b>3.2</b> Build a thriving workforce culture that is healthy, innovative and equipped to perform effectively and responsively</p> <p><b>3.3</b> Provide development opportunities and strategies to enable the workforce to demonstrate excellence to meet the needs of a world class health system</p> <p><b>3.4</b> Deliver system wide strategies that enable and incentivise multidisciplinary models of care</p> <p><b>3.5</b> Ensure the workplace is safe, rewarding, enhances wellbeing and adequately equips the workforce to perform at the highest level</p> <p><b>3.6</b> Build resilience and capacity into critical functions and clinical reserve</p>	<p><b>3.1</b> Improvement in Working for Queensland Survey results</p> <p><b>3.2</b> Increase representation of First Nations people in the workforce commensurate to Aboriginal and Torres Strait Islander population</p> <p><b>3.3</b> Improved health and wellbeing measures of our workforce</p> <p><b>3.4</b> Reduction in regional and rural staff vacancy rates</p> <p><b>3.5</b> Ensuring Queensland's critical PPE supply is maintained at desired levels</p>
 <p><b>4. Advance Health Equity for First Nations people</b></p>	<p><b>4.1</b> Deliver state-wide targeted First Nations prevention and health promotion strategies</p> <p><b>4.2</b> Support Hospital and Health Services co-design and co-implement their inaugural Health Equity Strategies to achieve health equity and eliminate institutional racism in accordance with the legislative requirements and First Nations Health Equity Framework</p> <p><b>4.3</b> Support the implementation of the National Agreement on Closing the Gap including priority projects to strengthen Aboriginal and Torres Strait Islander community-controlled health services</p> <p><b>4.4</b> Embed First Nations perspectives in health system planning and delivery</p>	<p><b>4.1</b> Improvement in life expectancy of First Nations people</p> <p><b>4.2</b> Increase in the proportion of babies born healthier</p> <p><b>4.3</b> Reduction in potential preventable hospitalisations</p> <p><b>4.4</b> Sustain reduced suicide rates for First Nations people</p> <p><b>4.5</b> Effective prevention and management of rheumatic heart disease</p>
 <p><b>5. Health reform that plans for a sustainable future</b></p>	<p><b>5.1</b> The Department will contribute to the development and implementation of the cross-sector informed Health and Wellbeing Queensland led state-wide Equity Framework that will consider the broader social determinants of health that impact health outcomes</p> <p><b>5.2</b> Identify, prioritise and implement system-wide opportunities to address chronic disease prevention</p> <p><b>5.3</b> Progress value based healthcare initiatives that lead to better outcomes for patients and a sustainable health system</p> <p><b>5.4</b> Transform non-admitted care to improve patient experience, reduce wait times, and improve clinical outcomes</p> <p><b>5.5</b> Align resources and personnel toward health system strategic priorities to deliver better healthcare for Queenslanders</p> <p><b>5.6</b> Partner with Hospital and Health Services to plan, build and commission quality, safe, environmentally sustainable healthcare facilities</p>	<p><b>5.1</b> Chronic health outcomes in Queensland improved</p> <p><b>5.2</b> Wait times across non admitted care improved</p>