

Children's Health Queensland Operational Plan FY 2025-2026

July 2025



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Published by the State of Queensland (Queensland Health), July 2025



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TABLE OF CONTENTS

HUMAN RIGHTS.....	5
PURPOSE.....	5
SCOPE.....	5
1.0 INTRODUCTION.....	6
ABOUT US	6
OUR CURRENT AND FUTURE OPERATING ENVIRONMENT	6
STRATEGIC AND POLICY ALIGNMENT	7
Supporting Queensland Government Priorities.....	7
Queensland Disaster Management Arrangements	7
Commitment to Human Rights Act 2019.....	7
2.0 PERFORMANCE ACCOUNTABILITY, MONITORING AND REVIEW.....	8
LEADERSHIP AND ACCOUNTABILITY	8
STRATEGIC RISK PROFILE.....	8
Strategic challenges:	8
Strategic opportunities:.....	8
PERFORMANCE MONITORING	9
CHQ ACTIVITY.....	9
CHQ's activity-based data	10
Workforce composition	10
Service Projections FY 2025-2026	11
3 SETTING CHQ'S OPERATIONAL FOCUS FOR FY 2025-2026.....	13
INTEGRATED STRATEGY AND PLANNING FRAMEWORK.....	13
OPERATIONAL PRIORITIES FOR FY 2025-2026.....	13
ROLES AND RESPONSIBILITIES	20
SUPPORTING DOCUMENTS.....	20
CONSULTATION	20
DEFINITIONS.....	20
REFERENCES.....	22
PLAN REVISION AND APPROVAL HISTORY.....	23
APPENDIX 1: CHQ SERVICES	24
APPENDIX 2: CHQ STRATEGIC PLAN 2024-2028	25
APPENDIX 3: CHQ OPERATIONAL PLANNING LEADERSHIP EXCELLENCE LEVEL.....	27

APPENDIX 4: CHQ ORGANISATIONAL PERFORMANCE SCORECARD – ‘ORGANISATIONAL HEALTH CHECK’28

APPENDIX 5: CHQ STRATEGIC PLAN 2024-2028 SCORECARD.....30

HUMAN RIGHTS

This governance document has been human rights compatibility assessed. No limitations were identified indicating reasonable confidence that, when adhered to, there are no implications arising under the *Human Rights Act 2019*.

PURPOSE

As seen in Section 1.0.

SCOPE

The CHQ Operational Plan FY25/26 is a whole of organisation document that supports the measurement of performance over the next 12-months for the Executive Leadership Team.

PLAN

1.0 INTRODUCTION

This document outlines core operational planning methods and prioritised initiatives at Children's Health Queensland Hospital and Health Service (CHQ) over the next financial year (FY). This includes connection to key legislation or policies, integrated strategy and planning deliverables, and how we measure and report upon our Operational Plan FY25/26 performance.

ABOUT US

CHQ is dedicated to improving the health and wellbeing of children and young people across Queensland through world-class care delivery, research, advocacy and leadership.

CHQ delivers responsive, high-quality, person-centred care through a network of services and facilities across the state, incorporating the:

- Queensland Children's Hospital,
- Child and Youth Community Health Service and
- Child and Youth Mental Health Service.

As a recognised leader in paediatric healthcare, education and research, CHQ delivers a full range of clinical services, tertiary and quaternary care and health promotion programs. These services are provided at the Queensland Children's Hospital (QCH) and over 70 sites across the greater Brisbane metropolitan area. CHQ also partners with the 15 other hospital and health services in Queensland, as well as a broad range of other government agencies, non-governments agencies, charities and other healthcare providers to ensure every child and young person, regardless of where they live, has access to high quality care, coordinated services and support for the best possible health outcomes.

CHQ's full list of services are available in [Appendix 1](#).

OUR CURRENT AND FUTURE OPERATING ENVIRONMENT

CHQ operates in an evolving and complex environment that requires a high-level of responsiveness and adaptation while balancing core delivery requirements. Our integrated approach to planning and performance is critical to supporting organisational effort towards delivering safe, equitable and person-centred care within the fiscal environment.

As part of our integrated strategy and planning approach, CHQ has embedded regular horizon scanning to identify and analyse future trends, challenges, and opportunities impacting on the delivery of paediatric healthcare services across Queensland and nationally. The recent FY25/26 horizon scan has identified eight areas of focus, as follows:

- Workforce
- Digital health, transformation, and research
- Financial sustainability
- Consumer experience and expectations
- Social determinants of health and wellbeing
- Priority communities

- Environmental sustainability
- Health system priorities.

The *CHQ Operational Plan 2025-2026* considers these focus areas through the prioritisation of large-scale initiatives which will respond to our evolving context. The areas of focus also align with our all CHQ strategies and plans to integrate a whole of CHQ vision and direction.

STRATEGIC AND POLICY ALIGNMENT

The *CHQ Operational Plan 2025-2026* articulates CHQ's approach to achieving strategic objectives during the financial year 2025-2026. This includes:

- A list of initiatives and deliverables for FY 2025-2026,
- Key performance indicators and associated targets,
- Leadership roles and responsibilities,
- Challenges and opportunities, and
- A process for effective performance monitoring.

The *CHQ Operational Plan 2025-2026* is sponsored and owned by the Executive Leadership Team (ELT) and supported by locally owned Divisional, Corporate and Service Line Operational Plans.

This *Operational Plan 2025-2026* complies with the [Agency Planning Requirements 2025](#) and Section 8 of the [Financial and Performance Management Standards 2019](#).

Supporting Queensland Government Priorities

CHQ's operational planning is aligned with broader government objectives, plans, and strategies. This includes the new [Department of Health Strategic Plan 2025-2029](#), [Queensland Hospital Rescue Plan](#) and [Open Data Strategy](#). CHQ are aligned and committed to the vision of a *dynamic and responsive health system where our workforce is valued and empowered to provide world class health services when Queenslanders need them*. Alongside this we will commit to connected goals focused on sustainability, access, innovation, and health assets that enable better care for children and young people who live across the state.

Furthermore, CHQ's initiatives within this operational plan contribute to delivering upon the objectives as set out in the [Statement of the Queensland Government's objectives for the community](#).

Queensland Disaster Management Arrangements

CHQ's commitment to delivering Queensland Disaster Management Arrangements, including response and/or recovery operations and processes during and following a disaster, is detailed in the [Managing organisational disruption Policy](#) ("Disruption and Disaster Management Framework") and the associated procedures and related sub plans.

Commitment to Human Rights Act 2019

CHQ is committed to respecting, protecting and promoting human rights. We will develop and continue to review our policies, programs, procedures, practices and service delivery to ensure our decisions and actions are compatible with human rights. We will ensure that human rights are central to everything we do. This includes the distinct cultural rights of Aboriginal and Torres Strait Islanders peoples and ensuring every person has the right to access health services without discrimination.

2.0 PERFORMANCE ACCOUNTABILITY, MONITORING AND REVIEW

CHQ's organisational priorities and associated initiatives, for the Financial Year (FY) 2025 to 2026, are outlined in this *CHQ Operational Plan 2025-2026*. This remains an agile document, which is reviewed on a quarterly basis to support organisational responsiveness to our evolving paediatric healthcare system.

Additionally, CHQ has a number of functional strategies and plans which are monitored through integrated strategy and planning and governance mechanisms to drive meaningful change and sustained impact. These mechanisms and corresponding processes are reviewed regularly for continuous improvement and are adapted to meet broader Queensland Health's system priorities.

LEADERSHIP AND ACCOUNTABILITY

The Executive Leadership Team carry collective accountability for delivery of the *CHQ Operational Plan 2025-2026*. The nominated lead/s for each of the initiatives will be accountable for leading, planning and engaging the team in the implementation of deliverables described in the plan. Clinical and managerial leaders will be actively engaged in driving performance improvement, and in leading, developing and contributing to the key initiatives.

It will take the collective commitment at all levels of the CHQ workforce to deliver upon operational priorities and their associated initiatives. Therefore, it is essential that responsibilities and performance expectations are clearly articulated.

See [Appendix 3](#) which describes leadership excellence levels at CHQ for operational planning.

STRATEGIC RISK PROFILE

The Strategic risk profile of the *CHQ Operational Plan 2025-2026* is held and managed by the ELT and Health Service Chief Executive (HSCE) through RiskMan. Strategic risks are escalated to CHQ's *Audit and Risk Board Committee* as required. There are a number of strategic challenges and opportunities at CHQ as seen below.

Strategic challenges:

- System and partner dependencies – *CHQ's interdependence on the geographically dispersed paediatric network of care challenges effective and sustainable models of care.*
- Meeting consumer and community expectations – *Delivering person-centred care that meets the demand for emerging, and often high-cost, therapies.*
- Growing population, increased demand and complexity – *CHQ's ability to meet complex population health needs, including chronic conditions.*

Strategic opportunities:

- Trusted leaders of paediatric healthcare – *CHQ is trusted to design, partner, steward and deliver the best paediatric care.*
- Employer of choice – *CHQ celebrate and develop the diverse and unique talents of the workforce.*
- Innovation and digital advancement – *CHQ adopts a novel mindset and technology to re-shape how, where, and to whom care is delivered.*
- Aboriginal and Torres Strait Islander Health Equity – *CHQ is committed to self-determination in healthcare.*

PERFORMANCE MONITORING

The *Quarterly Integrated Planning and Performance Review* tracks and monitors performance of the *CHQ Operational Plan 2025-2026* against CHQ's *Organisation Performance Scorecard* ([Appendix 4](#)) and the *Strategic Plan Scorecard* ([Appendix 5](#)) through the ELT. This is also shared with the CHQ Board on a quarterly basis.

The [CHQ Performance Management Framework](#)¹ is designed to assist the organisation to meet its accountabilities and responsibilities as they relate to operational and financial governance, sustainability, performance and assurance, and describes the mechanisms by which we provide accountability to our stakeholders. In accordance with this framework, progress of CHQ's established organisational performance indicators and associated targets are tracked, reported, and discussed as a leadership team each quarter against CHQ's *Organisation Performance Scorecard* – '*Organisational Health Check*' ([Appendix 4](#)).

It is critical to balance CHQ's *Organisational Performance Scorecard* alongside the established *Strategic Plan Scorecard* ([Appendix 5](#)) which tracks *CHQ's Strategic Plan 2024-2028* priorities and associated objectives. These strategic priorities and measures cascade to operational plans and demonstrate our strategic investment and impact of the year-on-year focused initiatives within our *Quarterly Integrated Planning and Performance Review*. Ultimately, this brings our [CHQ Strategic Plan 2024-2028](#) to life.

Furthermore, each integrated and aligned operational activity has its own KPIs and/or deliverables to identify and measure impact of the established initiative. Collectively, the prioritised operational initiatives drive impact against our strategic performance measures. These are monitored, reported, and discussed through the *Quarterly Integrated Planning and Performance Review*.

CHQ ACTIVITY

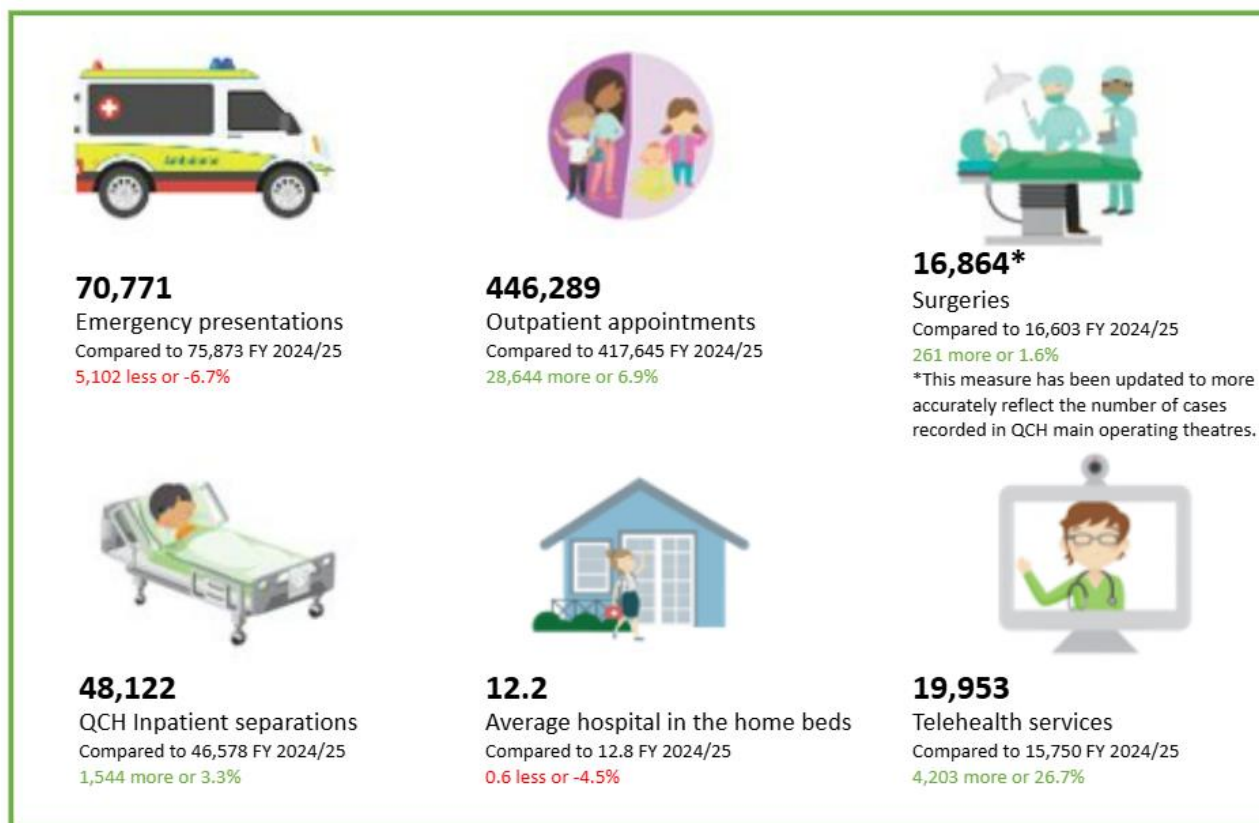
The following section summarises CHQ's activity-based data collected in June 2025, workforce composition, and service projections for FY 2025-2026. This data allows use to track year-on-year insights for performance of the *CHQ Operational Plan 2025-2026* to adapt and improve.

¹ This framework is undergoing a review and may change after this document is published.

CHQ's activity-based data

Figure 2 summarises CHQ's activity-based data collected in June 2025.

Figure 21: Summarised CHQ Activity Data



This includes figures for July 2024 to June 2025

Workforce composition

There are currently 6,068 employees contracted to 4797 FTE across CHQ's services. Figures 3 and 4 below summarise CHQ's workforce composition based on data collected in June 2025.

Figure 3: CHQ Workforce Composition (%)

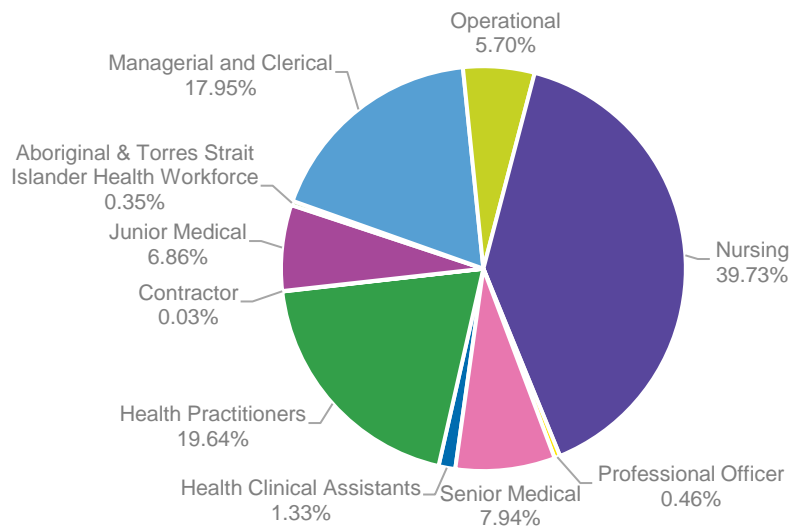
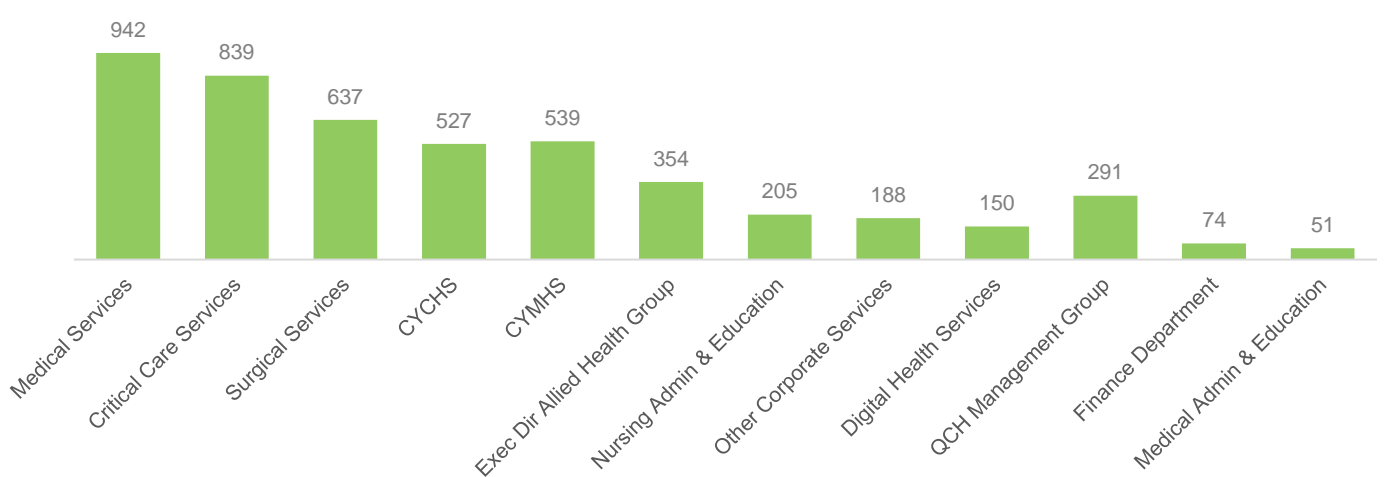


Figure 42: CHQ Workforce Composition (FTE)



Service Projections FY 2025-2026

The following table states the targets and activity projections as outlined in the *CHQ Annual Service Agreement* with the Department of Health.

Table 1: Weighted Activity Units, Children's Health Queensland

Target		FY 2024/25 WAU Target (SDS) (Q27)	FY 2025/26 WAU Target (SDS) (Q27)	FY 2024/25 Activity forec ast^ Cases	FY 2025/26 Activity proje cted^ Cases
Target 1	NHRA In-Scope ABF Target	98,635	108,489	441,227	557,729
Target 2	NHRA In-Scope Block Funded Target	1,099	1,099	1,901	2,284
Target 4	NIISQ/MAIC Funded Target	705	705	347	385

Target 7	OSR: Private Patient Admitted Revenue Target	2,577	2,574	-	-
Target 8	OSR: Pharmaceutical Benefits Scheme Target	4,528	4,440	-	-
Target 9	OSR: Non-admitted Services Target	3,285	3,206	45,412	47,636
Target 10	OSR: Other Activities Target	18	7	189	145
Target 11	QLD Funding Model	1,376	1,376	40,054	38,169
Target 17	Community Mental Health	5,274	8,509	99,708	-
Total All Targets		117,498	130,406	628,838	646,348

3 SETTING CHQ'S OPERATIONAL FOCUS FOR FY 2025-2026

INTEGRATED STRATEGY AND PLANNING FRAMEWORK

CHQ's Integrated Strategy and Planning Framework (Figure 1) ensures that our strategies, plans and frameworks support CHQ to enact our vision, values, and strategic direction. This approach enables CHQ leadership to make coordinated and sustainable investment to collectively deliver our vision: *children and young people first*.

CHQ's Operational priorities are aligned to the four strategic priorities of the [CHQ Strategic Plan 2024-2028](#) ([Appendix 2](#)).

- **Engaged workforce:** deliver an inclusive environment where our people are valued, safe and empowered to make change.
- **Sustainable futures:** accelerate sustainable high-value care through integration, innovation, and transformation.
- **Networked care:** Advance the statewide paediatric and adolescent health system through partnership.
- **Strong communities:** Support prevention, promotion and early intervention that helps keep children and young people healthy in their communities.



Figure 3. CHQ integrated strategy and planning Framework

OPERATIONAL PRIORITIES FOR FY 2025-2026

The [CHQ Strategic Plan 2024-2028](#) identifies four (4) core priorities that are being actioned through our prioritised operational initiatives.

CHQ's priorities and associated initiatives for FY 2025-2026 cascade and drive outcomes towards our collective strategic objectives, strategies and their key performance measures as described in the [CHQ Strategic Plan 2024-2028](#). The strategic priorities and associated operational initiatives listed are those which are high in scale, impact and/or effort required to deliver across the organisation, and therefore have been prioritised by the ELT. It should be noted that this list does not include the significant daily operating workload and continuous quality improvement work being concurrently delivered upon.

There is also a large volume of functionally aligned initiatives being planned, delivered and monitored through a broader integrated strategy and planning framework ([Appendix 6](#)). Mechanisms are being reviewed to ensure these are aligned, monitored and reported upon in a connected way that captures our delivery of meaningful change and sustained impact.

Table 2: CHQ Operational Plan FY 2025-2026 prioritised initiatives

Strategic Priority	Key initiatives for FY 25/26 (what you plan to deliver)	Executive Sponsor	Deliverables (what will you track progress against)	KPIs (how will you measure impact)	Timeframe			
					Q1	Q2	Q3	Q4
Engaged workforce	Build and implement actions, activities, and programs to address engagement priorities in the Employee Experience Plan 2024-2027	EDCCE	<ul style="list-style-type: none"> Implement a CHQ Length of Service recognition program. Conduct an internal communications audit to inform and improve staff communication channels. Establish an employee communications reference group to inform, test and improve communication methods and channels. 	<ul style="list-style-type: none"> Achieve an employee participation rate of >40% in the 2025 WfQ survey. Increase the number of employee connection and recognition opportunities across CHQ. 				
Sustainable futures	Deliver upon the Kids First Program's prioritised projects and associated actions	EDNS	<ul style="list-style-type: none"> Deliver project for Criteria Led Discharge Finalise and publish the WATCHER instruction Published and digitise guideline for Medical Certificates applicable to all inpatient, day admission and outpatient services. Establishment of Gen Paeds Medical Short Stay Unit in 5D and associated operating procedure. Establishment of Transit Beds within 5D. Pilot of ID SMO spending 1hr AM and 1hr PM with Patient Flow Manager. Support the Standard 3 – Infection control. 	<ul style="list-style-type: none"> Increase % emergency stays <4hs. Improvement in overnight inpatients discharged by 10am. Reduce ED median wait time. Improvement in inpatient admitted NEAT. 				

			<ul style="list-style-type: none"> • Deliver IHT direct to ward admissions through updated procedure published and applicable to all services • Published guideline applicable to all inpatient, day admission and outpatient services. • TeachQ education package for Nurse Escort training. • ED Psychosocial support and ED AMPS (TBC) • Published Age policy guideline applicable to all inpatient, day admission and outpatient services. • Better Care at the Bedside project (TBC). 				
Sustainable futures	Design and implement a Strategic Workforce Portfolio and associated governance and reporting structure	EDPG	<ul style="list-style-type: none"> • Stand-up the SWSC Tier 2 Committee following agreed governance principles, including a terms of reference for a clear decision-making committee. • Begin to unify clinical and non-clinical workforce plans, initiatives/programs/projects, and education/training reporting through the Strategic Workforce Portfolio 	<ul style="list-style-type: none"> • TBD 			
Sustainable futures	Develop and launch Climate Risk and Environmental Sustainability Targets (CREST) Action Plan 2025-2029	EDAH; EDCS-CFO	<ul style="list-style-type: none"> • Baseline analysis completed. • Developed by end of calendar year. • New governance to be established. • Develop organisational leadership and governance structure to deliver up climate risk and environmental initiative. 	<ul style="list-style-type: none"> • Sustainable surplus is achieved and contributed to innovation and growth. • Reduction in the delivery of low value care 			

			<ul style="list-style-type: none"> Develop the Climate Risk Action Plan/Strategy. Identify and delivery upon \$400 000 of saving related to CREST initiatives to support with recurrent funding of an expanded substantiality unit within CHQ. Encourage clinical practises to deliver high value care with low carbon care. 				
Sustainable futures	Drive evidence-based decision making by incorporating data insights and performance dashboards to effectively monitor financial and operational performance against defined KPIS	EDST	<ul style="list-style-type: none"> Integrated Performance Dashboards - Development and implementation of CHQ Performance Dashboard for the Board – MVP to be tested and scaled for divisions in FY25/26 	<ul style="list-style-type: none"> Improvement in patient flow and specialist outpatient wait time at Queensland Children's Hospital. 			
Sustainable futures	Deliver QCH Magnetic Resonance Imaging (MRI) Replacement Program and associated models of care	EDCS	<ul style="list-style-type: none"> Practical Completion Mock MRI (replacement) Practical Completion Project 2 – 3T Skyra/ Vida, Level 1 (upgrade) Practical Completion Project 3 – 1.5T Avanto/Sola, Level 1 (replacement) Practical Completion Project 4 – 1.5T Aera/Sola Fit, Level 4 (upgrade) Program Closure 	<ul style="list-style-type: none"> Strategic infrastructure investment is informed through integrated planning. 			
Sustainable futures	CHQ Strategic Accommodation Program – Develop and Implement the CHQ Accommodation and Space Management Strategy	EDCS-CFO	<ul style="list-style-type: none"> CHQ Accommodation and Space Management Strategy – Current State Analysis. Undertake detailed engagement and consultation process with key stakeholders to determine future vision. 	<ul style="list-style-type: none"> Consolidation of key findings from the Master Plan and internal discovery assessments to perform SWOT analysis to identify the key risk, issues, and opportunities relating to current and emerging accommodation challenges by the end of Q1. 			

			<ul style="list-style-type: none"> • CHQ Accommodation and Space Management Strategy developed for ELT approval. • Develop CHQ Accommodation and Space Management Strategy Implementation Plan 	<ul style="list-style-type: none"> • Detailed consultation process completed to inform future vision, focus, and strategic direction statements by the end of Q2. • Final Accommodation and Space Strategy endorsed by ELT and published by the end of Q3. • Draft Strategy Implementation Plan submitted to ELT for review and endorsement by the end of Q4. 				
Sustainable futures	Scale Strategic Portfolio Management practices, tools and reporting across CHQ	EDST	<ul style="list-style-type: none"> • Evaluation of pilot to scale across identified portfolios. • Establish sustainable model for reporting across Tier 2 committees. • Build centralised data repository for reporting across portfolios. • Design tools and templates for adoption across Portfolio leaders. 	<ul style="list-style-type: none"> • TBD 				
Networked Care	Explore and promote new ways to plan, fund, and deliver paediatric care across the state	EDST	<ul style="list-style-type: none"> • Deliver CHQ Clinical Services Plan • Statewide paediatric performance measures - Identify and define key performance indicators for paediatric services to be reported across the state. • CHQ Statewide Services review – Partner with HPSP to consider a review of CHQ's statewide services and how these are funded and included in the Service Agreement. • Paediatric Networked Service Models – Work up 2-3 networked service proposals for submission to HPSP for Amendment Window 2. • Advocacy of funding model reform - Promote reform by presenting 	<ul style="list-style-type: none"> • Improving the clarity and scope of statewide services are reflected in the CHQ Service Agreement. • Increased consumer partnerships in service planning, design, implementation and evaluation. 				

			insights from the paediatric pilots to inform future funding and commissioning approaches.					
Networked Care	Design and implement the Statewide Paediatric Sexual Assault Examination Service	EDCS	<ul style="list-style-type: none"> Implement the second year of the statewide sexual assault examination service by end of June 2025 	<ul style="list-style-type: none"> TBD 				
Strong Communities	Transition of Putting Queensland Kids First Program Governance to CHQ and deliver on specified FY 25/26 initiatives	EDCS	<ul style="list-style-type: none"> Service expansion in PQKF prevention, promotion and early intervention initiatives including Community Hearing Screening, Connecting2U and Sustained Health Home Visiting. Defined and implemented model of statewide clinical education and training in Child Development and Child and Family Health Services. 	<ul style="list-style-type: none"> Statewide engagement and support from HHSs and partner organisations. Service reach for Connecting2u and Community Hearing Screening. Uptake of education and training statewide. 				
Strong Communities	Develop Closing the Gap priority waitlists (inpatients and outpatients) where Aboriginal and Torres Strait Islander patients are prioritised (relevant to health need)	EDCS	<ul style="list-style-type: none"> Improvement in access through specialist outpatient and First Nations clinic expansions. 	<ul style="list-style-type: none"> Reduced proportion of total overnight separations that are potentially preventable hospitalisations. Increase in availability and utilisation of services for diverse communities. 				
Strong Communities	Implement the prioritised deliverables of CHQ's Disability Action Plan (DAP)	EDAH	<ul style="list-style-type: none"> Submit DAP to ELT and Board and publish on CHQ intranet. Socialisation and launch of DAP with media and comms including Grand Rounds, Invisible Disabilities Week, National Disability and Employment Awareness Month, and International Day of People with Disability. Create opportunities for employees with disabilities to network with each other and build a community. 	<ul style="list-style-type: none"> Proportion of Workforce - People with Disabilities. % of overall patient experience feedback which is positive through feedback mechanisms for disability. Increase in availability and utilisation of services for diverse communities. Number of external partnerships to build a disability network. 				

			<ul style="list-style-type: none"> Review of available Communication Passports and making them accessible through a formalised process for children, young people, and families. 				
Strong Communities	Design, build and commission the redevelopment of the Yeronga Community Health Centre	EDCS-CFO	<ul style="list-style-type: none"> Decommission existing site and handover to contractors by Oct 2025 Establish and relocate staff to new temporary leased location by Nov 2025 Commence construction in early 2026. 	<ul style="list-style-type: none"> Reduced proportion of total overnight separations that are potentially preventable hospitalisations. Improvement in indicators of workforce engagement, safety, and wellbeing. 			

ROLES AND RESPONSIBILITIES

Role	Responsibility
All CHQ staff	All CHQ staff have responsibility to: <ul style="list-style-type: none"> • Read and have a thorough understanding of all principles outlined in this plan.
CHQ ELT	All CHQ ELT members are responsible for the success of this plan.

SUPPORTING DOCUMENTS

Legislation and other Authority:

- [Agency Planning Requirements 2025](#)

Standards:

- [Financial and Performance Management Standards 2019](#)

Supporting documents:

- [Department of Health Strategic Plan 2025-2029](#)
- [Queensland Hospital Rescue Plan](#)
- [Open Data Strategy](#)
- [Statement of the Queensland Government's objectives for the community](#)
- [Managing organisational disruption Policy](#)
- [CHQ Performance Management Framework](#)
- [CHQ Strategic Plan 2024-2028](#)

CONSULTATION

Key stakeholders who reviewed this version:

-
- ELT (10/07/2025)
 - Director, Strategy and Impact
 - Executive Director, Strategy and Transformation
-

DEFINITIONS

Term	Definition
ABF	Activity Based Funding
ARP	Annual Review Panel
CHQ	Children's Health Queensland Hospital and Health Service

DDELT	Divisional Directors and Executive Leadership Team
DHS	Digital Health Service
ECHO	Extension for Community Healthcare Outcomes
EDA&TSIE	Executive Director Aboriginal and Torres Strait Islander Engagement
EDAH	Executive Director Allied Health
EDCCE	Executive Director Communications, Culture and Engagement
EDCS-CFO	Executive Director Clinical Services / Chief Finance Officer
EDCS	Executive Director Clinical Services
EDMS	Executive Director Medical Services
EDNS	Executive Director Nursing Services
EDPG	Executive Director People and Governance
EDSPII	Executive Director Strategy, Planning, Improvement and Innovation
ELT	Executive Leadership Team
FPEC	Finance and Performance Executive Committee
FTE	Full Time Equivalent
FY	Financial Year
HCD	Health Capital Division
HSCE	Health Service Chief Executive
HESSC	Health Equity Strategy Steering Committee
HSIIC	Health Service Improvement and Innovation Committee
HWQ	Health and Wellbeing Queensland
IHLO	Indigenous Health Liaison Officer
PREM	Patient Reported Experience Measure
PROM	Patient Reported Outcome Measure
QAIHC	Queensland Aboriginal and Islander Health Council
QCH	Queensland Children's Hospital
QWAU	Queensland Weighted Activity Unit
SIOC	Strategic Infrastructure Oversight Committee
SIRC	Strategic Investment Review Committee
SME	Subject Matter Expert
SOPD	Specialist Outpatient Department

SPMF	Strategic Portfolio Management Function
WAU	Weighted Activity Unit

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PLAN REVISION AND APPROVAL HISTORY

Version No.	Modified by	Amendments authorised by	Approved by	Comments
5.0 20/08/2024	Manager, Strategy and Planning	Manager, Strategy and Planning	Executive Director Strategy and Transformation	
6.0 14/10/2025	Senior Advisor, Strategy and Impact	Director, Strategy and Impact	Executive Director Strategy and Transformation	Scheduled review

Key words	CHQ Operational Plan, Agency Planning Requirements, Strategic planning, Integrated Strategy and Planning, Performance, 60601
Accreditation references	The National Safety and Quality Health Service (NSQHS) Standards (1-8): <ul style="list-style-type: none"> N/A

APPENDIX 1: CHQ SERVICES

Figure 4: CHQ Services as outlined in the CHQ Master Plan 2021/22 – 2035/36

Queensland Children's Hospital & surrounding site	Community Sites	
Acute hospital services	Child and Youth Community Health Services	Child and Youth Mental Health Services
Queensland Children's Hospital	Child Health Service	Hospital-based services
	Child Development Service	Jacaranda Place
Centre for Children's Health Research	Healthy Hearing Program	Day Programs
Education across Medical, Nursing and Allied Health	Ellen Barron Family Centre	Community Clinics
Queensland Paediatric Emergency Care Education	Deadly Ears Program	Gender Clinic
	Primary School Nurse Health Readiness Program	Zero to Four
	School-Based Youth Health Nursing	Evolve Therapeutic Services
	Family and Community Place - Yarrabilba	Eating disorders clinic and day programs
	Dakabin Youth Hub	Assertive Mobile Youth Outreach Service
	Pacifikai (Good Start Program)	Programs and Partnerships
	Bookings Service	Forensic Teams
	Hearing Loss Family Support Service	Telepsychiatry
	Community Access	
	Corporate services	


APPENDIX 2: CHQ STRATEGIC PLAN 2024-2028

Figure 65: CHQ Strategic Plan 2024-2028

Children's Health Queensland

Strategic Plan 2024-2028

Updated March 2025



Our vision

Children and young people first.

Our purpose

Empowering generations through trusted healthcare.

Our values

Respect | *"We listen to others"*
Teamwork, listening, support

Integrity | *"We do the right thing"*
Trust, honesty, accountability

Care | *"We look after each other"*
Compassion, safety, excellence

Imagination | *"We dream big"*
Creativity, innovation, research

Message from our leaders

At Children's Health Queensland (CHQ) we put children and young people first.

CHQ has been a trusted provider of healthcare to Queensland's children and young people for over a decade. Our milestone '10 years of care' celebrations in 2024 shone a light on the dedication and passion for excellence that our workforce shows every day. We are leading the way in transforming and innovating paediatric healthcare, establishing and expanding vital specialised services, and garnering international recognition for clinical and research excellence. In recognition of this incredible contribution, we have dedicated 2025 to be the Year of Our People. This is a promise to invest more in our staff, their wellbeing and mental health, their personal and professional growth, and connection to the work we do each day.

Our *Strategic Plan 2024-2028* reflects this priority and anchors us to how we can collectively empower current and future generations to reach their full potential and lead healthy lives.

CHQ will continue to drive action against our focused strategic priorities:

- * **Engaged workforce** - deliver an inclusive environment where our people are valued, safe, and empowered to make change
- * **Sustainable futures** - accelerate sustainable, high-value care through integration, innovation, and transformation
- * **Networked care** - advance the statewide paediatric and adolescent health system through partnership
- * **Strong communities** - support prevention, promotion and early intervention that helps keep children and young people healthy in their communities.

We will listen, engage, partner, and plan for services that are responsive to the needs of Queensland's children, young people, and their families. We remain resolute in our commitment to achieve health equity for Aboriginal and Torres Strait Islander peoples through everything we do.

We thank our workforce and our partners for their unwavering commitment to delivering the best possible outcomes for today's children and young people, and for future generations.

Heather Watson **Frank Tracey**
Board Chair Health Service Chief Executive
Children's Health Queensland Hospital and Health Service

Strategic opportunities

Trusted leaders of paediatric healthcare
CHQ is trusted to design, partner, steward and deliver the best paediatric care.

Employer of choice
CHQ celebrate and develop the diverse and unique talents of the workforce.

Innovation and digital advancement
CHQ adopts a novel mindset and technology to re-shape how, where, and to whom care is delivered.

Aboriginal and Torres Strait Islander Health Equity
CHQ is committed to self-determination in healthcare.

Strategic challenges





System and partner dependencies
CHQ's interdependence on the geographically dispersed paediatric network of care challenges effective and sustainable models of care.

Meeting consumer and community expectations
Delivering person-centred care that meets the demand for emerging, and often high-cost, therapies.


Growing population, increased demand and complexity
CHQ's ability to meet complex population health needs, including chronic conditions.

Queensland Government objectives


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




-  **Safety where you live**
Making Queensland safer.
-  **Health services when you need them**
Restoring health services when Queenslanders need them most.
-  **A better lifestyle through a stronger economy**
Growing our economy to drive down the cost of living and give Queenslanders a better lifestyle.
-  **A plan for Queensland's future**
Planning for Queensland's future.

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



Reprinted from 2018 artwork produced for Children's Health Queensland by Casey Caldwell Fisher, DMBDO

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

Strategic Plan 2024-2028

Updated March 2025

Children's Health Queensland



	OBJECTIVES	STRATEGIES	MEASURED BY
Engaged workforce <i>We care for and value our people</i> 	Sustainable futures <i>We imagine the future and enact plans to get us there</i> 	Accelerate sustainable, high-value care through integration, innovation, and transformation	<ul style="list-style-type: none"> • Sustainable surplus is achieved and contributed to innovation and growth. • Prioritised infrastructure investment is informed through integrated planning. • Reduction in the delivery of low value care. • Improved overall score on the annual Internal Institutional Racism Audit.
Deliver an inclusive environment where our people are valued, safe, and empowered to make change	Networked care <i>We learn and share our skills with integrity to make a real difference</i> 	Advance the statewide paediatric and adolescent health system through partnership	<ul style="list-style-type: none"> • Improvement in patient flow and specialist outpatient wait time. • Number of formal training partnerships with other HHSs and education institutions. • The role and responsibilities for statewide services are reflected in the CHQ Service Agreement. • Increased consumer partnerships in CHQ care, service planning, design, implementation and evaluation.
1.1 Proactively provide an environment where physical health, psychological, and cultural safety are paramount. 1.2 Invest in learning for leadership, digital capability and experience design through people, processes, and systems. 1.3 Build a diverse and inclusive workforce which includes lived experience and peer workforces. 1.4 Grow and retain the Aboriginal and Torres Strait Islander workforce. 1.5 Develop and celebrate workforce talent.	Strong communities <i>We respect differences and promote ways to be healthy and well</i> 	Support prevention, promotion and early intervention that helps keep children and young people healthy in their communities	<ul style="list-style-type: none"> • % of overall patient experience feedback which is positive. • Reduced proportion of total overnight separations that are potentially preventable hospitalisations. • Increase in the uptake of Hospital in the Home activity. • Increase in availability and utilisation of services for diverse communities.
MEASURED BY <ul style="list-style-type: none"> • Improvement in indicators of workforce engagement, safety, and wellbeing • CHQ workforce diversity and inclusion indicators comparable to Queensland population diversity • % increase of workforce that identify as Aboriginal and/or Torres Strait Islander • % reduced total workforce turnover rate 			




Our core principles

Implementation of the strategic priorities is guided by our core principles. These principles reflect our clinical excellence and encourage us to apply different lenses as we bring the strategies to life.





APPENDIX 3: CHQ OPERATIONAL PLANNING LEADERSHIP EXCELLENCE LEVEL

Table 33: Leadership excellence level and associated operational planning and delivery responsibilities.

Leadership level	Responsibilities
Leader of self (e.g. frontline workforce)	Deliver agreed initiatives and actions in collaboration with other members of the team within agreed timeframes; and actively contribute to improving quality and outcomes.
Leader of others (e.g. team leaders, CNCs, SMOs, HP4s, CNs)	Support and enable team by providing clarity and alignment of initiatives and actions, removing barriers, and fostering a constructive culture for the implementation and delivery of prioritised operational initiatives.
Leaders of leaders (e.g. Service Directors, NUMs)	Coach leaders and optimise systems and processes, to enable teams to focus on operational initiatives in the most effective and efficient way.
Leader of function (e.g. Divisional Directors, Clinical Directors, Corporate Directors)	Create and prioritise initiatives that integrate and align with overarching CHQ operational initiatives and their deliverables, drive implementation, and monitor and report progress against aligned initiatives on a quarterly basis.
Leaders of portfolio (Executive Leadership Team)	Develop and hold accountability for operational initiatives, deliverables and measures of success that align with the strategic direction of CHQ; clearly articulate expectations and cascade appropriate initiatives in collaboration with divisional leaders or portfolio leaders; demonstrate the interrelationship of operational initiatives with the overarching direction of the organisation; and, monitor and report on performance against operational initiatives on a quarterly basis.
Leader of health service (Chief Executive)	Maintain oversight of performance and delivery of operational plan priorities and deliverables to ensure the integrity and viability of organisation is maintained; cultivate strategic partnerships; and set organisational risk appetite and tone (aspiration, pace, culture etc.) to enable successful delivery of initiatives.
Board	Monitor and reconcile performance with long-term trajectory of organisational direction.

APPENDIX 4: CHQ ORGANISATIONAL PERFORMANCE SCORECARD – 'ORGANISATIONAL HEALTH CHECK'

Table 44: CHQ Organisational Performance Scorecard - 'Organisational Health Check'

*Pending Amendment Window 2

Domain	Key performance indicators	Target (FY25/26)
Patient-centred care & quality outcomes	Sentinel events	0
	Healthcare-Associated Staphylococcus aureus Bloodstream Infection (HA-SABSI)	≤1.0 per 10,000 bed days
	Seclusion rate (per 1,000 days)	≤15 events
Right care, right place, right time	SAC1 analysis completed in 90 calendar days	≥70%
	Elective Surgery long waits	≤94*
	Hospital-acquired complications	≤95% band
	Specialist Outpatient long waits (QCH and CDP)	≤2,829*
	Hospital Access Target: % of emergency stays within 4 hours and presentations (All patients)	≥77.6%
	Hospital in the home bed utilisation	≥13 beds

*Pending Amendment Window 2

Domain	KPI	Target (FY25/26)
Sustainable	YTD Operating Position \$M	Balanced or favourable
	Full Year Forecast Operating Position \$M	Balanced or favourable
	Variance between financial year to date (FYTD) purchased activity and actual activity	≥ -0.5%
	YTD cost per Queensland Weighted Activity Unit (QWAU)	Cost per QWAU is ≤ 100% of Funding per QWAU
	Private health insurance utilisation (bed days)	≥23.0%
	YTD sustainable full-time equivalent (FTE)	*TBC when final 24/25 data available
	YTD Full-time equivalent (FTE) vs budget	≤budget
	YTD Relative Stay Index	≤1.00
Equitable	Inpatients that identify as 'not stated'	≤ 2%
	Rate of failure to provide outpatient appointments for Aboriginal and Torres Strait Islander patients	≤9%
	CHQ specialist outpatients long waits for Aboriginal and Torres Strait Islander peoples	160
	Relative stay index for Aboriginal and Torres Strait Islander peoples (parity with non-Indigenous population)	≤ 1
Culture	First Nations people representation in the workforce	≥3.26%
	Mandatory training compliance	≥90%
	Paid sick, carer's and pandemic leave rate	≤3.5%
	Work health and safety – Total recordable injury frequency rate (TRIFR)	<12.00
	Number of occupational violence incidents	270 per year (<67.5 per quarter)

APPENDIX 5: CHQ STRATEGIC PLAN 2024-2028 SCORECARD

Table 55: CHQ Strategic Plan 2024-2028 Scorecard

Strategy	Measured by	Key performance indicators
Engaged workforce	Improvement in indicators of workforce engagement, safety and wellbeing	Overall improvement of culture dashboard
		Working for Queensland (WfQ) staff engagement score (Annual)
		Total recordable injury frequency rate (TRIFR)
		Fatigue Penalty rate
		Fatigue Leave rate
	% increase of workforce that identify as Aboriginal and/or Torres Strait Islander	Aboriginal and Torres Strait Islander peoples' representation in the health workforce
	CHQ workforce diversity and inclusion indicators comparable to Queensland population diversity	Proportion of Workforce - Non-English Speaking Background
		Proportion of Workforce - People With Disabilities
		Proportion of Workforce - LGBTIQ+
	% increase workforce retention rate in identified areas	Retention Rate - All Pay streams, Managerial and Clerical
Vacancy Rate - All Pay streams, Managerial and Clerical		
Sustainable Futures	Sustainable surplus is achieved and contributed to innovation and growth	Full Year Forecast Operating Position \$M
	Strategic infrastructure investment is informed through integrated planning.	Hold – Measure to be developed
	Reduction in the delivery of low value care	Hold – Measure to be developed
	Improved overall score on the annual Internal Institutional Racism Audit	CHQ racism audit score (Annual)
	Improvement in patient flow and specialist outpatient wait time at Queensland Children's Hospital	Hospital Access Target: % of emergency stays within 4 hours (all patients)

		Emergency - Median wait time for service (minutes)
		Specialist Outpatients: Reduction of long wait patients
		Outpatients – Median Wait time for initial service event (days)
		Proportion of overnight inpatients discharged by 10am
Networked Care	Number of formal training partnerships with other HHSs and education institutions	Number of Formal Training Partnerships
	The role and responsibilities for statewide services are reflected in the CHQ Service Agreement	Hold – Measure to be developed
	Increased consumer partnerships in CHQ care	Increased consumer partnerships in CHQ care – parents/carers
		Overall rating of care is positive – parents/carers
		Social, emotional, and cultural wellbeing – parents/carers
		Social, emotional, and cultural wellbeing – children/young people
Increased consumer partnerships in service planning, design, implementation and evaluation	Hold – Measure to be developed	
Strong Communities	% of overall patient experience feedback which is positive	Overall improvement of patient experience dashboard
	Reduced proportion of total overnight separations that are potentially preventable hospitalisations	Potentially Preventable Hospitalisations (non-diabetes complications)
	Increase in the uptake of Hospital in the Home activity	Hospital in the home (HITH) utilisation
	Increase in availability and utilisation of services for diverse communities	Hold – Measure to be developed