



Destination 2030

Great Care for Central Queenslanders

Our strategy to deliver Great Care for Central Queenslanders, improve health, and shape the future of healthcare across our region.

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Destination 2030: Great Care for Central Queenslanders received overwhelming support during a six week consultation of CQ Health staff, patients, consumers, special interest groups, partners and the community.

The final version was developed from 16 separate staff consultation and 11 community consultation sessions, 50 pages of feedback received from an online consultation and submissions from staff, community groups, patients, consumers and partners.

It received significant media coverage from local radio, television and newspaper outlets across Central Queensland and the Destination 2030 consultation draft was shared broadly across social media. The feedback received will continue to provide valuable context to the development of plans to realise the aims and objectives of Destination 2030; Great Care for Central Queenslanders.

We thank all those who shared their valuable suggestions and opinions.

Central Queensland Hospital and Health Service, Destination 2030: Delivering Great Care for Central Queenslanders

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Welcome to Destination 2030

We are pleased to set out Destination 2030 - our long-term strategy to deliver Great Care for Central Queenslanders; to improve the health of Central Queenslanders; and to shape the future of hospital and healthcare across our region.

This strategy recognises that great care and experiences for our geographically and socially diverse community will be achieved through the provision of great people and a great place to work; and a commitment to the structured, well-planned investment in the development of facilities, infrastructure, services, innovative practice, technology, training and development, and research.

Our vision will deliver seamless digital information access across facilities and partners in service delivery, allowing access anywhere and any time to clinical information to improve the care we deliver. This digital transformation will deliver radical improvements in care and support the use of technology to overcome the distance between patient and clinician. We will have a truly integrated health service that meets community needs, saves lives, extends lives and improves the quality of life for those who require care.

With the support of partnerships, we will educate and motivate the community to make better lifestyle choices in an effort to enhance the health and wellbeing of our community. Smoking, obesity, alcohol consumption, skin cancer and inactivity will be the key focuses of our attention; as will closing the gap in the health disparities for Aboriginal and Torres Strait Islander people.

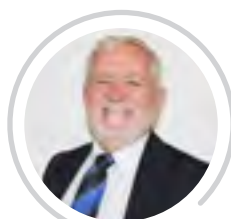
Each of our facilities has a vital role in our future effectiveness. We will deliver expert care close to home by investing in an extensive range of specialist services at Rockhampton Hospital for all Central Queenslanders; deliver comprehensive general hospital services at

Gladstone Hospital for Gladstone and Banana communities; deliver a broader range of services from Biloela and Emerald hospitals to reduce the need for travel from those communities. Our smaller hospitals and multi-purpose health services will be pivotal to provide the face-to-face and digital access to quality, timely and local care.

Innovation, technology, research and investment will deliver excellent outcomes for our patients needing care or support from our community health and out-of-hospital services, such as mental health, oral health and aged care. Advances will allow safe and effective monitoring and care delivery in the home or in their community close to home and link patients with their families.

We will achieve our vision with the support of our greatest asset - our staff. They are passionate, committed and determined to do everything they can to provide great care. We will support, develop and encourage our staff, create a great culture and reputation, and deliver a great place to work.

By 2030 our ambition - driven by our vision of Great Care for Central Queenslanders - is for Central Queenslanders to be amongst the healthiest in Australia, and for our health services to be amongst the best in the country.



Paul Bell
Chairman



Steve Williamson
Health Services
Chief Executive

Destination 2030: Great Care for Central Queenslanders

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. Our vision and our strategy for the next decade and beyond is set out in this document and it provides a clear vision for the future and the key milestones for 2020 and for 2025 that we will use to measure our progress on our journey to Destination 2030. 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 deliver and design services, our clinical outcomes and our patient and consumer experience will be amongst the best in Australia, and CQ Health will be the best place in Queensland for health staff to work.

In delivering this vision, there are significant challenges for our communities and our hospital and health service, together with a rapidly changing context for health services across the country and internationally. Our Destination 2030 strategy sets out these challenges and that changing context and also our ambitious plans to address these challenges, improving the care, experience, clinical outcomes and ultimately helping to improve the health of our population across Central Queensland.

Our challenge: the health of Central Queenslanders



We face significant immediate challenges in the health of our population across Central Queensland including:

- smoking rate almost 40% higher than the Queensland average
- obesity rate 20% higher
- high risk alcohol consumption 15% higher.

These and other key factors have significant impacts on the prevalence of disease, including cancer, heart disease and diabetes.

Central Queenslanders' median age of death is two years earlier than the State average. The median adjusted life expectancy for our Indigenous population is similar to the State average, but is 12 years less than the expectancy

for the whole Queensland population and there are many more very significant challenges and inequalities for our Aboriginal and Torres Strait Islander communities.

Positive mental health is an important component of more general health and wellbeing. The prevalence nationally and locally of mental and behavioural problems has increased about 3.4% a year for the past 10 years, and this trend is likely to continue. In 2012, around 14% of the Queensland population reported having mental and behavioral problems that lasted six months or longer.

Unless these issues and ongoing trends are addressed now, they will lead to significantly increased pressures on our health services across Central Queensland.



Key risk factors



17%

of adults were **daily smokers** in 2015-2016

38%

higher than rate for Queensland



29%

of adults were **obese** in 2015-2016

20%

higher than rate for Queensland



25%

of adults were **risky drinkers** in 2015-2016

15%

higher than rate for Queensland

Median age at death

Female



82 years

1 year less than the Queensland median

Male



75 years

2 years less than the Queensland median

68%

projected growth in our **older population** (aged over 65) by 2026



93%

of 5 year olds were fully **immunised** in 2015
1% higher than rate for Queensland



59%

of women aged 50-69 participated in the **BreastScreen** program in 2013-2014
2% higher than rate for Queensland



Non-Indigenous

Indigenous

Half of all **non-Indigenous deaths** occurred in people aged under

79 years

Half of all **Indigenous deaths** occurred in people aged under

58 years

12.1 year

gap in health adjusted life expectancy between Aboriginal and Torres Strait Islander residents of CQ Health region and the total Queensland population



The changing health context

A number of factors will significantly influence the future of healthcare in Queensland and across Australia.

■ A digital world: transforming our services through technology and innovation

Technology and innovation will radically shape the future of healthcare across Australia by 2030. Rapid developments in genetic research and the emerging field of personalised medicine will enable much greater targeting of clinical intervention for individuals and families. This will have huge impacts on cancer treatments, chronic and environmental disease management, and other areas across medicine.

Transforming how patient information is digitally stored, accessed, shared and used to inform clinical decisions has the potential to radically improve patient safety, outcomes and experience. Telehealth is already transforming the delivery of healthcare and this will continue. Patient and staff expectations are also significantly changing as more services across the private and public sector are accessed online. Queensland Health's ambitious digital strategic vision to transform services, focusing on digital health, digital disruption and digital security, will support our ambitions to connect healthcare across Central Queensland.

■ A triple threat: growing demand, ageing population, financial pressures

Health services across Australia face increasing demand fuelled by lifestyle-related illness and improved medical outcomes, an ageing population and significant financial pressures. Our population is forecast to grow more than 20% by 2030, which will significantly increase demand on our services. Our older population (aged over 65) is expected to grow by 68% over the next ten years. As the population of Central Queensland ages so too will the workforce delivering health services.

Financial pressures to reduce the cost of medical services across Australia and Queensland are also present. This combination of increasing demand, more complex health needs, and more challenged financial resources represents a significant triple risk unless we can transform our services over the coming years.



■ Queensland Health 10 year vision: *My Health, Queensland's Future: Advancing Health 2026*

The Queensland Health 10 year vision sets an ambitious plan to transform healthcare and enable Queenslanders to be amongst the healthiest in the world by 2026. This strategy is based on five principles of: Sustainability; Compassion; Inclusion; Excellence; and Empowerment. It sets out four key strategic directions:

- Promoting wellbeing
- Delivering healthcare
- Connecting healthcare
- Pursuing innovation

My Health, Queensland's Future sets an aspirational vision of making Queenslanders among the healthiest people in the world. Our strategy for Central Queensland is underpinned by this vision for the future of healthcare across our State and supports Queensland Health's Queensland Central Regional Planning process.



■ The Department of Health Strategic Intent 2016-20

The Australian Government's Department of Health Strategic Intent 2016-20 highlights three strategic priorities to deliver its vision: Better health and wellbeing for all Australians, now and for future generations:

- Better health and ageing outcomes and reduced inequality
- Affordable, accessible, efficient, and high quality health and aged care system
- Better sport outcomes

Our strategy for Central Queensland is underpinned by these strategic visions for the future of healthcare across our State and nation.

■ Beach to bush: our regional and rural health service

At more than 115,000 square kilometres; our region is nearly twice the size of Tasmania and presents significant challenges to our patients, consumers and staff in accessing and delivering hospital and healthcare across a diverse coastal, urban and rural landscape.

Communities rightly expect local care; however, this must be balanced with the delivery of sustainable health services. Our region is also located in the middle of a 1200km gap between bigger specialist centres at the Sunshine Coast and Townsville, leading to challenges and delays in accessing important specialist services.

Our region is a great place to live, work, learn and play, and offers a great quality of life for health workers in every profession. Building on this quality of life and the opportunity to build a career, will be an important part of our recruitment and retention success as we develop our workforce over the next decade.



A digital revolution: connecting care and transforming through technology

Digital revolution will underpin every aspect of our vision, strategy and the objectives that will shape our services through to 2030.

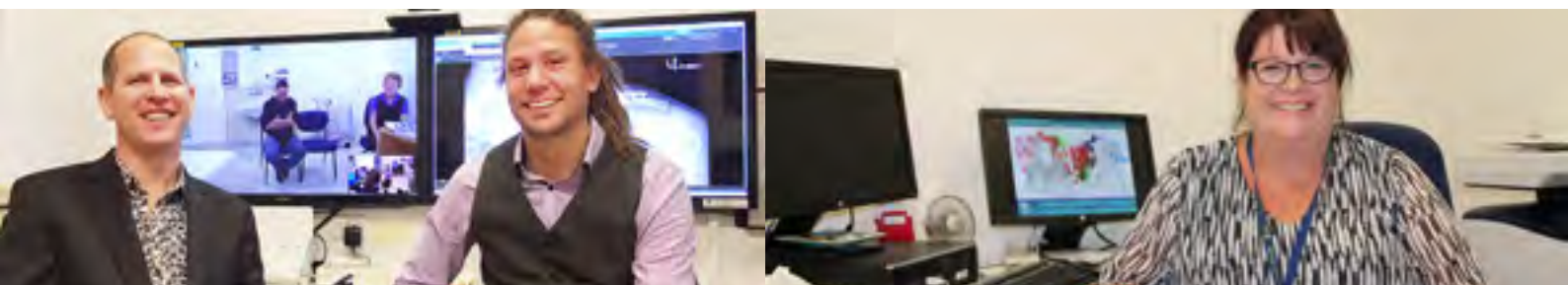
Digital Connectivity – We will deliver connected digital healthcare within the health service by expanding and transforming the use of information and communication technologies for health service delivery to our consumers. In addition, we aim to provide digital connectivity to our service partners including General Practitioners, ambulance service, and private hospitals to support seamless care for our consumers. Our services will be accessible electronically to our consumers, patients and our staff across Central Queensland. This Digital Connectivity will also provide a suitable platform for supporting research, digital education and monitoring public health.

Digital Interruption – Digital interruption will provide transformation opportunities to evaluate and reshape the current service delivery through the pursuit of new and innovative healthcare models. Digital interruption will be the enabler to move to a customer centric model, where the consumer is at the center of service design and service delivery. In doing so, digital interruption will be one of the core enablers to our overarching vision – Great Care for Central Queenslanders.

Digital Security – The seamless interconnectivity between our digital strategy and of *Queensland Health's Digital Strategic Vision for 2026* enables full integration of Queensland Health's Digital Security platform for data protection. This will provide greater capability to govern, manage and secure our information, as the Digital Security platform provides an even greater focus on cyber security across our devices, staff and partners.

Our digital strategy will include:

- digital real-time access to clinical information anywhere across our health service
- digital real-time access to clinical appointments closer to home through significantly expanded services including Telehealth
- integrated, seamless healthcare with the 'GP viewer' enabling shared access to patient records
- digital real-time discharge letters to General Practitioners and other health partners with immediate electronic information following hospital discharge
- improved digital literacy of our staff, partners and consumers to enable maximum benefit
- enhanced digital security solution consistent with the relevant State and Federal cyber security protocols
- a digital change management process including process redesign.



A new world across Central Queensland

This digital revolution over the next decade will touch most aspects of our services, such as:

■ **Healthcare providers** – Secure real-time comprehensive patient information to healthcare providers within the Health Service including clinical network and regional specialists, to enable timely diagnosis and treatment options. Further, a digitally enabled and integrated system will facilitate timely and accurate clinical decision-making resulting in improved quality of care.



■ **Healthcare Consumers** – A complete picture of health information will be available to consumers and healthcare providers including treatment and care even through services such as Telehealth and Hospital in the Home.



■ **Clinicians** – A modern, IT enabled workplace with systems and digital access designed to assist with the provision of safe and timely decision making and the provision of quality of care.

■ **Our staff and other users** - A digitally enabled and vertically integrated health system will provide timely and accessible information for improved decision making and service planning.



Our vision: Great Care for Central Queenslanders

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.

By 2030, all our clinical, service and performance information will be digital with real-time access to information to improve the care we deliver to Central Queenslanders. Wherever possible, we will digitally connect to our General Practitioners and other health partners to provide seamless care to our patients and consumers.

Our services will be designed and delivered around the needs of our community. Fewer patients will need to travel out of Central Queensland as we develop high quality specialist services at our regional hospital in Rockhampton to help bridge the 1200km gap in tertiary health services that stretches from the Sunshine Coast to Townsville.

We will deliver more care locally using technology to expand Telehealth and other methods to connect patients with clinicians and a regional clinical network approach. We will provide great care everywhere we deliver it.

Central Queensland services will be welcoming and culturally safe, reflecting our diverse communities.

CQ Health will be the best place in Queensland for health staff to work and our consumer experience will be amongst the best in the country. In partnership with our regional universities we will excel in clinical research which will be rapidly translated into better clinical care and outcomes for our patients. We will provide one of the best contemporary learning and development environments for health staff. Our partnerships across Central Queensland will help us improve life expectancy for Central Queenslanders and tackle the significant health challenges facing our communities now.

Destination 2030 – our key objectives

Five key objectives have been developed to guide the first five years of *Destination 2030* and drive the improvement that will deliver Great Care for Central Queenslanders, improve the health and wellbeing of our communities and make Central Queenslanders amongst the healthiest in the world.

The first two objectives - 'Great Care, Great Experience', and 'Great People', Great Place to Work' - will shape everything we do.

Our organisational values will create a workforce culture of engagement, motivation and fulfil potential to deliver our key objectives. Our values will influence every interaction and every decision.

Care

We are attentive to individual needs and circumstance

Integrity

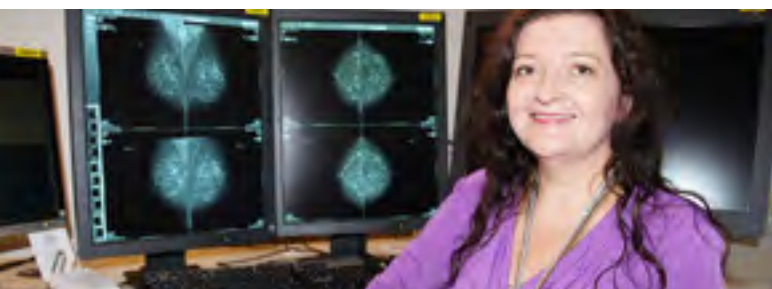
We are consistently true, act diligently and lead by example

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 vision **Great Care for Central Queenslanders**

Our mission **Great people, delivering quality care and improving health**

Great Care, Great Experience

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

Our 5 strategic objectives



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



Great Care for Central Queenslanders: our objectives to support our vision

Our five strategic objectives will focus the work of CQ Health over the first five years of that vision.



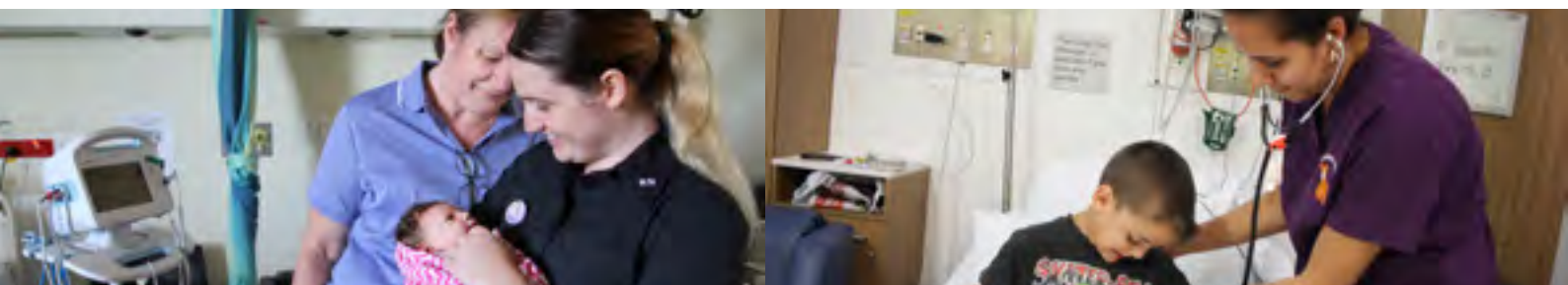
Great Care, Great Experience

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

- Rigorous quality and innovation program focussed on great patient experience and outcomes.
- Digital transformation of services across Central Queensland designed to enable greater collaboration between patients and health care providers, more choice and better experience. The digital transformation will provide a new level of partnership, decision support, safety and data analysis to drive quality, efficiency and promote innovative new models of care across the patient journey.
- Clinical services masterplan which ensures a planned, staged program of increasing access and availability of services locally, to enable the people of Central Queensland to access care closer to home. The masterplan will include specific aged care, mental health, preventive health and Close the Gap strategies for Central Queensland.
- A culture of engagement, partnership, compassion and service to the great people of Central Queensland to become a trusted provider of care.

By 2030

- Our digital health service will connect health wherever it is delivered to support radical improvements in care, enabling a digital, paperless hospital and health service, expanded Telehealth, and wherever possible digitally connecting our services with those of our partners including General Practitioners to support seamless care for our patients.
- Rockhampton Hospital is a regional centre, reducing the need to travel to Brisbane, providing quicker diagnosis and intervention in acute services like cardiology and vascular services for all Central Queenslanders.
- Working in a clinical network, Gladstone, Emerald and Biloela hospitals will provide enhanced hospital services at these key regional hubs to improve access and outcomes for residents across Central Queensland.
- A network of smaller local hospitals across Banana, Central Highlands and wider Central Queensland will ensure we maintain local access to hospital and health services for our rural communities.
- We will be a State leader in transforming care through our out-of-hospital and allied health services and partnerships with other health providers, and in transforming care through digital technology.
- All of these elements will enable CQ Health to deliver great care and support our communities to be amongst the healthiest in the world.





Great People, Great Place to Work

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

- Strengthen our highly skilled, high performing workforce through innovative leadership and capability development programs, to deliver quality patient-centered care for our communities.
- Embrace a great workplace culture that attracts great people, built on our core values of Care, Integrity, Respect and Commitment, and where people are proud of their health service.
- Design an integrated workforce working in interdisciplinary teams led by stable and transformational leadership.
- Create a workforce reflective of the great diversity of Central Queensland communities supporting the range of services that we provide.
- Recognise and empower a stable, flexible, engaged and rewarded workforce to achieve greatness.
- Promote and deliver safe and healthy workplaces that put the wellness of our people first.

By 2030

- CQ Health has a strong and vibrant workforce that reflects the great diversity of its communities and residents.
- Our Great People, Great Place to Work strategy is widely recognised for delivering one of the best recruitment and retention rates for all regional and rural health services across Australia.
- Flexible and adaptable workforce models and innovative job designs are in place to support best-practice interdisciplinary service delivery models in rural and remote areas.
- Contemporary integrated workforce systems are in place and are driving dynamic connected planning.
- Comprehensive and relevant workforce data continues to be easily accessible to support informed decision-making across the workforce continuum and maps to, and benchmarks against, other industry workforce exemplars.
- Empowered staff across CQ Health, working in great teams, with a common supportive and friendly culture are engaged in every one of our services.
- Quality and technology supported communication systems are in place with highly visible leadership continuously celebrating success and identifying, promoting and delivering continuous improvement.
- We are nationally recognised for investing in and developing our people for the future.
- One of the best places for health staff to work in Australia.
- We provide one of the best staff experiences for health services across Australia, with staff seeking to work in and stay at CQ Health because of this reputation.
- Strong formal partnerships and linkages with unions, colleges and universities and local, national and international workforce experts ensure we continue to be at the leading edge of contemporary workforce design and planning.





Great Learning and Research

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

- Lead excellent, innovative, collaborative and translational health research.
- Skill and develop our people for excellence in care delivery, teaching and research.
- Deliver a sustainable evidence-based education model focused on people through workplace-based learning to support safety and quality.
- Be lead partner in Central Queensland for health education and training providers and learners.
- Deliver an innovative learning environment to ensure education delivers patient-centred care and a culturally appropriate workforce.
- Support translation of new knowledge, research and innovation into everyday practice.
- Grow development opportunities through targeted investment and strategic commercialisation.

By 2030

- CQ Health will be a great place to learn for all our staff and trainees across out service, with our people applying knowledge and skills to support safety and quality.
- Great research program and reputation of translating that research quickly into new clinical practices to improve patient and consumer experience and outcomes.
- Inherent culture of embracing and supporting teaching, training and research for all professional disciplines.



Great Partnerships

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

- Transform CQ Health through an integrated model of care across Central Queensland.
- Collaborate with the Primary Health Network and our wider health partners to deliver the seamless care our communities want.
- Build excellent partnerships with learning organisations to support our great care, great people, great place to work, and our learning and research objectives.
- Improve the health of Central Queenslanders in partnership with our communities, education, health, councils, employers and other partners.
- Engage with those we provide with care, and their families, to include their voice in all decision about their care, how it is designed and how it is delivered.
- Develop robust and trusting partnership with staff to continuously improve the delivery of innovative and contemporary services that are reactive to change.
- Develop and enhance our strategic partnership with Defence Forces using the Shoalwater Bay area to enhance health provision to defence forces, provide programs to enhance health skills, and broader health and defence partnership opportunities.

All objectives are underpinned by our **core values**:

Care

We are attentive to individual needs and circumstance

Integrity

We are consistently true, act diligently and lead by example





Sustainable Future

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

- Reinvestment for a sustainable future through surplus.
- Develop innovative and contemporary models of care by empowering staff to continuously improve quality, performance and productivity through initiatives such as CQ Way.
- Deliver evidence-based service planning.
- Leverage digital interruption to drive quality, safety, productivity and innovation.
- Infrastructure investment that also considers future utilisation.
- Develop resilient infrastructure to withstand extreme weather events.

By 2030

- Deliver annual incremental sustainability and efficiency improvements to reinvest in emerging and future health care needs.
- Collaboratively partner with governments to identify current and future infrastructure needs or trends requiring capital commitment.
- Financial performance and sustainability are part of everything we do.
- 10,000 fewer patient journeys with our regional services, Telehealth and clinical network approach.
- Central Queensland wide service delivery using fully connected digital environment.
- Become one of the most efficient and productive health services in Australia.
- An improved, contemporary physical environment for our patients, consumers and staff.

By 2030

- CQ Health working with our partners to deliver great care and improve the health of Central Queenslanders.
- 10,000 lives program to reduce smoking prevalence completed with partner support leading to one of the lowest smoking rates in the State and ultimately 10,000 fewer smoking related deaths in our region.
- Obesity, diabetes, alcohol, mental wellbeing and wider health and wellbeing strategies developed with partners and embedded across our region, reducing the significant health impacts of these risk factors across Central Queensland.
- Great partnerships with our health, education, Primary Health Network, community, research and other partners supporting our reputation for great research, great learning and education, and delivering seamless, integrated, great care to Central Queensland.
- Closed the gap in life expectancy for Indigenous communities.

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



The shape of things to come

Destination 2030: Great Care for Central Queenslanders delivers a vision of CQ Health services provided in 2030 that deliver quicker and closer access to great quality hospital and health services.

The vision was developed to meet the growing needs of Central Queenslanders and provide more care closer to home, helping to bridge the gap in the delivery of tertiary services between Sunshine Coast and Townsville.

Each of our hospitals and facilities across Central Queensland has a role to play in our vision for the future. We will strengthen our clinical network across our region with Rockhampton Hospital developed as our regional hub. Rockhampton Hospital will provide support to other hospital sites in a hub and spoke clinical network, reducing the need for travel to Brisbane, and reducing the need for travel within Central Queensland. Gladstone, Emerald and Biloela hospitals will also provide support to our network of smaller hospitals across

our region, helping this network of hospitals provide local access to important hospital and health services.

Rockhampton Hospital's development will allow quicker diagnosis and intervention delivering better clinical outcomes for our communities in important services such as cardiology, cancer and women's and children's services.

Our developments and investments in the hub hospitals at Gladstone, Emerald and Biloela will ensure we maintain local access to hospital and health services for our rural communities.

We will transform our services with new and innovative clinical models of care to avoid unnecessary Emergency Department attendance and admission, and provide services close to home.

Central Queensland will be a State leader in transforming care through Telehealth and our out-of-hospital and allied health professional services by utilising digital technology, contemporary techniques and models of care. Combined into an integrated service, these elements will enable CQ Health to deliver great care and support our communities to be amongst the healthiest in the world.



■ Rockhampton Hospital – the regional centre of clinical excellence

We will develop Rockhampton Hospital as a regional centre of excellence. Our services will be planned, delivered and evaluated with our patients at the centre of everything we do. Providing important specialist services across Central Queensland and the wider mid Queensland area, we will ensure our services are safe and appropriate to meet our community's needs.

Using an integrated hub and spoke model of care Rockhampton Hospital will increasingly work in partnership with other Central Queensland hospitals, specialist hospital services in Brisbane and community and primary care services to increase capacity, expertise and capability across CQ Health to improve local access as we deliver more care closer to home.

Rockhampton Hospital will build a reputation for great teaching and learning opportunities. We will deliver world class multi-disciplinary training programs that will support our staff to deliver the best care possible. We will partner with institutions locally, nationally and internationally to build a culture of innovation and quality improvement, strengthened by our own research and clinical trials.

In addition to providing a full range of hospital services for the Rockhampton region, including Yeppoon and Mt Morgan, in collaboration with our tertiary partners in Brisbane, we will further develop our specialist services to include:

• Cancer Centre

We will build on our exceptional new cancer centre and develop a regional centre of expertise for a wider range of oncology, haematology, interventional radiology and specialist palliative care services, including specialist community based hospice services.

• Surgical and Trauma Centre

We will develop our trauma expertise to provide a regional trauma centre in Central Queensland. We will expand and develop our orthopaedic, urology, general surgery, ear nose and throat, gastrointestinal and ophthalmology services to improve access across Central Queensland.

• Cardiovascular and Respiratory Centre

We will invest in regional cardiovascular and respiratory centre delivering expertise in diagnostic and interventional cardiology, vascular surgery and interventional radiology and addressing the legacy of smoking related disease and other respiratory issues for Central Queenslanders.

• Family, Women's and Children's Centre

We will grow our partnerships with private hospitals, General Practitioners and specialist hospital services in Brisbane to develop an expanded range of family, women's and children's services across a broad range of services, including children's cardiac, cancer and surgical services.

This will significantly reduce the need for our patients to travel away from the support of their family and community to receive treatment, as well as providing quicker access to urgent and important health care.

Access to specialist care closer to home is an important factor in all healthcare outcomes but is particularly crucial in Indigenous communities and for rural and remote locations. By building the capacity of Rockhampton Hospital to provide increased regional specialist care across Central Queensland, we will transform access, improve outcomes, and start to close the health gap for our Indigenous and rural communities across Central Queensland.

As the regional specialist hub for CQ Health, Rockhampton Hospital will provide specialists to support Gladstone, Emerald and Biloela hospitals with an integrated hub and spoke model of clinical service delivery. This will be further developed with specialist clinical teams at Rockhampton Hospital, increasingly supporting our local hospitals in the areas of renal, maternity, emergency care, day surgery and many other services.



■ Gladstone Hospital – comprehensive general hospital for the Gladstone region

We will develop Gladstone Hospital as a centre for emergency care, medical inpatient and day surgery excellence optimising outreach services for rural communities of Banana. This will include the development and expansion of clinical specialties such as surgical, orthopaedic, elderly care, medical cancer and ambulatory health care in collaboration with Rockhampton Hospital as our regional specialist referral hospital. Our partnership arrangements with the co-located Mater Hospital will allow us to deliver a strengthened integrated health service increasing the acute bed base and supporting the aged care service needs of the community.

Gladstone Hospital will expand these services:

• Emergency department and short stay unit

The new \$42m emergency department will extend capacity to deliver additional emergency beds and paediatric and mental health models of care to support the needs of consumers and families from the Gladstone and Banana regions. Our contemporary emergency department equipped with state-of-the-art technology to engage staff development and workforce productivity will transform the experience for paediatric patients and families. A short stay unit will enhance partnerships with community and ambulatory services.

• Day surgery centre

A day surgery centre, supported by an expanded range of specialty outpatient services, will provide access to low complexity surgery care for patients from the Gladstone and Banana regions. In partnership with Rockhampton Hospital, we will increase the volume of same-day and short-stay surgeries in orthopaedic, general and other disciplines done at Gladstone Hospital. By strengthening health pathways with Biloela, Moura, Theodore and Baralaba facilities we will increase capability to step up surgical, medical and obstetric patients. We will develop separate surgical and medical wards to deliver optimal care and experience.

• Specialist outpatient services

We will develop a centre for specialist outpatient services and ambulatory care which will expand the range of specialties to improve timely local access for consumers, along with Closing the Gap initiatives for our Indigenous people. We will progress digital health transformation to improve clinical access and consumer involvement in care including the provision of outreach Telehealth medicine to the Banana rural sites. The additional specialist outpatient services will include paediatrics, orthopaedics, cancer care, renal and geriatrics.

• Women's and Children's centre

We will build on the women's and children's services provided at Gladstone Hospital and continue to provide a broad range of maternity, medicine and women's and children's services for the Gladstone and Banana regions. We will develop further the range of children's outpatient and ambulatory services we provide, alongside a broader range of outpatient and other medical services. Outreach services to our rural areas will be part of the longer term strategy to provide local care, particularly around paediatrics. We will develop women's access to obstetric-led and midwifery group practice maternity services.

Gladstone Hospital will promote and deliver healthcare initiatives with external private partnerships to increase mental health services for adults and children. In building the scope of healthcare services we will foster collegiate health partnerships with rural sites and the Mater Hospital to develop a sustainable workforce.



■ Centre of excellence for rural and remote medicine - beach to bush health care

We will become a centre of excellence in rural and remote medicine by investing in the skills, training, people and infrastructure needed to deliver the highest quality health care, close to home for the people of Central Queensland.

As part of this strategy we will develop Biloela and Emerald hospitals as the key rural facilities for their regions, to deliver health services in communities closer to home. The network of local hospitals and multi-purpose health services across Central Highlands, Woorabinda, Banana, Mount Morgan and Capricorn Coast will provide important local access to a range of in hospital and out-of-hospital services.

Biloela and Emerald will benefit from Gladstone and Rockhampton hospitals providing access to specialist services and expertise. They will support the multi-purpose health services to deliver care through utilisation of innovation, technology, expert support and an expanded range of services.

To support this vision we will develop several key areas:

• Great care, close to home

We will deliver care closer to home to improve health care outcomes and improve patient experience with the support of the regional specialist hub at Rockhampton. A mobile workforce with specialised training will provide skilled outreach care and we will utilise technology to support Telehealth and other innovation that connects clinicians with patients without the need for travel.

• Rural and remote clinical schools

We will partner with universities to develop rural and remote clinical schools at Emerald and Biloela hospitals to train local medical, nursing, midwifery, allied health and Indigenous health students to support the skills and sustainability of the rural workforce into the future. We will become a leading provider of education and research in rural health care in Australia.

As our rural and regional facilities are upgraded they will be designed to allow the delivery of care closer to home. They will be consumer focused, fit for purpose, technology enabled and prepared for the digital revolution.

• Rural resilience

We will develop our trauma capacity in rural and remote emergency departments and improve access in times of floods through development of expanded critical care capacity within key emergency departments as well as helipads to ensure that services are resilient during times of natural disasters.

• Self sufficiency and preventive medicine

We recognise the social determinants of health and will support clients to maximise their opportunities for health improvement in every encounter. We will develop programs in partnerships with key stakeholders to improve access to care in disadvantaged communities, improve health literacy and increase the numbers of brief interventions within rural and remote facilities. We will close the gap for our Indigenous clients through increasing leadership opportunities and community control of Aboriginal and Torres Strait Islander health services.



■ Out-of-hospital care – improving health and wellbeing across Central Queensland

Our out-of-hospital services will transform the way we deliver health care and the way we support our patients, consumers and communities to remain healthy and at home for as long as possible. Our focus for these services is to provide connected and coordinated health care based on the needs of our individual patients and consumers that is timely and prevents avoidable hospital attendance or admission. We will work increasingly closely with General Practitioners and other health partners to ensure the coordinated delivery of patient-centred health care.

We will also increase our focus on: improving health; enabling earlier access to diagnosis, intervention and support; promoting healthy behaviours; and, where we can, preventing injury and illness. We will also ensure that these prevention and early intervention activities build and increase our communities' health literacy and ability to take greater control of their own health.

To support this, we will transform the way we deliver patient-centred care. We will develop much greater interdisciplinary collaboration between our different health professionals and services to ensure community care is tailored to the needs of individual patients and consumers. We will develop and expand new roles such as care navigators and health coaches to support patients and consumers to take greater control of their own healthcare, more easily and quickly receive the care they need, and ultimately support our ambition to improve the health of Central Queenslanders. Our out-of-hospital services will focus on:

• Managing the impacts of chronic disease

Chronic diseases are the leading cause of illness, disability and death in Australia. This increasing prevalence of complex and chronic conditions, combined with their long-term and persistent nature and their impact on quality of life and overall health, is placing unprecedented pressure on individuals, families, our communities and the health system.

We will improve community-based patient access, support early discharge and prevent unnecessary admission to our hospitals. We will work with partners to develop a 10-year health and wellbeing strategy to address the key threats of smoking, obesity, physical inactivity, alcohol and mental wellbeing. We will also partner with general practitioners to ensure an integrated patient-centred approach across all health services and develop integrated pathways for out-of-hospital care for people with complex and chronic conditions.

• Improving mental health and wellbeing

Our mental health services will practice evidence-based early intervention and recovery-focused specialist mental health service delivery to improve the mental health and wellbeing for our communities across the age range. This will be underpinned by the Queensland strategy *Connecting Care to Recovery 2016-21* and will strengthen our regional health and wellbeing strategy and mental wellbeing.

As part of this strategy we will support a new step-up step-down (step up from community care or down from specialist Brisbane-based inpatient care) mental health service at Gladstone; streamline our access pathways to support assessments and care delivery as close to home as possible; embed the national and Queensland suicide prevention strategies; ensure child and youth mental health services are accessible; and provide quality specialist mental health services to the growing ageing population, and in offender health.



- **Improving oral health**

We will develop our oral health services to provide improved access across Central Queensland, particularly for our rural and Indigenous communities who often face greater dental health inequalities than other Queensland communities. Through this we will fulfil the delivery of our strategy to improve the health of Central Queenslanders and set the next generation a strong platform to shape the future.

- **Healthy families**

We will work with public and primary health agencies to promote wellbeing of children by encouraging further development of protection, promotion, prevention and early intervention services. This will include continuation and strengthening of our active role in the LiveWellCQ initiative Every Child Deserves Every Chance. We will strengthen our paediatric services to facilitate an integrated system of specialised care for children and respond to local needs through family centred contemporary models that support continuity of care and care close to home. Services that support the transition across major life stages will be prioritised to ensure continuity of care into adulthood. Our screening and other health services will help consumers take greater control of their own lives.

Already a state leader in Telehealth, we will increase its use through innovative models of telemedicine. Telehealth and the introduction of single electronic health records will support hub and spoke and step-down models of service delivery, with care continuity and equity across all our facilities. Our principles of service delivery will demonstrate that care is delivered by the right clinician, in the right place, at the right time, wherever it is delivered.

Our out-of-hospital services will work seamlessly with our hospital services and with other partners to deliver care close to home. We will provide early access to care where this will reduce the risk of avoidable hospital attendance or admission and provide a seamless transition to community services after hospital. As our out-of-hospital services increasingly work in an interdisciplinary way, we will provide earlier access to assessment, support, diagnosis and intervention, which will all help address the significant health challenges facing our communities across Central Queensland.

- **Supporting disabilities care**

The introduction of the National Disability Insurance Scheme will be a major change in funding arrangements in Australia. Our role in this new framework will be to develop and deliver transitional interventions to assist children, families and adults to identify and access appropriate services and supports from the disability, education and other sectors. Transitional interventions reduce readmission or re-entry following transition from health services to other service provider options. They aim to avoid poor outcomes resulting from ambiguity of understanding of developmental problems or diagnosis and minimise poor outcomes resulting from poor coordination of care.

- **Supporting and improving older persons care**

We will develop an older persons' strategy to support the care and transition of our ageing population. This will include strategies to enable people to live in their own homes for as long as possible and receive compassionate end-of-life care. We will develop and support our aged care services to ensure contemporary aged care models across all settings. The development of relevant partnerships will achieve the delivery of high quality aged care services that help keep our older residents in the best health and provide community-based healthcare to reduce hospital admissions.



■ Improving the health of Aboriginal and Torres Strait Islander communities

We have made progress in supporting Aboriginal and Torres Strait Islander communities in Central Queensland, particularly in the area of access to health care over the past four years. In this area we have worked with Indigenous communities to improve the proportion of our Indigenous population who access healthcare to almost 100%.

We have much more to do and by developing our partnerships with Aboriginal and Torres Strait Islander communities we will make further progress to address the health and life expectancy gap for Indigenous people living in Central Queensland, which is still unacceptably high.

This will be reflected in each of our objectives and in our overarching strategy to 2030. In partnership with communities we will support earlier diagnosis, earlier treatment and intervention, targeted public health programs and continue to shape and develop our services to be responsive to, and reflective of, the needs of Indigenous communities. We will work to incorporate traditional approaches to wellbeing and health, ensuring a service that provides interventions for the whole person, not just medical diagnosis.

We will develop the cultural capability of our staff, ensuring our services are culturally safe and based on the following principles:

- improving Aboriginal and Torres Strait Islander people's health is everyone's business.
- services will be culturally and clinically responsive and appropriate in order to close the gap.
- the diversity in Aboriginal and Torres Strait Islander people and cultures, and their right to equitable, accessible and quality health care is acknowledged and respected.

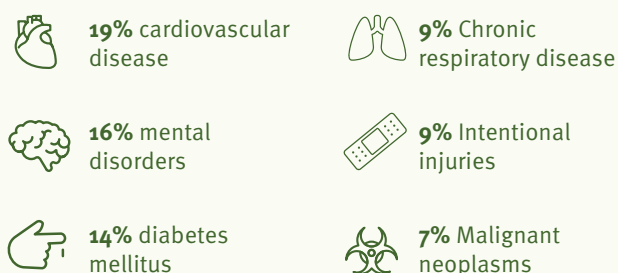
We will work closely with the Woorabinda Council and other partners to improve the health of the Woorabinda community, expanding the range of health services delivered locally and developing the skill set and clinical scope of practice for health teams delivering health care in the community.

We will also ensure that, as one of largest employers in Central Queensland, we take a leading role in improving the employment opportunities for Indigenous communities. We will work with our education and university partners to create new opportunities and targeted development programs to provide better pathways for the Indigenous population in delivering health care. We will monitor our workforce to ensure we employ staff who reflect the population of Central Queensland.

We will create respectful and equal partnerships with Aboriginal and Torres Strait Islander communities across Central Queensland to jointly develop and implement policies, strategies and services that are responsive to the needs of Indigenous communities. In Woorabinda we will strengthen our links with the community and Woorabinda Council to enable greater community oversight and direction of the health services we provide.



Leading broad cause contributors to the health gap:



■ Investing for the future

We will develop an ambitious long-term investment and development strategy to improve the services and experience we provide across Central Queensland. We will focus on a critical digital transformation over the next five years and support the development of new clinical services in Central Queensland to reduce unnecessary travel, provide quicker access to healthcare, and improve the health outcomes from these services. To support this, we will focus on:

• Strategy for reinvestment and sustainability

We will work with staff, communities and partners to deliver sustainability and efficiency improvements that support the delivery of our strategy. This reinvestment and sustainability strategy will inform future investment in our hospital and health services, our digital transformation plans, learning and research, development of our workforce, and improve the environment and experience of our patients and staff.

• Foundation

We will support the development of a foundation for Central Queensland and will work in partnership with the foundation to identify funding opportunities to improve the experience and care we provide and to deliver effective community education.

• Research and education

We will develop strategic partnerships with our regional universities to jointly invest in research, education and some areas of clinical services to improve the access to and outcomes from our clinical services for the future. We will particularly focus on working in partnership with education and industry to build research and education capability in Central Queensland.

• Capital investment and digital transformation

We will continue to work closely with Queensland Health and the Federal Government to seek further investment into improving our services and delivering new health services in Central Queensland. We will particularly focus on investing in digital transformation to connect health care and consumers across Central Queensland.

Combined, these four strategies, together with the major infrastructure developments planned across CQ Health, will deliver major investment by 2030 to shape, improve and secure the future of health services. Our 'CQ Way' approach to transformation and improvement, supported by our Quality and Safety, Organisation Development and Workforce teams, will underpin the delivery of this vision, with all change management processes being consistent with relevant industrial instruments and related policies.

Our investment strategy will also focus on improving the resilience and capability of our health service to continue to operate in the face of increasing frequency of extreme weather events, and in the increasing risk of external significant incidents including the potential for cyber attack.



Health in 2030

Reduced travel for our patients



Townsville
Rockhampton
Sunshine Coast

We will work with our health service partners to develop Rockhampton Hospital as a regional centre of clinical excellence to provide more specialist care closer to home to help bridge the **1200km** gap in tertiary services between Sunshine Coast and Townsville.

Emerald Hospital and the Central Highlands



The **Central Highlands hub** for emergency, maternity, diagnostic and some surgical services



Support facilities at **Blackwater, Springsure** and **Woorabinda** to provide local access to urgent care, aged care, outpatients and other services



Investment in **Telehealth technology** to provide local access wherever possible

Local outpatients clinics

Blackwater

Springsure

Woorabinda

Capricorn Coast

Out-of-hospital care

Improving health and wellbeing across Central Queensland



Delivering **home and community** care, enabling **healthy families** and **supporting disabilities care**



Mental health delivering connected care with partners



Improved access to **oral health** services



High quality community based **aged care**



Flexible sustainable **allied health** workforce



Health and Wellbeing strategy to improve the health of Central Queenslanders and manage the impacts of **chronic disease**



Rockhampton Hospital

Regional centre of clinical excellence



Cardiovascular



Surgery and trauma centre



Cancer care



Women's and children's services



Specialist support to **Gladstone, Emerald and Biloela** hospitals



Work with **Mount Morgan** and **Capricorn Coast** hospitals to support emergency departments, outpatients, community services and other health services.

Gladstone Hospital and the Banana region

Comprehensive general hospital for the Gladstone region



Hub for **Gladstone** and **Banana** regions



New **\$42m emergency department**



Provide specialist support to **Biloela Hospital**



New **day surgery** centre, new **outpatient** department and improved **ward facilities**

Biloela Hospital and the Banana region



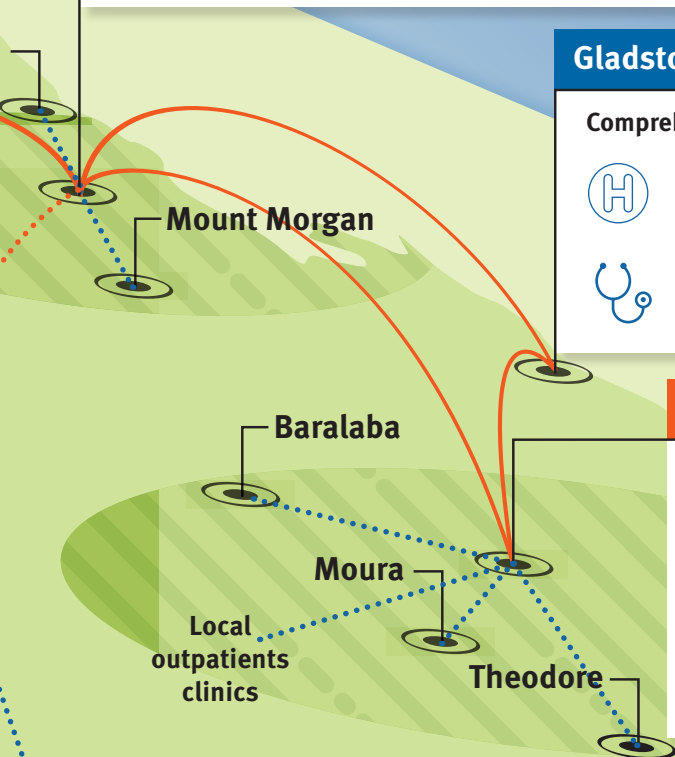
Hub for emergency services, maternity, diagnostic and a range of surgical services for Banana



Support facilities at **Theodore, Moura** and **Baralaba** to provide local access to healthcare



Investment in **Telehealth technology** to provide local access wherever possible



Closing the gap in Indigenous health by working with our Indigenous communities right across Central Queensland



Turning our vision into reality

We have an ambitious strategy to transform our services. It will improve consumer and staff experience and deliver great care to our patients and consumers everywhere. The strategy will play a direct role in addressing the deep-seated health inequalities that face communities across our region.

Key milestones will be closely monitored to ensure the effective delivery of Destination 2030.

We will report our progress every year in the health service annual report and publish our progress and any appropriate update at each of the key milestones – 2020, 2025 and 2030.

2025

By 2025, clinical teams across CQ Health will be able to access clinical information anywhere, whenever it is needed, to improve how we deliver care and our consumer and staff experience will be amongst the best in the state. By 2025 we have:

- established a digital hospital approach across every one of our services, providing real-time access anywhere, any time to our clinicians and patients to their records to improve clinical decision making, quality and improve clinical outcomes
- established the second stage of our specialist hospital services for Central Queensland with the expansion and development of our specialist surgery and cancer services improving and expanding our urology, ear nose and throat, haematology services, expanded specialist surgery and cancer services to reduce the need for travel and improve outcomes
- used the reinvestment strategy to identify capital investment opportunities that develop our regional services, improve our outpatient facilities and capacity across Central Queensland, support the development of our surgery units at Rockhampton and Gladstone and improve the resilience of our rural hospitals
- have one of the best staff experiences in the country for rural and regional health services
- expanded our medical, nursing and allied health professional education, training and professional schools through great partnerships with our regional universities. This will provide excellent training and learning and create a strong, sustainable pipeline for future recruitment into these roles in CQ Health
- commenced the further stages of our 2030 Health and Wellbeing Strategy with the launch of our obesity, diabetes, alcohol and mental wellbeing programs across Central Queensland to tackle these significant risk factors for our communities
- established a health research foundation in partnership with our regional universities to support our ambition to provide excellent clinical research which is rapidly translated into better clinical outcomes for our patients
- established Gladstone Hospital as a comprehensive general hospital with an expanded range of excellent surgical services, providing a broad range of maternity, medicine and women's and children's services for Gladstone and Banana regions
- developed Emerald and Biloela hospitals to provide a broad range of hospital services at these key regional hubs, with a strong network of local hospitals working in partnership across Central Queensland to ensure we maintain local access to hospital and health services for our rural communities
- closed the gap in Indigenous life expectancy by a further four years; reduced smoking rates for those aged 18 and older to 37%; increased health checks for those aged 55 and over to 60%; increased those diagnosed with diabetes who have regular tests to 60%; and completed health checks for those aged four or less to 50%

2020

By 2020 patients and consumers will be at the heart of how CQ Health designs and delivers our services. By 2020 we have:

- delivered more than \$110m capital investment with a new state-of-the-art emergency department in Gladstone, transformed patient and visitor access with a new car park at Rockhampton Hospital and started work on a new regional mental health step-up step-down service at Gladstone
- implemented health pathways in partnership with General Practitioners across Central Queensland to deliver care in the community and reduce unnecessary hospital attendance and admission
- established the first stage of our specialist hospital services with the development of a specialist cardiovascular service for Central Queensland improving access, improving outcomes and ultimately saving lives of our residents
- commenced the first element of our 10 year health and wellbeing strategy with the launch of our 10,000 lives program to reduce smoking across Central Queensland
- commenced implementation of our single patient identifier program to improve patient safety with a single unique patient identifier for all our patients and consumers as the first step to establishing a digital hospital
- closed the gap in Indigenous life expectancy by two years; reduced smoking rates for those aged 18 and older to 41%; increased health checks for those aged 55 and over to 45%; increased those diagnosed with diabetes who have regular testing to 50% and completed health checks for those aged four or less to 30%



2030

By 2030 CQ Health is delivering **Great Care for Central Queenslanders**.

We have real-time access anywhere, anytime, to clinical information to improve the care we deliver. Our services are designed and delivered around the needs of our consumers. We have 10,000 fewer patient journeys with our regional services, Telehealth and clinical network approach. CQ Health is the best place for health staff across Queensland to work and our consumer experience is amongst the best in the country. Our partnerships help us to improve the health and life expectancy for Central Queenslanders. CQ Health is a great place to work for all of our staff, and we deliver Great Care to everyone using our services. In 2030:

- we provide great care everywhere we deliver it. CQ Health is one of the best places for health staff across Australia to work and our consumer experience will be amongst the best in the country
- all our clinical and staff information is digital with real-time access anywhere, anytime, to improve the care we deliver. Wherever possible we are digitally connected to our General Practitioners and other partners, providing seamless care to patients and consumers
- fewer patients travel out of Central Queensland with the completion of our program to develop Rockhampton as a regional specialist hospital, providing quicker diagnosis and intervention, and better clinical outcomes in services including cardiology, cancer, surgery and children's services
- fewer patients travel within Central Queensland with our Telehealth and regional clinical network approach enabling us to deliver even more care locally at our hospitals across Central Queensland



- in partnership with our regional universities, we excel in clinical research which is rapidly translated into better clinical care and better outcomes for our patients
- our partnerships across Central Queensland have improved life expectancy for our Indigenous communities
- we have closed the gap in life expectancy; reduced smoking for those aged 18 and older to 33%; increased health checks for those aged 55 and over to 70%; increased those diagnosed with diabetes who have regular tests to 70%; and completed health checks for those aged four or less to 70%
- we are a state leader in transforming care through our out-of-hospital and allied health services, and in transforming care through digital technology
- we have delivered major capital investment over the whole strategy to transform how we deliver and access care, improving the physical environment for our patients, consumers and staff



Supporting Central Queensland's future

CQ Health has a great vision for the future of our hospital and health services. We also have a clear understanding of the important role we play in supporting our communities, our regional councils, and other partner's wider ambitions for economic growth, improving learning and educational outcomes, and supporting healthier communities across Central Queensland.

This history of effective partnerships is a great strength of Central Queensland, and an important part of our vision for our services and our staff.

If you are passionate about providing great care, placing the patient at the centre of everything you do, being innovative and driven by values we have the career opportunity and the lifestyle for you and your family.

Committed colleagues, fantastic career opportunities, a work-life balance, and a fabulous region to live, work, play and raise a family are just some of the great things about living and working in Central Queensland.

Our region has everything health staff and their families could want, from acclaimed primary, secondary and tertiary education facilities, coral islands to outback camping, and Indigenous culture to outstanding shopping. You can explore in a four-wheel-drive, visit some of the best fishing spots in Australia, dine on the great local produce or enjoy a vibrant and relaxed nightlife.

Central Queensland is recognised for its ability to repeatedly produce nationally and internationally acclaimed academics, artistic performers and sportspeople. Our facilities, resources and community support - and time saved travelling – are a recipe for success. Coupled with an inviting outdoor lifestyle, and an average of 300 days of sunshine a year, Central Queensland is the complete package. Fishing, golfing, cycling, bushwalking and sailing are just some of the popular activities. Excellent airport connections get you to Brisbane in an hour from our regional airports and our access to the Southern Great Barrier Reef provides an exhilarating experience.

There is excellent quality and affordable housing across Central Queensland and the burgeoning and diverse local economy is making it increasingly attractive among investors.



- **Rockhampton**, the Beef Capital of Australia, is at the heart of the region offering a broad mix of residential lifestyles from inner city to rural, residential, urban and village. It is the gateway to the region's myriad attractions.
- **Gladstone** offers coastal living and access to islands, waterways and an array of national parks and delivers the opportunities driven by the major industries and the maritime gateway to Queensland.
- The **Central Highlands**, with **Emerald** at its centre, boasts a strong economy and expanding infrastructure offering employment and security, but it is the friendly and laid-back lifestyle making it home for many.
- **Biloela** is the epicentre of the **Banana Shire and the Callide Valley** with a diverse economic base from coal to cattle and tourism and true country hospitality.
- The **Capricorn Coast** offers a great climate all year round and access to kilometres of beautiful beaches, stunning islands, a gateway to the Southern Great Barrier Reef and an affordable coastal lifestyle.



Whether you make the move for your career, or for a better lifestyle, Central Queensland boasts all the facilities of a capital city without the hustle and bustle.

Make a difference - join our future and help us deliver Great Care for Central Queenslanders.



Destination 2030: A summary

Our vision is to provide Great Care for Central Queenslanders. We will deliver that care locally and as close to patients' homes as possible.

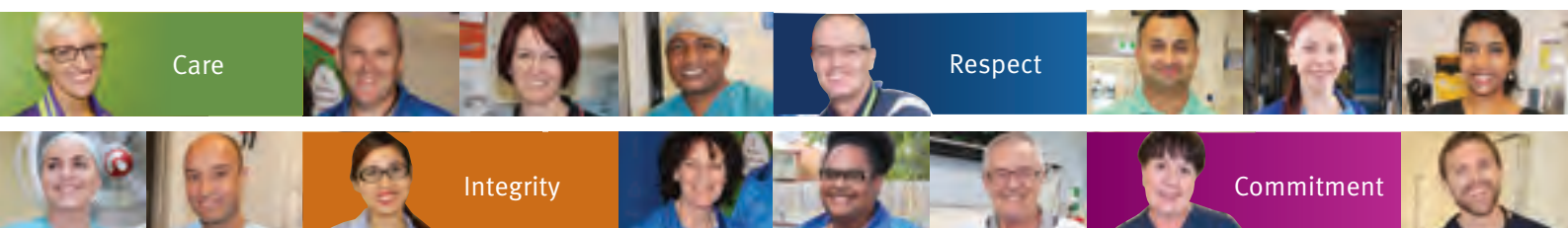
By 2030, all our clinical and staff information will be digital with real-time access anywhere and anytime to clinical information to improve the care we deliver. We will digitally connect to our General Practitioners and other health partners to provide seamless care every time to patients and consumers. Our services will be designed and delivered around the needs of our consumers. Fewer patients will need to travel out of Central Queensland as we develop high quality specialist services at our regional hospital in Rockhampton. Expanded Telehealth and a regional clinical network approach will help us deliver even more care locally at our hospitals across Central Queensland. We will provide great care everywhere we deliver it.

CQ Health will be the best place for health staff across Queensland to work and our consumer experience will be amongst the best in the country. In partnership with our regional universities we will excel in regional clinical research which is rapidly translated into improvements in our services locally; meaning better clinical care and better outcomes for our patients. We will also provide one of the best learning and development environments for health staff across Queensland. Our partnerships across Central Queensland will help us to improve life expectancy for Central Queenslanders and to tackle the significant health challenges facing our communities now. We will work closely with our Indigenous communities to close the gap and to deliver services that are responsive and effective.

We will invest in and develop our regional hospital at Rockhampton to provide a broader range of important specialist services for our patients across Central Queensland and beyond so that our residents don't need to travel to Brisbane as often, and we will deliver care sooner where this will help to improve health. We will invest in our hospital in Gladstone, not only building an exceptional new emergency department, but also investing in surgical and ambulatory care support to provide better services to residents of the Gladstone and Banana regions.

We will invest in developing Biloela and Emerald hospitals as larger centres supporting a broader range of hospital and health services for Banana and Central Highlands, and we will support the important role our network of hospitals and multi-purpose health services across Central Queensland play in providing healthcare to our rural and remote communities.

Our out-of-hospital services have critical roles to play in supporting our patients and consumers to receive their care at home and in the community rather than in hospital wherever possible; and we will develop and expand these roles to have even greater impacts on the health of our residents. The transformation of public health, mental health, community health, dental health, aged care and other health services will reduce emergency department visits and hospitalisations.



Destination 2030 Great Care for Central Queenslanders Health

Our vision

Great Care for Central Queenslanders

Our mission

Great people, delivering quality care and improving health

Our values

Care

We are attentive to individual needs and circumstance

Integrity

We are consistently true, act diligently and lead by example

Respect

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

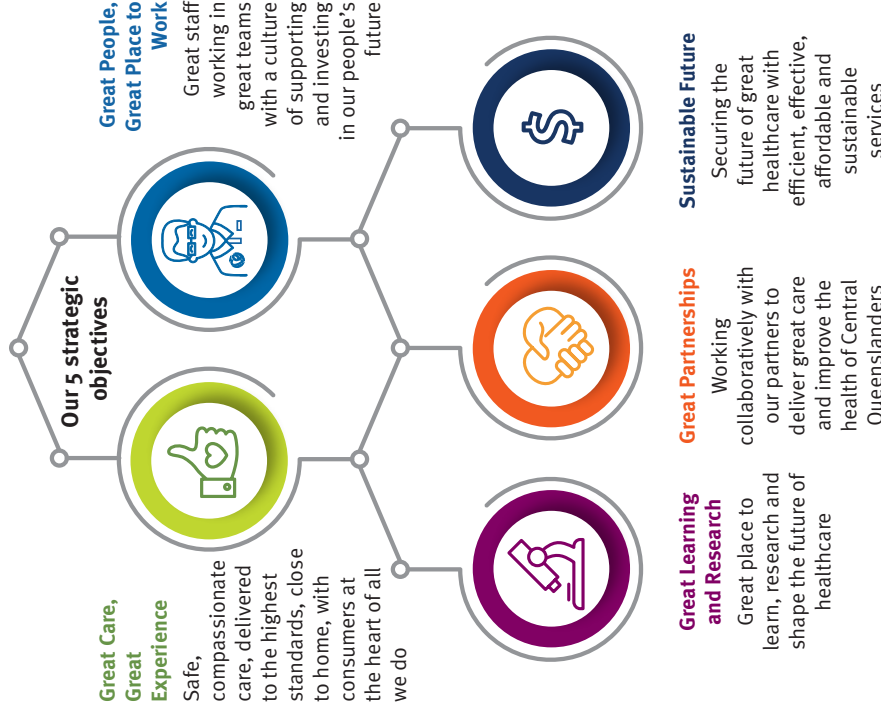
Commitment

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

Destination 2030 supports the *My Health, Queensland's Future: Advancing health 2026* principles

Our objectives

Our ambition for 2030



- Great Care for Central Queenslanders
- 10,000 fewer lives lost to smoking related disease, and a broader strategy to address obesity, diabetes, alcohol and mental wellbeing
- Care close to home: 10,000 fewer patient journeys for Central Queenslanders as we develop our regional specialist hospital, expand our Telehealth services and develop our clinical network of 'hub and spoke' services
- Best patient experience in Queensland
- One of the best staff experiences in Australia
- Digital revolution to connect health across Central Queensland, improving safety and clinical outcomes
- Consumers engaged in everything we do, and a digital transformation providing consumer access to health anytime, anywhere
- Closed the gap in indigenous life expectancy
- Centre of translational research expertise which improves care here in Central Queensland
- Great partnerships delivering exceptional care, excellent learning and clinical research
- Major investment program to transform care, access, outcomes and experience
- Centre of learning excellence for rural medical, nursing, allied health and Indigenous health staff

Out-of-hospital services

We will transform care with our community health, allied health, mental health, oral health, aged care and other services to support patients to receive care in their own homes or at their local hospitals wherever possible.

Gladstone Hospital

A comprehensive general hospital for the Gladstone region providing hospital care, emergency care and day surgery excellence optimising outreach services to deliver care closer to home in the Gladstone and Banana rural communities.

Rockhampton Hospital

A regional centre of expertise, providing important specialist services in cardiovascular, cancer, surgery, trauma and women's and children's services to communities across CQ and to the wider mid-Queensland region.

Rural and remote

Develop Biloela and Emerald hospitals as key hubs for Banana and Central Highlands. A network of supporting multi-purpose health services and local hospitals in Banana, Central Highlands, Capricorn Coast, Mount Morgan and Woorabinda providing local access.

Closing the gap

Develop the cultural safety of our services, transform the life expectancy gap, and provide targeted services to support earlier diagnosis, intervention and treatment in a culturally safe manner.





Connect with us

Website | www.health.qld.gov.au/cq

Facebook | www.facebook.com/cqhealth

LinkedIn (Central Queensland Hospital and Health Service) | www.linkedin.com

YouTube (CQ Health) | www.youtube.com