

# Department of Health Strategic Plan 2019–2023



## Our vision

Healthier  
Queenslanders



## Our purpose

To provide leadership and direction, and to work collaboratively to enable the health system to deliver quality services that are safe and responsive for Queenslanders.



## Our contribution to government objectives

### *Our Future State: Advancing Queensland's Priorities*



#### Keep Queenslanders healthy

By delivering on our purpose, we will keep Queenslanders healthy.



#### Give all our children a great start

To give all our children a great start, we will drive the highest quality services possible and improve equitable access to health services for the disadvantaged.



#### Be a responsive government

Through strengthened partnerships, the pursuit of innovation and a continuously improving workforce, we will be a responsive government.



#### Keep communities safe

We will keep communities safe by promoting and protecting the health of Queenslanders, driving safe services and through strategic agenda setting.

## Our opportunities

- Integrating planning and funding models.
- Connecting all areas of the healthcare system in Queensland.
- Engaging the public and driving health literacy throughout Queensland.
- Adopting digital transformation technologies to drive system improvements.
- Maximising the capability of our people.



## The Department of Health's role includes:

- providing strategic leadership and direction for health through development and administration of policies and legislation
- developing statewide plans for health services, workforce and major capital investment
- managing major capital works for public sector health service facilities
- purchasing health services
- supporting and monitoring the quality, efficiency, effectiveness and timeliness of health service delivery
- delivering a range of specialised health services, including prevention, promotion and protection, providing ambulance, aeromedical, health information and communication technology and statewide health support services.

In addition to the Government's objectives for the community, our strategic objectives support *My health, Queensland's future: Advancing health 2026*.

## Our risks

- Disasters and emerging threats could disrupt or overload the health system.
- Funding constraints or ineffective distribution of resources and infrastructure could reduce the health system's ability to meet Queenslanders' demand for safe and high-quality services.
- Insufficient public involvement in co-managing their health journey could increase demand on the health system and diminish care standards.
- If planning and management of the health system workforce is not effective, efficiency, quality and sustainability of health services could be reduced.
- Failure to protect and integrate data and information communication technology systems may undermine clinical and business performance.



Queensland  
Government

# Our objectives, performance indicators and strategies

	 1 Promote and protect the health of Queenslanders where they live, work and play	 2 Drive the safest and highest quality services possible	 3 Improve access to health services for disadvantaged Queenslanders	 4 Pursue partnerships with consumers, communities, health and other organisations to help achieve our goals	 5 Empower consumers and health professionals through the availability and use of data and digital innovations	 6 Set the agenda through integrated policy, planning, funding and implementation efforts	 7 Lead a workforce which is excellent and has a vibrant culture and workplace environment
Objective	Promote and protect the health of Queenslanders where they live, work and play	Drive the safest and highest quality services possible	Improve access to health services for disadvantaged Queenslanders	Pursue partnerships with consumers, communities, health and other organisations to help achieve our goals	Empower consumers and health professionals through the availability and use of data and digital innovations	Set the agenda through integrated policy, planning, funding and implementation efforts	Lead a workforce which is excellent and has a vibrant culture and workplace environment
Performance indicators	1.1 An increase in the number of Queenslanders with a healthy body weight. 1.2 A reduction in suicides. 1.3 An increase in childhood immunisation rates.	2.1 An increase in the effectiveness, efficiency and responsiveness of ambulance services. 2.2 Continuous accreditation and compliance of health support services with quality standards.	3.1 An improvement in the life expectancy of Aboriginal and Torres Strait Islander Queenslanders. 3.2 An increase in the number of babies born healthier. 3.3 A reduction in potentially preventable hospitalisations.	4.1 An increase in clinician and consumer engagement in shaping healthcare reform. 4.2 An improvement in Queensland Health's research culture and capability.	5.1 An increase in community connectivity with Queensland Health through the use of digital solutions. 5.2 An increase in the provision of clinical data analytics to improve health service delivery.	6.1 All significant infrastructure investment decisions are informed by integrated planning. 6.2 A reduction in the delivery of low value care. 6.3 Purchased services are delivered within a balanced budget.	7.1 An improvement in Working for Queensland Employee Opinion Survey results.
Strategies	1.1 Increase the uptake of predictive and flexible analytical tools for surveillance capability and targeted interventions to address public health issues and emerging threats. 1.2 Develop innovative approaches to administering public health legislation in response to changing external environments and risks. 1.3 Address priority public health issues for populations across critical life stages. 1.4 Incentivise the health system to address ageing and population growth pressures, emerging service demands and new service models for complex public health challenges. 1.5 Enhance the quality and accessibility of statewide mental health, alcohol and other drugs services for all Queenslanders.	2.1 Deliver quality patient-focused ambulance and statewide clinical support services, that are timely and appropriate to the Queensland community. 2.2 Continuously improve clinical governance systems and regulatory frameworks to ensure accountable and safe, high quality health services. 2.3 Develop, implement and evaluate statewide service improvement programs that promote efficient and effective use of resources. 2.4 Encourage Hospital and Health Services to continually improve patient safety outcomes and patient experience. 2.5 Support Hospital and Health Services to achieve desired performance outcomes, identify system performance improvement opportunities and identify variation in performance and productivity. 2.6 Complete implementation of the Non-Government Organisation Quality Framework.	3.1 Plan, purchase and enable health services for Aboriginal and Torres Strait Islander people to achieve the outcomes in <i>Making tracks towards closing the gap in health outcomes for Indigenous Queenslanders by 2033: Investment Strategy 2018–2021</i> . 3.2 Encourage and support Aboriginal and Torres Strait Islander women who are pregnant or planning pregnancy to quit smoking and reduce second-hand smoke exposure. 3.3 Support a cross-agency and inter-sectorial approach to increase access to culturally capable maternity and early childhood health services. 3.4 Embed cultural capability in the planning, design and delivery of health services by enhancing the knowledge, skills and behaviours for culturally responsive care. 3.5 Use evidence-based health service planning, and contemporary service delivery models and technology to improve access to health services, particularly in rural and remote locations.	4.1 Develop strategic partnerships with stakeholders to deliver health priorities. 4.2 Actively engage with the community to develop statewide health services, plans and policies. 4.3 Strengthen partnerships with primary and community sectors and other agencies to pioneer a more connected healthcare experience for Queenslanders. 4.4 Enhance statewide clinical partnerships that support effective engagement with clinicians and consumers to improve service delivery and identification of emergent health issues. 4.5 Engage with national and international partners to convert Queensland's health expertise and innovation into commercial opportunities, economic growth and jobs. 4.6 Drive dynamic and innovative health and medical research and its translation into better health outcomes for Queenslanders.	5.1 Embed a digital by design approach to enable the digital transformation of the health system. 5.2 Promote and deliver the digital foundations, tools and services to enable all Queenslanders to manage and improve their health and wellbeing. 5.3 Design and deliver solutions for health information to be captured digitally, integrated and shared easily and securely to assist healthcare providers to have access to it, when and where they need it. 5.4 Leverage and embrace data and information to create insights and drive improvements.	6.1 Anticipate and respond to high-level policy and planning issues. 6.2 Ensure portfolio legislation supports excellence in system performance and optimal health outcomes. 6.3 Deliver procurement and supply reform to improve value in healthcare expenditure. 6.4 Progress a value-based health agenda that promotes the right care, in the right place and at the right time. 6.5 Introduce models to enhance system sustainability, optimise service efficiency and enable implementation of innovative and best practice models of care. 6.6 Collaborate with health leaders to improve the monitoring and management of all funded organisations across Queensland's public sector health system.	7.1 Attract, select and empower the right people to create a diverse, inclusive and engaged workforce. 7.2 Ensure the workplace is safe, rewarding, and adequately equips the workforce to perform at the highest level. 7.3 Inspire and provide development opportunities to enable the workforce to continue to demonstrate excellence in the public service and meet the needs of the public.