Our Priorities

Our Patients
We work to provide safe and equitable health care close to home for our patients, their families and our communities.

Our People
We build a culture of excellence that fosters compassion, accountability, integrity and respect to strengthen our workplace.

Aboriginal and Torres Strait Islander communities
We improve our service delivery and partnerships with Aboriginal and Torres Strait Islander communities to improve health and wellbeing outcomes.

Our Research and Education
We promote and undertake research and education to deliver better health outcomes for our community.

Our Technology
We optimise our use of current and emerging technologies to provide better continuity of care.

Our Future Growth and Sustainability
We meet the needs of our community through safe and sustainable growth and service delivery.

Our Purpose
We work together, with our community, providing health care services to improve health and wellbeing in Far North Queensland.

Our Vision
Excellence in health care, wellbeing, research and education in Far North Queensland.

Our Values
Compassion | Accountability | Integrity | Respect

Our Challenges
Our services extend beyond our catchment to include some of the most remote communities in Queensland.

Our community experiences a range of chronic and complex conditions.

Each of our communities has its own identity, its own history and its own needs.

We service the unique health needs of the largest and most diverse Aboriginal and Torres Strait Islander population in the State.

Our physical environment provides challenges to accessibility and the delivery of services.

Our Opportunities
Provide more equitable and sustainable health care regardless of location.
Engage with our Aboriginal and Torres Strait Islander service partners and communities to improve health and wellbeing outcomes.
Promote and undertake more clinical research and education in our tropical region.
Explore the use of technology to provide care closer to home.
Collaborate with our partners in Far North Queensland ensuring better health outcomes for our community.

Cairns and Hinterland Hospital and Health Service (CHHHS) Strategic Plan 2018-2022

This Strategic Plan was reviewed in March 2019, and remains current.
### Priorities

#### Our Patients
We work to provide safe and equitable health care close to home for our patients, their families and our communities.

- Sustain and strengthen a patient safety culture in our Health Service.
- Enhance evidence based standards of patient care.
- Ensure we listen and respond to our patients and their families/carers to improve their experience of our Health Service.
- Increase the capability of rural and remote hospitals to provide services closer to home.
- Identify and create opportunities to work collaboratively with our partners for optimal health outcomes.

#### Aboriginal and Torres Strait Islander communities
We improve our service delivery and partnerships with Aboriginal and Torres Strait Islander communities to improve health and wellbeing outcomes.

- Increase the representation of Aboriginal and Torres Strait Islander people within our workforce at all levels and across all disciplines.
- Implement and promote new models of care to improve health outcomes.
- Research, develop, implement and evaluate an Aboriginal and Torres Strait Islander Health Plan across Far North Queensland (FNQ) with our health partners.
- Improve cultural responsiveness and safety across our Health Service in line with the Queensland Health Statement of Commitment to Reconciliation.

#### Our Research and Education
We promote and undertake research and education to deliver better health outcomes for our community.

- Design and implement a plan to support and foster research with the aim of becoming a university hospital.
- Work collaboratively with Tropical Australia Academic Health Centre (TAAHC) and other partners to improve research capability and capacity across FNQ.
- Foster partnerships with education and health institutions to improve opportunities for research and education.
- Design and implement a CHHHS integrated interdisciplinary education plan.

#### Our Technology
We optimise our use of current and emerging technologies to provide better continuity of care.

- Design and implement a CHHHS Information and Communications Technology (ICT) plan that supports enhanced models of care, improved patient experience and more effective corporate services.
- Proactively engage with the Department of Health to shape the planning and implementation of Queensland Health’s ICT plan.
- Work with stakeholders to implement information sharing technologies and new models of care to create a seamless patient journey.
- Design and implement a telehealth plan to support the provision of services closer to home.

#### Our Future Growth and Sustainability
We meet the needs of our community through safe and sustainable growth and service delivery.

- Implement the five service directions of the Clinical Service Plan (CSP) 2018-2022.
- Improve the capability of Cairns Hospital to achieve university hospital status (including some level 6 services, as per the Queensland Health Clinical Services Capability Framework).
- Consult on, design and implement a plan to increase services in rural and remote facilities.
- Ensure financial sustainability in the provision of health services.

### Strategies

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| **Our Patients** | - Sustain and strengthen a patient safety culture in our Health Service.  
- Enhance evidence based standards of patient care.  
- Ensure we listen and respond to our patients and their families/carers to improve their experience of our Health Service.  
- Increase the capability of rural and remote hospitals to provide services closer to home.  
- Identify and create opportunities to work collaboratively with our partners for optimal health outcomes. | - Accreditation requirements are maintained.  
- Measures of patient experience, including cultural safety, improved.  
- Growth in the number of occasions of service in rural and remote hospitals.  
- Targets met for access in surgery, outpatients and emergency departments.  
- Increased partner engagement. | - Keep Queenslander healthy  
- Be a responsive Government  
- Give all our children a great start |
| **Aboriginal and Torres Strait Islander communities** | - Increase the representation of Aboriginal and Torres Strait Islander people within our workforce at all levels and across all disciplines.  
- Implement and promote new models of care to improve health outcomes.  
- Research, develop, implement and evaluate an Aboriginal and Torres Strait Islander Health Plan across Far North Queensland (FNQ) with our health partners.  
- Improve cultural responsiveness and safety across our Health Service in line with the Queensland Health Statement of Commitment to Reconciliation. | - Increased percentage of our Aboriginal and Torres Strait Islander workforce.  
- Agreed Health Plan for our Aboriginal and Torres Strait Islander community implemented.  
- 80% of staff completed cultural capability training.  
- Increased number of formalised partnerships.  
- Implement strategies to:  
  - Reduce rates of DAMA (Discharge Against Medical Advice).  
  - Reduce Potentially Preventable Hospitalisation Rates (PPHRs). | - Keep Queenslander healthy  
- Give all our children a great start |
| **Our Research and Education** | - Design and implement a plan to support and foster research with the aim of becoming a university hospital.  
- Work collaboratively with Tropical Australia Academic Health Centre (TAAHC) and other partners to improve research capability and capacity across FNQ.  
- Foster partnerships with education and health institutions to improve opportunities for research and education.  
- Design and implement a CHHHS integrated interdisciplinary education plan. | - Implementation of CHHHS research plan.  
- Implementation of CHHHS integrated interdisciplinary education plan. | - Keep Queenslander healthy  
- Give all our children a great start |
| **Our Technology** | - Design and implement a CHHHS Information and Communications Technology (ICT) plan that supports enhanced models of care, improved patient experience and more effective corporate services.  
- Proactively engage with the Department of Health to shape the planning and implementation of Queensland Health’s ICT plan.  
- Work with stakeholders to implement information sharing technologies and new models of care to create a seamless patient journey.  
- Design and implement a telehealth plan to support the provision of services closer to home. | - Implementation of CHHHS ICT plan.  
- Increased telehealth occasions of service. | - Keep Queenslander healthy  
- Be a responsive Government |
| **Our Future Growth and Sustainability** | - Implement the five service directions of the Clinical Service Plan (CSP) 2018-2022.  
- Improve the capability of Cairns Hospital to achieve university hospital status (including some level 6 services, as per the Queensland Health Clinical Services Capability Framework).  
- Consult on, design and implement a plan to increase services in rural and remote facilities.  
- Ensure financial sustainability in the provision of health services. | - Number of initiatives related to the CSP service directions implemented.  
- Number of level 6 services increased.  
- Increased targeted services in rural and remote facilities.  
- CHHHS returned to a surplus budget. | - Keep Queenslander healthy  
- Be a responsive Government  
- Keep communities safe  
- Create jobs in a strong economy |