



Gold Coast Health acknowledges Country and the continuous living cultures of First Nations peoples. We acknowledge and respect the woven strands of First Nations knowledges; relationship, connection and responsibility, to land, sea and sky Country. We acknowledge this sacred connection to Country as an integral element of First Nations identity and central to First Nations culture and being.

We pay respect to Elders past, present and future, acknowledging the Traditional Custodians who travelled and sustainably managed Country for many generations before us.

We express gratitude to the Traditional Custodians and families of the Yugambeh language region for their continued friendship and cultural guidance to ensure Aboriginal and Torres Strait Islander people enjoy long and healthy lives, as we commit to First Nations Health Equity.

G28: Gold Coast Hospital and Health Service

Strategic Plan 2024 – 2028 (2025 update)

Our vision

Excellent people, excellent care

Our purpose

To provide compassionate, sustainable, highly reliable healthcare

Our values

Integrity – to be open and accountable to the people we serve

Community first – to have the patient's and the community's best interests at heart

Respect – to listen, value and acknowledge each other

Excellence – to strive for outstanding performance and outcomes

Compassion – to treat others with understanding and sensitivity

Empower – to take ownership and enable each other to achieve more

Our philosophy

Our Always Care philosophy is central to our strategic direction. It recognises that the simplest acts of compassion can have significant impact – for patients, staff, the Gold Coast community and our partners in care delivery.

Our strategic plan aligns with the Queensland Government objectives for the community of:

- **Health services where you need them:** restoring health services when Queenslanders need them most through transparent and targeted investment with real-time data, boosting frontline health services, driving resources where they're needed most, improving our EDs, reopening regional maternity wards, fast-tracking access to elective surgeries, and helping patients to be seen faster.

Gold Coast Health strategic objectives



Future Value



Future Care



Future Growth



Future System





Human Rights statement

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

Gold Coast Health
always care

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G28 Strategies

	 Future Value	 Future Care	 Future Growth	 Future System
Strategies	Safe, compassionate and high-value care <ol style="list-style-type: none"> 1.1 Deliver safe, high-quality services to achieve best possible health outcomes 1.2 Prioritise resource investment to drive equitable access, maximise organisational performance and manage budgets wisely 1.3 Co-design compassionate, inclusive, person-centred services with our staff, patients and stakeholders to enhance care 1.4 Embed 'Just Culture' principles to drive clinician-led accountability that enhances safety and quality for our consumers and workforce 	Innovating and building future of care <ol style="list-style-type: none"> 2.1 Accelerate adoption of innovative models of care that enhance quality and maximise our capacity 2.2 Embed our culture of research, innovation and transformation to meet changing patient need 2.3 Continue to enhance data driven decision making to improve service delivery 2.4 Use strategic partnerships in health, knowledge and life sciences sectors to support our change agenda 	New infrastructure and workforce <ol style="list-style-type: none"> 3.1 Secure a growing and representative workforce to meet increasing community and service need 3.2 Invest in our people to develop skills, embrace new roles and build an inspiring workforce that grows our international reputation 3.3 Deliver new buildings, equipment and services to improve timely access to health care 3.4 Improve our environmental sustainability to contribute to waste and carbon reduction goals and meet community expectations 	Connected, integrated, equitable and seamless system <ol style="list-style-type: none"> 4.1 Partner effectively to deliver health equity for First Nations peoples and other vulnerable groups 4.2 Progress our 'One System' ambition to seamlessly connect care for Gold Coast people across the broader health care system 4.3 Deliver a networked operating model that optimises our growing infrastructure and service footprint 4.4 Increase focus on prevention and health literacy to empower consumers to be active participants in their health and wellbeing
	Measures <ol style="list-style-type: none"> 1.1 Meet peer benchmark for the rate of hospital acquired complications 1.2 Deliver balanced or surplus financial operating position 1.3 Maintain or increase positive consumer experience on Gold Coast Health committees and working groups 1.4 Increase % positive responses to employee-reported safety culture indicators 	<ol style="list-style-type: none"> 2.1A Increase virtual and hybrid delivery of patient care 2.1B Meet peer benchmark for hospital length of stay 2.2 Increase the number of health service and clinical research projects 2.3 Increase the proportion of patients accessing services within optimal timeframes 2.4 Increase number of active partnerships 	<ol style="list-style-type: none"> 3.1 Reduce average days taken to recruit to vacant positions 3.2 Increase employee-reported employment satisfaction and engagement 3.3 Increase the number of commissioned hospital beds 3.4 Decrease the proportion of total waste that is streamed to landfill 	<ol style="list-style-type: none"> 4.1 Increase the proportion of staff who identify as First Nations 4.2 Expand joint regional planning with local health partners 4.3 Deliver networked operating and governance model as part of capital planning 4.4 Reduce the number and proportion of potentially preventable hospitalisations
Strategic Risks <ul style="list-style-type: none"> Health care demand exceeding capacity and/or operational funding growth will challenge the ability to provide timely access Inadequate supply and/or uptake elsewhere in the health and social care system will cause additional and unsustainable HHS demand Inability to attract and retain adequate, skilled workforce will inhibit future capacity growth Policy absence, uncertainty, misalignment or emergence will inhibit development or shift expectations and priorities Failure to meet cyber security needs will risk critical service disruption, adversely impacting patient care 		Strategic Opportunities <ul style="list-style-type: none"> Optimise 'one-system' partnerships and community/virtual care to maximise out-of-hospital service delivery Effective consumer engagement and codesign to empower consumers as active participants in health and wellbeing and drive improved health and care Enable our people to work collaboratively and innovatively to leverage our most valuable resource Adopt technology to enhance outcomes and release time for direct patient care Integrate across the system to reduce duplication and support effective service navigation 		