

PROACTIVE RELEASE COVERSHEET

Title	Health Workforce Strategy for Queensland to 2032
Minister	Minister for Health, Mental Health and Ambulance Services and Minister for Women
Responsible Department	Queensland Health
Date of Cabinet consideration	15 July 2024

Submission Summary

The Health Workforce Strategy for Queensland to 2032 (the Strategy) sets a trajectory towards addressing critical workforce challenges across the Queensland healthcare sector. The Strategy aims to cultivate a skilled, diverse and empowered workforce capable of meeting the evolving demands of Queensland's healthcare landscape while optimising patient care outcomes.

The enclosed documents have been prepared for proactive release.

Consultation on the submission material for proactive release was undertaken with the Department of the Premier and Cabinet.

Some parts of the enclosed proactive release material are not appropriate for release, based on the redaction criteria stipulated in the Cabinet handbook. Where this is the case, the relevant text has been highlighted and will be redacted prior to publication, subject to Cabinet approval. Where information is highlighted for redaction, a reason for this has been provided. The reasons for redacting information from this proactive release are:

- 01 – Executive Government
- 02 – Constitutional Conventions
- 07 – Potential criminal or civil liability
- 08 – Breach of confidence



SHANNON FENTIMAN MP
Minister for Health, Mental Health and Ambulance Services

Minister for Women

11 / 07 / 2024

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CABINET-IN-CONFIDENCE

C - Confidential

Cabinet

DECISION

Cabinet Room, Monday, 10 June 2024

Redaction Code 1

TITLE: QH - Health Workforce Strategy for Queensland to 2032

CABINET decided:

1. To approve the release of *Health Workforce Strategy for Queensland to 2032* (the health workforce strategy) (Attachment 3 to the submission).
2. Redaction Code 1
3. To note that to support the implementation of the health workforce strategy, the initiatives and actions outlined in the *Queensland Health Workforce Strategy Investment Plan* (the investment plan) (Attachment 4 to the submission) will be implemented commencing financial year 2024-2025.
4. To note that, subject to Cabinet approval of the health workforce strategy and investment plan, a Ministerial media release will be prepared to promote the health workforce strategy.
5. To note the intention to proactively release this submission, attachments and associated decision in thirty business days subject to finalisation and approval by Cabinet.

IMPLEMENTATION RESPONSIBILITY

Minister	Department/Agency
Minister for Health, Mental Health and Ambulance Services and Minister for Women	QH



Redaction Code 8

Acting Cabinet Secretary

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SECURITY CLASSIFICATION 'C'

POLICY

CABINET

Title	Health Workforce Strategy for Queensland to 2032
Minister/s	Minister for Health, Mental Health and Ambulance Services and Minister for Women.
Purpose	That cabinet approve <i>Health Workforce Strategy for Queensland to 2032</i> (Attachment 3) and note the <i>Queensland Health Workforce Investment Plan</i> (Attachment 4) for public release.

Executive Summary

Queensland's health system, like many across Australia and around the world, is under increased growth and demand pressure. There is increasing demand on Queensland's health system to deliver timely, accessible, equitable and person-centred care, as well as intervening on the growth trajectory that is expected over the next decade.

The *Health Workforce Strategy for Queensland to 2032* (health workforce strategy) has been designed to respond to the pressing need of aligning health workforce availability and distribution with service demands, to ensure sustainable, high quality health service delivery across Queensland. The health workforce strategy focuses on supporting and retaining the existing workforce, the further development of workforce supply channels, and innovation in ways of working.

The health workforce strategy was developed following an analysis of the evidence base, broad-based research, and extensive consultation with stakeholders.

The health workforce strategy sets a trajectory towards addressing critical workforce challenges across Queensland's healthcare sector. The *Queensland Health Workforce Strategy Investment Plan* (the investment plan) outlines the workforce initiatives supporting the implementation of the health workforce strategy.

Through collaboration and innovation, the strategy aims to cultivate a skilled, diverse, and empowered healthcare workforce capable of meeting the evolving demands of Queensland's healthcare landscape while optimising patient care outcomes.

Proactive release Yes, per paragraph 32 of the submission.



SHANNON FENTIMAN MP

Minister for Health, Mental Health and Ambulance Services

Minister for Women

07 / 06 / 2024

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RECOMMENDATIONS

1. Approve the release of *Health Workforce Strategy for Queensland to 2032* (the health workforce strategy) (**Attachment 3**).
2. Redaction Code 1
3. Note that to support the implementation of the health workforce strategy, the initiatives and actions outlined in the *Queensland Health Workforce Strategy Investment Plan* (the investment plan) (**Attachment 4**) will be implemented commencing financial year 2024-2025.
4. Note that, subject to Cabinet approval of the health workforce strategy and investment plan, a Ministerial media release will be prepared to promote the health workforce strategy.
5. Note the intention to proactively release this submission, attachments and associated decision in thirty business days subject to finalisation and approval by Cabinet

Proactively Released by QLD Government

BODY OF SUBMISSION

CONTEXT

1. In Queensland, we are fortunate to have a large, diverse, skilled, and dedicated workforce to deliver an extensive range of services for the community. We recognise the strengths and commitment of our health workforce, but we also recognise that our staff are under increasing pressure.
2. The next decade will see significant growth and innovation in healthcare as rapidly evolving technological advancements impact the way that healthcare is delivered. For our workforce, this means there will be much opportunity in the form of stimulating new roles, access to cutting edge technologies, and the chance to work at the forefront of life-changing healthcare. Strong collaboration and partnerships will lead to system improvements, and increased workplace flexibility and agility will benefit both the workforce and healthcare consumers.
3. Health workforce is a global and national priority. The World Health Organisation (WHO) estimates a projected shortfall of 10 million health workers by 2030. Additionally, countries will face difficulties in the education, employment, deployment, retention, and performance of their health workforce. For Australia, there is the dual challenge of workforce shortages and maldistribution.
4. In response, health systems across Australia and globally are resetting their strategic direction to respond to significant shifts in the demand on health systems due to external drivers such as workforce shortages, rising costs of delivering care, health technologies, and population growth and ageing.
5. The 2022-23 State Budget delivered record funding in infrastructure and digital technologies needed to relieve pressure on the health system. The infrastructure projects included:
 - 5.1. The capacity expansion program, resulting in additional 2,200 additional beds between 2024 and 2028 across the State.
 - 5.2. Satellite hospitals, providing quality healthcare closer to home and supporting local Emergency Departments.
 - 5.3. Accelerated Infrastructure Delivery Program that will deliver 289 beds across seven projects in the Metro South, Gold Coast, and Cairns and Hinterland Hospital and Health Services by the second half of 2024; and the delivery of a sub-acute facility in West Moreton in 2025.
6. As a result, these pressures, Queensland needs to grow the health workforce and support the current workforce to adapt to new models of care, changing roles and skill requirements, redesigned teams, new service settings, and consumer expectations.
7. In developing the health workforce strategy, consultation was undertaken with stakeholders to seek input on the objectives, strategies and actions. During the consultation period, there were 11,795 website visits and the consultation paper was downloaded 2,172 times. Over 790 email feedback submissions have been received. 14 online staff feedback sessions were held, with 560 Queensland Health staff participating. 66 internal and external stakeholder meetings were held.
8. The final draft health workforce strategy was circulated to Queensland Health system leaders, health sector unions, and the departments of Employment, Small Business and Training, Premier and Cabinet and Treasury for feedback early April 2024. The feedback from these key stakeholders was incorporated into the attached version.
9. Queensland Health will release an investment plan alongside the health workforce strategy. The investment plan outlines workforce initiatives and actions across the health system.

PREVIOUS CABINET/COMMITTEE CONSIDERATION

10. Redaction Code 1

TIMING AND URGENCY

11. The release of the health workforce strategy mid-2024 enables workforce actions and initiatives to be implemented in line with the start of the 2024-2025 financial year and are timely given the current public commentary on workforce matters.

STRATEGIC OBJECTIVE

12. The health workforce strategy addresses the significant priority outlined in the Ministerial Charter Letter commitment 'support and grow our health workforce and ensure our health workers have the resources they need to put patients first'.
13. Further, the health workforce strategy is aligned to the *Good people. Good jobs: Queensland Workforce Strategy 2022-2032*; a 10 year whole-of-government strategy to strengthen Queensland's workforce.

ISSUES

14. Following the release of the *Putting Patients First Plan for 2023-24* and HealthQ32 in June 2023, a decision was made to refresh the *Queensland Health Workforce Strategy 2032* to ensure a fit for purpose workforce strategy and workforce actions.
15. The *Health Workforce Strategy for Queensland to 2032 Consultation paper* was released 31 October 2023.
16. The attached health workforce strategy and investment plan have been shaped by the feedback and input received through the consultation period.
17. The refreshed health workforce strategy recognises the significant workforce challenges facing Queensland's health system. It is forecasted, Queensland will need up to 45,000 additional healthcare workers to meet demand due to, for example, the following factors:
 - 17.1. Queensland's population is projected to grow to 6,079,000 by 2032.
 - 17.2. During this period the number of people over 70 years of age is expected to increase from 600,000 currently to more than 880,000 by 2031.
 - 17.3. Driven by population growth and aging, and increasing patient complexity, hospital activity is anticipated to grow by 4.9 per cent per annum over the next 5 years.
 - 17.4. Increase in bed numbers by over 2,000 by 2032.
18. The health workforce strategy and investment plan are designed to respond to Queensland's most pressing workforce challenges across the health sector. It builds on the strengths and knowledge of the current workforce and applies an innovation lens to current challenges to develop new and creative solutions.
19. The health workforce strategy identifies the workforce priorities and strategies that will support the delivery of an empowered, skilled, and valued health workforce for Queensland under three priority areas:

-
- 19.1. Supporting and retaining the current workforce
 - 19.2. Building new pipelines of talent
 - 19.3. Adapting and innovating new ways to deliver.

- **Legal advice**

20. Not applicable.

IMPLEMENTATION

21. Implementation of the health workforce will occur over the next eight years to 2032, supported by the initiatives and actions outlined in the investment plan.
22. Governance, monitoring, and reporting mechanisms are in place to ensure that the investment plan initiatives and actions are implemented, consistent with expectations and accountabilities.

LEGISLATIVE COMPLIANCE

- **Human Rights Act**

23. The health workforce strategy has been developed with consideration to the provisions of the *Human Rights Act 2019*. The priorities and strategies included in the health workforce strategy promote diversity, inclusion, and workforce empowerment. They also support Queensland Health's commitment to providing workplaces that are free from unlawful discrimination and vilification, and which respect, protect and promote the human rights of our workforce and healthcare consumers.

CONSULTATION

24. In developing the refreshed health workforce strategy, Queensland Health consulted with a broad range of stakeholders from within Queensland Health and across the health, social services, and other sectors.
25. Robust consultation and engagement mechanisms ensured that stakeholder feedback was captured and considered as part of the strategy development process.
26. The consultation undertaken for the health workforce strategy was successful in drawing out a broad range of issues, challenges, and opportunities from varied stakeholder groups.
27. Feedback and input from valued stakeholders was carefully considered and combined with research and data evidence to inform the development of the refreshed health workforce strategy.

FINANCIAL IMPACT

28. Successful implementation of the health workforce strategy is underpinned by the financial commitment prescribed in the investment plan.

IMPACT ASSESSMENT

- **Regulatory Impact**

29. There are no regulatory impacts identified for the implementation of the health workforce Strategy. If future impacts are identified, these will be managed accordingly.

- **Other Impacts**

30. The health workforce strategy addresses:

- 30.1. Supporting and accelerating the growth of the First Nations health workforce across all roles and locations to provide culturally safe and responsive healthcare to First Nations people, their families, and communities to Close the Gap in health inequities. In addition, it supports a holistic approach to the social and emotional wellbeing of First Nations staff.
- 30.2. The criticality of establishing diverse and inclusive workplaces where all people and their human rights are respected regardless of gender, age, heritage and cultural background, skills, experience, and ideas. This will also be recognised through the workforce action plans.
- 30.3. The maldistribution of Queensland's health workforce which is a significant challenge. The health workforce strategy and workforce action plans focus on flexible, accessible and future fit accommodation and infrastructure across rural, remote and regional areas of Queensland. In addition, it will look at prioritising the ongoing career and leadership development of First Nations people and enable working to the full scope of practice, particularly in rural and remote regions.
- 30.4. Maximising the development and transferability of skills across multiple settings as well as supporting multi-disciplinary workforces in the development and implementation of new models of care. Additionally, it will be a key focus to ensuring workforce growth is aligned to consumer demand and in emerging areas of need.

PUBLIC PRESENTATION

31. A Ministerial media release will be made available following Cabinet's consideration of the health workforce strategy.

PROACTIVE RELEASE

32. Proactive release is proposed for this submission, attachments and associated decision within 30 business days if it does not require further consideration by Cabinet before a final decision is made.

ATTACHMENT 2

CONSULTATION ADDENDUM

Health Workforce Strategy:

Redaction Code 2, Redaction Code 7, Redaction Code 8

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LIST OF ATTACHMENTS

Attachment 1: Recommendations

Attachment 2: Consultation Addendum

Attachment 3: Health Workforce Strategy for Queensland to 2032

Attachment 4: Queensland Health Workforce Strategy Investment Plan

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Queensland
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Submission Attachment No 3

Health Workforce Strategy for Queensland to 2032

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HEALTH WORKFORCE STRATEGY

for Queensland to 2032



Health Workforce Strategy for Queensland to 2032

The health workforce strategy identifies three focus areas, underpinned by key strategies, which have been shaped by data, research and valuable input from almost 800 stakeholders across more than 160 organisations.

Published by the State of Queensland (Queensland Health), **DRAFT**



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For more information contact

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I can honestly say I have the best job in the world. My training with Queensland Health has equipped me with the skills, knowledge and confidence to provide a wide scope of practice to my community.

Working in rural and remote Queensland certainly provides me with variety, adventure and many opportunities for big impact. We have a fantastic team of doctors, nurses, allied health and administrative staff who work hard and collaboratively, but also enjoy a balanced lifestyle with plenty of outdoor and leisure activities.

Working in the far north makes you realise what amazing healthcare can be delivered so remotely. That makes me very grateful not just to be in Australia, but also to work for Queensland Health.

Brodie
Medical Superintendent

Queensland Health acknowledges the Traditional Owners and 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 emerging 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 are 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.

Aboriginal and Torres Strait Islander peoples are advised that this publication may contain the images of deceased peoples.



Working on Country was important to me, so I applied for the position of Indigenous Health Worker where I get to meet all the new families that come through the clinic.

I come from a mining family but wanted something different for myself. I wanted to help my mob. I wanted to help by making them feel comfortable and in my work I get to do that.

I love meeting the children that come through our clinic and just having that rapport with them to make them feel comfortable is so satisfying.

Moyita
Indigenous Health Care Worker

Forewords

Premier of Queensland

As Premier of Queensland, it is my great pleasure to introduce the *Health Workforce Strategy for Queensland to 2032* as we continue to build and grow a supported workforce to deliver high-quality healthcare across Queensland.

At the heart of this strategy is our commitment to our people. Our workforce, day in and day out, commit themselves to their roles because of the deep meaning they find in the work they do - it's what allows them to truly impact lives. Yet, given Queensland's vastness, a cornerstone of our ability to consistently deliver world-class healthcare relies on a skilled and well-supported clinical workforce, to ensure its sustainability.

The *Health Workforce Strategy for Queensland to 2032* embodies our commitment to ensuring access to high-quality healthcare for all Queenslanders. By prioritising the needs of our people and recognising the importance of a skilled and supported workforce, we're laying the foundation for a healthier and more prosperous future. Empowering First Nations health professionals to lead in the design and delivery of care within their communities is also crucial. It's about recognising the unique needs and perspectives within Queensland and ensuring that healthcare is culturally sensitive and responsive.

This strategy is not just a document; it's a pledge to every Queenslander. It reflects our determination to improve health outcomes and strengthen our healthcare system. Through collaboration with stakeholders and listening to their insights, we've crafted a plan that is both visionary and practical, grounded in the realities of our healthcare landscape.

I want to extend my gratitude to everyone who has contributed to shaping this strategy, from our dedicated staff to our valued system partners. Your input has been invaluable, and together, we're building a future where healthcare is accessible, diverse, and of the highest quality for all Queenslanders.



Steven Miles

SIGNATURE



Shannon Fentiman

SIGNATURE

Minister for Health, Mental Health and Ambulance Services and Minister for Women

Delivering world-class healthcare across Queensland is a priority for the Queensland Government. To achieve this, I am proud to endorse this *Health Workforce Strategy for Queensland to 2032*.

It is vital that we support and grow our health workforce, while ensuring our health workers have the resources they need to put patients first. This will enable us to continue to deliver high-quality healthcare to all Queenslanders.

Queensland's public health system is not unique in the challenges it is facing. Queensland's population continues to grow, which is driving increased demand for services in our hospitals. When combined with factors such as an ageing population with more complex care needs, it means we must act to help our workforce to continue to adapt to meet the growing needs of our communities.

Our health workforce has shown incredible dedication and commitment to the delivery of quality healthcare across the state. We recognise this, so a key priority is to support and retain our valued workforce by improving workplace culture, promoting good leadership practices, and ensuring the well-being of our staff.

Through collaboration with our staff and healthcare partners we will ensure the workforce has what they need to perform their roles, and to feel empowered and supported.

In addition to retaining our current workforce, we will work to build more pipelines for new talent. We will do this through opportunities such as scholarships and traineeships, encouraging greater mobility between our hospital and health services, and streamlining recruitment processes.

We will also ensure we are looking for new ways to deliver services by enabling our highly capable workforce to develop and adopt new ways of working now and in the future. This involves finding efficiencies and harnessing the power of new technologies wherever possible.

I am certain that the *Health Workforce Strategy for Queensland to 2032* will pave the way for an even stronger health workforce who are valued and empowered to deliver world-class healthcare to the people of Queensland.



Michael Walsh

SIGNATURE

Director General, Queensland Health

The *Health Workforce Strategy for Queensland to 2032* provides a framework to strategically guide our workforce over the coming decade, helping us to affirm our commitment to keeping Queenslanders healthy in a system that is connected, equitable, sustainable and integrated. It has been prepared with consideration to the broader health and social services sectors and builds on the strategic workforce planning work that has been undertaken across Queensland Health in recent years.

I would like to take this opportunity to thank our valued partners and stakeholders who have contributed their experiences and ideas to the development of this strategy. This consultation has allowed us to develop a strategy that meets the needs of all Queenslanders. Thank you for taking this important journey with us.

The *Health Workforce Strategy for Queensland to 2032* is a roadmap to strengthen our workforce supply channels and empower our staff to explore new ways of working. It will focus our commitment to supporting the wellbeing, needs and aspirations of the valuable workforce, who are at the heart of our world-class service health delivery.

As one of Queensland's largest health employers, we work with First Nations Queenslanders to achieve health equity and actively Close the Gap in both health and economic participation outcomes. We are committed to becoming Queensland's largest employer of choice for First Nations peoples and by doing this, we will create a more equitable, culturally safe and responsive healthcare system.

In Queensland, and around the world, rapidly advancing technology is changing the face of healthcare. Treatments and service models involving artificial intelligence, virtual healthcare, precision medicine, health wearables, robotics and 3D printing are just a few examples of the changes we see around us. Queensland Health is prepared for an exciting decade of continued transformation, and we are investing in planning, infrastructure, technology, leadership, and our workforce.

I am confident that the *Health Workforce Strategy for Queensland to 2032* will provide us with a pathway to success, unleashing the full potential of the health workforce and ensuring the ongoing health of all Queenslanders.

Our aim is to attract, retain and support a homegrown health workforce that will deliver world-class healthcare across Queensland.

Executive summary

Our health system is complex, with funding and administration occurring at different levels of government. The public health system operates within an interdependent system of health and social services. The broader health system encompasses primary (e.g. general practitioners) secondary (e.g. specialist doctors) and tertiary (e.g. hospitals) care, as well as aged and disability care and preventative health. A strong and integrated system of primary and community care is vital to providing safe and timely urgent and emergency care.

Service providers across the whole health system are critical partners in delivering healthcare to Queenslanders. We recognise that the careers of our health workforce span across more than one part of the health system and also acknowledge the important role of volunteers and members of the community for the delivery of services.

In addition to this, the role of Queensland's registered health unions in advocating for the workforce must be acknowledged. Queensland Health's partnership with our state's health unions has been highly successful and has inarguably assisted in delivering better pay and conditions for the health workforce; in turn strengthening the system. Queensland's favorable industrial entitlements, such as nurse-to-patient ratios, as well as comparatively higher wages are helping deliver improved outcomes for the health system. For instance, Queensland employs more frontline staff and delivers more episodes of care per 1,000 head of population compared to the national average, while still delivering the most cost-efficient care compared to other states.

Against this backdrop, Queensland is faced with increasing demand for services. Queensland's population, standing at more than 5.4 million as at 31 March 2023, has been steadily growing at a rate of 2.3 per cent annually, with projections estimating to rise to 6.1 million by 2031. Notably, the

over-70 demographic is expected to surge at a rate of 3.8 per cent per year, reaching more than 880,000 by 2031.

Concurrently, hospital activity is anticipated to grow by 4.9 per cent annually over the next five years, driven by population growth, ageing and increasing patient complexity.

All of this growth is accompanied by workforce challenges, including increased competition for health workers, evolving skill requirements and complexities in rural healthcare delivery.

In addition, consumer expectations continue to change and there is increasing demand for more tailored healthcare services due to advancing technology and increased access to information.

With this in mind, and informed by our staff and partners, the *Health Workforce Strategy for Queensland to 2032* (health workforce strategy) has been developed for the purpose of *Building a supported workforce to deliver high-quality healthcare across Queensland*.

The health workforce strategy identifies three focus areas, underpinned by key strategies, to achieve this vision. The focus areas and strategies have been shaped by valuable input from almost 800 stakeholders across more than 160 organisations, as well as research and data analysis. As heard through consultation, it is crucial now and in the future to maintain our workforce, nurture talent pipelines, and foster innovation to ensure a sustainable healthcare workforce.

By working together with other states, health system leaders, professional associations, unions, schools, training providers, staff, and patients, we will be able to build our future health workforce. This workforce will use digital tools, work in teams with different skills, and be flexible and ready to adapt.



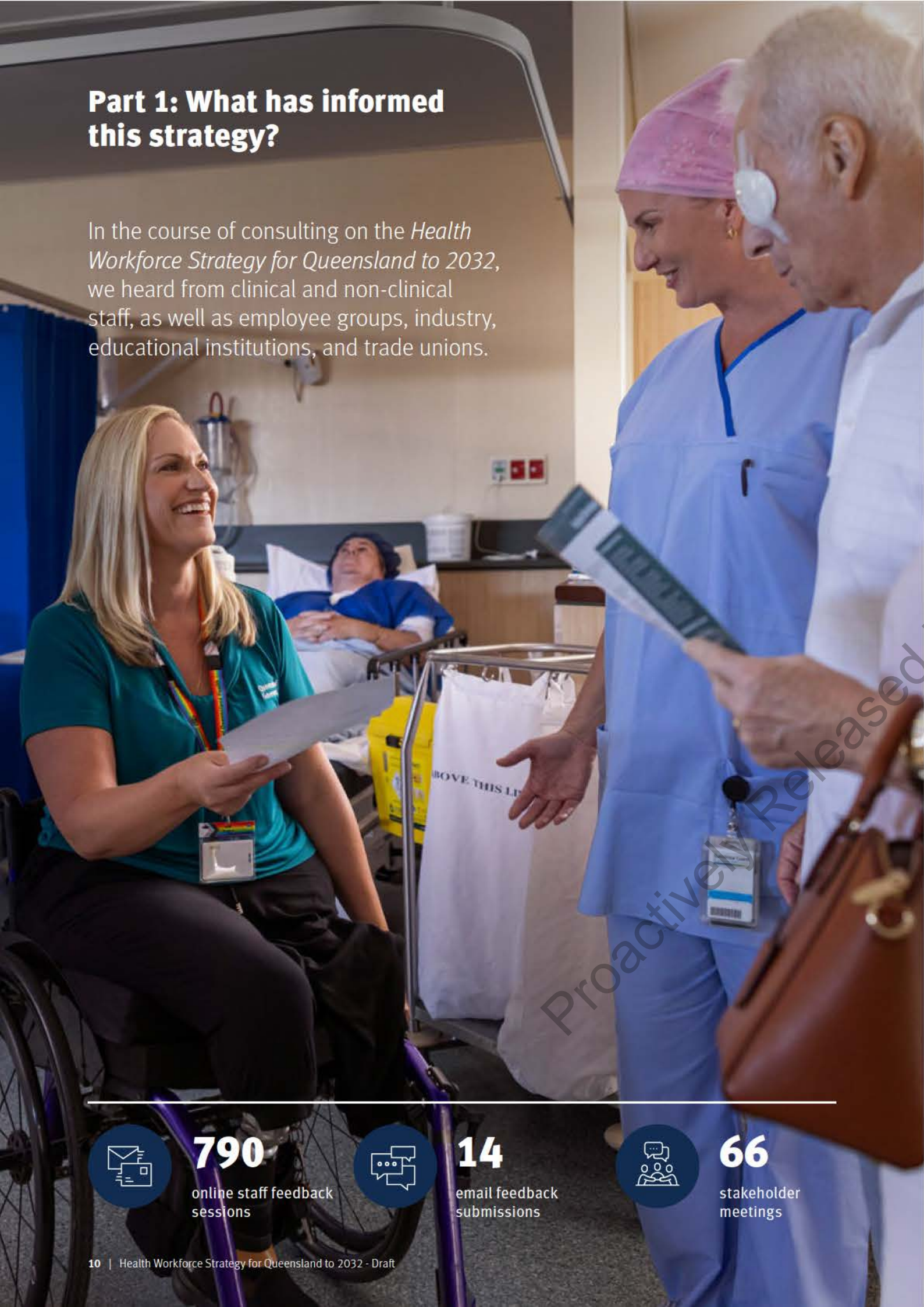
As a congenital heart surgeon, I have the wonderful opportunity of being able to fix baby hearts. I consider this a privilege and it is very heartening to see sick kids moving from life-threatening conditions to living healthy, joyful and productive lives. The job is intense but is worth it!

I have been a part of Queensland Health for almost 7 years now. I enjoy the good work culture and camaraderie of my colleagues. I work as a part of a very tightly-knit clinical group so it is like working with your family. This makes working long hours very easy, enjoyable and stress free.

Supreet
Congenital Cardiac Surgeon

Part 1: What has informed this strategy?

In the course of consulting on the *Health Workforce Strategy for Queensland to 2032*, we heard from clinical and non-clinical staff, as well as employee groups, industry, educational institutions, and trade unions.



 **790**
online staff feedback sessions

 **14**
email feedback submissions

 **66**
stakeholder meetings



Create positive and healthy workplace cultures by supporting psychosocial safety, staff health safety and wellbeing and workplace flexibility.



Grow and support workplace diversity and inclusiveness to enrich our organisations in addition to reflecting the diverse community we serve.



Enhance permanent employment opportunities and casual and/or temporary to permanent conversion pathways as a way of retaining existing staff and growing our workforce numbers.



Address accommodation and infrastructure challenges as key enablers for retaining the current workforce and building new pipelines of talent.



Enhance system-wide capability and career development and capacity to access programs in addition to supporting leadership capabilities at all levels.



I've been a Respiratory Scientist for more than 28 years having started my career with Queensland Health at The Prince Charles Hospital in Brisbane.

I suffered from respiratory illnesses as a child and as a result spent a lot of time in hospitals – this led to my interest in a career in healthcare.

My career has given me the opportunity to be part of an outreach program delivering respiratory services to remote parts of Queensland. The lung health checks we provide to First Nations peoples are a really positive step forward and we often screen 150 Indigenous people in one day at these events.

I want to use my skills and experience to make a difference, and I'm blessed to work with a team that shares this vision.

Darren
Respiratory Scientist



Ensure that staff from across the operational and non-clinical sectors of the health workforce are supported and recognised for their critical contribution to Queensland's health system.



Build on existing, and develop new, sources of talent across priority areas by expanding student opportunities, staff mobility across the sector, streamlined recruitment processes and knowledge sharing.



Develop a strengthened approach to workforce capability and leadership to sustainably address current, emerging and future system-wide needs.



Attract and grow our First Nations workforce across the state to provide culturally safe and responsive healthcare to First Nations people, their families and communities.



Enhance career pathways and support, with a focus on attaining healthcare workers in areas of need, particularly rural and remote Queensland.



Joining Queensland Health as a paramedic nearly nine years ago changed both my life, and my family's.

Being entrusted with the lives and well-being of others is a privilege and I'm grateful for the opportunity to have a positive impact on people's lives during their most vulnerable moments. The camaraderie between myself and other health care and emergency workers provides a strong support system for me both personally and professionally.

My role has allowed me to provide for my family while serving others and contributing to the well-being of my community. I'm grateful for the ability to make a difference and for the adventure so far.

Andrea
Paramedic



Enable new ways of working now and into the future by having staff work to full scope of practice, reviewing models of care, and by up-skilling or re-skilling highly impacted workforce groups.



Support multi-disciplinary teams in the development and implementation of new models of care.



Strengthen relationships with stakeholders across the health system to collaboratively build workforce capability and capacity.



Integrate technology, Artificial Intelligence (AI) and automation to enhance service delivery and accessibility also noting the importance of supporting the workforce in digital capability.



I get to work under the Torres model of primary health care which centres Indigenous leadership and provides care as close to home as possible.

Queensland Health provided me with a great place to work in the mental health field after I retired from the Navy. I get to care for consumers from the Torres Strait and the Northern Peninsula Area.

I am supported to work in a culturally, traditionally, and clinically competent way, providing acceptance and accessibility for community.

Marsat
Mental Health Specialist Consultant

Policy context

The success of the health workforce strategy is dependent on a wide range of other strategies and plans already in place, both nationally and in Queensland. Care has been taken to ensure that this health workforce strategy aligns with the other key strategic documents.

Nationally

In partnership with all state and territory governments, the Australian Government aims to improve health outcomes for all Australians. This includes making sure policy initiatives support the current and future workforce to be sustainable while meeting the health needs of Australians.

Policy initiatives and programs include short to medium-term actions to address priority workforce challenges for the health workforce across health, mental health, aged care and disability sectors.

- [Aged care reform](#)¹ highlights workforce strategies to ensure an appropriate distribution of health professionals and care workers to meet the needs of the aged care sector, particularly in regional, rural and remote Australia.
- Implementation of the [Independent Review of Australia's Regulatory Settings Relating to Overseas Health Practitioners - Final Report](#)² to streamline regulatory settings to make it simpler, quicker and cheaper for international health practitioners to work in Australia.
- Implementation of Australia's Disability Strategy³ includes priorities such as increased employment for people with disability and early intervention health services to provide effective support for overall health and wellbeing.
- Implementation of the [National Mental Health Workforce Strategy 2022–2032](#)⁴ to attract, maximise, support and retain the workforce required to meet current and future demands of the mental health system.
- A new five-year [National Skills Agreement](#)⁵ which has unlocked a Commonwealth commitment of \$2.54 billion and a Queensland Government investment of close to \$4 billion. The National Skills Agreement will expand and transform access to the vocational education and training (VET) sector, support quality training and implement reforms to address critical skills needs.
- The Australian Government has established [Jobs and Skills Councils](#)⁶ to provide industry with a stronger voice to ensure Australia's VET sector delivers better outcomes for learners and employers. For the health, human services and children's education and care sectors, this body is called [HumanAbility](#)⁷.
- A long-term reform plan for the higher education sector to meet Australia's future skills needs, as outlined in the [Australian Universities Accord Final Report](#)⁸. Recommendations are under consideration by the Commonwealth.



I love my job working for Queensland Health and am incredibly grateful to have been able to develop both personally and professionally.

Working as part of the rural Queensland Health system, we get to meet people from diverse cultural and geographic backgrounds and work flexibly and innovatively to help them achieve the best health and wellbeing outcomes.

We have a very friendly, dynamic and passionate multidisciplinary team who make coming to work easy. As a rural generalist, I have been able to complete further university study (completely funded by Queensland Health), whilst developing a diverse range of clinical skills in everyday work.

I find my job extremely rewarding and recommend making the move to Queensland Health or a rural location as you will develop skills you won't get anywhere else!

Kate

Occupational Therapist

In Queensland

The Queensland Government's workforce strategy [Good People: Good Jobs. Queensland Workforce Strategy 2022-2032](#)⁹ (QWS) aims to strengthen Queensland's current and future workforce. There are several health sector-focused initiatives included in the QWS Action Plan 2022–2025¹⁰, including:

- Partnering with the health and community sectors through the Queensland Care Consortium to create and implement sector-led workforce development, attraction and retention strategies.
- Establishing a new Skilled Workforce Attraction Office to strengthen the Queensland Government's skilled migration policy, advocacy and attraction activities, including helping attract a skilled and a talented workforce to meet Queensland's labour market needs across the state.
- The Gateway to Industry Schools Program builds partnerships between schools and industry to support young people to acquire the knowledge, skills and attributes to participate effectively in the workforce.
- Industry Workforce Advisors have been appointed to help identify workforce solutions, develop workforce plans and identify recruitment strategies to expand applicant pools or connect with available support, including government programs and funding.

Additional plans that provide a vision designed for our health system, emphasising adaptability, innovation in care models, and the integration of new technologies that enhance patient care and service efficiency, include:

- [Putting Patients First](#)¹¹
- [HealthQ32: A vision for Queensland's health system](#)¹².

Contributing to the HEALTHQ32 vision are seven system priorities that will drive the future direction for health in Queensland.

1. Reform
2. [First Nations First Strategy 2032](#)¹³
3. Workforce
4. Consumer Safety and Quality
5. Health Services
6. Public Policy
7. [Research Strategy 2032](#)¹⁴

Each priority is supported by a 10-year strategy that will further outline a series of focus areas and outcomes, enabling the delivery of equitable, accessible, and sustainable healthcare for all Queenslanders. The health workforce strategy is to be read in conjunction with the other strategies, specifically [First Nations First Strategy 2032](#) and [Research Strategy 2032](#), which also identify workforce actions relevant to their priority.

Having a responsive, skilled and valued workforce where our people feel supported is also featured in the following strategies:

- [Department of Health strategic plan](#)¹⁵
- [Hospital and Health Service strategic plans](#)¹⁶
- [Better Care Together: A plan for Queensland's state funded mental health, alcohol and other drug services to 2027](#)¹⁷ that improves workforce capability and sustainability is one of the priorities set out in this strategy, with a focus to ensure the workforce has the skill, support, time and capacity to deliver effective and quality care people need and want.
- [Queensland Women and Girls' Health Strategy 2032](#)¹⁸ that supports the development of an informed and trusted workforce that respects and responds to that responds to the diverse needs of women and girls.

Drivers for change

Population projection

5,418,000

as of March 2023

6,079,887

by 2031

Annual population growth rate

1.5% from 2021-2022 to 2031-2032



Median age projection

38.4
in 2021

40.4 - 42.5
by 2041



Ageing workforce



Within the next 10 years, **20%** of the total workforce will reach retirement age.

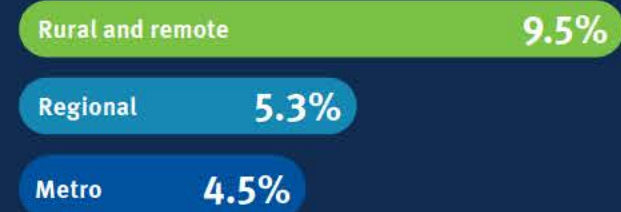
Aged over 70

The over 70 years age group is expected to grow from **600,000** to more than **880,000** by 2031.



Queensland Health staff turnover

Average permanent separation rate for 2011-2022



Rural and remote areas consistently show the **highest separation rates**.

Starting from 2020, there has been a notable rise in separations from Queensland Health.

Patient demand

17.3%

increase from 2018-2019 to 2022-2023

45,000

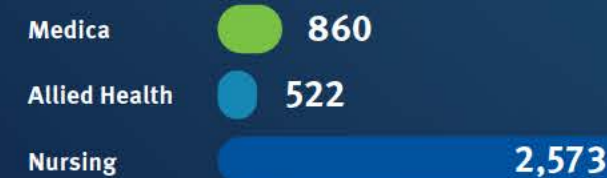
additional staff projected to be working in the health system by 2032.

Hospital activity

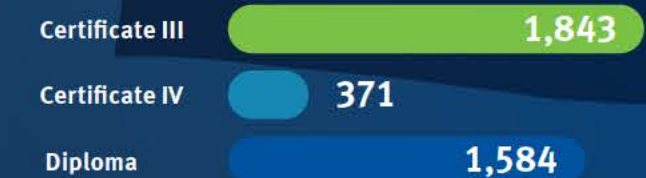


Hospital activity is expected to grow by **4.9% per annum over 7 years** due to population growth, ageing and patient complexity.

Tertiary education



Vocational education and training



2023 Health industry qualifications completed at Graduate, Diploma and Certificate levels.

Consumer expectations



Better technology and easier access to information have made people want to be more involved in their healthcare decisions and expect better, faster, and more personalised healthcare services.

Projected health workforce requirements by 2032

The predicted workforce needs for Queensland Health to 2032 are based on FTE data for the last 10 years. A weighted population method was used, taking into account changes in population, aging trends, market changes, and how people use services.

Current FTE and projected FTE (full-time equivalent employee)

Current workforce in 2023

105,429



Projected workforce by 2032

151,333



Workforce projection increases

30.3%

Total ▲

Clinical	31.3%	Metro	31.9%
Non-clinical	27.9%	Rural and remote	20.1%
First Nations representation	5.2%	Regional	27.3%

Workforce cohort projections

Ambulance Service

	5,385	7,223
	2023	2032

Nurse/midwifery

	40,471	59,252
	2023	2032

Administration

	21,485	30,458
	2023	2032

Operational

	9,154	12,086
	2023	2032

First Nations

	513	1,133
	2023	2032

Professional and technical (non-clinical)

	258	339
	2023	2032

Health practitioner

	15,747	22,323
	2023	2032

Professional (clinical)

	257	338
	2023	2032

Medical

	11,699	17,595
	2023	2032

Trade and artisans

	460	586
	2023	2032

- **Professional (clinical)** staff include positions such as dentists and other professionals.
- **Professional and technical staff (non-clinical)** include positions such as biomedical technicians, anaesthetic technicians, and health service technician.
- **First Nations health workforce** positions are included under the *Aboriginal and Torres Strait Islander Health Workforce (Queensland Health) Certified Agreement (No. 1) 2019*.

Part 2: System Reform

Evolve our thinking and open our minds to new ideas and ways of working

Queensland's health workforce faces complex challenges and pressures, such as increasing demand for services due to the growing and ageing population and the increasing burden of chronic illness and psychological stress.

There is evolving skill requirements to match changes in service demand. As healthcare focuses on chronic disease treatments, genomics, precision medicine, artificial intelligence and remote monitoring, education and training programs as well as our health workforce, need to keep up to date. Advances in medical and communication technology, along with the changing disease profile, requires the health system to keep pace through new and emerging models of care. Our health consumers want better, faster, and more tailored healthcare services, also adding pressures on the health workforce.

To respond to these challenges and pressures, and to achieve a sustainable, modern and universally accessible health system for Queensland, we must seek opportunities and embrace change in consultation with our staff and our industry partners.

Understanding these challenges and pressures and informed through consultation with our staff and partners, this long-term health workforce strategy outlines strategies that respond to the current and emerging environment under three priority focus areas:



Support and retain the current workforce



Build and attract new pipelines of talent



Adapt and innovate new ways to deliver

Through the implementation of this health workforce strategy, we expect the following outcomes to be achieved by 2032:



A valued and empowered workforce that is designed, enabled and skilled to deliver world-class healthcare where and when needed to service areas of need and consumer demand.



New and existing health workers have improved multi-disciplinary career pathways with access to leadership, professional and career development opportunities to promote retention across all roles and locations.



Sustained increases in health workforce supply through the establishment of new health workforce supply channels from intrastate, interstate and overseas with reduced barriers entering the state's health system and the enhancement of existing pipelines.



Shared strategic workforce planning, across the state, informed by innovative healthcare solutions based on new technology, integrated models of care and workforce data.



Growing up, I always knew I wanted to work in health.

I originally aspired to become a doctor, working in Intensive Care, having seen how passionate and dedicated healthcare workers are in doing everything possible to save a person's life. I knew I wanted to play some part of that experience.

While my medical aspirations didn't work out, I have worked in numerous information and communication technology roles within Queensland Health, most recently acting in the Public Health Data Manager role.

I love working for Queensland Health because no matter what position or role you're in, you feel like you are making a positive difference to the public and wider community. We all share a common mission to improve health outcomes and equity for all Queenslanders.

Daniel
ICT Clinical Application Manager

Achieving success requires the commitment from health system leaders, professional associations, unions, education and training providers, staff and consumers in addition to the following factors:



Leadership

Strong leadership embedded across the system to lead cultural change effectively.



Supported innovation

Championing innovation while supporting employees through change.



Partnerships

Collaborating with stakeholders and partners.



Systems thinking

Responding to systemic barriers and enablers.



Emphasis on sustainability

Implementing long-term solutions.



I work with a great team and love the close-knit feel. I feel supported and my disability has never been a barrier to me performing any role or from feeling valued within a team.

I have work-life balance and I have had the opportunity to work in a higher duties role which inspired me to study further.

Shona
Administration Officer



Digitisation

Integrating technology and building digital capability.



Redefinition

Challenging traditional models and places of care.



Empowerment

Harnessing the know-how and ideas of the workforce.



Workforce distribution

Strengthening rural and remote workforce pipelines.



Culturally safe

Supporting a holistic approach to the social and emotional wellbeing of First Nations staff.



Diverse and inclusive workplaces

Respect for all people and their human rights regardless of gender, age, heritage and cultural background, skills, and experience.



Working for Queensland Health is incredibly fulfilling.

Health has always been important to me and being part of an organisation dedicated to improving the health and well-being of people, where I can contribute, means a lot to me.

There is also an abundance of opportunities for growth within Queensland Health.

I am proud to work in such a dynamic organisation that is continually growing and provides great learning experiences.

Xiu-Ching
Senior Communications Officer



Support and retain the current workforce

Queensland Health's workforce attrition rate is of critical concern to our Government.

From a practical perspective, in order to deliver world-class healthcare, particularly in regional, rural and remote communities, we must achieve high rates of staff retention. High employee turnover puts pressure on the remainder of our workforce to meet our state's healthcare demands, and is costly to our Hospital and Health Services.

On top of this, we recognise the commitment and dedication of Queensland's health workforce, who often make sacrifices to support Queenslanders when they need it most. That is why we must support them, and take every possible measure to retain this valued workforce by improving culture, leadership and wellbeing.

Through collaboration with our staff and partners we will install stronger systems to ensure the workforce have what they need to perform their roles successfully, while feeling empowered and supported by Queensland Health.

Objectives

- Enhance organisational cultures across the state that are safe, inclusive and support workforce flexibility and wellbeing. Positive workplace cultures will bring strategies to fruition and shape employee experience.
- Workforce capability and continuous learning and development is supported, enabling health workers to expand their capacity to excel.
- Be responsive to staff requests for flexibility in their entitlements and ensure that Queensland Health remains an employer of choice in terms of pay and conditions.

Strategies

Agility and flexibility

- Support and encourage flexible work arrangements for the mutual benefit of the organisation and its workers through rostering systems and practices as well as enhance the workforce mobility experience across the system. We will work with our partners, such as unions to increase options, while ensuring that staff feel supported, understand outcomes and their industrial rights are respected.
- Promote the conversion of staff from casual and/or temporary to permanent employment arrangements, including through the strengthening of existing guidelines or the bolstering of accountability mechanisms.
- Enable and empower flexibility and adaptability in how the workforce delivers care, including across service boundaries, to meet the cultural and clinical care needs of First Nations peoples.

Industrial cooperation

- Listen to our workforce and our industrial partners. Recognise that this is key to maintaining workplace engagement.
- Recommit to working with registered unions to ensure statewide compliance with Queensland's nation leading industrial entitlements, which in turn will encourage our existing workforce to feel included, and encourage equity and diversity by supporting the voices of our health workforce.

Workplace culture

- Develop current, emerging and future leaders to adapt to the increasing challenges within the health sector and to support culture improvements, inclusive workplaces and innovation.
- Support the First Nations health workforce through increased development opportunities and ensure culturally safe work environments through increased leadership positions for our First Nations workforce.
- Recognise the contribution of the entire health workforce, across both clinical and operational staff.
- Ensure that exit interviews are conducted so that Queensland Health can better understand the drivers of workforce attrition.

Staff wellbeing

- Prioritise the health and wellbeing of our workforce by fostering healthy, safe and inspired workplaces through a whole-of-system approach centred on sustainable programs and practices to address, for example, occupational violence, mental health and wellness, and managing psychosocial hazards.
- Provide stability and certainty as part of staff contracts.

Career and professional development

- Provide equitable access to structured career and professional development opportunities for staff, including improved development opportunities for the First Nations health workforce, and education and development program access for rural and remote staff.
- Address current, emerging and future needs through co-design and implementation of a strategic and cohesive workforce capability development model, supported by proactive collaboration with workforce learning and development practitioners across Queensland Health and our partners more broadly.
- Take steps to ensure that staff with existing entitlements to professional development leave and/or associated allowances are able to access those entitlements.



I was looking for a career change to gain more flexibility and work-life balance for me and my family, so I joined Queensland Health.

I've always loved helping others, so joining Queensland Health turned out to be the best decision for me.

I really like the flexibility of my work, and probably the best thing is that every day is different. You come to work and learn something new every day.

Joanna
Patient Support Assistant

FOCUS AREA 2



Build and attract new pipelines of talent

A shortage of accessible bulk-billed primary healthcare and the ongoing transfer of care from the private to the public healthcare system is leading to increased workforce demands.

This is especially the case in specialty areas such as anaesthetics, nuclear medicine, and obstetrics, leading to healthcare access issues in regional, rural and remote communities across Queensland.

That is why this Strategy is dedicated to building a pipeline of health workers across a range of sectors right here in Queensland, so that locals can rely on a homegrown workforce that will deliver world-class care close to their homes – no matter where they live.

We know that the best way to build a health workforce pipeline which will sustain our public health system over the coming decade is to train and recruit staff right here in Queensland. Through locally based education, training and recruitment, as well as nationally competitive incentives, we will be able to build our health workforce in Queensland.

Collaboration with our partners across all levels of government, the health system, education and training providers is critical to achieving the desired outcomes in this focus area.

Objectives

- Organisations are utilising new and emerging health roles to meet consumer demands.
- Strong partnerships with the broader social services sectors and the education and training sectors are in place to deliver sustainable workforce pipelines.
- Each region has the infrastructure, accommodation, training and opportunities needed to support new staff and encourage them to continue working in the community.

Strategies

Health careers

- Engage with partners to promote health careers for new and existing staff that support a multi-disciplinary team approach to improve outcomes for consumers.
- Support individuals whether they are a high school student, school leaver, early career, under-graduate, graduate, or career changer to enter the health workforce as a graduate, trainee, intern or cadet.

Grow our workforce

- Ensure workforce growth is aligned to consumer demand, focusing on emerging areas such as expanding our allied health workforce to address our ageing population needs, supporting students to study nursing and/or midwifery bachelor courses, and supporting the general practitioner workforce.
- Evaluate and monitor existing policy implementation on casual and/or temporary to permanent employment to help build Queensland Health's workforce.

First Nations workforce

- Support and accelerate the growth of the First Nations health

workforce across all roles and locations to provide culturally safe and responsive healthcare to First Nations people, their families, and communities to Close the Gap in health inequities.

Talent pipelines

- Establish sustainable pipelines of talent to address the workforce complexities of health service delivery in rural and remote Queensland, and for small and critical workforce groups

- Expand grow-your-own, localised education to employment pathways to retain local talent within the same region, with a focus on rural and remote workforce.

Regional, rural and remote

- Plan for flexible, accessible and future fit accommodation and infrastructure across rural, remote and regional areas of Queensland to support the attraction and retention of the health workers in these regions.
- Prioritise the ongoing career and leadership development of First Nations people and enable working to the full scope of practice, particularly in rural and remote regions.

FOCUS AREA 3



Adapt and innovate new ways to deliver

The digital transformation, with the right leadership, has the potential to offer our workforce increased opportunities to develop their skills, while streamlining the treatment journey for patients. Most importantly, it is a powerful tool to improve healthcare accessibility in our decentralised state.

Healthcare providers are already working to integrate digital technologies to streamline workflows and improve consumer outcomes. With increasing demand for healthcare, limited resources and workforce challenges, it is essential that we look for ways to increase efficiencies and deliver better outcomes.

We will support the workforce to be agile, responsive, and innovative, and able to quickly adapt to new technology, treatments, care models, and ways of working.

Objectives

- Technology to improve and streamline service delivery is integrated and embedded.
- Workforce design solutions that support and enable contemporary models of care and workforce transitions to agile new ways of working are utilised.

Strategies

Technology and innovation

- Working collaboratively across the system to integrate technology, AI and automation to enhance service delivery and accessibility for staff and patients, while ensuring that our health system remains people centric.

Employment models

- Establish employment models that maximise the development and transferability of skills across multiple settings as well as supporting multi-disciplinary workforces in the development and implementation of new models of care informed by integrated workforce planning and profiling.
- Establish initiatives to support the capacity and capability to undertake integrated workforce planning and profiling across the Queensland public health system will be implemented.

Strong partnerships

- Strengthen relationships with our partners across the health system to collaboratively build workforce capability and capacity.
- Work with our partners to support primary care service, specifically to address General Practitioner workforce shortages and ensure appropriate preventative health to help to reduce the demand on Queensland's hospital and health services.
- Recognise and value the cultural authority and lived experience of First Nations staff in the design and delivery of healthcare.

Workforce adoption

- Empower the workforce through digital literacy, collaboration, and full practice scope.
- Incorporate technologies and digital skills competency into professional development and training programs.

It is important to recognise that each stakeholder plays a role in achieving the objectives, strategies and outcomes outlined in this health workforce strategy.

Implementation is to be guided by workforce action plans, organisationally and discipline based. Queensland Health will work closely with key stakeholders to progress a system-level approach to achieve a dynamic and responsive health system where our workforce is valued and empowered to provide world-class healthcare to all Queenslanders.

Monitoring and evaluation of progress in relation to the health workforce strategy and action plans is important to measure our success.

Queensland Health commits to collaborate with stakeholders to:

- Establish key performance indicators to measure the effectiveness in implementing the health workforce strategy
- Evaluate the impact of the strategies, on a two-yearly basis, during the life of the health workforce strategy.



I love working for Queensland Health because of the opportunity to positively impact patients' lives.

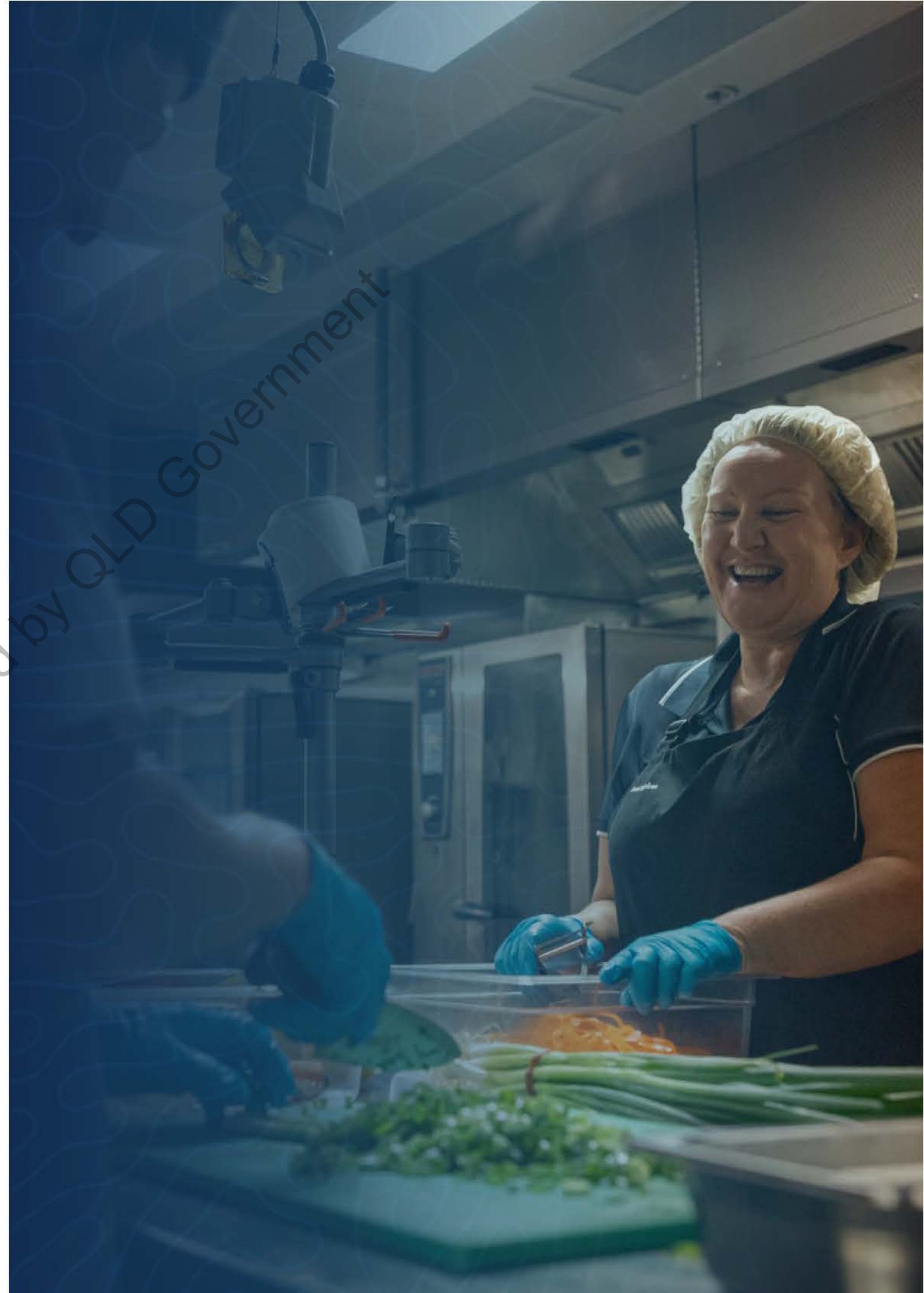
The dynamic environment, advanced technologies, and supportive team foster growth, ensuring every day brings new challenges and opportunities for learning and making a difference. I take pride in being part of an organisation that is driven by compassion, professionalism, and a genuine commitment to serving the community.

Priscilla
Registered Nurse

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Submission Attachment No 4

Health Workforce Strategy for Queensland to 2032

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HEALTH WORKFORCE STRATEGY

for Queensland to 2032

—
Investment plan



Queensland
Government

Health Workforce Strategy for Queensland to 2032

Investment Plan

The health workforce strategy identifies three focus areas, underpinned by key strategies, which have been shaped by data, research and valuable input from almost 800 stakeholders across more than 160 organisations.

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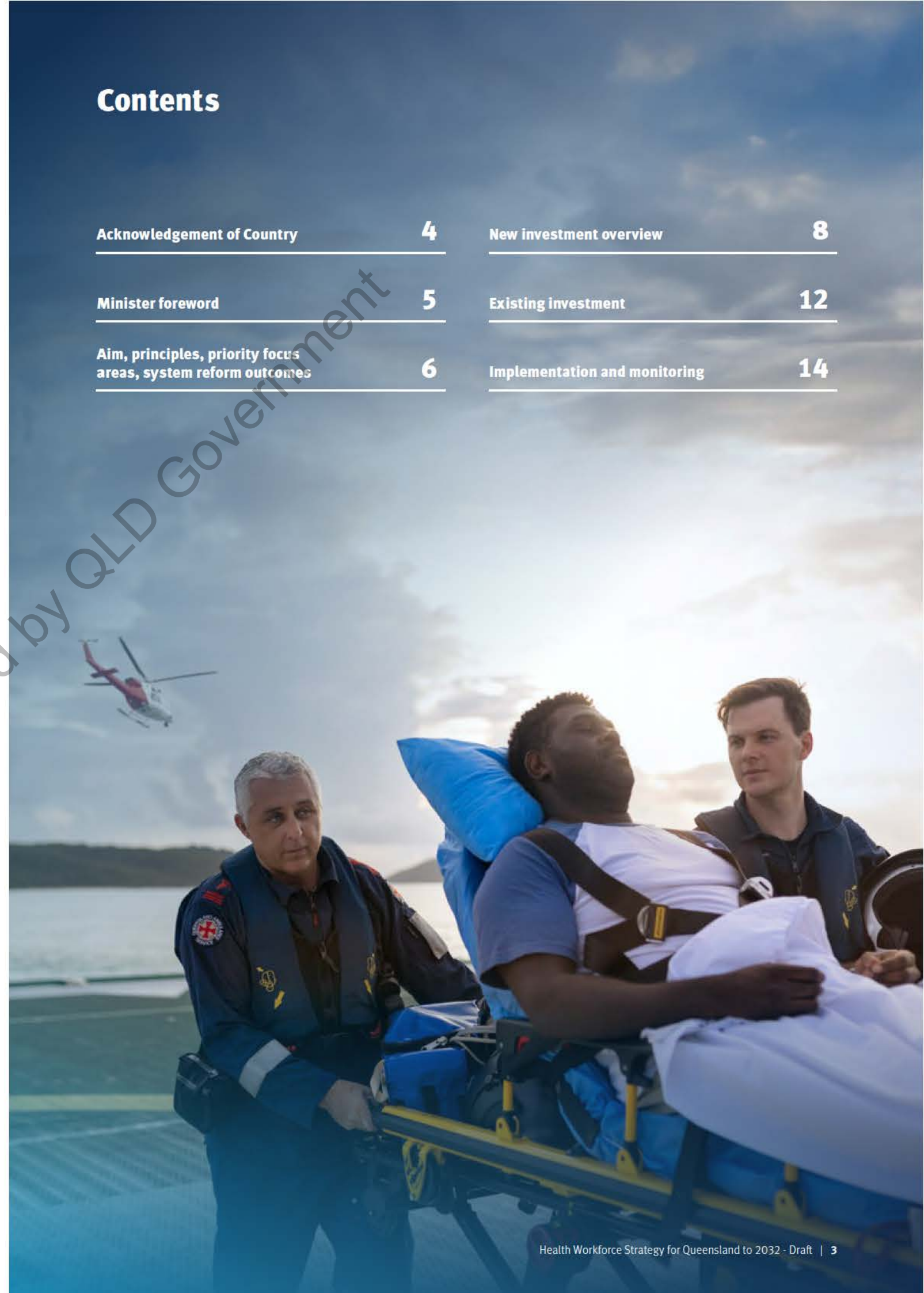
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Queensland Health acknowledges the Traditional Owners and Custodians of the lands, waters and seas across Queensland. We pay our respects to Elders past and present, while recognising the role of current and emerging leaders in shaping a better health 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 are 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.

Aboriginal and Torres Strait Islander peoples are advised that this publication may contain the images of deceased peoples.

Minister for Health, Mental Health and Ambulance Services and Minister for Women

Our Government has developed and launched the Workforce Strategy because we acknowledge the critical importance of building a sustainable and well-supported workforce to deliver high-quality healthcare across Queensland.

We're lucky to already benefit from a broad, diverse, skilled, and dedicated workforce that provides world-class healthcare to our community each and every day. This Strategy, backed by a \$1.7 billion investment, is an acknowledgement of the tireless work of our health workforce, in both clinical and non-clinical sectors. They support Queenslanders when it's most needed, and in return we must support them. Health staffing has increased 40% since 2015 but the next decade holds more challenges than the last. We will need upwards of 40,000 new staff as health demands grow over the next ten years.

This strategy is also a commitment to addressing the challenges in delivering healthcare; challenges which are being felt worldwide. Increasing demand for services and pressure on workforce supply channels, especially in rural and remote locations, must be addressed. To ensure this strategy brings about real change, our Government has identified a range of workforce initiatives as investment priorities, in consultation with staff and stakeholders, and now detailed in this Investment Plan.

The Queensland Government is committing \$1.7 billion to support this platform of bold initiatives. This funding aims to retain our current workforce, build and attract new talent pipelines, and innovate new ways to deliver healthcare. This investment builds on the significant achievements to date, including hiring over 23,000 frontline health staff and launching the Workforce Attraction Incentive Scheme in 2023.

However, there is still much more to do. Through extensive stakeholder engagement, we have identified our critical priorities: supporting the industrial rights of our workforce, enhancing permanent employment opportunities, developing new talent sources across priority areas, attracting and growing our First Nations workforce, supporting multi-disciplinary teams in implementing

new models of care, strengthening relationships with stakeholders across the health system, and integrating technology to enhance service delivery and accessibility.

The valuable input and feedback from nearly 800 stakeholders across more than 160 organisations have shaped the new Health Workforce Strategy for Queensland to 2032. I extend my heartfelt thanks to the staff, professional associations, trade unions, education and training providers, government and non-government organisations, and consumers who contributed to this vital strategy.

Achieving success requires strong collaboration with our partners to implement system improvements for the healthcare workforce and our consumers. As emphasised during our consultations, the interdependence of retaining our workforce, building and attracting talent pipelines, and fostering innovation is crucial to establishing a sustainable health workforce now and in the future.

This Investment Plan reflects the government's commitment to addressing the challenges facing our healthcare system, supporting our current workforce, and building a workforce for the future.



Our aim is to attract, retain and support a homegrown health workforce that will deliver world-class healthcare across Queensland.

Principles

The investment initiatives outlined in this document will attract and build a refreshed health workforce for Queensland. They also enable effective and supportive work environments; increased diversity and inclusivity; enhanced permanent employment opportunities; and open avenues to attract and retain health workers in areas of need, particularly in rural, regional and remote Queensland.

Implementation of these initiatives are guided by the following principles:

- Through strong leadership, we will enable flexible and supportive work environments that aim to prevent violence, retain employees, and create a sustainable workforce into the future.
- We will pursue the development of new and emerging clinical, multi-disciplinary, general, and clinical support roles in collaboration with employees, unions, associations and education providers, to increase the supply of a skilled health workforce.
- Working with our partners, we will design digitally enabled, and innovative 'place-based' workforce design solutions to build a sustainable workforce, particularly for regional, rural, and remote locations.

Priority focus areas

The Queensland Government is committed to building a supported workforce to deliver high-quality healthcare across Queensland; delivered through the *Health Workforce Strategy for Queensland to 2032* (health workforce strategy).

The health workforce strategy sets out strategies under three focus areas:

- Support and retain the current workforce.
- Build and attract new pipelines of talent.
- Adapt and innovate new ways to deliver.

System reform outcomes

Through the implementation of this health workforce strategy, we expect the following outcomes to be achieved by 2032:

- A valued and empowered workforce that is designed, enabled and skilled to deliver world-class healthcare where and when needed to service areas of need and consumer demand.
- Sustained increases in health workforce supply pipelines through the establishment of new health workforce supply channels from intrastate, interstate and overseas with reduced barriers entering the state's health system, and the enhancement of existing ones.
- New and existing health workers have improved multi-disciplinary career pathways with access to leadership, professional and career development opportunities to promote retention across all roles and locations.
- Innovative healthcare solutions based on new and technology-integrated models of care and workforce data to support strategic workforce planning are shared across the state's health system.

New investment overview

Budget to budget, we are spending over **\$1 billion (\$1.059B)** more growing our frontline workforce. This equates to full time equivalent growth of more than 700 extra doctors, more than 2,600 nurses and midwives, and more than 1,000 allied health staff across budgets. This is a huge investment in our staff and the Queenslanders they help everyday.

Our vision is that our people will be working to optimal scope of practice, and delivering services in efficient, caring, culturally appropriate, and effective ways. The professional development needs, aspirations, and wellbeing of the workforce will be high priorities, and workplace cultures will be positive and supportive. Supporting this will be effective, empowered and engaged leadership from within the health setting.

These new initiatives build on existing investments to achieve an agile, skilled, and valued workforce.



Support and retain the current workforce

total investment of **\$387.76 million**



Build and attract new pipelines of talent

total investment of **\$96.85 million**



Adapt and innovate new ways to deliver

total investment of **\$182 million**

Headline initiative	Total to 2027-2028
Increase security officer roles by up to 70 full-time equivalent (FTE) and ambassador roles by up to 12 FTE across Queensland's hospital and health services (HSSs) in line with capital expansion programs, increased demand and changing models of care. Supporting this workforce cohort, we will continue to implement a range of effective security enhancements such as the installation of CCTV in all high-risk areas, providing swipe card access for all high-risk areas, installing fixed duress alarms and providing staff with personal duress alarms in high-risk areas, and the provision of body worn cameras for all security staff. In addition, we will expand the ambassador program and roll out enhanced training for security and ambassador staff.	\$36M
Creating a nurse practitioner pipeline by establishing Nurse Practitioner candidate roles across Queensland hospital and health services. This investment focuses on building a sustainable primary treating clinician health workforce.	\$3.1M
Bolster Queensland's primary care service by incentivising trainees to undertake general practitioners (GP) training. This investment of \$40,000 per trainee is designed to attract and retain GP trainees across Queensland.	\$24M
The nuclear medicine scientist workforce pipeline supports the small but critical nuclear medicine scientist workforce within Queensland Health through the introduction of scholarships and graduate program.	\$2.85M
The Diploma of Nursing student placement program supports students to complete clinical placements, recognising their value to the nursing workforce.	\$15.9M
This initiative focuses on creating additional GPA training positions to support rural generalist and GP trainees to undertake advanced diploma training in anaesthetics. Training positions will commence January 2025.	\$5.25M
An increased Allied Health Workforce Development Officer workforce will be delivered to areas with large predicted growth. These roles are pivotal in supporting the development, capability and sustainability of the allied health workforce.	\$1.76M
Develop and implement statewide occupational violence prevention initiatives to address occupational violence in Queensland's hospital and health services.	\$1.89M
Replace existing staff accommodation in the Torres and Cape HHS to ensure it is safe, appropriate, and fit-for-purpose.	\$12M
The proposed Aboriginal and Torres Strait Islander Health Workforce Certified Agreement (No. 2) contains a range of critical new arrangements and enhancements for Queensland Health's Aboriginal and Torres Strait Islander health workforce by leading the nation in competitive compensation, development support, incentives, and additional aid for the workforce in remote areas. The investment will also support cultural leave of up to 10 paid days.	\$114.8M
Grow the First Nations talent pipeline , recognise and support our current workforce, and adapt our ways of working to deliver more equitable services to increase the number of First Nations health care professionals, improve cultural competency and better coordinate ways of working to deliver more equitable services.	\$30.8M
To support the uptake of research and clinical trials closer to home for regional, rural, and remote patients by increasing research and clinical trial coordinator positions across Queensland Health. This initiative supports translating research into practice which continuously improves quality of care.	\$5M

Headline initiative	Total to 2027-2028
Introduction of 10 days per annum (non-cumulative) paid reproductive health leave for workers, including for each parent to receive fertility/In Vitro Fertilisation (IVF) treatment; chronic reproductive health conditions; preventative screening associated with reproductive health; and treatment associated with reproductive health.	\$160M
Continued support of ongoing service delivery due to staff accessing special pandemic leave in relation to the coronavirus disease. Special pandemic leave arrangements for employees are set out in the Minister for Industrial Relations and Commission Chief Executive Directive 01/20: Employment arrangements in the event of a health pandemic (Directive 01/20).	\$29M
Leadership and capability uplift will help ensure the health workforce is supported to deliver high-quality healthcare across Queensland through a strengthened approach to workforce capability and leadership development. A statewide coaching, mentoring, and peer support program, with a focus on rural and remote will also be introduced.	\$2.3M
This initiative is to support the introduction of minimum midwife to post-natal patient ratio in public hospital post-natal wards (Clinical Services Capability Framework levels 5 and 6 only). The minimum midwife to post-natal patient ratios will provide patients and families with a safe, individualised and responsive, culturally appropriate maternity care.	\$5.08M
The early career dental practitioners' program is designed to better support and develop new skills and recent dental and oral health therapy graduates required for public sector dentistry. The program will include work rotations, mentoring, peer support and professional development, to enhance recruitment and retention of dental practitioners in oral health services, particularly in rural, regional and remote locations.	\$2.09M
The development and implementation of programs which prioritise the health and wellbeing of our staff . Programs will focus on vicarious trauma support, mental health first aid, managing psychosocial hazards, conflict resolution, and building resilience to workplace stress. In addition, there will be an expansion of the suite of wellbeing initiatives for medical students and doctors across Queensland.	\$3.25M
Enable pharmacists to complete additional training to support the state-wide rollout of the Queensland Community Pharmacy Scope of Practice Pilot . This includes completion of prescribing training and clinical practice training, delivered by accredited education providers. This pilot enables participating pharmacists to treat and prescribe medicines for common health conditions and wellbeing services and will increase the number of healthcare options for Queenslanders living in regional, rural and remote parts of the state. It is anticipated services will be in place across the state from early 2025, and the Pilot will continue until June 2026.	\$6M
Advance the future medical imaging workforce model in acknowledgement of the critical role medical imaging plays in outpatient, inpatient and emergency care across multiple clinical specialities and in supporting clinicians in diagnosis, patient treatment, and intervention.	\$12.56M
Implement a multidisciplinary diabetes workforce implement a multidisciplinary diabetes workforce uplift in regional areas to support improved diabetes service provision.	\$7.81M
Implementation of formalised networked oral health service delivery arrangements across Queensland's hospital and health services to enable service sustainability and continuity in rural and remote locations, including metro and regional-based oral health positions that work on a regular or rotational basis in rural and remote locations.	\$1.79M
Expansion of the current Workforce Attraction Incentive Scheme to increase our workforce across Queensland. Health workers from interstate or overseas who move to Queensland may be eligible for payments under this scheme.	\$40M

Headline initiative	Total to 2027-2028
The high school to employment career pathways program will support graduate, traineeship, internship, cadetship, disability employment, multicultural employment, and other employment programs. Whether the individual is a high school student, school leaver, early career, graduate or career changer, there is a pathway into employment and further education and training.	\$1.93M
The establishment of two new trainee registrar positions to support the uplift in frontline maternity and termination of pregnancy staffing levels . This investment complements initiatives funded through the \$42M to support birthing for women from remote, regional and rural areas.	\$1.83M
The Queensland Government is investing \$44M over four years to establish a new statewide adult forensic examination model of care . This initiative is part of a new sexual assault response service for persons aged over 14 years, which aims to provide consistent, timely, and high-quality forensic medical services to all victims of sexual violence across Queensland. This will support the delivery of these services and an education and training program to support building this workforce pipeline. This funding will ensure the availability of a trauma-informed and a culturally competent workforce, reinforcing our commitment to delivering compassionate and comprehensive care to those affected by sexual violence. This model of care responds to the findings of the "Hear Her Voice – Report 2" and the Commission of Inquiry into Forensic DNA Testing in Queensland.	\$44M
Queensland Health rosters approximately 916,000 shifts every fortnight in an ever changing and responsive 24/7 environment and produces on average over 142,000 pays each fortnight. This initiative supports the continued roll out of the Integrated Workforce Management Program (IWFM) electronic rostering, providing Queensland Health with a single workforce management platform to inform strategic workforce planning and efficient workforce management decision making.	\$64M
An increased demand for refugee health services in Queensland necessitates additional nursing staff to alleviate barriers for refugees in accessing healthcare services.	\$3.12M
Introduce and expand Multicultural Health Liaison Officer roles across community and other health services. The investment aims to deliver improved patient outcomes by providing culturally sensitive support to them and their families.	\$4M
Create identified employment positions for People with disability and deliver training focused on general disability awareness and programs to support people with disability.	\$2.34M
To support health and language services , implement a centralised booking system to enable equitable access to healthcare for Queensland's culturally and linguistically diverse population.	\$0.9M
Implement a coordinated single point of entry into the coronial system; a statewide Family Support Unit to provide a single point of contact for families navigating the coronial process; and help build a sustainable and responsive statewide workforce to improve coronial services .	\$8.27M
To support good sexual health which contributes to overall good health and wellbeing. This investment supports enhanced delivery of evidence-based, innovative, and inclusive sexual health programs and services as well as additional clinical appointments at fixed clinic locations and enhanced capacity to deliver in-reach and outreach services in high growth outer metropolitan, regional and remote areas.	\$12.92M

Existing investment

Our new investment builds on the existing investment initiatives as outlined in this section under three priority areas – hiring, retention and attraction.

Hiring

In 2021, Queensland's record \$22.2 billion health budget was announced, a 3.4% increase on the 2020-21 financial year. The focus, recruiting frontline staff, building health infrastructure, reducing emergency and surgical wait times, and continuing to protect the state from COVID-19.

The investment focused on an extra 9,475 frontline health staff over four years comprising:

- 5,800 nurses and midwives
- 1,500 doctors
- 1,700 new allied health professionals
- 735 ambulance operatives (paramedics).

In January 2024, the targets for an additional 1,500 doctors and 1,700 allied health professionals were met. As of March 2024:

- Nurses and midwives achieved 97% of their target (5,608 FTE against target of 5,800 FTE)
- Ambulance operatives achieved 87% of their target (642 FTE against target of 735 FTE).

Retention

- In August 2022 the Queensland Government announced its Public Sector Wages Policy covering employees with wage increases of 4% in the first year of the agreement, 4% in the second and 3% in the third.
- Implementation of the Mind (re)set online wellbeing education and training program

for junior doctors. The program provides strategies for mental health wellbeing and burnout mitigation, practising self-care and managing workload stress.

- Implementation of the Rural Doctors Upskilling Program (RDUP) to support the development and maintenance of a skilled general practice and rural generalist workforce to meet the medical service needs of regional, rural and remote Queensland.
- Nurses and midwives professional development programs established, such as the Framework for Lifelong Learning for Nurses and Midwives and the Supported Practice Framework for Nurses and Midwives Resource Toolkit.
- Occupational violence prevention through programs such as:
 - Peer support program which focusses on staff wellbeing and promoting meaningful relationships between peers.
 - The introduction of Ambassadors, a non-clinical point of contact for patients, visitors and consumers.
 - Body worn cameras (BWC) for on-duty Security Officers. A BWC is a wearable audio, video or photographic recording device.
- Continuation of the Office of the Rural and Remote Health to provide a strong voice in the development of statewide policy, strategy and planning, and to foster stronger and more resilient health care in Queensland's rural and remote communities. The office is leading the Single Employer Model Pilot Project, a medical

workforce initiative designed to enable more general practice and rural generalist registrars training in regional, rural and remote communities to maintain the benefits of being employed by one employer, including accrual of leave entitlements.

- Developed Queensland Health's Digital Passport, designed to support staff mobility across the system by having human resources, credentialing and mandatory training information in one place.
- Enhanced maternity services program, ALICE, to assist all multi-disciplinary clinicians working in public maternity services.
- Midwife-led and midwife supported models of care in regional communities along with the appointment of Queensland's first Chief Midwife Officer to drive maternity reforms across Queensland.
- Launched an independent review into workplace harassment in hospitals, led by Elizabeth Broderick AO.
- Commitment to work with our industrial partners to review the staffing model for Health Practitioners.
- \$1.4 million to Townsville HHS to run an International Medical Graduate orientation and preparation program, with a focus on supporting the wellbeing of this workforce.
- \$0.42 million for a Medical Education and Wellbeing Registrar to support the medical workforce for Central Queensland and Wide Bay Regional Medical Pathway.



Attraction Initiatives

- Expansion of health traineeships for Queensland school students resulting in 219 trainees (73% of the 300 target across the system. Of note, 125 were Deadly Start trainees with 58 trainees in regional, rural and remote locations.
- Reinvigoration of the Nurse Practitioner Nurse Endoscopy program through QUT.
- The Workforce Attraction Incentive Scheme was introduced, providing eligible interstate and international health practitioners up to \$20,000 to move to and work in southeast Queensland and up to \$70,000 to work in regional and remote Queensland.
- Launching the #GoHealth Campaign to promote more young Queenslanders to take up a career in the public health sector.
- The introduction of the cost-of-living allowance for final year nursing and midwifery students undertaking placements.

- Funding of 20 places for general practitioners and rural generalists to complete an advanced diploma in obstetrics.
- The introduction of end-to-end medical pathways in conjunction with the University of Queensland to attract junior doctors to rural and remote Queensland — particularly general practice. These pathways are located in:
 - Central Queensland and Wide Bay regions which commenced 2023 with an initial cohort of 61 student.
 - Darling Downs and South West regions which commenced 2024 with an initial cohort of 35 students.
- To help grow the Torres Strait health workforce, there was an investment to support scholarships for young First Nations people from Torres and Cape studying health related degrees at James Cook University (JCU).

Implementation and monitoring

It is important to recognise that each stakeholder plays a role in achieving the objectives, strategies and initiatives outlined in the health workforce strategy and this investment plan.

Queensland Health will work closely with key stakeholders to progress a system-level approach to achieve a dynamic and responsive health system where our workforce is valued and empowered to provide world-class healthcare to all Queenslanders.

Queensland Health commits to collaborate with stakeholders to:

- Establish key performance indicators to measure the effectiveness in implementing the health workforce strategy.
- Evaluate the impact of the strategies, on a two-yearly basis, during the life of the health workforce strategy.



Proactively Released by QLD Government

