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Queensland Health

HEALTHQ32

A vision for Queensland's health system

*Advancing The Queensland
Health and Hospitals Plan*



Queensland
Government



HEALTHQ32
A vision for Queensland's health system

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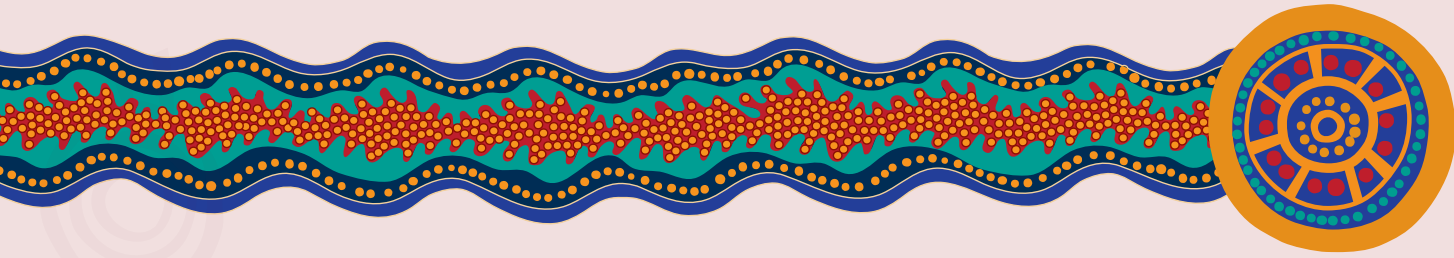
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Aboriginal and Torres Strait Islander viewers are warned that the following program may contain images of deceased persons.

"Making Tracks" Artwork produced for Queensland Health by Gilimbaa.

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Acknowledgement of Country

Queensland Health respectfully acknowledges the Traditional and Cultural Custodians of the lands, waters and seas across Queensland. We pay our respects to Elders past and present, while recognising the role of current and future leaders in shaping a better health system.

We value the culture, traditions and contributions that the Aboriginal and Torres Strait Islander peoples have made to our communities and recognise that our collective responsibility as government, communities and individuals is to ensure equity and equality, recognition and advancement of Aboriginal and Torres Strait Islander peoples in Queensland in every aspect of our society.

Queensland Health acknowledges the First Nations peoples in Queensland are both Aboriginal peoples and Torres Strait Islander peoples and supports the cultural knowledge, determination and commitment of Aboriginal and Torres Strait Islander communities in caring for their health and wellbeing.

First Nations

The foundations laid by our First Australians give strength, inspiration and courage to current and future generations, both First Nations and others, towards creating better health outcomes for our First Nations Queenslanders.

We recognise good health is a fundamental entitlement for everyone and acknowledge reforms to the health system are necessary to improve health outcomes for First Nations peoples. Currently First Nations peoples experience higher rates of preventable hospitalisations and discharge against medical advice. Queensland Health offers genuine commitment to eliminate racism within the health system and to provide First Nations peoples with access to culturally safe and coordinated healthcare services. In making this commitment, we acknowledge our partners, local and

regional Aboriginal and Torres Strait Islander Community Controlled Organisations and their people who work tirelessly to bring forward First Nations advocacy in the delivery of culturally capable healthcare services.

HEALTHQ32 is underpinned by the principle of First Nations First to guide implementation of all initiatives across the health system and to give hope to First Nations peoples for a healthier future.

It is our collective efforts and responsibility to ensure equality, recognition and advancement of First Nations Queenslanders across all aspects of society and everyday life.



The vision for Queensland's health system

To be a dynamic and responsive health system where our workforce is valued and empowered to provide world-class healthcare to all Queenslanders.

Queensland's healthcare system supports individuals in their health and wellbeing journey by providing access to quality care, in all settings and across all stages of life. The health system encompasses primary, secondary and tertiary care, as well as aged and disability care and preventive health. This system aims to ensure Queenslanders can receive safe, timely, high-quality care, based on their needs and preferences. We know that good health is not shared equally across our diverse community. We need to ensure our health system delivers safe, responsive and person-centred care for all Queenslanders, including the needs of priority populations, including First Nations peoples, people from multicultural, culturally and linguistically diverse, refugee and asylum-seeker backgrounds, people with disability, LGBTQIA+ people, people living in regional, rural and remote areas, older people, mental health, alcohol or other drugs clients, and children in out-of-home care or at risk of entering out-of-home care

The COVID-19 pandemic caused profound disruption and wide-reaching health, social and economic impacts on all Australians. In response, the healthcare system, including Queensland Health, health partners and local communities, made rapid changes to healthcare delivery. Leveraging these new ways of working, effective partnerships, new systems and technological advances, Queensland Health is well positioned to continue to partner across the health sector to deliver high-quality and safe healthcare, from rural and remote communities to our metropolitan areas, and to support our workforce, well into the future.

On many key measures, Queensland's health system ranks among the best in the world. We've built on our previous successes, and we have a plan for how we will deliver a healthier system for a healthier Queensland.

Opportunities to build system resilience, adapt and respond to future needs

HEALTHQ32 is our vision for the future of Queensland's healthcare system. At its core, this vision aims to ensure that our health system is able to meet the needs of all Queenslanders.

We have made immediate changes through the [Queensland Health and Hospitals Plan](#) to address increasing acute need in hospital settings, but with future challenges and changing consumer preferences and expectations, we need to reorient our system to leverage and implement opportunities to create efficiency and deliver healthcare that responds to these expectations in a sustainable way. These include diversifying our workforce roles, embedding technologically enabled and personalised healthcare, empowering consumers, delivering equitable and accessible care closer to home and strengthening partnerships with primary care and other health and social care providers.

This means we are shifting the emphasis of care from illness to wellness by intentionally partnering across the system to maximise wellbeing and to enable more care to be provided in the community so that hospital care can be optimised. This ensures Queenslanders will receive the right care, at the right time and in the right place.

The framework for *HEALTHQ32* is based on three focus areas:



The future of healthcare

Queensland is not unique when it comes to the complex challenges we face delivering on healthcare now and into the future. In response to the growth and increasing demand on health systems, long-term strategies are being developed across the globe to reduce demand pressures, respond to workforce shortages, and manage rising costs. The future of healthcare will require that we build both a sustainable and resilient system. Resilient health systems enable continuity of health services and promote equity by being aware of threats, agile in response, absorptive of shocks; adaptive to minimise disruptions; and able to transform after a crisis.¹ In line with global trends, this vision focuses on key areas to reform the health system to optimise care, while improving access, equity and quality.

Global future of health trends

People-centric – Co-design health and social services with people and communities and keep those we serve at the heart of everything we do.

Outcomes-focused – Transform the role of healthcare to focus on outcomes and change the way we measure performance.

Innovative models of care – Introduce new models of care to enhance and expand service delivery and leverage med-tech innovation, precision medicine, prevention and population health to change where and how healthcare is provided.

Data-informed – Improve access to real-time data, machine learning and artificial intelligence to gather deeper strategic insights, inform decision-making for policy, planning and service delivery, enhance productivity through autonomous systems and generate better patient outcomes.

Empowered workforce – Develop a workforce of the future that is responsive, competency-based and relevant to evolving demographics; one that can continue to support changing demand challenges, harness technological advancement, and build on strong partnerships and cultural change.

Environmental sustainability – Working towards an environmentally sustainable public health system by improving the health system's environmental performance and reduce the impacts on the environment from built operations.

Climate change considerations – Plan, prepare and take action to build resilience and mitigate climate change impacts on the health system and community.

[1] World Bank. (2022) *Change Cannot Wait: Building Resilient Health Systems in the Shadow of COVID-19*. Washington, DC: World Bank.

What the future of healthcare looks like for Queenslanders

Collaborate and partner across the system to influence the social determinants of health, including housing, social services, justice, employment and education.



Bringing *HEALTHQ32* to life

Over the next decade, key system priorities will enable the delivery of better care in the hospital when it's needed and more care into our communities. This will ultimately refocus our system to maximise wellbeing and quality of life for all Queenslanders, regardless of where they live. Overarching system outcomes will guide these priorities and the strategies that will deliver measurable change.

These outcomes focus on safety and quality, equity and access, patient and workforce experience, and sustainability. Our key enablers and foundations in infrastructure, funding, technology, partnerships and leadership will underpin progress towards realising the vision. These elements are illustrated in the system vision overleaf.

HEALTHQ32: A vision for Queensland's health system

System vision: A dynamic and responsive health system where our workforce is valued and empowered to provide world-class healthcare to all Queenslanders.

Focus areas



Maximise wellbeing
Improve the health and wellbeing of Queenslanders



Care in the community
Strengthen access to care in the community and closer to home



Care in hospital
Optimise delivery of safe, appropriate and timely hospital care

System outcomes

Outcome 1

Queenslanders have access to quality and safe healthcare and equitable outcomes.

Outcome 2

Queenslanders have overall improved health, a good start to life, healthy ageing and a good end-of-life experience.

Outcome 3

Queensland has an innovative, connected and sustainable health system.

Outcome 4

Queensland's health workforce is valued, respected and empowered to lead the delivery of world-class health services; each working to the top of their scope of practice.

System priorities



Reform

Delivering connected equitable, sustainable and integrated healthcare



First Nations First

Placing First Nations peoples at the centre of healthcare design and delivery in Queensland



Workforce

A responsive, skilled and valued workforce where our people feel supported



Consumer Safety and Quality

Ensuring the delivery of safe and quality healthcare that supports consumers to achieve better health outcomes



Health Services

Sustainable, personalised healthcare that delivers outcomes that matter most to patients and the community



Public Policy

Delivering quality advice to government to drive an agile, future-focused health policy agenda



Research

A health system where research and innovation are encouraged, supported and enabled

System enablers

Flexible, future-fit infrastructure that enables world-class healthcare

Adaptable and sustainable funding and commissioning approach

Integrated and accessible technology, digital health and analytics

Authentic partnerships

Leadership, culture and governance that supports change

How we will get there

HEALTHQ32 sets the future direction for the health system and focuses on being adaptable and embedding innovative models of care and new technologies to improve patient care and deliver services more efficiently. At the heart of the vision are seven system priorities to focus the course of action over the next 10 years in achieving the vision and system outcomes.

Underpinned by strong partnerships, HEALTHQ32 guides our approach to holistically lifting capacity and capability across the health system to ensure the best possible outcomes for Queenslanders, the community, the workforce and health sector partners. This includes recognition that one size does not fit all when it comes to our health system, and strategies to ensure equity of access for regional, rural and remote communities, First Nations peoples and other priority populations will underpin our planning.

We will continue to engage with consumers and carers, clinicians, Hospital and Health Services, Queensland Ambulance Service, Primary Health Networks, Aboriginal and Torres Strait Islander Community Controlled Health Organisations, non-government and community-based organisations, unions, the primary care sector and other government agencies over the life of HEALTHQ32.

We are focused on growing and enhancing the system to ensure all Queenslanders receive equitable, accessible and high-quality care when and where it is needed. We acknowledge and value Queensland's rich diversity and we are committed to working with communities to continue to build on their strengths and deliver services responsive to their needs.



System priorities

Contributing to the HEALTHQ32 vision are seven system priorities and their corresponding system strategies that will drive the future direction for health in Queensland.



Reform Strategy 2032

Delivering connected, equitable, sustainable and integrated healthcare.

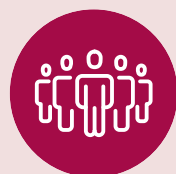
We are building upon our core premise of improving the quality of health outcomes for all Queenslanders, with interventions to lift capacity and capability across the system in an equitable and sustainable way.



First Nations First Strategy 2032

Placing First Nations peoples at the centre of healthcare design and delivery in Queensland.

We will accelerate reform efforts across the system to improve the health and wellbeing experience and outcomes of First Nations peoples for generations to come.



Workforce Strategy 2032

A responsive, skilled and valued workforce where our people feel supported.

We are working towards attracting, developing and retaining a responsive and agile workforce, equipped with the skills and support to deliver the best health services possible across the system.



Consumer Safety and Quality Strategy 2032

Ensuring the delivery of safe and quality healthcare that supports consumers to achieve better health outcomes.

We will transform and optimise clinical service delivery, and add value for clinical services, by co-designing improvements that use technology, and putting them into practice.



Health Services Strategy 2032

Sustainable, personalised healthcare that delivers outcomes that matter most to patients and the community.

We will identify future-orientated strategies to drive patient-centric, outcomes-focused, innovative and sustainable health service delivery.



Public Policy Strategy 2032

Delivering quality advice to government to drive an agile, future-focused health policy agenda.

We value high-quality policy advice that is evidence-based, developed in genuine partnership with stakeholders and recommends integrated solutions to complex policy problems.

We will embed policy infrastructure that delivers exceptional people and analytical capability, policy leadership and the ability to engage across systems and with a range of stakeholders to design and implement enduring solutions that improve the health of Queenslanders.



Research Strategy 2032

A health system where research and innovation are encouraged, supported and enabled.

We will ensure that research is embedded in everyday practice for continual improvement and evidence-based practice and policy, including expanding genomics, fighting disease and improving the quality and longevity of life.

System foundations and enablers that make our vision possible

The system enablers underpin the ways our core functions operate and adapt, as we reshape investment over time to ensure we are on track to achieving our vision.

Our workforce, as an underpinning foundation of the system, and supporting plans will be guided by actionable steps that will grow and strengthen the way care is delivered across the state. We will intentionally partner across the system to activate our enablers to expand and improve care in communities to ensure Queenslanders can access connected, equitable, sustainable and integrated healthcare.

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| <p>Flexible, future-fit infrastructure that enables world-class healthcare</p> | <ul style="list-style-type: none"> Align capital investment to service planning, population health and contemporary models of care. Design and deliver patient-centric capital infrastructure solutions that are flexible, future-fit and consider people, place, technology, environment and whole-of-life considerations. Improve rural and remote infrastructure solutions, informed by meaningful engagement with local communities, including First Nations peoples. |
| <p>Adaptable and sustainable funding and commissioning approach</p> | <ul style="list-style-type: none"> Co-design and co-commission new models of care and services that improve the patient experience and outcomes, and support sustainable health service delivery. Incentivise networked collaboration across services to meet community needs, particularly to support rural and remote areas and priority populations. Deploying flexible funding models that sustainably enable person-centred models of care delivered in partnership. |
| <p>Integrated and accessible technology, digital health and analytics</p> | <ul style="list-style-type: none"> Embrace new technologies and treatments to ensure that best care is delivered regardless of geographic location. Connect information systems and platforms to enable information sharing and virtual models of care. Embed improved data infrastructure and systems that provide real-time feedback, and partnerships that enable secure and effective data collection and sharing. Accelerating our statewide capacity to deliver digitally enabled care to enhance access, experience and clinical outcomes. |
| <p>Authentic partnerships</p> | <ul style="list-style-type: none"> Strengthen collaboration and networks across the system, including with consumers, primary care, community-based organisations and services, aged and disability care and other healthcare providers and social services that are supporting our diverse communities. Drive genuine partnerships to enable shared commitment to health outcomes across government sectors and between jurisdictions. |
| <p>Leadership, culture and governance that supports change</p> | <ul style="list-style-type: none"> Drive operational efficiency and sustainability of health services through responsive corporate and clinical support services. Create transparency to achieve accountability, balancing innovation and risk. Future-proof the system for climate change impacts, disaster and disruption preparedness. Structuring the system to support shared decision-making, collaboration and collective accountability, and growing a culture that prioritises the health and wellbeing of people and teams, and recognises and nurtures good leadership, diversity and capability. |

Delivering the vision

Transforming our health system to realise the future healthcare vision will rely on a connected and coordinated range of initiatives across the short, medium and long-term. These projects and programs of work will be designed to deliver against our system outcomes, made possible by our system enablers.

We know we need to take the time to understand what works from all perspectives across our health system, expand our successful initiatives and be

flexible and aspire to new solutions to provide the best possible healthcare for Queenslanders.

We are committed to change, and *HEALTHQ32* will be translated into a series of strategies and plans across the system priorities, which will describe specific actions, timeframes and responsibilities. These will be developed with our partners and span across three time horizons that will help us to achieve our 2032 vision.

System outcomes

Making this vision a reality requires us to continue to plan methodically with a willingness to adopt different and bold approaches, and a commitment to review and evaluate progress regularly. Indicators of success will be assigned to each outcome and will be measured through a robust evaluation framework to guide investment and progress.

The system outcomes and future indicators of success will be reflected in supporting strategies and the service agreements that the Department of Health has with each of the 16 Hospital and Health Services and Mater Misericordiae Ltd in Queensland. The indicators of success will also be incorporated in the Department of Health's performance management framework to ensure that the public health system realises the vision.

System outcomes

| |
|--|
| <p>Outcome 1: Queenslanders have access to quality and safe healthcare with equitable outcomes.</p> |
| <p>Outcome 2: Queenslanders have overall improved health, a good start to life, healthy ageing and a good end-of-life experience.</p> |
| <p>Outcome 3: Queensland has an innovative, connected and sustainable health system.</p> |
| <p>Outcome 4: Queensland's health workforce is valued, respected and empowered to lead the delivery of world-class health services, each working to the top of their scope of practice.</p> |

We will work with our partners in the health system and other sectors to align our efforts, monitor progress and improve outcomes. We will empower our workforce to contribute to realising our vision. We will also continue to work with consumers and consumer organisations to develop and refine initiatives as part of supporting strategies.

Together, we can create a world-class, evolving health system that all Queenslanders can rely on, and our health professionals are increasingly proud to be a part of, now and into the future.

Glossary of terms

Definitions

Machine learning – the use and development of computer systems that are able to learn and adapt without following explicit instructions, by using algorithms and statistical models to analyse and draw inferences from patterns in data.

Precision medicine – tailoring care to an individual patient, for example through analysis of their genomic profile.

Priority populations – Some groups of people experience significant health disparities related to demographic or environmental factors.

Priority populations include:

- First Nations peoples
- People from multicultural, culturally and linguistically diverse, refugee and asylum-seeker backgrounds
- People with disability
- LGBTQIA+ people
- People living in regional areas
- People living in rural and remote areas
- Older people
- Mental health, alcohol or other drugs clients
- Children in out-of-home care or at risk of entering out-of-home care





HEALTHQ32 A vision for Queensland's health system