

Children's Health Queensland Hospital and Health Service Strategic Plan 2020-2024 (updated June 2023)



Children's Health Queensland pays respect to the Traditional Owners of the lands on which we walk, talk, work and live. We acknowledge and pay our respects to Aboriginal and Torres Strait Islander Elders past, present and emerging.



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

A message from our leaders

The Children's Health Queensland (CHQ) Strategic Plan stewards our delivery of connected, equitable, sustainable and integrated healthcare for all Queensland children, young people, their families and communities. As we emerge from the extraordinary challenges presented by the COVID-19 pandemic, our renewed focus is on working smarter together and continuously improving for a sustainable health care future. We will continue to work with our partners to lead a coordinated statewide paediatric health service that align with Queensland Health's *HealthQ32* vision of a *dynamic and responsive health system where our workforce is valued and empowered to provide world-class healthcare to all Queenslanders*.

Our unwavering commitment to improve the health and wellbeing for all children and young people across Queensland remains as strong as ever. We are striving towards our commitment to closing the gap in health outcomes in partnership with Aboriginal and Torres Strait Islander children, young people, families, communities and organisations.

To deliver upon our Strategic Plan, we will continue to prioritise:

- protecting and supporting the physical, emotional and mental health and wellbeing of our community and staff in our pandemic recovery
- improving access to high quality, sustainable and person-centred care, where it is needed most
- enhancing connection with communities and families through digital engagement and authentic partnering
- investing in leadership and talent development at all levels across CHQ, and
- building CHQ's research capacity and capability to strengthen connections with frontline clinical care. Our [performance scorecard](#) tracks our progress in these priorities.

The CHQ values of respect, integrity, care and imagination continue to be at the heart of all that we do. On behalf of the Board and Executive Leadership Team, we recognise and sincerely thank each and every one of you for your ongoing contribution to the delivery of the best care for Queensland children, young people and their families.

David Gow
Board Chair

Frank Tracey
Health Service Chief Executive

Our challenges

- Health system complexity and our response to changing public health context (e.g. COVID-19) impacts our ability to deliver connected care as close to home as possible.
- Attracting, retaining and investing in a diverse workforce with specialised knowledge and skills, impacts how we deliver health service priorities.
- Our capacity to meet demand for paediatric services is impacted by population growth, changing disease profiles, and resource availability and stewardship.
- Our ability to innovate is impacted by the health system environment and performance of assets and facilities to respond to population needs.

Children's Health Queensland supports the Government's objectives for the community:



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



Better services: Deliver even better services right across Queensland.



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

This is demonstrated through specifically aligned strategies below:

Keeping Queenslanders safe



• Children's Health Queensland will protect and enhance health and wellbeing through an agile and robust pandemic response.

Building and connecting Queensland



• Leverage virtual and alternative models to connect, understand and improve the experience and accessibility of care.



- Advance health and business intelligence capability to support a population based approach to planning and investment.
- Align infrastructure, workforce and service planning to collectively respond to current and future needs.

Our opportunities

- Co-design culturally safe services to improve health equity and outcomes for Aboriginal and Torres Strait Islander people.
- Embed a person-centred approach to care that is inclusive, authentic and delivered in partnership with each child, young person, family and the community.
- Leverage digital enablement to enhance paediatric service delivery efficiencies across the health system to improve accessibility of care and high quality health outcomes.
- Lead and advocate translational research and innovation capability to improve health outcomes for children and young people.

Backing our frontline services, investing in skills and supporting jobs



• Support growth in a sustainable statewide paediatric workforce to deliver care where needed.



• Invest in leadership and talent development to create a pipeline that can respond to the opportunities ahead.



• Mobilise and empower the Queensland paediatric research community to generate and lead ground-breaking research and translate new knowledge into better health outcomes.

Protecting the environment



• Demonstrate our commitment to being environmentally responsible.

• Optimise efficiency, productivity and resource management to enable a sustainable system of care.

Honouring and embracing our rich and ancient cultural history



• Deliver accessible, responsive and culturally safe care that improves health equity for Aboriginal and Torres Strait Islander people.

• Work with Aboriginal and Torres Strait Islander peoples, communities and organisations to co-design integrated models of care.

• Actively eliminate institutional racism and racial discrimination within CHQ.



Value all people

We will create an inclusive environment where all people feel valued, safe, engaged and empowered

Our strategies:

- Enable a supportive and inclusive culture that values diversity of experience, skills and perspectives
- Actively listen, learn and respond to the voices of children, young people, families and staff in the design and delivery of care
- Empower and equip children, young people and families to be knowledgeable and confident navigators of their health and wellbeing
- Deliver compassionate leadership, respect and professionalism that promotes wellbeing and enables people to be at their best
- Address the physical, psychological, cultural and social aspects of health and wellbeing
- Deliver accessible, responsive and culturally safe care that improves health equity for Aboriginal and Torres Strait Islander people
- Actively eliminate institutional racism and racial discrimination



Perform at our best every time

We will adapt and improve to achieve sustainable high quality outcomes

Our strategies:

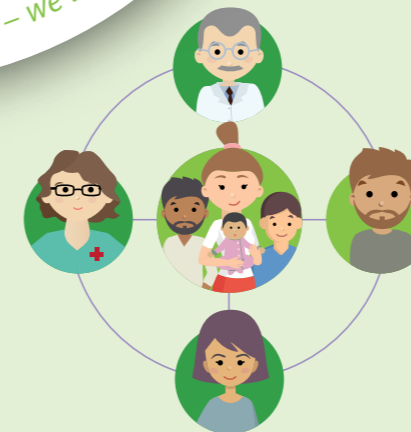
- Embed continuous quality improvement in all that we do
- Integrate quality and performance mechanisms for safe, reliable, high value care
- Protect and enhance health and wellbeing through an agile and robust pandemic response
- Align infrastructure, workforce and service planning to collectively respond to current and future needs
- Strengthen decision-making and accountability through effective governance and timely access to the right information
- Demonstrate our commitment to being environmentally responsible
- Optimise efficiency, productivity and resource management to enable a sustainable system of care

Generate knowledge and innovate

We will build and harness creativity, research, technology and collective expertise to prepare for the future

Our strategies:

- Champion a culture of curiosity, critical enquiry, innovation and improvement
- Mobilise and empower the Queensland paediatric research community to generate and lead ground-breaking research and translate new knowledge into better health outcomes
- Invest in leadership and talent development to create a pipeline that can respond to the opportunities ahead
- Support growth in a sustainable statewide paediatric workforce to deliver care where it is needed
- Build interprofessional communities of practice whereby knowledge is fostered and experience is shared
- Advance health and business intelligence capability to support a population based approach to planning and investment



Collaborate in care

We will work together with a shared purpose to create a connected system of care

Our strategies:

- Work together across boundaries for the best experience and outcomes
- Advocate as a collective voice to reduce health inequities, by leading, influencing and implementing policy and practice
- Work with Aboriginal and Torres Strait Islander peoples, communities and organisations to co-design integrated models of care
- Leverage virtual and alternative models to connect, understand and improve the experience and accessibility of care
- Demonstrate leadership in local, regional and statewide care and planning
- Proactively support seamless transition of children and young people through the care continuum
- Foster genuine connections that build trust and productive collaboration



Measuring what matters – CHQ’s strategic performance indicators

- Children’s Health Queensland continue to monitor, reflect and evaluate strategic objectives and their performance through applying a key [performance scorecard](#) that ‘measures what matters’.
- The ‘measuring what matters’ performance scorecard directly aligns with CHQ’s operational key performance indicators which are evaluated each quarter and shared through a CHQ Integrated Performance Report. For detailed performance indicators please refer to the [performance scorecard](#).

