

Strategic Plan

2018-2022 (updated June 2019)

Our vision

Great care for Central Queenslanders

Our mission

Great people, delivering quality care and improving health



Our values

Care

We are attentive to individual needs and circumstance

Integrity

We are consistently true, act diligently and lead by example

Respect

We will behave with courtesy, dignity and fairness in all we do

Commitment

We will always do the best we can all of the time

Our Destination 2030: Great care for Central Queenslanders strategy will shape the future of healthcare across our region, and support our aim for Central Queenslanders to be amongst the healthiest in the world. The strategy sets out a clear vision for the future and the key milestones for 2020 and 2025 that we will use to measure our progress.

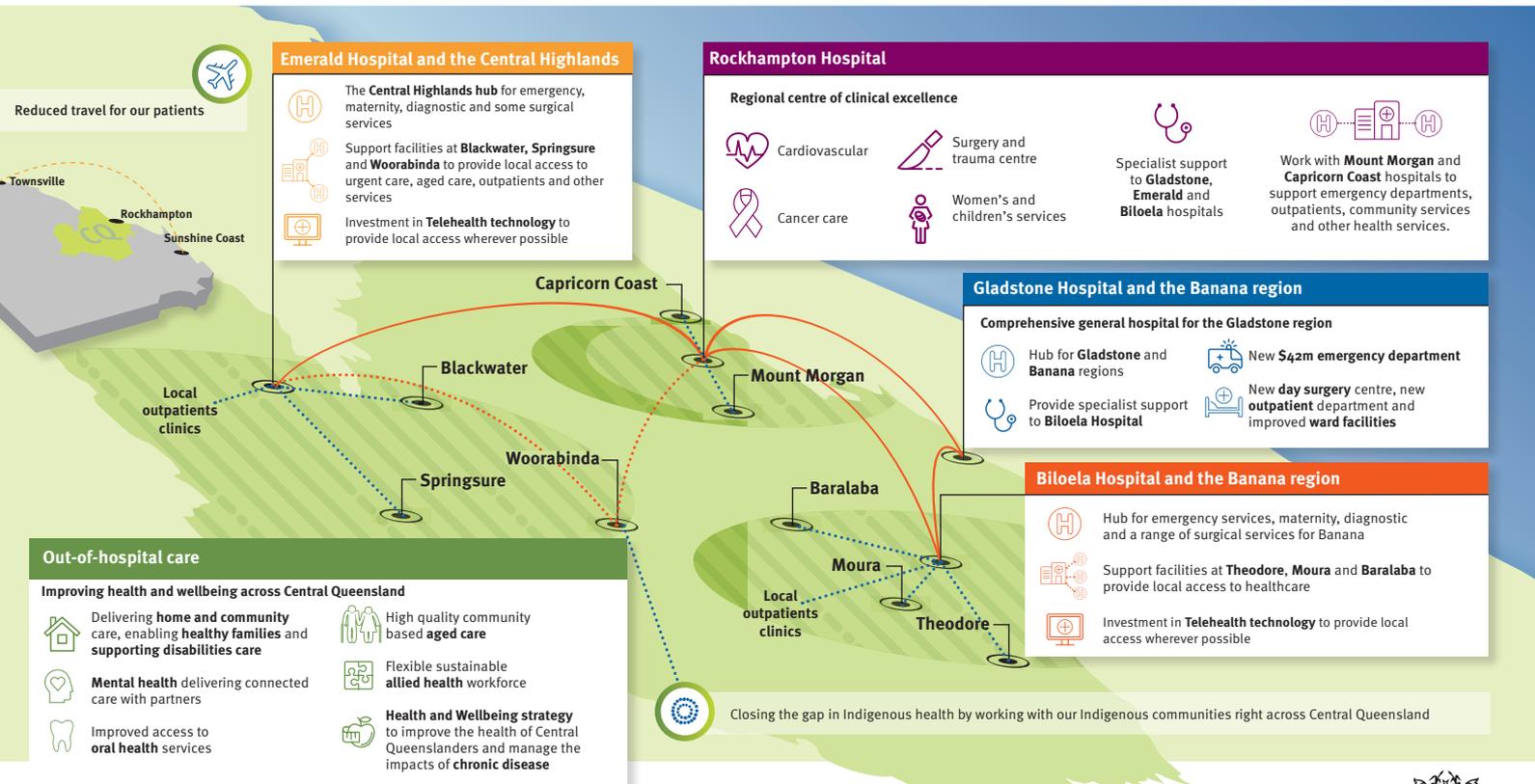
Our ambition is simple, Great Care for Central Queenslanders, wherever and whenever we deliver it. Our patients and consumers

will be at the heart of how we design and deliver services. Our clinical outcomes and our patient and consumer experience will be amongst the best in Australia. CQ Health will be the best place in Queensland for health staff to work and CQ Health will be a great place to learn, research and shape the future of healthcare across our region.

The full strategy is available on our website: www.health.qld.gov.au/cq



The Destination 2030 objectives contribute to the government's objectives for the community, Our Future State: Advancing Queensland's Priorities to: Keep Queenslanders healthy; and to Give all our children a great start.



Strategic Plan

2018-2022 (updated June 2019)

Objective	Strategies	Performance measures and indicators
<p>Great Care, Great Experience</p> <p>Safe, compassionate care, delivered to the highest standards, close to home, with consumers at the heart of all we do</p>	<p>Deliver planned service improvements to meet health needs with the right staff delivering the right services in the right place at the right time</p> <p>Deliver safe health services closer to home</p> <p>Reduce the life expectancy gap for Central Queenslanders</p> <p>Partner with patients, consumers, community, staff and clinicians, with an emphasis on communities of special needs - to deliver one of the best patient experiences in rural and regional Queensland</p>	<p>Reduce the median wait times for elective surgery by 10%:</p> <ul style="list-style-type: none"> • Category 1 one day • Category 2 two days and • Category 3 patients 10 days <p>99% of patients seen within clinically recommended time frame at 30 June each year for:</p> <ul style="list-style-type: none"> • Outpatient appointment • Elective surgery • Oral health appointment • Scope <p>Annual reduction in percentage of Severity Assessment Code (SAC) 1 and 2 incidents</p> <p>5% reduction in smoking rate (10,000 Lives CQ project)</p> <p>Reduce patient journeys as we deliver care closer to home</p> <p>Two year reduction of Aboriginal and Torres Strait Islander life expectancy gap</p> <p>Use consumer feedback to improve patient experience</p>
<p>Great People, Great Place to Work</p> <p>Great staff working in great teams with a culture of supporting and investing in our people's future</p>	<p>Deliver one of the best staff experiences in Queensland for regional health services</p> <p>Deliver efficient, innovative and effective end-to-end recruitment procedures and processes</p> <p>Improve workforce diversity to better reflect the community</p>	<p>Continual improvement from Pulse and Working for Queensland surveys</p> <p>150 staff receive leadership development training and support each year</p> <p>Maintain or improve the workforce separation rate</p> <p>Increase Aboriginal and Torres Strait Islander workforce across all streams to reflect the community</p>
<p>Great Learning and Research</p> <p>Great place to learn, research and shape the future of healthcare</p>	<p>Develop the skill and ability of clinical staff to deliver the next generation of clinicians</p> <p>Increase research opportunities and the translation of innovative research into action</p>	<p>Increased research ready grant applications</p> <p>Increased ethics applications and site specific assessment applications</p> <p>Annual increase in the number of education programs developed, delivered or reviewed in partnership with consumers/ community across all streams</p> <p>Increased clinical placements in the health service</p> <p>Increased simulation opportunities utilised by staff</p> <p>Introduce innovative practices in learning and research, linking into the Minister's Rapid Results program</p>
<p>Great Partnerships</p> <p>Working collaboratively with our partners to deliver great care and improve the health of Central Queenslanders</p>	<p>Partner with primary care to reduce non-acute attendances at hospital facilities</p> <p>Deliver co-ordinated and supported health services with acute care partners and primary care providers</p> <p>Engage with Aboriginal and Torres Strait Islander communities to develop an Aboriginal and Torres Strait Islander Health and Wellbeing Strategy</p>	<p>Service Level Agreements established with private health service providers to deliver care closer to home</p> <p>Primary Health Network partnerships to reduce non-acute hospital admission</p> <p>Partner with CQUniversity, The University of Queensland and Wide Bay Hospital and Health Service to deliver a full medical program</p> <p>Engage with Aboriginal and Torres Strait Islander communities to deliver culturally appropriate clinical and non-clinical health services</p>
<p>Sustainable Future</p> <p>Securing the future of great healthcare with efficient, effective, affordable and sustainable services</p>	<p>Sustainability initiatives delivered in a planned and structured process</p> <p>Deliver essential infrastructure projects to meet community health needs and on time and budget</p>	<p>Balance budget to 1% budget surplus delivered annually</p> <p>Deliver dividends annually for reinvestment</p> <p>Gladstone Hospital emergency department and other capital works delivered on time and within budget.</p> <p>5% annual reduction in percentage of medical labour spend on locums</p>

Opportunities

To partner with university and health service partners to produce locally trained medical graduates delivering improved recruitment and retention.

To deliver increased capability in cancer, cardiac and other services to reduce the need for patient travel and support neighbouring health services.

To use research, technology and innovation to improve health outcomes and increase life expectancy in an area of Queensland impacted by its distance from a tertiary medical facility.

To Close the Gap of Aboriginal and Torres Strait Islander health through effective partnerships, increased workforce diversity and improved social outcomes.

Responding to risk

To respond to strategic risk, the health service will:

Failure to meet accredited or industry benchmark quality and safety standards – continue to develop robust systems that measure, evaluate and implement improvements in quality and safety governance and performance.

Asset and ICT infrastructure to meet Destination 2030 vision – continue to develop a strategy for service-wide implementation of electronic medical records. Develop and benchmark project infrastructure delivery.

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

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