Gold Coast Hospital and Health Service

Strategic Plan 2024 – 2028 (G28)

Our vision

Excellent people, excellent care.

Our purpose

To provide compassionate, sustainable, highly reliable healthcare.

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 values

Community First   Integrity   Empower   Respect   Excellence   Compassion

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**

Gold Coast Health acknowledges the traditional custodians of the Gold Coast, the Yugambeh-speaking people, whose land, winds and waters we all now share; and we pay tribute to their unique values, and their ancient and enduring cultures, which deepen and enrich the life of our community.

We pay respects to Elders past, present and emerging, and recognise those whose ongoing effort to protect and promote Aboriginal and Torres Strait Islander cultures will leave a lasting legacy for future Elders and leaders.

Human Rights statement

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

Gold Coast Health Strategic Plan 2024 – 2028 (G28)

	Future Value	Future Care	Future Growth	Future System
	Safe, compassionate and high-value care	Innovating and building future of care	New infrastructure and workforce	Connected, integrated, equitable and seamless system
Strategies	• Deliver safe, high-quality services to achieve optimal health outcomes • Prioritise resource investment to drive equitable access, maximise organisational performance and maintain fiscal responsibility • Co-design compassionate, inclusive, person-centred services with our staff, patients and stakeholders to enhance care • Embed 'Just Culture' principles to drive clinician-led accountability that enhances consumer and workforce outcomes and experience	• Accelerate adoption of innovative models of care that enhance quality and maximise our capacity • Embed our culture of research, innovation and transformation to meet evolving patient need • Embed cutting-edge technology to enhance patient care and staff experience • Leverage strategic partnerships in health, knowledge and life sciences sectors to support our change agenda	• Secure a growing and representative workforce to meet increasing community and service need • Invest in our people to develop skills, embrace new roles and build an inspiring workforce that grows our international reputation • Deliver new health service infrastructure to improve timely access to health care • Improve our environmental sustainability to contribute to waste and carbon reduction goals and meet community expectations	• Partner effectively to deliver health equity for First Nations peoples and other vulnerable groups • Progress our 'One System' ambition to seamlessly connect care for Gold Coast people across the broader health care system • Deliver a networked operating model that optimises our growing infrastructure and service footprint • Increase focus on prevention and health literacy to empower consumers to be active participants in their health and wellbeing
Measures	• Increase the proportion of patients accessing services within optimal timeframes • Meet peer benchmark for the rate of hospital acquired complications • Deliver balanced or surplus financial operating position	• Increase virtual and hybrid delivery of patient care • Meet peer benchmark for hospital length of stay • Increase the number of health service and clinical research projects	• Reduce average days taken to recruit to vacant positions • Decrease the proportion of total waste that is streamed to landfill • Increase employee-reported employment satisfaction and engagement	• Reduce the number and proportion of potentially preventable hospitalisations • Increase the proportion of staff who identify as First Nations

Strategic risk

- 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
- Absent or shifting Government and clinical policy may affect organisational strategic development or priority setting
- Failure to meet cyber security needs will risk critical service disruption, adversely impacting patient care

Strategic opportunities

- Optimise 'one-system' partnerships and community/virtual care to maximise out-of-hospital service delivery
- Empower consumers as active participants in health and wellbeing and drive improved health and care through effective consumer engagement and co-design
- 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