

# Strategic plan | 2018–22

## Acknowledgement of traditional owners

Health Support Queensland (HSQ) respectfully acknowledges the traditional owners and custodians, both past and present, of the regions we serve and we declare our commitment to reducing the inequalities between Indigenous and non-Indigenous health outcomes.

## Commitment to Queenslanders

HSQ delivers a wide range of essential diagnostic, scientific, clinical support and corporate support services across Queensland. To do this we employ more than 4000 people across the state in the areas of Pathology, Forensic and Scientific Services, Biomedical Technology Services, Central Pharmacy, Radiology Support, the Health Contact Centre, Group Linen Services, Payroll Portfolio, and Strategic Procurement and Supply.

Over the course of this four-year strategic plan, HSQ will remain committed to supporting the service needs of our customers and the health needs of Queenslanders through a number of prioritised strategies including:

- delivering excellent customer-centred services by partnering with our customers to achieve outcomes
- enhancing system sustainability by leveraging best practice business models
- collaborating and innovating to continuously improve
- maintaining an exceptional workforce and being a great place to work.

In fulfilling our purpose of *'Helping care for Queenslanders'* and achieving the objectives set out in this strategic plan, HSQ will realise its vision of being *'Australia's best healthcare support partner'*. This will be achieved while acting in accordance with our ICARE fundamental principles of *integrity, customers and patients first, accountability, respect and engagement*.

## Evaluation

HSQ will evaluate progress against this strategic plan on an annual basis.

## Alignment with Queensland Government objectives

The strategic objectives outlined in this plan will support the achievement of the Queensland Government's objectives for the community as outlined in *Our Future State: Advancing Queensland's Priorities*. HSQ, in implementing this strategic plan, will directly contribute to the Queensland Government's objectives of *'Keep Queenslanders healthy'* and *'Give all our children a great start'* by supporting and improving the sustainability and quality of health services delivered across Queensland. In this way, HSQ will contribute to the realisation of the Queensland Government's vision that *'by 2026 Queenslanders will be among the healthiest people in the world'* as articulated in the 10-year strategy *My Health, Queensland's Future: Advancing Health 2026*.

## Alignment with Department of Health objectives

As a Commercialised Business Unit of the Department of Health, this strategic plan aligns to, and is HSQ's contribution to realising, the *Department of Health's Strategic Plan 2016–2020*. In implementing this strategic plan, HSQ will support Queenslanders to be healthier, enable safe and quality services, deliver high performance, broadly engage with partners, undertake dynamic policy leadership, and foster an engaged and productive workforce.

## Responding to risks and opportunities

Like all contemporary health systems, the Queensland health system is facing significant challenges. These challenges are driven primarily by an ageing and growing population, increasing chronic disease rates, the high cost of technological and digital innovation, changing consumer expectations, and finite resources. The health system will need to deliver more with less in an increasingly complex environment. The potential of effectively overcoming these challenges presents great opportunity. In the next four years, HSQ will play a vital role in responding to the risks and opportunities of the health system.

To mitigate system risks and capitalise on present and arising opportunities, HSQ will regularly review our risk profiles, apply appropriate controls, and proactively identify opportunities for action.

# Strategic plan 2018–22

## Fundamental principles

- I ntegrity
- C ustomers and patients first
- A ccountability
- R espect
- E ngagement

## Vision

To be Australia’s best healthcare support partner

## Purpose

Helping care for Queenslanders

Strategic priorities	Strategic objectives	Measures
<b>Deliver excellent customer-centred services</b>	<ul style="list-style-type: none"> <li>• Ensure that our services are of the highest quality to enable exceptional frontline healthcare</li> <li>• Partner and build effective working relationships with our customers</li> <li>• Optimise customer experiences by understanding each customer’s needs and tailoring our services</li> <li>• Empower our customers to unlock value by providing strategic insights</li> <li>• Be accountable to our customers through transparent, meaningful reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Customer satisfaction survey results</li> <li>• Compliance with accreditation and professional standards</li> </ul>
<b>Enhance system sustainability</b>	<ul style="list-style-type: none"> <li>• Ensure fiscal responsibility in the stewardship and allocation of resources</li> <li>• Leverage transparent activity-based business models</li> <li>• Enhance productivity through review, co-design and optimisation</li> <li>• Prioritise and plan capital allocation and replacement</li> <li>• Measure, report and monitor the benefits of our investments</li> </ul>	<ul style="list-style-type: none"> <li>• Financial operating position</li> <li>• System savings contribution</li> </ul>
<b>Collaborate and innovate</b>	<ul style="list-style-type: none"> <li>• Streamline and standardise processes</li> <li>• Innovate, research and continuously improve</li> <li>• Collaborate with each other, our customers and stakeholders to co-design solutions</li> <li>• Leverage and embrace digital technology</li> <li>• Work and make decisions in accordance with our values</li> </ul>	<ul style="list-style-type: none"> <li>• Project timelines and deliverables met</li> <li>• Number of new initiatives with formal input from service delivery partners</li> </ul>
<b>Maintain an exceptional workforce and be a great place to work</b>	<ul style="list-style-type: none"> <li>• Attract, recruit and retain the best people for outcomes</li> <li>• Develop our people to optimise their potential</li> <li>• Embed a system of performance accountability and recognition</li> <li>• Ensure we have safe and healthy workplaces</li> <li>• Foster an engaged and productive workforce with a values-based culture</li> </ul>	<ul style="list-style-type: none"> <li>• Working for Queensland survey results</li> <li>• Proportion of workforce on WorkCover leave arrangements</li> </ul>