Health Service Planning in Queensland Health

General Practice Queensland
Forum
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Colleen Jen, A/Executive Director Policy, Planning and Asset Services, Health Planning and Infrastructure Division, Queensland Health.
Topics for today

- Overview of health service planning in Queensland Health
- Assessing need
- Thursday Island – example needs assessment
What is health service planning?

- The process of aligning health service delivery with changing patterns of need, while making the most effective use of available and future resources.

- Guides an organisation in its response to new policy directions, changes in population need and service demand, and emerging trends in service delivery.
Health service planning

- focuses on the future
- translates health policy into practice
- is essentially about change management
- is both technical and political
Why do we plan?

To improve the health status of the population
To improve health service delivery or service efficiency
To match services to changing populations
To forecast future areas of service need
To prioritise allocation of resources
Planning principles

• Planning to improve population health outcomes

• Planning that is patient-focused

• Planning for quality, safe, sustainable, accessible and culturally appropriate services.
Integrated planning

Integrating service planning with enabling and support functions improves Queensland Health’s ability to provide high quality, safe and sustainable health services.
Integration with service enablers

- workforce
- capital infrastructure
- information management
- funding

Service planning should be undertaken in consultation with these service enabling functions to ensure that planning strategies:

- are feasible and appropriate in terms of future capacity
- are able to be implemented
- optimise the use of available resources
Steps in service planning

1. Scope the planning activity
2. Understand the population and service environment
3. Identify the health service needs
4. Prioritise the health service needs
Steps in service planning

5. Analyse and develop service options
6. Develop objectives and strategies
7. Assess the risks
8. Finalise plan
9. Develop implementation and communication plan
Assess the population and service environment

- Scan the environment
- Research service models
- Understand the geographic catchment
- Profile the population
- Profile the health status
- Describe current service arrangements
- Service utilisation and projections.
Define service needs

Service need refers to the gap between what services are currently provided to a given population and what is required in future to:

- potentially avoid a decline in an individual community’s health status, and/or
- potentially improve an individual or community’s health status.
Identify service needs

Identified through analysis of information collected from earlier stages of planning process, such as:
• compare the future versus the current health status of population
• identify needs across the continuum
• provide a rationale for each identified need
• validate the needs through more than one source of evidence (i.e. projected pop data, expert opinion)
• confirm identified needs are within scope.
Case study
Torres Strait and Northern Peninsula Health Service District–Health Service Plan

Jodi Hallas, Acting Director
Health Service District Planning Support
Health Planning and Infrastructure Division
Where is Thursday Island and NPA?

- Located 3586kms from Brisbane
- Cape York Peninsula to international boarder with PNG
- 18 islands all classified as very remote (ARIA Plus)
- Population of 10,849 (2008) 64% population residing outside TI and the inner island group
- 83% population identifying as Aboriginal or Torres Strait Islander
- 2 hospitals located on TI and Bamaga
Why was a plan needed?

- changing population need and impact on future service requirements
- improve integration services across care continuum across the HSD
- clarify the role of TI and Bamaga hospitals
- inform capital development of chronic disease centre on TI
Scope of Plan

- Whole of District health service plan
- Across care continuum
- Developed using endorsed QH planning guidelines, frameworks and benchmarks
- Developed in partnership with the Health Service District
Consultation
- Commonwealth
- Non gvt providers eg RFDS
- GPs
- Local community groups
- QH Divisions
- QH District Staff
- QH Cairns Hinterland HSD
Health service needs—understanding current situation

- Scan environment
- Research current service models
- Understand geographic catchment and current patient flows
- Profile of population
- Health status
- Describe current service arrangements
- Service utilisation and projections (acute, non-acute, community health service data)
Need identification

- Builds on previous components of planning approach
- Compare current versus future versus health needs across care continuum
- Validate the need through more than one source
- Confirm need are within scope of planning exercise
Prioritising health service needs

- Alignment with Queensland Health’s strategic directions/targets
- Magnitude
- Urgency
- Feasibility/resource implications
- Risk
- Sensitivity/suitable
Next steps

• Once needs are prioritised a range of service solutions (options) to address the prioritised needs are developed
• Options reviewed - implications, benefits, limitations and risk
• Presented to decision makers to make informed decisions
• Service Directions, objectives and strategies developed
• Implementation
Any Questions?

Resource:
Queensland Health Guide to Health Service Planning, 2009

Colleen_Jen@health.qld.gov.au
Jodi_Hallas@health.qld.gov.au