



Children's Health Queensland Hospital and Health Service Strategic Plan 2020-2024

 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 health context is complex and ever-changing. The COVID-19 global pandemic has created extraordinary challenges to our health, social, education and economic systems. In response, we are experiencing examples of rapid innovation, community connectedness and reimagining the way we deliver services, highlighting just how resilient and adaptive our health care systems and communities are. The *Children's Health Queensland Strategic Plan 2020-2024* has been designed to support Children's Health Queensland navigate and thrive in times such as these.

To develop the Strategic Plan, we listened to "what matters most" to over 1000 families, young people, communities, staff and partners from across Queensland. We heard that authentic partnering and collaboration, wellbeing, leveraging technology, and supporting statewide paediatric care closer to home were vital areas of focus.

Children's Health Queensland has an important role as a paediatric leader in a networked system, to deliver access to high quality and person-centred care, where it is needed most. To do this, we must think differently about how and where we deliver care. Children's Health Queensland has an unwavering commitment to delivering excellent paediatric clinical care, translating research and innovation into action, advocating for all children and young people, and building local capacity with our partners throughout Queensland. We continue to strengthen our resolve to close the gap in health outcomes for children and young people. We will work in partnership to further advocate for system level changes, build cultural capability across CHQ, and co-design services that address the social and cultural determinants of health.

The *Children's Health and Wellbeing Services Plan 2018-2028* and the *Aboriginal and Torres Strait Islander Health and Wellbeing Services Plan 2018-2023* outline our vision for the future of clinical services for children and young people, with a focus on:

1. Promoting wellbeing and health equity
2. Improving service design and integration
3. Evolving service models
4. Delivering services closer to home
5. Pursuing innovation



The Strategic Plan is an interconnected roadmap that articulates our focus across the next four years that will deliver better health and wellbeing for children, young people, their families and communities.

The CHQ values of respect, integrity, care and imagination continue at the heart of all that we do. On behalf of the Board and Executive leadership team, we would like to recognise and thank each and every one of you, who contribute to the best care of children, young people and families.


David Gow
Board Chair


Frank Tracey
Health Service Chief Executive

Our challenges

- The health system can be complex and fragmented, which impacts our ability to deliver integrated care for children and young people as close to home as possible.
- Attracting and retaining a diverse workforce with specialised knowledge and skills, impacts how we respond to our environment to deliver health service priorities.
- Our capacity to meet demand for paediatric services across Queensland is impacted by population growth, changing disease profiles, and resource availability and allocation.
- The agility and strength of our interprofessional teams and partnerships, impacts how we meet and exceed the evolving health and wellbeing needs of children and young people.
- Our ability to innovate is impacted by the health system environment and our use of health intelligence to respond to population needs.

Our opportunities

- Lead and advocate in a connected system and strengthen partnerships for better care for all children and young people across Queensland.
- Develop the leadership capability of our people to deliver world-class care for children and young people.
- Enhance paediatric service delivery efficiencies across the health system to improve continuity of care and health outcomes.
- Embed a person-centred approach to care that is inclusive and integrated, and delivered in partnership with each child, young person, family and community.
- Leverage health intelligence technology and innovation capability to improve health outcomes for children and young people.

Children's Health Queensland contributes to the Queensland Government objectives, in particular:

1. *Give all our children a great start* by supporting babies to be born healthier, improving childhood immunisation rates, and improving wellbeing prior to school; and
2. *Keep Queenslanders healthy* by promoting good mental health and wellbeing, and increasing the number of Queenslanders with a healthy body weight.

<p>Respect</p>  <p>WE LISTEN TO OTHERS</p>	<p>Integrity</p>  <p>WE DO THE RIGHT THING</p>	<p>Care</p>  <p>WE LOOK AFTER EACH OTHER</p>	<p>Imagination</p>  <p>WE DREAM BIG</p>
---	---	---	--



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, communities, staff and partners 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 and social aspects of health and wellbeing
- Provide responsive and culturally safe care that improves health equity for Aboriginal and Torres Strait Islander people



Perform at our best every time

We will adapt and improve to achieve sustainable high quality outcomes

Our Strategies:

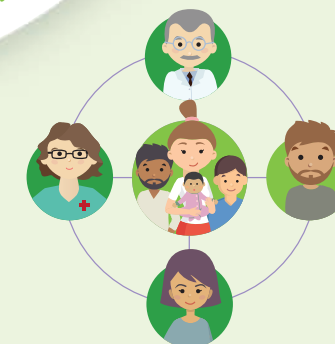
- Embed continuous quality improvement in all that we do
- Integrate quality and performance mechanisms for safe, reliable, high value care
- Align infrastructure, workforce and service planning to collectively respond to current and future needs
- Strengthen decision-making and accountability through effective governance and timely access to the right information
- Demonstrate our commitment to being environmentally responsible
- Optimise efficiency, productivity and resource management

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
- Use technology and digital platforms 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 along the care continuum
- Foster genuine connections that build trust and productive collaboration



Indicators of success

Value all people	Generate knowledge and innovation	Collaborate in care	Perform at our best every time
<ul style="list-style-type: none"> ▶ Close the gap in inequity of health outcomes and access ▶ Enhance experience, engagement and satisfaction ▶ Attract and retain diverse talent 	<ul style="list-style-type: none"> ▶ Clinically-informed, clinically-relevant and clinically-impactful research is driven by CHQ ▶ Enhance paediatric capability across Queensland ▶ Growth and impact of innovation and improvement initiatives 	<ul style="list-style-type: none"> ▶ Increase access to care closer to home ▶ Meet or exceed agreed indicators* for person-centred, effective and equitable care ▶ Maturation and impact of operational and strategic partnerships 	<ul style="list-style-type: none"> ▶ Embed best practice which aligns with national and international standards and benchmarks ▶ Meet or exceed agreed indicators* for safe, timely and efficient care ▶ Improve financial and environmental sustainability



*Including and expanding on Service Agreement KPIs