

Chapter 8

Our direction



The patient will always be the centre of everything we do.

Safety, patient satisfaction, staff satisfaction and health service performance will measure our success.

We have mapped our future.

Our future effectiveness will be measured by four precise and measurable indicators:

- Safety
- Patient satisfaction
- Staff satisfaction, and
- Health service performance

It is with those four indicators in mind that the CQHHS Strategic Plan 2014-2018 was designed. They will guide its implementation and measure its success.

To achieve success, the Strategic Plan has established six objectives and dedicated clear actions to achieve the objectives. They are:

Safe, reliable services

- Implement comprehensive service improvement approach
- Strengthen safety governance system
- Increase the use of technology
- Implement Speaking up for Safety strategy

Sustainable, cost effective services

- Deliver a surplus for reinvestment in health care services
- Move away from sole practitioners
- Meet Statewide access standards

Excellent patient experience and healthcare outcomes

- Actively engage our community on service planning and delivery
- Maximise use of rural facilities to ensure local access
- Develop cancer centre

Great place to work

- Introduce a zero harm strategy
- Deliver high performance culture through strong visible leadership
- Reduce reliance on temporary medical workforce

Strong reputation

- Introduce clear and accurate consultation methods
- Greater transparency in reporting of our performance
- Put in place a media strategy
- Increase community visibility through positive presentation

Effective partner relationships

- Implement One Gladstone Health Plan
- Develop cardiac catheter laboratory
- Develop radiation oncology

The health service has many strengths and changes many lives for the better every day. Developing and capitalising on the opportunities, with a focus on patient safety and improving the patient journey, is vital to success.

In Central Queensland, a Cancer Strategy will be developed to ensure the new Cancer Centre reaches its full potential, reduces the need for cancer patients to travel to the south-east for treatment and increases life expectancy of Central Queenslanders. Our aim is to develop services to treat the top five cancers: Colorectal (colon cancer); Urology (prostate cancer); Breast (breast cancer); Dermatology (skin cancer); and Upper GI (lung cancer).

The development of a cardiac catheter laboratory is a crucial link in the development of service delivery to Central Queensland and it will play an important part with its supportive link to cancer services.

The expansion of Clinical Support Services and increasing the ability for Rockhampton to provide support to Gladstone, Biloela and Emerald will maximise the services offered in those regional centres.

The development of a cardiac catheter laboratory is a crucial link in the cardiac service plan that will enable people to be treated locally rather than in Brisbane.

Add to this the development of a new 14-bed Intensive Care Unit, providing increased capacity from the existing six bed unit, and the rooftop helipad – both funded from efficiency improvements from the 2012-2013 financial year – and Rockhampton Hospital will become a strong regional centre for Central Queensland.

The strength of partnerships in Gladstone will drive the implementation of the One Gladstone Health Plan and create a critical mass that will support the development of improved health services for that community.

It is the strong relationship with the co-located Mercy Health and the Mater Hospital that will foster the success in the Harbour City.

To strengthen our service delivery in rural and remote areas CQHHS will introduce clinical support and bring an end to sole-doctor towns. This is not only vital for the delivery of safe services but will be a valuable recruitment and retention tool as it improves the quality of life for the clinicians.

Partnering with universities, the use of rural generalists, Rural and Isolated Practice Endorsed Registered Nurses and allied health services will be maximised to take services closer to the community.

Mental Health services will develop a 20-unit Community Care facility in North Rockhampton to help patients to re-enter the community. A four-bed Older Person Mental Health Inpatient Unit will provide additional support to the community and partnership with community organisations will be strengthened to better meet the needs of residents in a community setting.

The most effective form of health care is prevention. It is with that in mind that work will continue to establish a Coalition for Health which aims to create a social movement to change lifestyle habits and reduce the impact of chronic disease on the health system.

The Subacute, Ambulatory and Rehabilitation unit will work with Central Queensland Medicare Local to determine the pattern of community services for Central Queensland. It will provide and, where necessary, work with partners to create alternative services to hospital admission and to aid early discharge.

By focusing on systems, strategies and a philosophy of continuous improvement,

By developing strong leadership through consistency and courage,

By eliminating waste and utilising available resources,

By delivering cultural change through action,

By implementing quality as a strategy,

We will deliver

- Safety

- Patient satisfaction

- Staff satisfaction, and

- Health service performance