



Department of Health **Strategic Plan 2016–2020**

2017 Update

Vision

Healthier Queenslanders



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.

The Department of Health's role includes:

- providing strategic leadership and direction for health through the 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 service delivery
- supporting and monitoring the quality of health service delivery
- delivering specialised health services, providing ambulance, health information and communication technology and statewide health support services.

Every day the public health system supports Queenslanders through activities such as ensuring food and water are safe to consume, providing immunisations, and promoting the benefits of exercise, healthy eating and not smoking. However, when Queenslanders do get sick or injured, the public health system is also there to transport and treat people safely, in a timely manner and to support them in their recovery.

These services are delivered by the Department of Health and a network of delivery agencies, including Hospital and Health Services (HHS), aged care providers, private facilities, non-government organisations, general practitioners and allied health professionals.

The Department of Health and its partners strive to provide better health outcomes for all Queenslanders through continuous improvement and innovation, to deliver the greatest health benefit with the available resources.

The Department of Health's Strategic Plan aligns to, and is the Department's contribution to realising the aims of *My health, Queensland's future: Advancing health 2026*.



Our behaviours

Cultural success factors:

- **Connectedness**—connecting with each other, our community and the system
- **Performance**—aspiring to high performance and supporting excellence
- **Clarity**—understanding our role and the contribution we all make
- **Respect**—respecting others and valuing diversity
- **Capability**—continually developing our own capability and others.

Values

- Putting customers first
- Putting ideas into action
- Unleashing potential
- Being courageous
- Empowering people



Government objectives

The Department of Health contributes to the Queensland Government objectives of:



Delivering quality frontline services



Building safe, caring and connected communities



Creating jobs and a diverse economy



Responding to risks and opportunities

The department will work to:

- **carefully plan for changes in demand** to maintain or improve the quality and availability of services
- **clarify the roles and responsibilities of entities in the Queensland public health system** so that programs and services are efficiently planned and/or delivered, to meet the health needs of individuals and communities
- **empower and support patients to manage their health** to meet their expectations, contemporary care standards and to reduce inequitable health outcomes
- **maintain the right levels of safety and quality** in the context of growing demand and expectations to achieve positive health outcomes and build public confidence
- **effectively plan and strengthen the health system workforce** to maintain and improve the efficiency and quality of health services
- **build sustainability around future funding** to enable the organisation to achieve its strategic objectives
- **ensure timely and accurate information is available** to treat patients and meet patient expectations
- **maintain appropriate information security** to protect patient information and ensure it is used appropriately
- **identify and respond quickly to new and emerging threats and potential disasters** in an effort to minimise health system interruption or overload.



Objective



Strategies



Performance indicators

Promoting wellbeing	<p>Supporting Queenslanders to be healthier:</p> <p><i>promoting and protecting the health of Queenslanders</i></p>	<ul style="list-style-type: none"> Lead the development and implementation of strategies and regulatory frameworks to protect the health of Queenslanders. Engage consumers and communities about their health, and promote and influence healthier choices and protective behaviours. Partner with industry, communities and governments to create living and work environments that support improved health. Enhance surveillance and response to emerging health threats and disasters. Advocate at national, state and local government levels to implement policies and initiatives to improve the health of Queenslanders. 	<ul style="list-style-type: none"> An increase in the percentage of the Queensland population who engage in levels of physical activity. A reduction in the percentage of Queenslanders who: <ul style="list-style-type: none"> smoke daily consume alcohol at risky levels are overweight or obese. An increase in the participation of eligible Queenslanders in cancer screening programs. Progress against 95 per cent vaccination targets for one, two and five year olds.
Delivering healthcare	<p>Enabling safe, quality services:</p> <p><i>delivering and enabling safe, clinically effective, high quality health services</i></p>	<ul style="list-style-type: none"> Deliver quality patient-focused ambulance and statewide clinical support services, that are timely and appropriate to the Queensland community. Support HHSs to continually improve patient safety outcomes and patient experience. Continuously improve clinical governance systems and regulatory frameworks to ensure accountable and safe, high quality health services. Deliver health technologies and infrastructure that have the flexibility and capacity to meet future service needs. Develop and implement innovative approaches that enable sustainable, effective and rapid responses to opportunities and challenges. Ensure state-of-the-art cyber security is in place across Queensland Health. 	<ul style="list-style-type: none"> A reduction in rates of preventable hospital acquired infections. Responsive ambulance services. A reduction in unplanned readmission rates. An increase in the percentage of information and communications technology (ICT) available for major enterprise applications. Increased digital innovation across Queensland Health. Improved information security risk profile.
Connecting healthcare	<p>Equitable health outcomes:</p> <p><i>improving health outcomes through better access to services for Queenslanders</i></p>	<ul style="list-style-type: none"> Use evidence-based health service planning, and contemporary service delivery models and technology (digital innovation) to improve access to health services, particularly in rural and remote locations. 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 2015–2018</i>. Embed cultural capability in the planning, design and delivery of health services by enhancing the knowledge, skills and behaviours for culturally responsive patient care. Plan for and purchase prevention, early diagnosis and intervention services to address chronic disease. Implement the <i>Specialist Outpatient Strategy: Improving the patient journey by 2020</i>. 	<ul style="list-style-type: none"> An improvement against Closing the Health Gap targets for Aboriginal and Torres Strait Islander Queenslanders. Meet clinical wait times for the following services: <ul style="list-style-type: none"> specialist outpatient clinics elective surgery emergency department lengths of stay. An increase in the uptake of telehealth services.
Connecting healthcare	<p>High performance:</p> <p><i>responsive, dynamic and accountable management of the department, and of funding and service performance</i></p>	<ul style="list-style-type: none"> Utilise data, evidence, funding and performance levers to drive sustainability through value-based delivery of health services in Queensland. Work collaboratively with service providers to establish agreed targets and outcomes. Monitor and manage the performance of all funded organisations across Queensland's public sector health system. Continuously improve the department's services and ensure effective governance, performance and health system leadership. Determine capital funding prioritisation through evidence-based research, planning and investment governance. 	<ul style="list-style-type: none"> Collaboratively manage system performance against agreed key performance indicators in health service providers' contracts and service agreements. Purchasing plans are implemented for all strategic priorities to enable delivery and system sustainability. An increase in clinicians, patients and providers participating in purchasing and performance management processes.
Connecting healthcare	<p>Broad engagement with partners:</p> <p><i>harnessing the skill and knowledge of our partners</i></p>	<ul style="list-style-type: none"> Develop strategic partnerships with providers to deliver health priorities. Use robust, culturally-appropriate and ethical processes to engage with all partners. Actively engage with the community to develop statewide health services plans and policies. 	<ul style="list-style-type: none"> The development of a community and consumer strategy. Positive feedback from health service partners. An increase in consumer engagement activities. An increase in community connectivity with Queensland Health through the use of digital and social media.
Pursuing innovation	<p>Dynamic policy leadership:</p> <p><i>drive service improvement and innovation through a collaborative policy cycle</i></p>	<ul style="list-style-type: none"> Lead a high-performing and agile strategic policy cycle to support system-wide and departmental policy outcomes. Ensure legislation portfolio supports health outcomes and addresses contemporary public health risks. Employ efficient and innovative approaches to administering legislation. 	<ul style="list-style-type: none"> Responsive policy advice. Meet Government expectations regarding the delivery of the legislative program. Progress towards completion of initiatives designed to reform regulatory practice.
Pursuing innovation	<p>Engaged and productive workforce:</p> <p><i>foster a culture that is vibrant, innovative and collaborative</i></p>	<ul style="list-style-type: none"> Enable the workforce to collaborate and innovate in their roles to support continuous improvement. Set system-wide employment arrangements underpinning an efficient and sustainable healthcare system. Ensure that the workforce has the required tools and the right physical and cultural environment to meet the needs of our customers. 	<ul style="list-style-type: none"> Improved Working for Queensland Employee Opinion Survey results. An increase in the use of staff training and development programs.

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