

Department of Health Strategic Plan 2021–2025



Our vision
A world class health system
for all Queenslanders



Our purpose
To provide highly effective
health system leadership



Our challenges:

- A sustainable health system
- Timely access to, and action on service quality and health outcome information
- Preparedness for system-wide threats
- Resource allocation to ensure the best and most equitable health outcomes for all Queenslanders
- Focus, clarity and engagement on health system priorities
- Capacity and capability of the department to achieve its goals

Our opportunities:

- Harnessing the power of clinician and consumer engagement and co-design
- Driving health access and equity reform agenda
- Enhancing networking and integration across the system
- Enabling access and use of data and intelligence across the system
- Effectively engaging, empowering and developing our workforce
- Strengthening system foundations that enable better health system outcomes



Customers first

- Know your customer
- Deliver what matters
- Make decisions with empathy



Ideas into action

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries



Unleash potential

- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback



Be courageous

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency



Empower people

- Lead, empower and trust
- Play to everyone's strengths
- Develop yourself and those around you

Who we are:

The Department of Health provides strategic leadership and direction to the Queensland public health system.

The Department delivers expert health system governance, statewide clinical health support services, information and communication technologies, health promotion and disease prevention strategy, urgent patient retrieval services, health infrastructure planning and

corporate support services for the employment of over 100,000 Queensland Health staff.

As part of a integrated Queensland Health system that supports the delivery of world class health services, the Department is committed to partnerships with the 16 Hospital and Health Services across the state, with consumers, with clinicians and with external providers of health and social services.



Our contribution to the Queensland Government's objectives for the community—*Unite and Recover*



Safeguarding our health

Safeguard the health of Queenslanders by keeping our health system pandemic-ready and supporting priority vaccinations to our vulnerable populations.



Building Queensland

Drive investment in health infrastructure and hospitals that support our recovery and the wellbeing of our diverse communities.



Growing our regions

Help Queensland's regions grow by attracting clinical expertise and building capacity within our rural and remote health network.



Investing in skills

Ensure we have a skilled and capable workforce to deliver health system leadership, policy and strategy.



Backing our frontline services

Supporting investment in world-class frontline health services.

Our Commitment with First Nations peoples

The Department of Health is committed to delivering a health system that acknowledges the Traditional Custodians of the lands on which we work and live and pays respect to First Nations Elders past present and emerging. We recognise the efforts of our past and current Aboriginal and Torres Strait Islander staff. The Department of Health is committed to achieving health parity by having more First Nations staff across the health system and listening to their voices for a better coordinated health system.

Our Commitment to Human Rights

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

The Department of Health at a glance:



The Health Contact Centre interacts with more than **1.4 million Queenslanders** a year



More than **23,000 babies, children and adults** are referred for aeromedical services a year



Oversees more than **\$270 million investment** towards achieving improved outcomes in Aboriginal and Torres Strait Islander peoples' health in Queensland



Delivering **60,000 results per day** across Queensland for 18.6 million Pathology tests a year



Deliver **49,000kgs of laundry** to seven hospital and health services across Queensland daily



eHealth Queensland is Queensland Health's enterprise ICT Provider. Each year we detect and block over **31 billion security events** and telehealth saves Queenslanders more than 10 million kilometres in travel



Queensland Government

OBJECTIVES	STRATEGIES	PERFORMANCE MEASURES
<p>1. Protect the health of all Queenslanders through effectively planned and timely responses to system-wide threats</p>	<p>1.1 Implement and improve population level pandemic surveillance</p> <p>1.2 Strengthen testing, tracing and isolation programs</p> <p>1.3 Strengthen and administer legislation which protects communities from public health threats</p> <p>1.4 Focus delivery of digital innovation, real-time data analytics and connected systems to manage pandemic responses</p> <p>1.5 Embed trusted health and pandemic literacy into service delivery</p> <p>1.6 Build resilience and capacity into critical functions and clinical reserve</p> <p>1.7 Plan and respond to natural disasters and climate change</p>	<p>1.1 Queensland's vaccination uptake rate</p> <p>1.2 Ensuring Queensland's critical PPE supply</p> <p>1.3 Testing results delivered within clinically recommended timeframes</p>
<p>2. Effective partnerships with Primary care and Queensland Ambulance Service to drive co-designed models of care</p>	<p>2.1 Develop strategic partnerships that deliver health priorities and system-wide planning for alternate models of care</p> <p>2.2 Strengthen primary care representation on existing clinical networks and create a public health and prevention clinical network</p> <p>2.3 Develop and implement targeted co-design digital solutions for rural and remote primary care to optimise telehealth and virtual care to improve patient experience and outcomes</p> <p>2.4 Focus collaboration and delivery of HealthPathways and clinical prioritisation criteria for Emergency Department avoidance</p>	<p>2.1 Telehealth and digital solutions uptake rate</p> <p>2.2 Hospital in the home utilisation</p> <p>2.3 Frail older Persons care pathways uptake rate</p>
<p>3. Support and advance our workforce</p>	<p>3.1 Attract, select, retain and empower the right people to create a diverse, inclusive and engaged workforce</p> <p>3.2 Build a thriving workforce culture that is healthy, innovative and equipped to perform effectively and responsively</p> <p>3.3 Provide development opportunities and strategies to enable the workforce to demonstrate excellence to meet the needs of a world class health system</p> <p>3.4 Deliver system wide strategies that enable and incentivise interdisciplinary models of care</p> <p>3.5 Ensure the workplace is safe, rewarding, enhances wellbeing and adequately equips the workforce to perform at the highest level</p>	<p>3.1 Working for Queensland Survey results</p> <p>3.2 Representation of First Nations people in the workforce</p> <p>3.3 Health and wellbeing measures of our workforce</p>
<p>4. Advance Health Equity for First Nations people</p>	<p>4.1 Deliver state-wide targeted First Nations prevention and health promotion strategies</p> <p>4.2 Co-Develop and implement First Nations Health Equity framework to support Hospital and Health Services co-develop Health Equity Strategies</p> <p>4.3 Support the implementation of the National Agreement on Closing the Gap including priority projects to strengthen Aboriginal and Torres Strait Islander community-controlled health services</p> <p>4.4 Embed First Nations perspectives in health system planning and delivery</p>	<p>4.1 Life expectancy of First Nations people</p> <p>4.2 The proportion of babies born healthier</p> <p>4.3 Potentially preventable hospitalisations</p> <p>4.4 Suicide of First Nations people</p>
<p>5. Health reform that plans for a sustainable future</p>	<p>5.1 Develop and deliver a statewide Equity Framework co-designed in cross-government and non-government partnership</p> <p>5.2 Identify system-wide opportunities to address chronic disease prevention and treatment through a Queensland health needs assessment and plan</p> <p>5.3 Progress value based healthcare initiatives that lead to better outcomes for patients and a sustainable health system</p> <p>5.4 Transform non-admitted care to improve patient experience, reduce wait times, and improve clinical outcomes</p> <p>5.5 Align resources and workforce toward Department of Health and system strategic priorities</p> <p>5.6 Partner with Hospital and Health Services to plan, build and safely commission quality healthcare facilities</p>	<p>5.1 Chronic health outcomes in Queensland</p> <p>5.2 Wait times across admitted and non admitted care</p>
<p>6. Interconnected system governance that delivers the building blocks to support Hospital and Health Services</p>	<p>6.1 Improve information access, connectivity and utilisation including through streamlined data governance arrangements</p> <p>6.2 Advance innovation across the health system</p> <p>6.3 Engage Hospital and Health services and partners to co-design system-wide strategy and policy</p> <p>6.4 Advance networked governance arrangements—through alliances and partnerships that build trust and learning across the system</p>	<p>6.1 Customer and Hospital and Health representation in co-design workshops</p> <p>6.2 Continuous accreditation and compliance of health support services with quality standards</p>