

2020-2024 (2022 update) STRATEGIC PLAN



Our Vision
Delivering Queensland's Best Rural and Regional Health Care

Our Purpose
To deliver outstanding health care services to our communities through our people and partners

Our Values
Collaboration · Trust · Respect · Teamwork

OUR STRATEGIC OBJECTIVES

Inspired People 

Exceptional Patient Experiences 

Excellence in Integrated Care 

Sustainable Service Delivery 

OUR STRATEGIC OPPORTUNITIES

Build a stronger workforce capability and culture to implement, support and adapt to a health care future that is more digitised and better integrated

Partner with the people needing our service, their families, carers and the wider community to deliver high value health care closer to home

Increase service capacity through maximising service efficiencies, innovative approaches and adopting alternative models of care and modes of delivery

Leverage the systems approach to health service planning and delivery through productive and integrated partnerships

Transform health care with the ethical use of technology, digital optimisation and innovation

OUR STRATEGIC CHALLENGES

WORKFORCE Challenges to achieving workforce capability, capacity and a strong workplace culture limits our ability to deliver services

DIGITAL Constrained access to digital infrastructure, resources and skills restricts our ability to harness technological innovation for improved efficiency, effectiveness and quality of health services

FINANCIAL Rising demand with more complex community, workforce and patient needs, coupled with increased expectations for broader service scope and quality, increases tension on maintaining budget integrity

DEMAND Service changes by our local providers leads to increasing demand on the public system

POLICY CONTEXT Significant shifts in the demographic, economic, funding and operational environments, including climate variability, leads to disruption in organisational capacity for health service delivery

HEALTH STATUS The increasing burden of disease and low levels of health literacy, particularly in vulnerable populations, undermines our capacity to improve health outcomes

INFRASTRUCTURE Insufficient capacity and ageing infrastructure constrains service delivery and opportunity to deliver alternative models of care

Artwork produced for Queensland Health by Gilimbaa

	 Inspired People	 Exceptional Patient Experiences	 Excellence in Integrated Care	 Sustainable Service Delivery
Our outcomes	<ul style="list-style-type: none"> › Valued, empowered and accountable staff › Diverse, capable and agile workforce › Safe, caring and supportive culture › Healthy staff who inspire others › Engaged staff embracing opportunities for change and improvement 	<ul style="list-style-type: none"> › Informed and empowered people › Better access to services › Treat our patients as individuals › Care is co-designed with our patients, families, carers and communities › Safe and excellent care – continually improving 	<ul style="list-style-type: none"> › Seamless health and social care system › Navigable health system › Smart and responsible use of technology › Innovative, collaborative and productive partnerships 	<ul style="list-style-type: none"> › Services matched to community health needs › The right service in the right place by the right people at the right time – delivered as close to home as possible › Recognised teaching hospital › Research outcomes translated into action › Smart use of resources to deliver value
Our strategies	<ol style="list-style-type: none"> 1. Cultivate an environment that fosters a safe, positive, engaged and innovative workplace culture 2. Embed contemporary practices to attract, retain and value our workforce 3. Develop current and emerging leaders to ensure innovation, excellence and a pipeline of talent that sustains and grows service delivery 4. Shape an environment that promotes modernised approaches to support learning and connectedness and achieves organisational improvements 5. Encourage, support and engage our people to improve their individual health and wellbeing 6. Actively engage in collaborative efforts and practices to be a 'region of choice' for living and working 	<ol style="list-style-type: none"> 1. Empower our patients and the broader community to 'own' and improve their individual health through embedding health literacy in service delivery 2. Strive to have patients seen within recommended clinical timeframes 3. Help patients spend less time in hospital by providing alternative care options and settings 4. Build on a patient-centred culture that respects and values the diversity of our community 5. Actively seek and act on feedback to drive improvement in safe care, patient outcomes and experiences 6. Exceed the health care standards and drive advancement in optimal clinical care and outcomes 7. Harness technologies, evidence-based care and embrace new ways of doing things 	<ol style="list-style-type: none"> 1. Take action to improve health outcomes for our population with an emphasis on Aboriginal and Torres Strait Islander and Australian South Sea Islander population 2. Work with the Primary Health Network, our community and our partners to reduce our chronic health risk factors and to respond to our health priorities 3. Create seamless care by collaborating with external health and social sector providers 4. Implement the Digital Strategy and optimise system integration to improve responsiveness to service needs 5. Construct valued partnerships with our public, private and industry partners to deliver productive outcomes for access to and delivery of services 	<ol style="list-style-type: none"> 1. Action the Clinical Health Services Plan 2018-2028 to deliver safe and sustainable clinical services as close to home as possible 2. Adapt our service delivery models across all our sites to make sure we have: the right workforce, infrastructure and financial viability; and the right integration and setting options for safe patient care (home, community or hospital) 3. Grow and integrate our education and advanced training programs to progress towards being recognised as a teaching hospital 4. Share and support sustainable rural generalist workforce models and partner to provide leadership in rural health care education and training 5. Foster partnerships with health education and research institutions to improve opportunities for research and translation of evidence-based care into practice 6. Smart use of our financial, human, environmental and infrastructure resources to deliver value in an environmentally responsible way
Performance indicators	<ul style="list-style-type: none"> . Progress on staff engagement survey results . Decreased time to recruit . Increased retention (reduced turnover) . Decreased lost time injury frequency rate . Reduced percentage of agency nurse and medical locum annual spend 	<ul style="list-style-type: none"> . Maintained and improved National Safety and Quality health service indicators . Improved patient experience survey satisfaction rates including cultural appropriateness . Reduced wait times for elective surgery, emergency admissions and specialist outpatient clinics . Increased uptake rates of alternatives to hospital care 	<ul style="list-style-type: none"> . Improved results in our Aboriginal and Torres Strait Islander Closing the Gap targets . Reduced number of potentially preventable hospitalisations . Increased telehealth and other digital health solutions 	<ul style="list-style-type: none"> . Reduced health service average cost per weighted activity unit . Increased staff engagement in research and evaluation collaborations . Increased retention of junior clinical staff . Positive financial operating results achieved
Alignment with Queensland Government objectives	<ul style="list-style-type: none"> . Supporting jobs . Growing our regions . Investing in skills 	<ul style="list-style-type: none"> . Safeguarding our health . Backing our frontline services 	<ul style="list-style-type: none"> . Safeguarding our health . Backing our frontline services 	<ul style="list-style-type: none"> . Supporting jobs . Building Queensland . Growing our regions



Through our Strategic Plan 2020-2024 we are contributing to the Queensland Health's *My Health, Queensland's Future: Advancing health*
 The objectives of our Strategic Plan align with the Queensland Government's objectives for the community - *Unite and Recover*.