



## 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.

Returning from Visit artwork produced for Children’s Health Queensland by Casey Coolwell-Fisher, CHABOO



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

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## Engaged workforce

*We **care** for and value our people*



Deliver an inclusive environment where our people are valued, safe, and empowered to make change

- 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.

- 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

## Sustainable futures

*We **imagine** the future and enact plans to get us there*



Accelerate sustainable, high-value care through integration, innovation, and transformation

- 2.1 Leverage technology to streamline and simplify healthcare services.
- 2.2 Advance clinical excellence through initiatives that drive transformative health outcomes.
- 2.3 Actively eliminate racial discrimination and institutional racism.
- 2.4 Lead internationally-recognised research and knowledge translation.
- 2.5 Deliver healthcare that promotes sustainable development of the planet.
- 2.6 Integrate governance, operational processes, and systems to improve efficiency.

- 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.

## Networked care

*We **learn** and share our skills with **integrity** to make a real difference*



Advance the statewide paediatric and adolescent health system through partnership

- 3.1 Evolve and deliver statewide models that transform continuity of care.
- 3.2 Scale and spread statewide paediatric and adolescent capability through innovative workforce models, registered training pathways, and virtual opportunities.
- 3.3 Generate opportunities for networked paediatric and adolescent services using population-based health service insights.
- 3.4 Utilise Aboriginal and Torres Strait Islander specific population-based and social determinants data to drive equitable healthcare.
- 3.5 Build services that enable the capability of children, adolescents, and young adults to transition beyond CHQ's care.

- 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.

## Strong communities

*We **respect** differences and promote ways to be healthy and well*



Support prevention, promotion and early intervention that helps keep children and young people healthy in their communities

- 4.1 Increase equitable access to person-centred and inclusive healthcare for diverse communities.
- 4.2 Develop and enhance partnerships with Aboriginal and Torres Strait Islander organisations.
- 4.3 Enable healthcare decision-making and navigation through health literacy initiatives.
- 4.4 Work in partnership with community to co-design and deliver integrated community-based services.
- 4.5 Promote the social, emotional, and cultural wellbeing of all infants, children and young people who use CHQ hospital, community and mental health services.

- % 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.

## 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.

