

Strategic Plan

2023-2027

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

Respect

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

Integrity

We are consistently true, act diligently and lead by example

Commitment

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

We will respect, protect and promote human rights in our decision-making and actions

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 2025 milestones 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



Our contribution to government objectives

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



Supporting jobs



Backing small business



Making it for Queensland



Investing in skills



Better services

Deliver even better services right across Queensland



Backing our frontline services



Keeping Queenslanders safe



Connecting Queensland



Educating for the future



Great lifestyle

Protect and enhance our Queensland lifestyle as we grow



Protecting the environment



Growing our regions



Building Queensland



Honouring and embracing our rich and ancient cultural history

In addition to the Government's objectives for the community, our strategic objectives support **My health, Queensland's future: Advancing health 2026**

Health Equity

The health inequities facing Central Queenslanders are stark. The life of an average Central Queenslander is two years shorter than that of an average Queenslanders, and the life of an Aboriginal and/or Torres Strait Islander person in Central Queensland is 12 years less than the average Queenslanders.

Central Queensland Hospital and Health Service is committed to delivering Health Equity for Central Queenslanders and the Aboriginal and Torres Strait Islander community.

Delivering Care Close to Home and removing barriers to accessing health care are integral to delivering Health Equity, as is education and promotion of healthy lifestyle choices through programs such as 10,000 Lives.

To Close the Gap for Aboriginal and Torres Strait Islanders we will:

- Implement health equity strategy
- Strengthen our cultural agility and build our Aboriginal and Torres Strait Islander Health and Wellbeing Unit
- Develop a workforce that reflects the community
- Deliver services from an environment that is culturally safe and culturally appropriate
- Deliver effective health care engagement and involve Aboriginal and Torres Strait Islander communities in planning and delivery

Care Close to Home

Difficulties accessing health services locally has the potential to significantly impact the quality and length of life for Central Queenslanders, particularly those in rural and remote areas.

Central Queensland Hospital and Health Service is committed to delivering Care Close to Home to facilitate timely access to appropriate health services and reduce the encumbrances associated with traveling away from home, family and support networks.

To deliver Care Close to Home, we will:

- Increase the use of technology to connect patients and consumers with expert medical advice. This includes the development of virtual hospital wards that deliver care in the home, and increased use of Telehealth services
- Increasing the range and specialty of health services available, including:
 - Introduction of invasive cardiology and supporting satellite clinics
 - Increased surgery option at Gladstone Hospital's West Wing
 - Increased mental health inpatient capacity
 - Increased renal dialysis services
 - Increased aged care capacity in our Multipurpose Health Services
- Improving recruitment and retention of highly skilled frontline staff, and grow our own through effective partnership initiatives such as:
 - Regional Medical Pathway which will produce graduate doctors in Central Queensland
 - Work-ready allied health staff developed at the Sub Acute Chronic Care Rehabilitation clinic at CQUniversity

Objective

Strategies

Our measures of success

Great Care, Great Experience

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

- Deliver planned service improvements to meet the health needs of patients with the right health staff delivering the right services in the right place at the right time
- Deliver safe health services closer to home
- Deliver effective hospital avoidance measures including Hospital in the Home, Telehealth and place-based care
- Reduce the life expectancy and other health inequities facing Central Queenslanders as highlighted in the Rural and Remote Health and Wellbeing Strategy 2022-2027.
- 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

- Meet the service objectives identified in the Service Delivery Statement
- 5% reduction in smoking rate
- 5% annual increase in Telehealth appointments reflecting reduced patient travel
- 5% annual increase in (Non-COVID-19) Hospital in the Home admissions
- Reduce patient travel through increased use of hospital avoidance measures including Telehealth and Hospital in the Home.
- Increase in compliments received year on year

Great People, Great Place to Work

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

- Attract and retain people with the right skills and capabilities
- Create healthy and safe workplaces promoting staff wellbeing
- Develop an engaged and valued workforce that reflects our diverse community
- Plan to deliver an agile workforce
- Staff reach their best potential through learning and development

- Workforce retention rates improve
- Improvement against Working for Queensland key indicators
- Aboriginal and Torres Strait Islander peoples employment targets met
- Rate of locum and agency staff usage is reduced
- 150 staff receiving leadership training

Great Learning and Research

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

- Develop the skill and ability of clinical staff to deliver the next generation of clinicians
- Increase research opportunities and the translation of innovative research into action
- Increase learning opportunities for all staff around Aboriginal and Torres Strait Islander health, wellbeing and healing

- Increased number of peer reviewed publications from staff
- Increased internal and external funding for research
- Increased number of postgraduate research student supervision
- Increased participation (and locally led) clinical trials including Tele trials
- Establish a Clinical Trials Unit/Clinical Research Unit to support research

Great Partnerships

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

- Partner with primary care to reduce non-acute attendances at hospital facilities
- Deliver co-ordinated and supported health services with acute care partners and primary care providers
- Listen to Aboriginal and Torres Strait Islander communities to co-design an Aboriginal and Torres Strait Islander Health and Wellbeing Strategy
- Implement Health Equity Strategy
- Develop innovative and sustainable models to deliver effective public-private healthcare relationships.

- Service Level Agreements established with private service providers
- Full medical program is delivered in partnership with key providers
- Aboriginal and Torres Strait Islander community is involved in the co-design of culturally appropriate care
- Partner with General Practitioners and pharmacies to maintain high-level COVID-19 protection in the Central Queensland community
- Effective public-private model implementation at Gladstone West Wing

Sustainable Future

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

- Sustainability initiatives delivered in a planned and structured process
- Deliver essential infrastructure projects to meet community health needs on time and on budget
- Deliver a contemporary and fit-for-purpose Executive and health service structure

- Break even to 1% budget surplus for reinvestment
- Continue development of or open:
 - Woorabinda MPHS upgrade including construction of a 14 aged care bed facility, new kitchen, and laundry expansion
 - Moura MPHS 8 bed aged care extension
 - Rockhampton Mental Health Inpatient Unit expansion and upgrade
 - Blackwater MPHS replacement
 - Rockhampton Hospital cardiac theatre.
- 5% annual reduction in medical labour spend on locums

Key opportunities

- Actively support the Rural and Remote Health and Wellbeing Strategy 2022-2027 and the Digital Strategy for Rural and Remote Health to deliver equity in health outcomes for Central Queenslanders.
- Develop innovative and progressive rural healthcare delivery supported by the digital revolution and virtual care models.
- Use ingenuity and research to develop community driven care that is delivered close to home by a values-driven healthcare team.
- Leverage success of the Regional Medical Pathway to pursue the ambition of a university hospital supported by an academic health centre encompassing teaching and translational research.
- Develop a sustainable financial response supporting future sustainability in a post-pandemic setting.
- Support the Executive Director to lead the Aboriginal and Torres Strait Islander Health and Wellbeing Directorate to deliver equity across the workforce and community.
- Deliver increased capacity in cancer, cardiac, renal, mental health services to reduce the need for patient travel.

Key risks

- Resources are not sufficient to meet future increases in demand for health services driven by population demographics and lifestyle.
- Aged and outdated infrastructure restrict the delivery of safe and contemporary care, increasing costs and reducing efficiency.
- Capital and IT infrastructure reduces the ability to deliver innovative and progressive health care and limits the use of virtual care models.
- Inability to recruit and retain the right staff in the right place compromises the ability to deliver Great Care, Great Experience.
- Consumer and community input is not effectively integrated into health service planning and delivery impacting our ability to provide effective health outcomes.
- Failure to appropriately assess and plan for escalating rate of change in population demographics, technology, evolution in health service delivery practices and tightening fiscal policy.