Our context: 2017 update

On behalf of the Cairns and Hinterland Hospital and Health Service (CHHHS), I am pleased to present the 2017 review of the Cairns and Hinterland Hospital and Health Service Strategic Plan.

Our growing community and its needs

CHHHS delivers services to a culturally diverse population with a broad range of health care needs. The catchment area reaches from Cow Bay in the north to Tully in the south and Croydon in the west, an area of nearly 142,900 square kilometres. Through outreach services to the residents of the Torres and Cape HHS, our overall catchment across the Far North Queensland region covers more than 16% of Queensland’s total land mass. Over the next decade, our population is expected to grow by 17% to more than 289,000 permanent residents. Meanwhile, as a major tourist hub, visitors to the Far North region will grow from 3 million in FY16/17 to nearly 3.86 million tourists each year by FY21/22. As our population grows, our services will need to adapt to respond to their changing needs.

Responding to changes in our circumstances

In the past 12 months, CHHHS has experienced significant changes in senior leadership, with the appointment of a new Chief Executive and new Board. A significant program of work (titled “Embracing a healthier future”) has guided the health service’s key priorities and will continue to do so, as we begin the important process of begin to set the future direction for CHHHS.

Advancing the health of our community

In the interim, the priorities identified in our current strategic direction continue to be relevant and reflected in the many activities and programs of work being undertaken across the health service. I applaud staff for their continued commitment to their patients and focus on safe, quality care. On behalf of the Board, we look forward to working with staff, consumers and community members across our region on developing a new strategic plan over the next 12 months.

Clive Skarrett
Board Chair, Cairns and Hinterland Hospital and Health Service

Our purpose and vision

The Cairns and Hinterland Hospital and Health Board (CHHHS) is committed to achieving the best possible health outcomes for Queenslanders seeking care within our region.

The CHHHS vision articulates the fundamental convictions of our Service. It concentrates on our future and provides the framework for all of our strategic planning.

**CHHHS vision**

To provide world-class health services to improve the social, emotional and physical wellbeing of people in Cairns, Hinterland and North East Australian Region.

The Queensland Government’s objectives for the community

Consistent with the priorities identified in the Department of Health’s My health, Queensland’s future: Advancing Health 2026 strategic plan, CHHHS continues to pursue a range of initiatives that are:

- **Promoting wellbeing** - (through the implementation of the Zika program, including prevention and control plans, tools and resources)
- **Delivering healthcare** - (through increasing Telehealth services to provide better access for rural and remote patients),
- **Connecting healthcare** (through stronger partnerships with consumers, local care providers and partners),
- **Pursuing innovation** (through the implementation of the integrated electronic medical record (iEMR) in 2016 and the current regional eHealth project).

Together these initiatives are helping us deliver on the Queensland Government’s priorities for health and ambulance services (see Figure 1).

Figure 1. Queensland Government’s objectives for the community

1 Source: The Queensland Government’s objectives for the community, Dept of the Premier and Cabinet, May 2015
2 Source: The Ministerial Charter Letter, Minister for Health and Minister for Ambulance Services, 5 February 2016
## Our Strategy

### Providing responsive and integrated government services
- Successful implementation of the Communications Strategy.
- We will actively engage stakeholders and consider their input in the delivery of healthcare services.
- We will create and maintain a positive workplace culture that will enable our workforce to be fully engaged, productive, educated and supported.
- We will ensure fiscally responsible decision making while providing stable and sustainable health services.
- We will build, develop and implement information technology and systems that support integrated health care delivery and enhance organisational performance.
- We will recognise and promote our standing and our achievements.

### Our Performance Indicators

#### Advancing the Queensland Government’s priorities for health service delivery
- Focused on ensuring sustainable delivery of service through maximising effectiveness and value of CHHHS expenditure.
- A five-year plan that provides a vision to promote systematic change in our health workforce.

#### Our Objectives

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<tr>
<th>Objective</th>
<th>Description</th>
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<td>Quality and Safety</td>
<td>Maintain compliance requirements with all 15 Australian Council Healthcare Standards, including management and recording of quality improvement activities.</td>
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<td>Integration</td>
<td>Implement the Clinical Service Plan to provide integrated and coordinated health care.</td>
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<td>Engagement</td>
<td>Recognise that the voices of our community, clinicians and patients are important. Build systems to support active engagement and responsiveness.</td>
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<td>Workforce</td>
<td>Attract and retain the best available talent for every role in the HHS and provide an environment for talent and extension.</td>
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<td>Sustainability</td>
<td>Approach every decision from a perspective that ensures sustainability and safety of our services, customers and workforce.</td>
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<td>Decision Making</td>
<td>Inform, empower and drive a commitment to accountability for performance through effective decision making at all levels of the organisation.</td>
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<td>Information Technology</td>
<td>Improve ICT and support information sharing electronically between Queensland Health facilities and external partners across the PRQ region where possible.</td>
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<td>Recognition</td>
<td>Development and implementation of the Communication Strategy which incorporates traditional and collaborative communication models.</td>
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### Strategic Risks
- Increasing prevalence of chronic disease and per capita utilisation of healthcare services
- Keeping pace with the evolution of digital technology
- Changes to funding models and increased competition for the limited healthcare funding
- Emerging evidence base requiring rethink of traditional care models
- Changes to Government policies with increasing pressure to decrease healthcare expenditure

### Strategic Opportunities
- The establishment of the Tropical Australia Academic Health Centre provides CHHHS with an exciting opportunity to collaborate with James Cook University and participate in cutting-edge research, improving health outcomes and sustainable health services.
- CHHHS Clinical Services Plan
- CHHHS Organisational Sustainability Plan
- CHHHS Clinical Governance Strategic Plan 2016-18
- CHHHS Clinical Services Plan 2017
- CHHHS Operational Plan (Dec 2016)
- Clinician Engagement Strategy
- Consumer and Community Engagement Strategy

### Strategic Plan 2013 -2017 (2017 Review)

#### CHHHS Clinical Services Plan
- Identifies priorities and strategic direction for clinical services delivery across CHHHS, ensuring patient-centred coordination and integration of clinical services for efficiency and organisational effectiveness.

#### CHHHS Organisational Sustainability Plan
- Focused on ensuring sustainable delivery of service through maximising effectiveness and value of CHHHS expenditure.

#### CHHHS Clinical Governance Strategic Plan 2016-18
- Strategic document outlining five domains to ensure the delivery of safe, effective, high quality patient care.

#### CHHHS Strategic Workforce Plan 2017
- A five-year plan that provides a vision to promote systematic change in our health workforce.

#### CHHHS Operational Plan (Dec 2016)
- Used by the Executive Management Team to guide operational priorities.

#### Clinician Engagement Strategy
- Developed and owned by CHHHS Clinical Council to strengthen participation of front-line clinicians in formal decision-making.

#### Consumer and Community Engagement Strategy
- Documents a planned approach to engaging with our consumers and the community.

#### Defining our values (in progress)
- Due for completion in mid-2017, this comprehensive review and refresh of CHHHS organisational values has engaged our staff in defining the values that should guide decision making, behaviours and are a clear statement of “who we are”.