

Central Queensland Hospital and Health Service

Strategic Plan 2024-2028

Our vision
Great care for Central Queenslanders

Our purpose
Great people, delivering quality care and improving health

Our values

Care

We are attentive to individual needs and circumstances

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

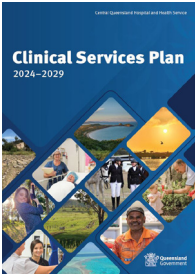
Our commitment to Human Rights
We will respect, protect and promote human rights in our decision-making and actions

Key risks	Key opportunities
By 2036, CQ Health will experience higher demand for our services than ever before, and the complexity of the care needed will increase and our resources will not be sufficient to meet future increases in demand for health services	<ul style="list-style-type: none">Focus on our new ways of working through integrated networks to reduce the duplication among our own services and to reduce duplication between our services and those provided by othersMore networked care across the health continuum and across sectors to increase effective, integrated and sustainable out-of-hospital care models with partnersUse ingenuity and research to deliver care that is evidence based and patient centred
National and Statewide workforce shortages will impact our ability to recruit and retain the skilled professionals to meet the needs of our communities	<ul style="list-style-type: none">Invest in and support our current workforce to help set us up for the futureOptimise staff potential including their ability to be adaptable and respond to change, and support top of scope models
Aged and outdated capital infrastructure restrict the delivery of safe and contemporary care, increasing costs, reducing efficiency and failing to meet community needs	<ul style="list-style-type: none">Optimise planned infrastructure investment to meet community service needs, now and into the futureBest practice infrastructure master planning to identify and address critical infrastructure challenges
IT infrastructure and lack of digital planning and transformation reduces the ability to deliver innovative and progressive health care and limits the use of virtual care models	<ul style="list-style-type: none">Proactive planning that supports innovation and embraces a digitally enabled future that aligns services and service models with new technologies and funding opportunities
Inadequate processes to prevent and/or respond to cyber threats may result in loss or corruption of sensitive information and cause critical service disruption compromising patient care and organisational performance	<ul style="list-style-type: none">Implement more effective contractual arrangements with our ICT third party providers to drive stronger assurance over the adequacy of information security controls and how our sensitive data is protected
Lack of proactive planning and financial stewardship present significant challenges for service sustainability and financial performance	<ul style="list-style-type: none">Prioritise value-based care by implementing contemporary models of service delivery that improve patient access and outcomes CQ-wideLeadership, creativity and agility to influence innovative service delivery and support continual optimisation across the broader health networkDevelop a sustainable financial response supporting future sustainability and to ensure the best use of our collective resources
Consumer and community input is not effectively integrated into health service planning and delivery impacting our ability to provide effective health outcomes	<ul style="list-style-type: none">Implement evidence and undertake research to meet the increasingly complex health care demands of Central QueenslandersCo-design with our people to deliver equity across the workforce and community

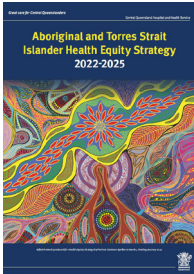


Destination 2030: Great Care for Central Queenslanders is our long term strategy designed to:

- deliver great care for Central Queenslanders
- improve the health of Central Queenslanders
- shape the future of hospital and healthcare across our region.



Our **Clinical Services Plan 2024-2029** identifies the priority actions we need to take to provide safe and sustainable service models to meet the needs of the Central Queensland population, now and into the future.



Our **Health Equity Strategy 2022-2025** will guide our commitment to health equity on these principles:

- Improving health and wellbeing outcomes
- Eliminating racial discrimination and institutional racism within the service
- Increasing access to healthcare services
- Influencing the social, cultural, and economic determinants of health
- Delivering sustainable, culturally safe, and responsive healthcare services
- Working with First Nations peoples, communities, and organisations to design, deliver, monitor and review health services.



Objective



Great Care, Great Experience

Safe, compassionate care, delivered to the highest standards, close to home, with consumers at the heart of all we do



Great People, Great Place to Work

Great staff working in great teams with a culture of supporting and investing in our people's future



Great Learning and Research

Great place to learn, research and shape the future of healthcare



Great Partnerships

Working collaboratively with our partners to deliver great care and improve the health of Central Queenslanders



Sustainable Future

Securing the future of great healthcare with efficient, effective, affordable and sustainable services

Strategies

- Partner with patients, consumers, community, staff and clinicians, with an emphasis on health equity and patient experience
- Redesign models of care to improve efficiency and accessibility, and reduce service duplication
- Embed an integrated care approach to ensure coordinated transitions and continuity of care in and out of hospital across the entire care journey and as close to home as possible and supporting our consumers and their families
- Expand virtual care modalities to deliver more care closer to home and empower health management through health literacy and information

- Embed our culture of caring for our people and prioritising workforce wellbeing and enabling decisions to be made close to our teams and patients through distributive leadership
- Develop leadership capabilities of our workforce
- Commit to a diverse workforce that represents our whole community including development of first nations roles
- Provide workforce pathways and professional frameworks that support the development of our people across the entire career continuum
- Deliver innovative workforce models that ensure the best and highest use of our people, resources and technology
- Update our workforce strategy and develop and implement a Strategic Workforce Plan that attracts and retains people with the right skills and capabilities to meet the health care needs of our communities, now and into the future

- Embed a culture of structured continuous, and evidenced based quality improvement that is aligned with operational and strategic priorities and clinical and non-clinical governance pathways
- Develop the skill and capability of clinical staff to deliver the next generation of clinicians, through embracing innovative technology and practices
- Establish clear governance structures and processes for Research and Clinical Trials in CQHHS
- Develop Research capability through structured training and development programs and ensures equitable access to opportunities regardless of professional stream
- Increase opportunities for our people to engage with research and the translation of innovative research into action

- Invest in partnerships with Statewide networks and other HHSs for sustainable service models
- Build collaborative partnerships with internal and external education and service providers that improve access for our community and staff
- Foster a collaborative partnership with public health and hospital foundation, CQ Shines
- Foster partnerships with the Primary Health Network and Private Care Providers to deliver contemporary and integrated services across our region
- Deliver our Health Equity Strategy through co-design and in consultation and equal partnership with Aboriginal and Torres Strait Islander people and services

- Coordinated service delivery across the health service that optimises resources and manages demand through a consistent, proactive approach to planning, resource allocation and quality service delivery
- Deliver workforce sustainability through innovative attraction and retention initiatives, succession planning and partnership models
- Fit for purpose infrastructure to deliver contemporary models of face to face and virtual care
- Clear health information strategy to ensure the use of data systems to predict demand and best utilisation of resources
- Embed robust governance processes and structure across the health service to improve culture and accountability and attain the best possible outcomes for our community

Our measures of success

- Our patients have a positive care experience with improved access to culturally safe and responsive care, and better health outcomes
- We deliver contemporary models of service delivery that support us to meet the objectives identified in the Service Delivery Statement and Service Level Agreement

- Our workforce have one of the best staff experiences in Queensland
- We attract, retain and grow our own workforce with a strong commitment to caring for our people so they can care for Central Queenslanders
- Our workforce reflects the diversity of the communities that we care for

- Our staff have completed more professional development and learning programs
- Increased participation (and locally led) research and clinical trials

- More formalised partnership agreements for services that create continuity in patient care and fill critical service gaps
- Aboriginal and Torres Strait Islander community is involved in the co-design of culturally appropriate care

- Increased self-sufficiency for the delivery of more care closer to home
- Achieve sustainable positive financial results and increased capability for financial stewardship and future service planning
- The achievement of our Service Agreement Performance Measures
- Delivery of infrastructure program to meet community health needs on time and on budget
- Information Security Management System (ISMS) reporting

Government sub-objectives for the community

- Keeping Queenslanders safe
- Backing our frontline services
- Honouring and embracing our rich and ancient cultural history

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- Keeping Queenslanders safe
- Backing our frontline services
- Building Queensland

Central Queensland Hospital and Health Service supports the Government's objectives for the community:



Good jobs:
Good, secure jobs in our traditional and emerging industries



Better services:
Deliver even better services right across Queensland



Great lifestyle:
Protect and enhance our Queensland lifestyle as we grow

The plan aligns to the Queensland Government's HealthQ32 vision and Reform Strategy and considers the context of our region and health service.