Strategic Plan
2016 – 2020 (reviewed 2018)

WE LISTEN TO OTHERS
WE DO THE RIGHT THING
WE LOOK AFTER EACH OTHER
WE DREAM BIG

Artwork by the Lady Cilento Children’s Hospital School Children in conjunction with Sam Cranston, Artist-in-Residence 2016
Children’s Health Queensland Strategic Plan 2016-2020

Our vision
Leading life-changing care for children and young people - for a healthier tomorrow

Our commitment
To offer the best: safe, expert, accessible child and family-centred care for children and young people

Our values
Respect
- Teamwork, listening, support
- ‘We listen to others’

Integrity
- Trust, honesty, accountability
- ‘We do the right thing’

Care
- Compassion, safety, excellence
- ‘We look after each other’

Imagination
- Creativity, innovation, research
- ‘We dream big’

Our objectives
Child and family-centred care
We will place the child and family at the heart of all we do

Partnerships
We will work collaboratively with partners to improve service coordination and integration, and optimise child and young person health outcomes across CHQ and statewide

People – Working, learning, growing
We will create an inspirational workplace where people want to work and learn, where contributions are valued and staff come to work with a purpose and leave with a sense of pride

Performance
We will deliver sustainable, high value health services driven by continuous improvement, creativity and innovation

Our strategies
- Ensure services are delivered in child and family friendly and supportive environments
- Facilitate an integrated system of specialized care for children, through initiatives that support continuity of care, care close to home, and respond to local needs and service capability
- Deliver and realise the benefits of the CHQ safety and reliability program
- Develop and implement a consumer engagement strategy that targets improved health literacy and involves the voice of families in the planning, delivery, evaluation and improvement of our services
- Continuously undertake comprehensive health service planning and reviews to support future services, and influence statewide policy and plans for child and youth health services
- Implement an engagement and communication strategy that promotes awareness, engagement and community confidence in CHQ services
- Work closely with the Children’s Hospital Foundation and charity partners to improve the experience of patients and families
- Deliver a digital strategy which enables every young person’s family/carer to engage electronically with CHQ to improve care outcomes and consumer experience

Our measures of success
- Patient reported experience measure ‘How would you rate your/your child’s overall patient experience?’: 85% report ‘Excellent’ 
- Complaints resolved within 35 calendar days: >90%
- Hand hygiene compliance: >90%
- Unplanned readmission rates within 5 and 28 days of discharge: *Target pending*
- Discharge against medical advice: <0.8%
- Zero preventable serious safety events
- Increased tele-health occasions of service: >20% growth

- Service level agreements with HHS in place: 100%
- External stakeholder reported experience measure ‘A partnership is based on genuine collaboration has been established’: Target pending

- Increased staff engagement as reflected by improved Working for Queensland Survey results:
  - Staff engagement: >60%
  - Organisational leadership: >60%
  - Demonstrated values: >60%
- Attraction and retention rates above industry benchmarks
- All staff developed performance and development goals through participation in the Performance Coaching and Development process

- Deliver balanced budget position
- KPIs outlined in QH Service Agreement are met or exceeded including:
  - Emergency length of stay within 4 hours: >80%
  - Average cost per Weighted Activity Unit (WAU)
  - Elective surgery % treated within clinically recommended time
- Zero Speciaist Outpatient Long Waits
- Identify areas of excellence and prioritised opportunities for performance improvement through benchmarking against industry leaders

Our foundations
Patient Safety and Quality Strategy • Digital Strategy • Integrated Risk Management Framework • Excellence Framework • People Plan • Consumer and Community Engagement Strategy • Clinician Engagement Strategy • Integrated Care Strategy • Research Strategy • Children’s Health and Wellbeing Services Plan • Aboriginal and Torres Strait Islander Children’s Health and Wellbeing Services Plan • Quality Management System

Old Government objectives
CHQ directly contributes to the Queensland government objectives for the community, in particular to give all our children a great start and keeping Queenslanders healthy. This is enabled through our statewide leadership in planning, delivering and supporting evidence-based child and family-centred care in collaboration with our cross-sector partners, to provide timely, integrated and accessible care for the children and young people of Queensland. These priorities align with Queensland Health’s 10-year vision and strategy, My health, Queensland’s future: Advancing health 2026 to make Queenslanders among the healthiest people in the world by 2026.

Operational environment
Opportunities that CHQ will leverage to achieve its objectives:
- Implementing innovative and contemporary systems, processes and models of care to enhance our ability to deliver safe and quality care across the state
- Continue to develop collaborative relationships and with the Children’s Hospital Foundation and academic partners to harness passion and progress improvements through collaboration on cancer and new discoveries through research and innovation
- Leverage digital technologies and platforms to facilitate engagement with staff, patients, their families and the community in design, development and delivery of contemporary care
- Leverage CHQ’s leadership capability to develop effective and collaborative partnerships with other agencies and health care providers across the state to improve access, experience and outcomes for children and their families

Strategic risks that CHQ will need to take into account to achieve its objectives:
- Innovation – Our ability to pursue innovation and continuous improvement and introduce new strategies is influenced by the health system context
- Health Intelligence – Informed decision making may be impacted by the capacity of business and health intelligence systems
- Sustainability – Our capacity to meet increased demand for specialist paediatric services due to increasing population and incidence of chronic conditions may be impacted by changes to funding models
- Health Systems – Our ability to deliver safe, quality care for children and young people as close to home as possible may be impacted by system fragmentation
- Workforce and leadership – Development of high performing leaders and attraction and retention of staff with specialised knowledge and skills impacts our ability to be responsive to our operating environment to deliver on health service priorities