



Queensland Health

HEALTHQ32

Health Services Strategy 2032





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Aboriginal and Torres Strait Islander viewers are warned that the following program may contain images of deceased persons.

"Making Tracks" Artwork produced for Queensland Health by Gilimbaa.

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Queensland Health respectfully acknowledges the Traditional and Cultural Custodians of the lands, waters and seas across Queensland. We pay our respects to Elders past and present, while recognising the role of current and future leaders in shaping a better health system. We value the culture, traditions and contributions that the Aboriginal and Torres Strait Islander peoples have made to our communities and recognise that our collective responsibility as government, communities and individuals is to ensure equity and equality, recognition and advancement of Aboriginal and Torres Strait Islander peoples in Queensland in every aspect of our society. Queensland Health acknowledges the First Nations peoples in Queensland are both Aboriginal peoples and Torres Strait Islander peoples and supports the cultural knowledge, determination and commitment of Aboriginal and Torres Strait Islander communities in caring for their health and wellbeing.



We're focused on delivering world-class healthcare closer to home, for all Queenslanders, no matter where they live.



I am proud to launch our *Health Services Strategy 2032*: a plan to reform the way we deliver healthcare, boost health equity and access, and support Queenslanders to achieve their best health and wellbeing.

We recognise that one size does not fit all when it comes to our health system, and we need diverse strategies and action plans to ensure we can continue to deliver healthcare in new ways that benefit both clinicians and patients. In doing so, we will ensure we can continue to deliver high quality healthcare now and into the future throughout Queensland.

As our state continues to grow rapidly, Queensland's population is now projected to reach 6.2 million by 2032, with much of this growth taking place in outer-metro and regional communities. In addition, with technology and innovation progressing in the health sector, Queenslanders' expectations of the care they receive is also changing as we live longer and enjoy a better quality of life.

The Strategy will provide structure for the innovation and creativity that flourish in the health environment. It will guide our work towards better integration of health services across primary care and hospital care, as well as improved quality, safety, and access.

In conjunction with this work, we will empower Queenslanders to become confident, active decision-makers in their health and treatment journeys. In doing so, we will ensure care is tailored to reflect what is important to each person, and in turn, support our communities to be as healthy as possible.

This Strategy paves the way to a health system that is person-centered, innovative, and world-class, for all communities across Queensland.

The Hon. Shannon Fentiman MP
Minister for Health, Mental Health and Ambulance Services and Minister for Women

World-class health services for all Queenslanders



Over the next eight years, Queensland Health will be recognised as the national leader in provision and delivery of health care focused on patient access, experience, and outcomes. Our health service system will be high quality, safe and driven by innovation, translational research, and cutting-edge technology. Our highly valued workforce will be supported to perform at their best, delivering care through a culture of continuous improvement and working together.

This *Health Services Strategy* is ambitious, describing three focus areas that will deliver equitable access and quality outcomes to all Queenslanders. Now is the time to plan, build sustainable systems and embrace innovations and digital technology. This Strategy will ensure our services are connected, equitable, sustainable, and integrated as we move into the next 10 years, and for generations to come.

The future is now. As we re-affirm our commitment to keeping Queenslanders healthy and out of hospital, improving patient flow and growing our services in line with population changes, I am excited to share the Queensland Health, *Health Services Strategy* with you. This Strategy will steer our health services over the coming decade to deliver innovative models of care and adopt new technologies to advance the way care is delivered. By continuing to focus on what matters to consumers and embracing innovation such as robotics, artificial intelligence, digitally integrated and networked services, we will create better access and health for individuals and communities.

This Strategy also commits to strengthening equitable outcomes and access for First Nations people, culturally and linguistically diverse people, and rural, regional, and other priority populations.

Success of the *Health Services Strategy* is the responsibility of the entire system and will require collaboration for implementation and partnerships across health and social services sectors. Together, we can navigate the unique characteristics of our healthcare system and the opportunities presented to provide the best care possible and achieve outcomes that matter most to Queenslanders.

I would like to thank our valued partners and stakeholders who contributed their expertise and insights to the development of this Strategy. I am confident that the *Health Services Strategy* will provide a pathway to success, unleashing the potential of our services to deliver optimal care across Queensland.

Michael Walsh
Director-General, Queensland Health



Introduction

The coming years to 2032 presents exciting opportunities for Queensland Health to transform the way we provide care, deliver services, and improve population health and wellbeing. Empowering consumers to become active players in their health and treatment journeys will ensure care and treatment is tailored to what is important for the individual.

Targeted clinical interventions and new technologies also provide an opportunity to enhance consumers' confidence to take control of their own health journey. Wearable devices and mobile applications allow users to share data with their providers to assist with monitoring of symptoms, vital signs or physical activity. Increasingly, people will be enabled to stay healthy and those living with chronic disease will be managed at home. Our hospitals and emergency departments will deliver care to those who are the most unwell; all other care will be delivered in a range of settings including ambulatory centres, community centres, healthcare clinics and the home.



Over the last 5 years



our services have experienced increasing pressure and demand with:



COVID-19



Growing and ageing population



Chronic illness



Mental health conditions

Between 2018–2023 hospital utilisation increased by 9%¹

In 2021–2022²:



Acute healthcare delivered in hospitals was

41.8%



of total healthcare expenditure

In 2022–2023¹:

Top three same day hospital services

- 1 renal dialysis
- 2 chemotherapy
- 3 diagnostic gastrointestinal endoscopy



Top three overnight inpatient hospital services

- 1 orthopaedics
- 2 respiratory medicine
- 3 obstetrics

HEALTHQ32: A vision for Queensland's health system

In collaboration with our partners and consumers, the vision for Queensland's health system over the next 10 years is: *To be a dynamic and responsive health system where our workforce is valued and empowered to provide world-class healthcare to all Queenslanders.*

HEALTHQ32 sets the future direction for the health system and focuses on being adaptable and sustainable. The vision focuses on embedding innovative models of care and new technologies to deliver services more efficiently and ultimately improve patient outcomes. HEALTHQ32 outlines seven system priorities to focus the course of action over the next 10 years in achieving the vision and system outcomes.

The overarching HEALTHQ32 vision and the *Health Services Strategy* and other system priority strategies will guide future priorities for health in Queensland. The *Health Services Strategy* embraces innovation and technology to support a sustainable system that delivers personalised healthcare while supporting Queensland Health to deliver on the vision.

To be successful, all partners across the system will need to work collaboratively over the next 10 years to bring the vision to life.

The *Health Services Strategy* aligns with the HEALTHQ32 and aims to drive delivery of sustainable and personalised healthcare, for outcomes that matter the most to individuals and the community. To achieve this, we will drive change through three focus areas:

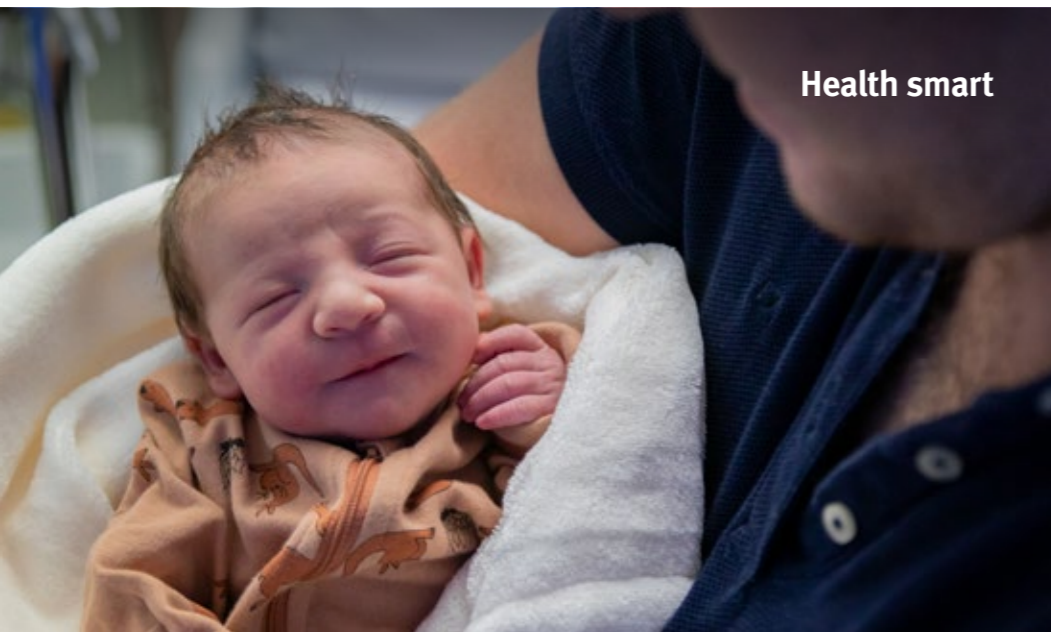
Health smart – empowering and supporting consumers to confidently navigate health services and make informed decisions in their own health journey

System smart – delivering culturally responsive services that are value-based and person-centred so quality outcomes are experienced by consumers

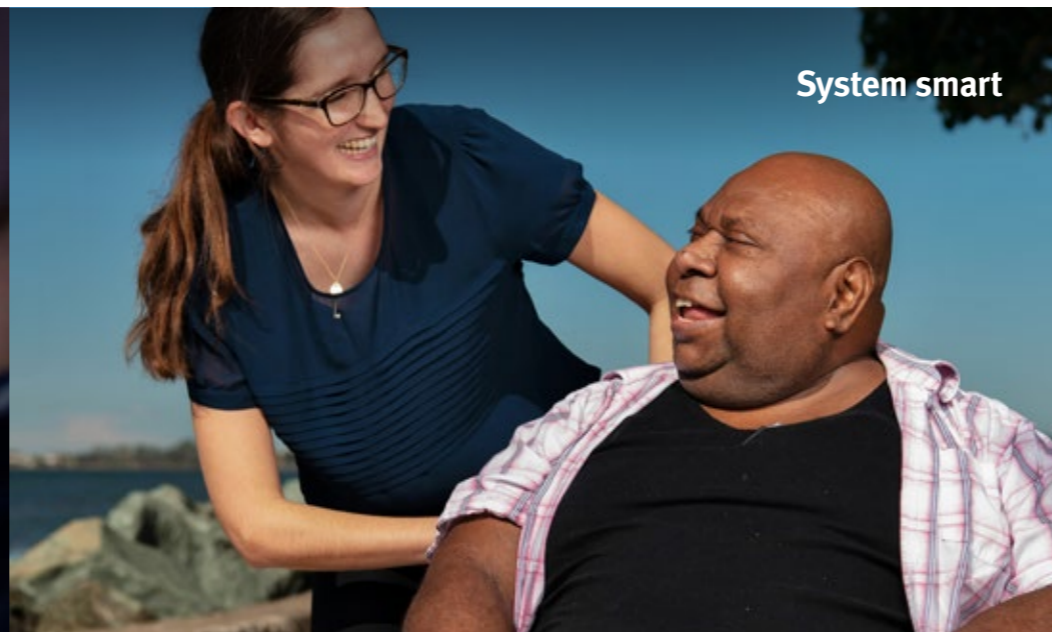
Future smart – advancing innovative technology that supports future ways of delivering health services including looking after our planet.

This *Health Services Strategy* was developed through a collaborative process underpinned by consultation with partners from across the Department of Health, Hospital and Health Services, private and non-government service providers, industry, consumer organisations and academia. In addition to stakeholder engagement, the *Health Services Strategy* was informed by a review of healthcare trends, data analysis, and health service modelling for a 10-year planning horizon.

Successful implementation of the *Health Services Strategy* will be a shared responsibility, requiring collaboration across Queensland Health and its partners. Action plans will be developed to guide implementation and monitoring for each component of the *Health Services Strategy*. As we rise to the challenge of meeting Queensland's evolving health needs, Queensland Health is committed to health service reform that empowers consumers, leads innovation and provides optimal care.



Health smart



System smart



Future smart

By 2032, HEALTHQ32 aims to:

- increase quality, safety and equity
- maximise the health and wellbeing of Queenslanders
- be more innovative, connected and sustainable
- create a workforce that is agile, skilled and valued.



Reform

Delivering connected equitable, sustainable, and integrated healthcare

First Nations First
Placing First Nations peoples at the centre of healthcare design and delivery in Queensland

Workforce
A responsive, skilled and valued workforce where our people feel supported

Consumer Safety and Quality
Ensuring the delivery of safe and quality healthcare that supports consumers to achieve better health outcomes

Health Services
Sustainable, personalised healthcare that delivers outcomes that matter most to patients and the community

Public Policy
Delivering quality advice to government to drive an agile, future-focused health policy agenda

Research
A health system where research and innovation is encouraged, supported and enabled

Health Services Strategy 2032 aligns with numerous key Queensland Health plans and strategies



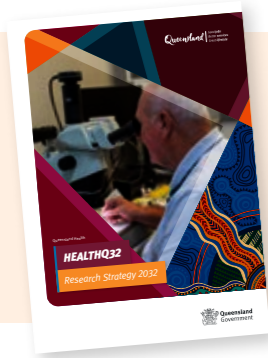
HEALTHQ32: A vision for Queensland's health system

Queensland Health's vision to be a dynamic and responsive health system where our workforce is valued and empowered to provide world-class healthcare to all Queenslanders.



HEALTHQ32: First Nations First Strategy 2032

This strategy places First Nations peoples and their voices at the forefront of healthcare service design and delivery.



HEALTHQ32: Research Strategy 2032

This strategy sets the agenda for a dynamic research ecosystem that translates ground breaking research into effective and efficient healthcare delivery.



Queensland Women and Girls' Health Strategy 2032

This strategy advances the rights and interests of women and girls, increasing their economic participation, and working to achieve gender equality.



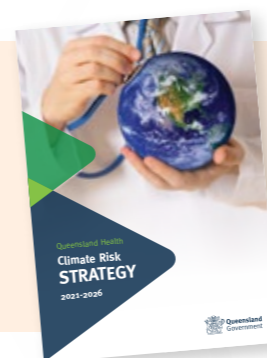
Queensland Health Rural and Remote Health and Wellbeing Strategy 2022-27

This strategy outlines a whole-of-system approach to achieving health equity for our rural and remote populations.



Digital Health 2031: A digital vision for Queensland's health system

This strategy articulates the system digital vision to improve healthcare outcomes for all Queenslanders through digital innovation.



Climate Risk Strategy 2021-26

This strategy outlines strategic priorities to ensure the reliability of health care services, with focused efforts to achieve the *Queensland Climate Adaptation Strategy 2017-2030*³ targets of increased renewable energy usage and decreased emissions.



Digital Strategy for Rural and Remote Healthcare

This strategy aims to support Queensland Health's vision by providing equitable to healthcare across the state by digitally enabling rural and remote healthcare services to deliver better care now, and for future generations of Queenslanders living in rural and remote areas.



Queensland Health Virtual Healthcare Strategy 2021

This strategy sets out an exciting pathway to support the delivery of this care to patients through innovative ideas and technology. This is about complementing and enhancing the human touch rather than replacing it.



The health of Queenslanders

As the Queensland population continues to grow and age, there is an increasing availability of new evidence-based interventions, alongside an increasing focus on “healthy places, healthy people”⁴. Based on key health indicators, the health of Queenslanders continues to improve, but disparities exist in the health status of some priority populations including First Nations people and residents of rural and remote areas.



Population
 5.49 million 2024⁵
 6.2 million 2031⁶



38%
 Live in rural or remote areas
 2020⁷



22.6%
 Were born overseas
 2021⁸



16.7%
 Live with disability
 2022⁹



16.9%
 Aged 65 years or older
 2022¹⁰



Queenslanders living with health conditions



4.2%
 Heart disease¹¹
 Australia 3.9% 2021¹²



4.5%
 Diabetes¹³
 Australia 4.7% 2021¹⁴



8.8%
 Arthritis¹⁵
 Australia 8.5% 2021¹⁶



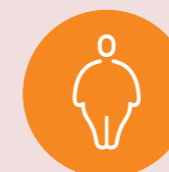
9.6%
 Mental health¹⁷
 Australia 8.8% 2021¹⁸



Health risk behaviours



10.4%
 Adults smoke daily
 2022¹⁹



65.9%
 Adults are overweight or obese
 2020²⁰



7.4%
 Adults met recommendation for daily vegetable consumption
 2021²¹



56.6%
 Had sufficient physical activity
 2021²²

Our health services in Queensland

Most Queenslanders will interact with the health system at some stage throughout their lives. Queensland's health services span multiple health domains, locations, and modes of delivery.

Across 16 Hospital and Health Services, facilities include acute hospitals, multi-purpose health services, residential care facilities, psychiatric residential hospitals, and dental hospitals²³. Ambulatory services, including minor injury and illness, diagnostic imaging, renal dialysis, chemotherapy, child and baby health clinics, breast screening, and community mental health services, are offered through a range of settings including Satellite Hospitals, community health centres, primary care centres, mobile clinics, public venues and an individual's home.



Mental health services



Maternity



Rehabilitation services



Diagnostic imaging



Acute inpatient services



Aged care services



Community health services



Immunisation services

16
Hospital and Health Services

Health service opportunities and challenges

Opportunities exist to improve, sustain and expand the reach of health services amidst this complex and challenging environment. Stakeholders have identified the following health service opportunities and challenges that impact the ability to meet changing health needs of our population. The *Health Services Strategy* sets the path to pursue these opportunities further over the next decade.



Technological advancement and innovation

Exciting opportunities to expand and introduce new technologies such as virtual care, precision medicine, data-driven decision-support, robotics, bionics, artificial intelligence and automation, will enhance our ability to meet the future health needs of Queenslanders. Technological innovations will influence improvements in healthcare safety, quality and efficiency, and revolutionise the consumer experience by transforming how and where they access healthcare services. Digital health will lead to better health outcomes for consumers, with increased flexibility, choice and rapid feedback to manage their health.



Effective models of care

Advances in medical and communication technology are driving new models of service delivery. Best practice models of care will involve partnerships with primary care and community providers and use of integrated and streamlined digital communications will enable access to health records and seamless patient care. Virtual care options will reduce barriers to healthcare access related to disability, distance and time.

“By 2035, healthcare models will be centred around patient needs, and will be personalised, digitised and preventative.”

The Future of Health, how innovation will blur traditional healthcare boundaries, Deloitte, 2023.



Co-design and collaboration

Co-design is fundamental to discover unique perspectives through collaboration and include user and service partner opinions in decision making. The co-design process, where people with professional and lived experience partner as equals to improve health services by listening, learning and making decisions together, will be central to our services. Consumer collaboration are key drivers for developing a responsive, safe and effective health service. Strong consumer engagement enables health services to hear what people want from their health system, enabling service delivery that provides the best value and experience.



Flexible funding arrangements

Funding arrangements across the different levels of government are intended to enable integrated healthcare that support consumers wherever they live and work. Recent reviews of these complex funding arrangements have led to transformation within the Queensland Health system, including a shift from funding care from a volume-based to outcomes-based approach.



Geographical distribution

Vast geographical distances and dispersed population make health service delivery in Queensland complex and costly. Rural and remote Queenslanders face unique barriers to accessing health services, including limited infrastructure, poorer connectivity to health services and higher cost of living. The evidence of and modelling for increasing frequency and duration of extreme weather events provides another challenge for service delivery and access.



Increasing healthcare demand

Rising demand is influenced by a growing and ageing population with increasing rates of chronic illness and mental health difficulties, coupled with rapidly advancing medical knowledge and technology that expands health service capability to treat conditions. Further, healthcare utilisation increases as people are diagnosed with conditions earlier and then live longer because they are better able to manage their health conditions. Changes in private health insurance coverage and utilisation also places increasing strain on public healthcare resources.



Prevalence and burden of chronic conditions

Although Queenslanders are living longer, quality of life is generally reduced due to more years living with poor health²⁴. Approximately 47 per cent of Queenslanders are living with one or more chronic conditions, many of which are preventable²⁵. Common lifestyle diseases such as diabetes, cardiovascular disease and some cancers, are caused by one or more risk factors including smoking, obesity, physical inactivity, poor diet and risky alcohol consumption.



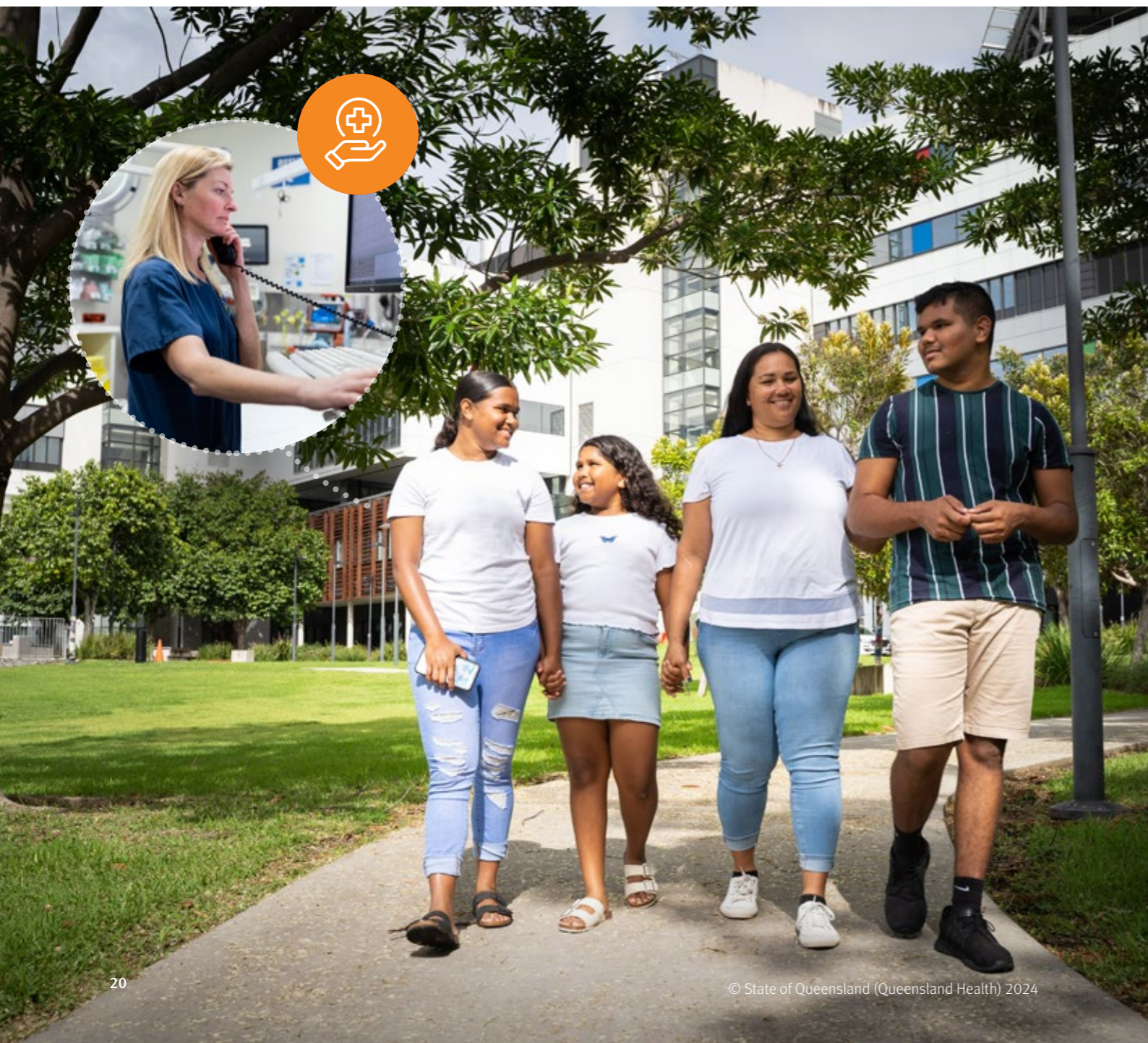
Inequity of access and outcomes

There are inequitable health outcomes among specific vulnerable communities in Queensland, including First Nations people, people living in rural and remote locations, people living in areas of socio-economic disadvantage, young people, children, people with disabilities or mental illness, LGTBQ+ Queenslanders, refugees and some culturally and linguistically diverse communities. The burden of chronic disease falls disproportionately on the most disadvantaged; for example, chronic conditions account for about 80 per cent of the life expectancy gap between First Nations and non-First Nations Australians²⁶. Invisible barriers to health service access may include cultural differences and attitudes towards healthcare, poor health literacy, avoidance due to experiences of racism, financial constraints with travel costs and taking leave from work and social isolation that may hide issues such as mental health vulnerability or domestic violence²⁷.

Health Services Strategy 2032

The next eight years presents Queensland Health with unique and exciting opportunities to innovate the way health services are delivered and the way care is provided. Our *Health Services Strategy* is a comprehensive and ambitious plan to improve the health and wellbeing of the community.

By empowering patients, families and carers to take an active role in managing their health, increasing access to personalised and integrated care, promoting equity and access for all, and leveraging technology and innovation, Queensland Health aims to achieve better health outcomes for all Queenslanders. Queenslanders expect that Queensland Health will strive to design a system that truly puts them at the centre through tailored compassionate care that is safe, sustainable and innovative and is future focused through climate change adaptation and mitigation strategies.



There are three outcomes to be achieved through the implementation of the *Health Services Strategy*:


Outcome 1:
Queenslanders have access to quality and safe healthcare with equitable outcomes.

Outcome 2:
Queenslanders have overall improved health, a good start to life, healthy ageing and a good end of life experience.

Outcome 3:
Queensland has an innovative, connected and sustainable health system.

Health Services Strategy focus areas

The strategies influence, innovate and drive the changes required across the health service ecosystem to deliver on our ambition to be leaders of high-quality health service delivery. The three focus areas to enable action are:



**Focus area 1
Health smart**

Empowering and supporting consumers to confidently navigate health services and make informed decisions in their own health journey.



**Focus area 2
System smart**

Delivering culturally responsive services that are value-based and person-centred so quality outcomes are experienced by consumers.



**Focus area 3
Future smart**

Advancing innovative technology that supports future ways of delivering health services including looking after our planet.

We recognise each of the three focus areas are strongly interlinked and to be successful we must sustain collective progression to deliver on the future of our health system. Working together, Queensland Health can make a significant impact and create a healthier future for all Queenslanders.



Focus area 1: Health smart

Empowering and supporting consumers to confidently navigate health services and make informed decisions in their own health journey.

Queensland Health will work together with consumers and service partners to ensure Queenslanders are empowered to stay healthy and well, self-manage chronic conditions and navigate health services when they need support and/or treatment. Improving health literacy is critical in enabling consumers to modify behaviours and access preventative care. Informed decision making will be promoted through improved consumer health literacy and tailored communication and information. New models of care will be developed in collaboration with health consumers, enabling and empowering greater agency in healthcare decisions.

We recognise a patient's journey of care often involves multiple providers, across different care settings and patients can find this very difficult to navigate. Within Queensland Health and with our partners, we will create networks that better connect care and transition patients between settings and service providers. Contemporary health service delivery will be personalised, underpinned by integrated digital platforms to support access to information.

Our objectives

- Health services support consumers to manage their health and wellbeing.
- All Queenslanders have equitable access to and can confidently navigate health services. Health services address the diverse needs of communities in a culturally safe and responsive way.
- Personalised care and precision health services are accessible for all Queenslanders.

Strategies

1. Strengthen health literacy and empower consumers to manage their health and wellness, and to be actively involved in their care/treatment decisions.
2. Co-design future health service delivery arrangements and models of care with consumers, families and communities inclusive of First Nations people, people living in areas of socioeconomic disadvantage, young people, refugees, people living in rural and remote areas, culturally and linguistically diverse people, people with disability or mental illness and LGBTIQ+ people and other priority populations.
3. Drive service integration and continuity of care to enable consumers to navigate and access care across service settings and providers, including primary and community-based care.
4. Deliver health services with an increased focus on improving health and wellbeing and preventing illness, informed by Joint Regional Needs Assessments.
5. Advance personalised healthcare by enabling individualised investigations to prevent illness and support accurate diagnosis, early intervention and targeted treatments.
6. Collaborate with government and non-governmental entities on policy and interventions related to social determinants of health.

Health consumers have masses of online health information at their fingertips and those who are tech-savvy are increasingly embracing new e-health solutions. Queensland Health will embrace consumer tech-literacy to support access to and coordination of care. Consumers who prefer traditional approaches or have limited or no access to technology will also be supported.

We will actively implement advances in medical science, enabling precision medicine and targeted pharmaceutical solutions tailored to specific individuals. Digital technologies such as wearable devices and mobile applications will be used to transform the way healthcare is provided, creating opportunities to personalise healthcare, overcome the tyranny of distance and improve health outcomes and experiences.

“Prevention needs to include innovation (use of precision medicine) so that risks can be looked at longitudinally. This also forms the basis of improving literacy and shared decision-making with what is important to the consumer.”

**Consumer, Health Consumers
Queensland Workshop**



Focus area 2: System smart

Delivering culturally responsive services that are value-based and person-centred so quality outcomes are experienced by consumers.

Responding to growing service demand, and to the challenge of ensuring healthcare access for all Queenslanders, service capacity must be lifted to ensure access to appropriate and timely care in the community and in the home. To do this, a planned approach to health service delivery is required to use all available resources in the most effective and sustainable way.

Queensland Health will drive the allocation of healthcare investment informed by consumer experiences and outcomes to support integrated healthcare that delivers care where people live and work. This will be through the establishment of partnerships with other care providers so our services are well-connected with allied health, community health and non-government organisations. Collaboration and flexibility across boundaries will enable the provision of person-centric models of care that can be delivered closer to, or in, the home.

Queensland Health will reduce interventions and treatments that provide low value to consumers and focus on evidence-based care that provides value to consumers and the healthcare system to provide better experiences, achieve the best health outcomes, and make optimal use of finite resources. We will achieve this by using data to understand and improve value, and by equipping clinicians and consumers with the tools they need to make high value healthcare decisions. We will seek to increasingly measure our performance of delivering value-based healthcare by assessing the outcomes that matter most to patients relative to the costs of providing care. This is a shift away from traditional measures that focus on the volume of services provided to patients, to a model that emphasises quality, efficiency, and the patient at the centre.

Our objectives

- Seamless delivery of healthcare services that maximises resources and potential through effective governance.
- Best practice and evidence shape service delivery, improvement and consumer experiences.
- Communication, collaboration and cohesive partnerships and networks delivers high-quality service.

Strategies

1. Reduce long lengths of stay for people in acute setting by improving access to interim care beds in alternative settings, including in the home.
2. Optimise healthcare through networked services and deliver contemporary models of care in appropriate settings.
3. Deliver new services and flexible healthcare facilities to meet population demand, reduce burden of disease and improve local access to care.
4. Enhance collaborative health service delivery through networks and partnerships to address inequitable access to services for:
 - First Nations people
 - people living in areas of socio-economic disadvantage
 - young people
 - refugees
 - people living in rural and remote areas
 - culturally and linguistically diverse populations
 - people with a disability or mental illness
 - LGBTIQ+ people
5. Enhance provision of person-centred and effective, high-value care through evidence, research, clinical advice and consumer feedback.
6. Expand our health service delivery model so consumers have diverse choices in how and where they receive care at all stages of their health journey.

In July 2022, the Queensland government committed an unprecedented investment into better meeting health needs through new capital infrastructure for Hospital and Health Services including mental health and alcohol and drugs. The *Health Services Strategy* will ensure services delivered from these new Queensland Health facilities are smart facilities, focussed on delivering high-value acute services such as major surgeries, intensive care, the management of severe trauma and treatment for other critical conditions and significant complications. Our smart hospitals will be part of a more decentralised healthcare service ecosystem that is integrated with and supported by ambulatory care centres, satellite hospitals, clinics based in the community and care in the home.

In partnership with providers in the healthcare system, and with diverse sectors that influence health outcomes, we will better integrate service provision to deliver comprehensive and coordinated care.





Focus area 3: Future smart

Advancing innovative technology that supports future ways of delivering health services including looking after our planet.

Our hospitals and healthcare facilities will provide the physical and technological infrastructure to deliver high quality care where it is needed throughout our local and statewide catchments, connecting patients to clinicians in person, by telehealth and through virtual services.

Virtual care will be mainstreamed, with virtual emergency departments, wards and clinics used to reduce unnecessary hospital presentations and encourage care in the 'right setting'. Consumers using telehealth services and remote-monitoring devices will receive care virtually in their own home or a virtual care clinic.

Artificial intelligence will provide our staff the capability, insights and information required to deliver more effective care. Clinical robotics combined with augmented reality, will provide opportunities for peer-support and training between clinicians in metropolitan and rural and remote areas.

Machine learning and the power of big data will be leveraged for improved prediction, prevention, diagnosis and treatment statewide.

Interoperable technology and data collection systems will share information efficiently, across the continuum of care and different providers. All clinicians will access patient records in real-time and data will be used by system managers and clinical leads to drive a more collaborative and cohesive health ecosystem.

Our objectives

- Digital technology and innovation that expands access and quality of care.
- Health services enhanced by early adoption of technology and tools.
- Big data drives health system planning and guides clinical care.
- Reductions in carbon emissions and actively pursuing decarbonisation of our health services.

Strategies

1. Utilise health information, artificial intelligence, data analytics and predictive tools to design, deliver, evaluate and improve care.
2. Revolutionise care through the implementation of evidence-based innovations, such as robotics, 3D imaging and 3D prosthetics, genomics, bionics, wearables, interactive virtual care consultation and remote treatment options.
3. Grow automation within our health and support services to maximise cost-effective and high-quality care.
4. Facilitate digital health information sharing across care settings to ensure safer and higher quality care delivery across the continuum of care.
5. Adopt healthcare service solutions that align with renewable energy and energy efficiency approaches to reduce carbon emissions.

The new hospitals and healthcare facilities built in the next 10 years will include technology and innovative solutions embracing statewide rollouts of voice-to-text systems and clinical decision-support tools. This will reduce the administrative load placed on clinicians and release more time for patient care. Hospitals will also adopt automated management systems to optimise patient triaging to ensure resources are used efficiently.

Managing our resources and environment sustainably will be a collective effort through staff embracing optimised patient pathways that reduce travel and environmental impact on treatment, environmentally friendly workplace practices together with improved use of renewable energy, capital and asset procurement strategies that promote sustainable materials. Queensland's public health system contributes close to 50 per cent of all state government emissions, of which 90 per cent is related to electricity consumption²⁸. Over the next eight years, Queensland Health will reduce its carbon footprint and increase resilience to environmental impacts.



“The right use of robotics eliminates workplace routine, improves efficiency, and allows workers to dedicate time to interesting and more fulfilling tasks while also boosting productivity.”

**A Robotics Roadmap for Australia
2022, Robotics Australia Group**

Implementation, monitoring, and review

Queensland Health will develop two action plans over the 8-year life of the *Health Services Strategy*. These plans will map a pathway and allow for the progressive achievement of initiatives across two planning horizons of 1 to 4 years and 5 to 8 years.

Success can only be achieved through brave leadership, robust governance, the right partnerships and sufficient investment. This strategy will create a virtuous relationship between technology and system integration, adopting a flexible and agile approach.



As we work to implement the strategies outlined in this document, the following factors will be critical to our success:



Monitoring the performance of a health service system is important to ensure that the system is meeting the needs of the population it serves and delivering high-quality care. Each of the focus areas include measures to ensure performance monitoring and a continuous improvement approach to service delivery.

Regular monitoring and evaluation against the action plans will enable Queensland Health to track progress, understand effectiveness of initiatives, and evaluate emerging opportunities. The Queensland Health Executive Leadership Team will oversee implementation of actions and the System Quality, Safety and Performance Management Committee will monitor system quality, safety and performance.

The following performance indicators will be used to measure our effectiveness in implementing the *Health Services Strategy*:

- Joint Regional Needs Assessments inform priority health needs and service delivery responses
- Annual improvements in patient experience
- Improved health outcomes
- Avoidable admissions reduced year on year
- Increased resources to support innovative care outside hospital setting
- New service delivery arrangements adopted that measure PREMS and PROMS
- Increased efficiency of service delivery year on year
- Annual improvements in First Nations health outcomes
- Increased care at home
- Reduction in carbon emissions.

Milestones will be tracked annually on performance against the agreed indicators, key milestones and required outcomes and action plans will be updated accordingly. Collaboration and strong partnerships between Queensland Health and its partners are also key to delivering on the objectives and strategies of the *Health Services Strategy*.

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