

# Cancer Alliance Queensland

Strategic plan 2024-26



*the  
Partnership*  
queensland cancer control safety  
and quality partnership

*cancer alliance*  
queensland

*qccat*  
queensland cancer  
control analysis team

*qcr*  
queensland  
cancer register



**Queensland  
Government**



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# Acknowledgements and contributors involvement

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Cancer Alliance Queensland recognises and pays respect to the traditional custodians of the land and waters and to Elders, past, present and emerging.

# Executive summary

## **Cancer Alliance Queensland**

Cancer Alliance Queensland is a collaboration between Queensland Cancer Control Analysis Team, Cancer Control Safety and Quality Partnership (The Partnership), Queensland Cancer Register and leading research, academic and clinical institutions (public and private) with a shared goal of improving outcomes for Queenslanders affected by cancer.

## **Vision of Cancer Alliance Queensland**

The vision is driving excellence and equity in cancer care by accessing, analysing, and actioning data.

## **For all Queenslanders with cancer**

Our 2024 priority business plan outlines key strategies aimed at realising our goals of engagement, leadership and impact. We're committed to achieving measurable success and providing clear insights into how the healthcare system performs, to help improve cancer care delivery and patient outcomes.

This document outlines the vision, strategy and next steps in shaping the future of Cancer Alliance Queensland.



# Strategic context

## Advancing cancer care in Queensland

Significant strides in identifying, treating, and managing cancer in Queensland have led to substantial enhancements in overall cancer survival rates. Between 2017 and 2021, 66% of Queenslanders with cancer survived 5 years compared to 20 years earlier (1997-2001) when 57% of people with cancer survived 5 years.

Continuous advancements in technologies, discoveries, and evidence based care contribute to prolonging lives and improving the quality of life for individuals affected by cancer, both during and after treatment.

Despite these achievements, cancer remains a prominent health challenge, and existing disparities are on the rise. Factors such as the type of cancer, geographical location, cultural identity, and socio-economic status play crucial roles in determining outcomes.

In 2023 Cancer Australia released the ten year Australian Cancer Plan designed to improve cancer outcomes, particularly for those groups whose health outcomes are poorer. In preparation for this and with the guidance of clinicians, people with cancer and expert steering committees, this new strategic plan is poised to achieve substantial advancements, contributing significantly to the health of Queenslanders and the vision of Cancer Alliance Queensland – driving excellence and equity in cancer care by accessing, analysing and actioning data.

# Cancer information landscape

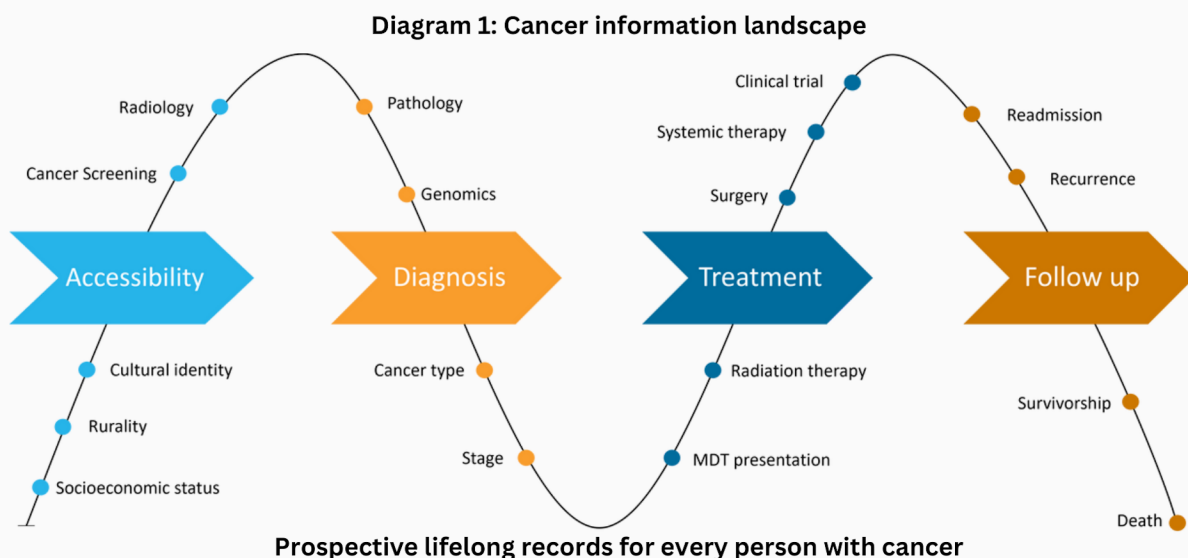
## Understanding the complexity and diversity involved

Cancer information is shaped by many factors that contribute to its diversity and complexity. Factors include the expansive domains that need to be covered, ranging from the prevention and incidence of cancer to its diagnosis, treatment, clinical processes, survival rates, end-of-life care, and various clinical care metrics (see diagram 1).

The information landscape is further complicated by the distinct data associated with each diagnostic pathway, assessment, prevention method, treatment modality, or support approach. The diverse patient management pathways influenced by cancer type and the stage of diagnosis, add another layer of complexity, as does the involvement of various health professionals, providers, and sectors (public, private, and community) with different funding and governance arrangements.

A multitude of stakeholders including consumers, general practitioners, diagnosticians, clinicians, researchers, funders, and planners, each with different formats, protocols, and practices that underpin the collection, management, access, and analysis of information, further contribute to the intricate nature of the cancer information landscape.

To understand this complicated setting, Cancer Alliance Queensland gathers data from different parts of the healthcare system and numerous patient journeys, creating a personalised record for each person with cancer. This record offers practical information for healthcare planning, management, and treatment ultimately fostering improved care outcomes.



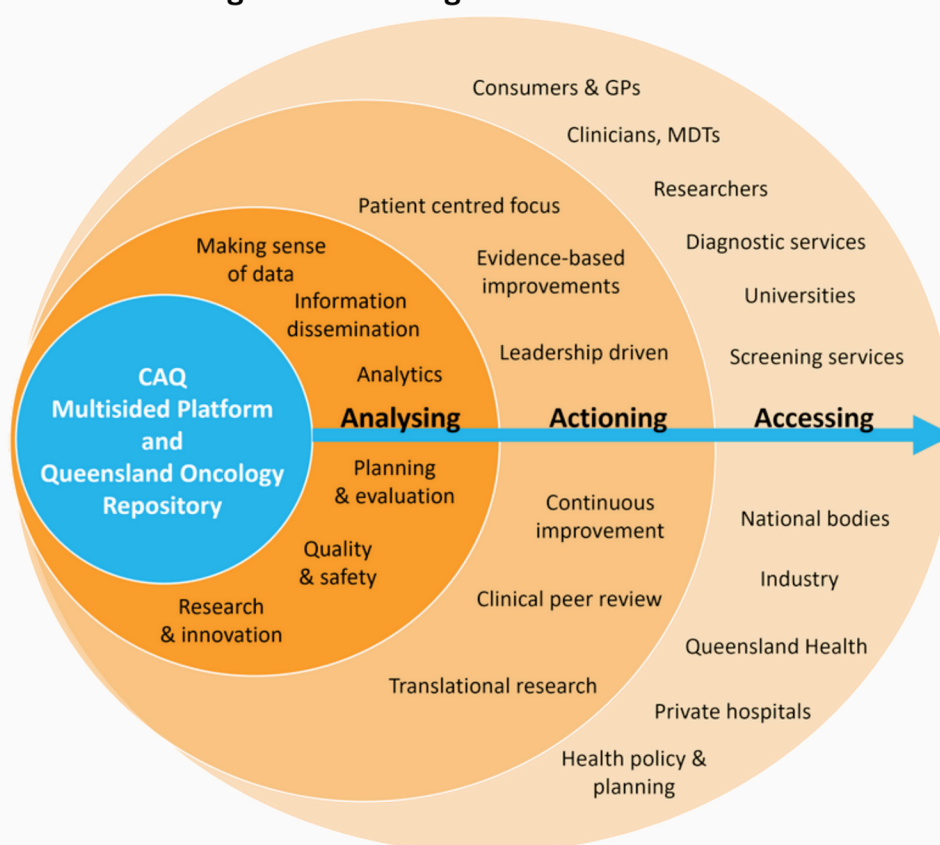
# Creating value from cancer data

## The unique role of Cancer Alliance Queensland

Within this complex terrain, Cancer Alliance Queensland has carved out a distinctive and invaluable role in the cancer care landscape. Our unique approach includes the aggregation of statewide information spanning public, private, and community sectors, covering all facets of the cancer journey. Cancer information is collected from numerous systems in a diverse range of formats and stored in the Queensland Oncology Repository.

Cancer Alliance Queensland excels in generating actionable information that caters to the diverse needs of stakeholders. It has demonstrated leadership in collecting, aggregating, managing, analysing, and reporting cancer related data. Cancer Alliance Queensland has a demonstrated track record of engaging with stakeholders across all disciplines and sectors, providing them with information tailored to their unique requirements.

**Diagram 2: Creating value from cancer data**



Cancer Alliance Queensland's adaptability is a key strength, allowing us to respond and adjust to emerging needs and opportunities within the dynamic cancer care landscape. Our collaborative, partnership based approach ensures that we remain a powerful enabler for ongoing transformation of cancer services, reflecting a commitment to collective efforts in enhancing the overall quality of cancer care.

# Vision

Driving excellence and equity in cancer care by accessing, analysing and actioning data



## **Excellence**

Striving for excellence in its own operations and helping others achieve and assess excellence in their own contexts.



## **Equity**

Promoting fair outcomes across different dimensions, including geography, social status, culture, and economics.



## **Access**

Ensuring access to information from public, private, and community sectors, and facilitating access to relevant information for diverse stakeholders.



## **Analysis**

Collecting and analysing information to produce valuable insights that support stakeholder needs uniquely.



## **Action**

Creating information products and assisting stakeholders in leveraging them to drive positive outcomes in cancer care activities.

# Key themes

## Driving cancer care excellence through Engagement, Leadership, and Impact

The key strategies have been developed through three key themes:

- Engagement
- Leadership
- Impact

For each theme, the relevant strategies, desired outcomes and necessary actions have been articulated in the following tables. The themes seek to address a number of challenges:

### Engagement:

- The lack of visibility and awareness of the significance and value of the contributions made by Cancer Alliance Queensland to achieving excellence, equity and enhanced outcomes in the cancer care landscape, particularly by:
  - key funders and partners (Queensland Government, Queensland Health)
  - potential future funders (philanthropic individuals and organisations, industry)
  - other health stakeholders (Hospital and Health Services, Primary Health Networks)
- The lack of involvement of consumers and primary care.
- The opportunity to develop broader and better understanding of the information available to clinicians and multidisciplinary teams supporting their roles in preventing and managing cancer.

### Leadership:

- Cancer Alliance Queensland's affiliation with a Health Service promotes clinician engagement and involvement but means that its profile as a statewide, cross sectoral organisation is frequently obscured.
- Maintaining our independence is key to fostering robust clinician engagement from both the public and private sectors. This independence not only ensures autonomy but also promotes trust and collaboration with all stakeholders, leading to stronger partnerships and better outcomes for all involved.
- Current funding and resourcing arrangements require that attention be given to succession planning and future sustainability.

### Impact:

- The absence of a statewide policy, strategy and plan to drive an integrated approach to advancing cancer care within Queensland and through which greater impact can be realised.
- Significant differences in access to cancer care and in cancer outcomes exist across a range of dimensions (cultural, social, economic, and geographic)
- Making more visible trends which identify excellent performance and areas where there is room for improvement such as equitable care for First Nations peoples.

# Engagement: Strengthening collaborations

## Key strategies and actions

Focus	Planning & funding	Clinicians, multidisciplinary teams & primary care	Consumers & community
Strategy	Enhanced Stakeholder Awareness: Increasing awareness among key stakeholders about Cancer Alliance Queensland's vital role in driving improvements in cancer care across the state.	Empowering Healthcare Professionals: Providing clinicians, including primary care and medical students, with comprehensive information, systems and tools to bolster their roles in managing cancer care.	Empowerment Through Information: Actively engage with consumers and the community to identify and address equity issues facing various groups, including First Nations peoples and those living in remote areas.  Provide valuable information to support and guide people with cancer through the cancer journey.
Action	Establish stronger relationships with Health Minister, Director General, Executive Leadership to advocate for and support development of statewide cancer care policies, strategies and plans.	Develop strategies for increasing clinician / multidisciplinary team engagement.  Reach out to Primary Health Networks.	Establish Consumer subcommittee.  Establish First Nations subcommittee.



# Leadership:

## Ensuring sustainability and excellence

### Key strategies and actions

Focus	Independent entity	Cross sectoral & beyond Queensland borders	Data excellence
Strategy	<p><b>Governance and Funding Optimisation:</b></p> <p>Addressing governance, independence, and funding to secure Cancer Alliance Queensland's sustained impact as a statewide, cross sectoral enabler of service improvement.</p>	<p><b>Collaborative Leadership:</b></p> <p>Maintaining commitment to excellence by fostering collaboration within Queensland Health, across the cancer care landscape, and with comparable national and international organisations.</p>	<p><b>Data Excellence:</b></p> <p>Continuing to extend data capabilities, resolve timeliness issues, and improve data management for informed decision making.</p>
Action	<p>Develop plan and business case for operation as a more independent entity.</p> <p>Establish the new entity and transition to new governance and funding arrangements.</p>	<p>Extend collaborations and partnerships across public and private health sectors.</p> <p>Extend national and international collaborations.</p> <p>Participate in relevant initiatives arising from Australian Cancer Plan.</p>	<p>Promote importance of multidisciplinary teams and recording of cancer stage and clinical data.</p> <p>Conduct strategic assessment and develop business plan for implementation of legislative changes to Public Health Act relevant to Queensland Cancer Register.</p>

# Impact:

## Driving positive change in cancer care

### Key strategies and actions

Focus	Data access	Health services research	Policy & planning	Service integration	Equity
Strategy	Data Service Unit Establishment: Establishing a cancer data service unit to facilitate equitable, rapid access to data by all stakeholders.	Alignment with Australian Cancer Plan: Contributing to and advancing measures pursued under the Australian Cancer Plan.	Advocacy and Support: Developing stronger relationships with Queensland Health to advocate for and support the development of statewide cancer care policies, strategies, and plans.	Service Integration: Building connections within and across public and private health sectors for seamless cancer care delivery.	Equity Focus: Identifying and addressing equity issues affecting various groups, including First Nations Peoples and those in remote areas.
Action	<p>Develop business case for Data Service Unit</p> <p>Undertake cost benefit analysis to articulate areas where greatest value can be derived from extending and improving access.</p> <p>Establish Data Service Unit</p>	<p>Demonstrate value of implementation science approach to bridging gap between research and clinical practice.</p> <p>Participate in actions pursued within the Australian Cancer Plan to address equity issues for First Nations Peoples.</p>	<p>Develop targeted information products supporting policy and strategic directions.</p>	<p>Develop targeted information products supporting cross sectoral cancer care.</p>	<p>Establish Consumer subcommittee.</p> <p>Establish First Nations subcommittee.</p> <p>Develop targeted information products examining issues of equity.</p> <p>Collaborate with broader Queensland Health initiatives aimed at addressing equity issues across geographical, social, and economic dimensions.</p>



# Next steps

## Embracing change and new opportunities

A challenge in advancing a strategic plan for Cancer Alliance Queensland is the complex environment it operates in, where unexpected changes can affect the achievement of goals or present new opportunities that weren't anticipated during the plan's development.

Accordingly, Cancer Alliance Queensland proposes to move towards:

- Establishing a rolling annual business plan which sets more specific targets and actions on a twelve monthly basis, and invites updates to the strategic three year horizon, in light of developments in the preceding 12 months.
- Annual reporting of progress in line with the business plan and use of the report to communicate more broadly the role and value of Cancer Alliance Queensland.

### **The next steps in advancing this strategic plan are:**

- Distribute the final strategic plan to key stakeholders as the next step in developing broader awareness and engagement with Cancer Alliance Queensland in the role that it plays within the broader cancer care landscape.
- Develop an annual business plan as a “plan-on-a-page” which sets achievable targets for advancing towards the long term goals and outcomes for Cancer Alliance Queensland.
- Develop an annual report which goes beyond basic statutory reporting and can be used to actively communicate with the breadth of Cancer Alliance Queensland stakeholders.
- Consider how the annual business plan and annual report can be used as an effective engagement tool initiating stronger relationships and profile with the Minister, Director General and Executive Leaders.
- Focus efforts on priority areas in 2024.
- Commence strategic assessment and consultation to establish Cancer Alliance Queensland as an independent entity.
- Establish subcommittees of The Partnership, led by First Nations peoples and Consumers to address equity gaps.

# End notes

## Purpose of the strategic plan

This document outlines the vision, strategy and next steps in shaping the future of Cancer Alliance Queensland and the contribution it makes to cancer care in Queensland and beyond.

## Background

Cancer is responsible for Queensland and Australia's largest disease burden. Accessing actionable information is critical to planning, funding, improving and evaluating services involved in preventing, diagnosing, treating, surviving cancer.

Cancer Alliance Queensland makes a unique and valuable contribution in this space. This strategic plan is an important element in ensuring the sustainability of the organisation and increasing the impact and value it is able to generate.

## Developing the strategic plan

The approach to development of the strategic plan involved:

- First stakeholder workshop in August 2023 covering
  - Cancer Alliance Queensland strengths, weaknesses and opportunities
  - Actions to be taken
  - Where best to invest
- Second stakeholder workshop in October 2023 covering
  - Vision for Cancer Alliance Queensland
  - Actions, responsibilities and timeframes
- Draft strategic plan
- Stakeholder review
- Final strategic plan

## References

Cancer Alliance Queensland Strategic Plan 2019  
<https://cancerallianceqld.health.qld.gov.au/cancer-alliance-queensland>

Australian Cancer Plan  
<https://www.canceraustralia.gov.au/australian-cancer-plan>

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