

Strategic Plan

2018-2022

Objective	Strategies	Performance indicators
Great Care, Great Experience Safe, compassionate care, delivered to the highest standards, close to home, with consumers at the heart of all we do	Deliver planned service improvements to meet health needs with the right staff delivering the right services in the right place at the right time	<ul style="list-style-type: none"> Clinical Services Master Plan completed and implemented Infrastructure and Workforce plans support Clinical Services Master Plan Aged Care Master Plan implemented Updated Mental Health Strategy implemented
	Deliver a digital revolution to utilise technology and deliver real-time access to information	<ul style="list-style-type: none"> Implement integrated electronic medical records Implementation of myHR Increased usage of Telehealth and other connective technology Digital first strategy implemented
	Deliver safe health services closer to home	<ul style="list-style-type: none"> Expanded clinical networks in place Continuum of safety and quality processes across rural and regional sites in place 4,000 fewer patient journeys Choose wisely campaign to reduce unnecessary diagnostic testing implemented New National Standards framework embedded
	Reduce the life expectancy gap for Central Queensland and the Indigenous community	<ul style="list-style-type: none"> Closing the Gap strategy implemented and two year reduction of indigenous life expectancy gap achieved 10,000 Lives program expanded to support health and wellbeing strategy Hospital avoidance plan for all facilities in place Indigenous community advisory group established
	Embed the engagement of patients, consumers, community, staff and carers with an emphasis on communities of special need – to deliver one of the best patient experiences in rural and regional Queensland	<ul style="list-style-type: none"> Real time patient experience capability delivered Clinical Senate, Clinical Council, Medical Council, Nursing and Midwifery Council and Allied Health Council established and embedded. Staff survey feedback utilised in planning and delivery Clinician and Consumer and Community Engagement strategies and plans utilised
Great People, Great Place to Work Great staff working in great teams with a culture of supporting and investing in our people's future	Deliver one of the best patient experiences in Queensland for regional health services	<ul style="list-style-type: none"> Continual improvement from Pulse Surveys and Working for Queensland Surveys Values embedding at the workplace Staff recognised and rewarded at all organisational levels Staff education, research and development opportunities enhanced Leadership development program delivered Safety and Wellness strategy in place
	Deliver efficient and effective end-to-end patient journey procedures and processes	<ul style="list-style-type: none"> Recruitment process reviewed and refined Recruitments and appointments open and transparent Improved time to fill of process through technology Structure of recruitment teams optimised
	Develop innovative strategies to improve ability to recruit appropriately skilled staff	<ul style="list-style-type: none"> "Grow your own" options in place with a pipeline for career opportunities
	Improve workforce diversity to better reflect the community	<ul style="list-style-type: none"> Identify local indigenous talent and develop a pipeline from school to employment
Great Learning and Research Great place to learn, research and shape the future of healthcare	Develop the skill and ability of clinical staff to deliver the next generation of clinicians	<ul style="list-style-type: none"> University hospital/medical school in development phase Strategies to deliver research and education infrastructure and facilities, and accommodation structures, in place Strategies to significantly expand medical education finalised
	Increase research opportunities and the translation of innovative research into action	<ul style="list-style-type: none"> Health Research Foundation established Growth in Research Ready program
Great Partnerships Working collaboratively with our partners to deliver great care and improve the health of Central Queenslanders	Reduce lifestyle related health gaps and the burden of disease	<ul style="list-style-type: none"> Partnerships in place with PHN, NGOs, businesses and community and sporting organisation to champion the 10,000 Lives project
	Utilise primary care resources to reduce non-acute attendances at hospital facilities	<ul style="list-style-type: none"> PHN partnership delivering effective hospital avoidance strategy Ambulatory strategy and infrastructure in place to deliver alternate treatment spaces and out-of-hospital care
	Deliver co-ordinated and supported health services with acute care partners	<ul style="list-style-type: none"> Partnerships in place with Mercy Care, Hillcrest, Lady Cilento, Royal Brisbane and Womens, Princess Alexandra, The Prince Charles and other key hospital for the joint, supported or co-located delivery of health care closer to home
Sustainable Future Securing the future of great healthcare with efficient, effective, affordable and sustainable services	Sustainability initiatives delivered in a planned and structured process	<ul style="list-style-type: none"> Five year sustainability plan developed and implemented
	Deliver efficiency and improved access to safe health care through technology	<ul style="list-style-type: none"> Digital first strategy to transform end-to-end business in place IT infrastructure gaps identified and strategy implemented to address upgrades
	Deliver essential infrastructure projects to meet community health needs	<ul style="list-style-type: none"> Rockhampton Hospital Car Park, Gladstone Hospital Emergency Department and Gladstone Step-Up Step-Down mental health facility completed Future infrastructure needs identified and priorities for funding applications

Responding to risk

To respond to strategic risk, the health service will:

ICT capability and infrastructure – develop a strategy for service-wide implementation of electronic medical records

Failure to adopt and apply clinical governance frameworks – affirm a culture of safety through the promoting professional accountability program

Insufficient workforce resources to meet service delivery and business needs – design a Workforce Capability Development Framework and improve all aspects of the recruitment function

Failure to meet service model needs for a growing and ageing population – deliver effective partnership between Gladstone's public and private hospitals, formalise partnership with Children's Health Queensland and develop patient experience and consumer engagement plans

Inadequate asset infrastructure to meet Destination 2030 vision – develop and benchmark project infrastructure deliver

Failure to meet financial and business unit performance expectations – develop a medium term (5 year) financial model to complement Destination 2030

Insufficient expertise and patient expectation management in maternity services – introduce the Rural Generalist Program at Biloela Hospital and implement maternity review recommendations district wide.