

Queensland Health

Strategic Plan

for **Multicultural Health**

2007–2012

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Queensland Health

Queensland Health Strategic Plan for Multicultural Health 2007–2012
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Director-General's message

I am proud to present the *Queensland Health Strategic Plan for Multicultural Health 2007–2012*. This strategic plan includes five year strategies and identifies the actions to be progressed against these strategies in 2007–08. In doing so, the strategic plan incorporates the Department's annual Multicultural Action Plan, a requirement of the Queensland Government. The development of both the strategic plan for Multicultural Health and the supporting annual action plan demonstrates the department's ongoing commitment to improve the health status of Queenslanders from culturally and linguistically diverse communities and the responsiveness of services provided by Queensland Health.

Queensland is a culturally diverse state – nearly one in five (17.1%) Queenslanders was born overseas, seven percent of the Queensland population speak a language other than English at home, and 30,440 Queenslanders speak English either 'not well' or 'not at all'.

This is the first Queensland Health strategic plan for multicultural health. It has been developed in recognition of the need for safe and quality health services to be provided to all Queenslanders, including people from diverse cultural backgrounds. The *Queensland Health Strategic Plan for Multicultural Health 2007–2012* builds on the work of the previous *Multicultural Action Plans 2005–06* and *2006–07* and in particular, the following key achievements:

- the establishment of a new statewide interpreter service with supporting infrastructure
- the successful funding of a Statewide Refugee Health Service
- the development of a new multicultural website for consumers and staff
- the development of a number of resources including a guide on how to translate health information into languages other than English, a Multicultural Clinical Support Resource, and consumer information on the Queensland Health System. The latter resource includes a set of 10 fact sheets for each of 16 prioritised languages
- the development, implementation and evaluation of a new statewide training program for staff "Safe Services, Diverse Communities"
- the standardised collection of the three multicultural minimum data set items from consumers/patients
- the establishment of a permanent team for the Statewide Multicultural Health Program.

The *Queensland Health Strategic Plan for Multicultural Health 2007–2012* results from consultation with a range of both internal and external interested parties. I would like to particularly thank those participants of the Strategic Planning Forum for Multicultural Health held in March 2007, the outcomes of which formed the basis of this Plan.

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The Plan incorporates many of the recommendations of the Ethnic Communities Council's review of all departmental 2005–2006 Multicultural Action Plans. Twenty-four “good practice” examples identified in the review have been included in this Strategic Plan. In addition, the Plan also addresses nine of the ten recommendations made in the Ethnic Communities Council of Queensland's review of departmental 2006–2007 Multicultural Action Plans.

The implementation of the Strategic Plan for Multicultural Health will continue to be progressed in consultation with the multicultural sector. The Steering Group established to guide the implementation of the Queensland Health Action Plans in 2005–2006 and 2006–2007 will continue to guide future progress, along with Working Parties for priority actions. The Interest Group established to facilitate wider community input into implementation of the Action Plan will also continue.

The strategies outlined in this strategic plan represent statewide initiatives. 2007–08 actions will be at the statewide, Area Health Service and local levels.

The *Queensland Health Strategic Plan for Multicultural Health 2007–2012* is published on Queensland Health's website: www.health.qld.gov.au/multicultural

I value the partnerships that have been developed over the recent years and know that these will prove invaluable as we move forward and deliver the actions in this Plan.



Uschi Schreiber
Director-General
June 2007

Purpose

This plan outlines Queensland Health's broad strategy for multicultural health for the next five years. It identifies our mission and describes to our stakeholders, staff and the community what we aim to achieve over the next five years in the area of multicultural health. Importantly, the plan will provide direction to Queensland Health staff on their role and responsibilities in improving multicultural health.

This Plan also details the actions to be taken in 2007–08 to implement the strategic plan. These actions together comprise the Department's annual Multicultural Action Plan, as required by the Queensland Government.

Mission

To improve and maintain the health and well being of multicultural communities, families and individuals in Queensland.

Values

In implementing this strategic plan, the following Queensland Health values will be recognised and upheld.

Caring for people

Demonstrating commitment and consideration for people in the way we work. Queensland Health's purpose is to provide safe, quality health care. Patients, their families, carers and other users of the health system must be foremost in all decisions and actions. People working within Queensland Health deserve to be treated with consideration and feel valued.

Leadership

While recognising the extensive range of positions within Queensland Health, we all have a role to play in leadership by communicating a vision, taking responsibility and building trust among colleagues. Queensland Health is building new leadership with a commitment to the highest standards of behaviour, understanding the responsibilities of management, and rising to the challenges of a dynamic workplace. It means genuinely listening and being responsive.

Respect

Showing due regard for the feelings and rights of others. Respecting the dignity, rights and personal views of colleagues is vital. Healthy professional relationships within Queensland Health and with our industry partners depend on mutual trust. Respectful treatment of people encourages openness and innovation. Equally important is respect for patients and other users of the health system.

Integrity

Using official positions and power properly. Healthy professional relationships depend on mutual trust. Integrity means providing quality services and advice for the common good and honest dealing with patients, their families, carers and other users of the system. Integrity also means having the courage to give contrary advice when required, and speaking up.

Strategic directions

The strategic directions are those of the Queensland Government's multicultural policy *Multicultural Queensland – Making a world of difference*.

Strengthening multiculturalism in the public sector

- to have inclusive service planning and delivery

Productive diversity

- to have a diverse workforce that represents the general population

Supporting communities

- to invest in and build the capacity of multicultural communities so that they can become healthier communities

Community relations and anti-racism

- to achieve 'a sense of belonging' among multicultural communities through receiving information about health services in ways that make them feel included and experiencing health services as being relevant and available to them

Five year strategies and 2007–08 actions

Strategic Direction:

Strengthening multiculturalism in the public sector – to have inclusive service planning and delivery

2007–2012 Strategies	2007–08 Actions	Lead responsibility for 2007–08 actions
<i>Provide leadership and commitment to the value of cultural diversity</i>	<ul style="list-style-type: none"> ■ multicultural health is sponsored by a senior executive within Queensland Health 	Director-General
<i>Implement a high quality and accessible interpreter service</i>	<ul style="list-style-type: none"> ■ provide staff training on how to request and work with interpreters ■ provide training for interpreters on interpreting in a health setting ■ promote the availability of interpreters to the target groups ■ monitor growth in demand to plan future growth ■ monitor expenditure and usage patterns and evaluate effectiveness of the interpreter service and strategies including the use of individual contracts with interpreters and the infrastructure required in Health Service Districts for coordinated service delivery ■ monitor the quality of interpreter services 	Area Health Services, Statewide Multicultural Health Program, Health Service Districts
<i>Provide information and training to staff so that they understand the importance of effective language services and are trained to recognise when they are required to access them. Provide easy access to copies of Queensland Health's policy and procedures for using interpreting services</i>	<ul style="list-style-type: none"> ■ provide training for staff on how to request and work with interpreters 	Area Health Services and Health Service Districts, Queensland Transcultural Mental Health Centre, Statewide Multicultural Health Program
<i>Improve data collection and analysis of the health of multicultural communities, families and individuals</i>	<ul style="list-style-type: none"> ■ collect and analyse the multicultural minimum data set: Interpreter Required, Country of Birth, Preferred Language ■ develop a broader data collection and analysis plan on the health of multicultural communities 	Statewide Multicultural Health Program, Reform & Development Division (Health Information Centre), Health Service Districts

Five year strategies and 2007–08 actions

Strategic Direction:

Strengthening multiculturalism in the public sector – to have inclusive service planning and delivery

(continued)

2007–2012 Strategies	2007–08 Actions	Lead responsibility for 2007–08 actions
<p><i>Work in partnership with Queensland Government departments, other state governments, local government and the Commonwealth government</i></p>	<ul style="list-style-type: none"> ■ participate in the Inter-departmental committee convened by Multicultural Affairs Queensland and encourage the sharing of information on core strategies across department's Multicultural Action Plans ■ participate in policy processes on multicultural health issues at the national level and advocate for the consideration of multicultural health issues in national health agendas ■ participate in the Multicultural Sub-committees of the Regional Managers Networks where these sub-committees exist 	<p>Policy & Legislation Branch, Statewide Multicultural Health Program, Queensland Transcultural Mental Health Centre</p> <p>Health Service Districts</p>
<p><i>Work in partnership with multicultural and community organisations</i></p>	<ul style="list-style-type: none"> ■ continue the Healthier Multicultural Communities Initiative Steering Committee to provide advice and direction on the implementation of the Plan. ■ continue the Interest Group for the Plan to facilitate wider community input into implementation ■ at the local level, continue the fostering of partnerships and engagement with multicultural communities 	<p>Statewide Multicultural Health Program</p> <p>Health Service Districts</p>
<p><i>Implement inclusive strategic and service planning processes that are responsive to community feedback, at all levels within the department (strategic, divisional, Area Health Service, District, local)</i></p>	<ul style="list-style-type: none"> ■ update Queensland Health's multicultural policies ■ major plans inclusive of multicultural communities: <ul style="list-style-type: none"> – People Plan – Strategic Plan, Statewide Services Plan ■ Area Health Service and Health Service District plans inclusive of multicultural communities and the <i>Strategic Plan for Multicultural Health 2007–2012</i>. 	<p>Policy Branch, Statewide Multicultural Health Program</p> <p>Human Resources Branch Planning & Coordination Branch</p> <p>Area Health Services and Health Service Districts</p>

2007–2012 Strategies	2007–08 Actions	Lead responsibility for 2007–08 actions
<p><i>Coordinate the development and accessibility of resources for Queensland Health staff and consumers from culturally and linguistically diverse communities</i></p>	<ul style="list-style-type: none"> ■ evaluate and maintain the multicultural website and QHEPS site ■ maintain and promote Health Service District’s multicultural websites ■ continue to identify and respond to statewide priority resource needs for multicultural communities and Queensland Health staff ■ finalise the Multicultural Clinical Resource and disseminate to major services points across Queensland Health facilities ■ at the local level, continue to identify and respond to priority resource needs 	<p>Statewide Multicultural Health Program</p> <p>Health Service Districts</p> <p>Queensland Transcultural Mental Health Centre, Statewide Multicultural Health Program</p> <p>Statewide Multicultural Health Program</p> <p>Health Service Districts</p>
<p><i>Translate frequently used information sources into languages spoken by multicultural communities</i></p>	<ul style="list-style-type: none"> ■ update and disseminate the Queensland Health Translation Guide ■ adapt the translation guide as a general guide for use by the community sector ■ monitor the translation and dissemination of materials for major Queensland Health initiatives ■ at the local level, translate key information about services and health issues 	<p>Statewide Multicultural Health Program</p> <p>Health Service Districts</p>
<p><i>Provide information to staff about what information has already been translated and is freely available and about how to access and use it</i></p>	<ul style="list-style-type: none"> ■ include information on website and QHEPS and Multicultural Clinical Support Resource ■ at the local level, facilitate staff access to sources of translated information 	<p>Statewide Multicultural Health Program</p> <p>Health Service Districts, Queensland Transcultural Mental Health Centre</p>

Five year strategies and 2007–08 actions

Strategic Direction:

Strengthening multiculturalism in the public sector – to have inclusive service planning and delivery

(continued)

2007–2012 Strategies	2007–08 Actions	Lead responsibility for 2007–08 actions
<p><i>Provide information to health consumers from multicultural communities on their rights and responsibilities, including information on the Queensland Health complaints process</i></p>	<ul style="list-style-type: none"> ■ disseminate information on rights and responsibilities, including information on complaints processes when available 	<p>Statewide Multicultural Health Program, Queensland Transcultural Mental Health Centre, Reform & Development Division, Health Service Districts</p>
<p><i>Implement cultural diversity staff training</i></p>	<ul style="list-style-type: none"> ■ implement and evaluate the <i>Safe Services, Diverse Communities</i> training packages for administration/reception staff and patient liaison officers/clinical service managers, and pilot the Multicultural Clinical Support Officer ■ build cross cultural information into leadership training ■ promote training on how to manage and work in a diverse team ■ build cultural diversity training into existing training programs where possible 	<p>Statewide Multicultural Health Program, Area Health Services, Health Service Districts</p>
<p><i>Continue the recognition of and commitment to specific disadvantaged groups</i></p>	<ul style="list-style-type: none"> ■ lead the development and implementation of statewide refugee health service model based on a partnership approach and the ‘hub and spoke’ service configuration ■ participate in multi-jurisdictional meetings on refugee health ■ disseminate the whole-of-government strategies for African communities and Pacific Islander communities ■ continue to implement the Australian South Sea Islander Action Plan ■ at the local level, continue commitment to specific disadvantaged groups, eg. Logan Refugee Health Clinic, bilingual mental health promotion program 	<p>Statewide Multicultural Health Program</p> <p>Policy Branch</p> <p>Statewide Multicultural Health Program</p> <p>Health Service Districts</p> <p>Health Service Districts, Queensland Transcultural Mental Health Centre</p>

2007–2012 Strategies	2007–08 Actions	Lead responsibility for 2007–08 actions
<p><i>Improve cultural responsiveness of mental health services</i></p>	<ul style="list-style-type: none"> ■ induction, ongoing training and development of the multicultural mental health coordinator district positions ■ management of the state-wide model and ensuring consistency of outcomes across the 13 district mental health services that have a multicultural mental health coordinator 	<p>Queensland Transcultural Mental Health Centre with Health Service Districts</p>
<p><i>Monitor and evaluate the implementation of the Queensland Health Strategic Plan for Multicultural Health</i></p>	<ul style="list-style-type: none"> ■ develop an evaluation plan ■ annually report on implementation of the <i>Strategic Plan for Multicultural Health 2007–2012</i> 	<p>Statewide Multicultural Health Program in consultation with the Reform & Development Division (Health Information Centre)</p> <p>Corporate Office, Area Health Services, Health Service Districts</p>

Five year strategies and 2007–08 actions

Strategic Direction:

Productive diversity – to have a diverse workforce that represents the general population

2007–2012 Strategies	2007–08 Actions	Lead responsibility for 2007–08 actions
<i>Participate in whole of government initiatives to provide employment opportunities to people from multicultural backgrounds</i>	<ul style="list-style-type: none"> continue to participate in the Queensland Government Migrant Work Experience Program and other programs with similar intents 	Human Resources Branch, Health Service Districts
<i>Implement workforce diversity strategies that aim to achieve a workforce that reflects the diversity in the general population, at all staffing levels</i>	<ul style="list-style-type: none"> improve the data collection of the Queensland Health workforce profile to identify levels and professions of multicultural staff and consider inclusion of this action in the <i>Queensland Health Equity and Diversity Plan 2007–2010</i> develop the <i>Queensland Health Equity and Diversity Plan 2007–2010</i> at the local level, develop and support Health Service District Equity and Equal Opportunity Operational Plans 	Human Resources Branch Human Resources Branch Health Service Districts
<i>Implement recruitment strategies that are culturally inclusive and provide support for individuals from multicultural communities</i>	<ul style="list-style-type: none"> review existing recruitment practices identify new practices where required 	Human Resources Branch
<i>Support existing Queensland Health staff from multicultural backgrounds to increase retention of these workers</i>	<ul style="list-style-type: none"> provide training for managers on how to work in a diverse team create positive work environments by training staff in cultural diversity issues develop specific strategies targeting retention of overseas trained professionals work with the Reform & Development Division on the results of staff satisfaction surveys 	Statewide Multicultural Health Program, Health Service Districts, Area Health Services Human Resources Branch Human Resources Branch

2007–2012 Strategies	2007–08 Actions	Lead responsibility for 2007–08 actions
<p><i>Support existing Queensland Health staff from multicultural backgrounds to increase retention of these workers (continued)</i></p>	<ul style="list-style-type: none"> ■ through the Centre for International Medical Graduates, continue to support International Medical Graduates to integrate to professional practice in the Queensland health system and thereby encourage their continued participation in the Queensland public health system ■ at the local level, continue retention strategies of overseas trained professionals and other staff from non-English speaking backgrounds 	<p>Workforce Planning & Coordination Branch</p> <p>Health Service Districts</p>
<p><i>Support individuals from multicultural communities who have health training to obtain recognition of this training in Queensland where appropriate</i></p>	<ul style="list-style-type: none"> ■ the RAPTS WorkforUs team provide advice in relation to pathway for recognition of qualifications / careers for overseas trained health professionals interested in working in Queensland Health 	<p>Workforce Planning & Coordination Branch</p>
<p><i>Identify the workforce that needs to be in place to provide services to multicultural communities, including the workforce which should be dedicated to multicultural health (eg liaison officers, bilingual workers, resource/support workers)</i></p>	<ul style="list-style-type: none"> ■ nil this year 	
<p><i>Continue to draw on the diversity of the mental health workforce by utilising the language and cultural skills of mental health professionals to assist in providing services to mental health consumers from CALD backgrounds.</i></p>	<ul style="list-style-type: none"> ■ ongoing. Queensland Transcultural Mental Health Centre has an ongoing recruitment strategy to identify and engage mental health clinicians in Queensland Health who are bilingual and bicultural in the service delivery of the Queensland Transcultural Mental Health Centre. This will be expanded to mental health promotion activities 	<p>Queensland Transcultural Mental Health Centre</p>

Five year strategies and 2007–08 actions

Strategic Direction:

Supporting communities – to invest in and build the capacity of multicultural communities so that they can become healthier communities

2007–2012 Strategies	2007–08 Actions	Lead responsibility for 2007–08 actions
<i>Provide cross cultural training to staff who are responsible, or influential in allocating, funding available to non-government organizations</i>	<ul style="list-style-type: none"> include staff who are responsible, or influential in allocating, funding available to non-government organizations, in the <i>Safe Services, Diverse Communities</i> training program 	Statewide Multicultural Health Program
<i>Continue to build the capacity of multicultural non-government organizations to work with Queensland Health</i>	<ul style="list-style-type: none"> disseminate the booklets for NGOs developed through the Strengthening NGOs project at the local level, continue capacity building activities with multicultural non-government organisations 	Statewide Multicultural Health Program Health Service Districts, Queensland Transcultural Mental Health Centre
<i>Build community capacity to address targeted health needs</i>	<ul style="list-style-type: none"> continue to support community based agencies to provide services to consumers from culturally and linguistically diverse backgrounds on health and community care needs at the local level, continue community capacity activities 	Statewide Health & Community Services Branch Health Service Districts
<i>Develop strategies for individuals from multicultural communities to access pathways to work roles in health settings</i>	<ul style="list-style-type: none"> information on pathways to work roles in health settings to be provided to Statewide Multicultural Health Program for dissemination to multicultural communities through established communication channels 	Workforce Planning & Coordination Branch
<i>Develop a communication strategy between Workforce Planning & Coordination Branch and Multicultural Health to facilitate ongoing communication and consultation on current workforce strategies</i>	<ul style="list-style-type: none"> quarterly liaison meetings between Workforce Planning & Coordination Branch and the Statewide Multicultural Health Program to be established 	Workforce Planning & Coordination Branch, Statewide Multicultural Health Program

Five year strategies and 2007–08 actions

Strategic direction:

Community relations and anti-racism – to achieve ‘a sense of belonging’ among multicultural communities through receiving information about health services in ways that makes them feel included and experiencing health services as being relevant and available to them

2007–2012 Strategies	2007–08 Actions	Lead responsibility for 2007–08 actions
<i>Develop sustainable infrastructure for ongoing community engagement and dialogue including a culturally relevant consultation model and an evaluation framework</i>	<ul style="list-style-type: none"> ■ finalise and disseminate the <i>Queensland Health Guide To Engaging Multicultural Communities & Consumers</i> ■ document linkages between existing community engagement mechanisms ■ at the local level, continue community engagement activities 	<p>Statewide Multicultural Health Program</p> <p>Health Service Districts</p>
<i>Increase the capacity of multicultural communities to work with, engage and advise Queensland Health</i>	<ul style="list-style-type: none"> ■ involve multicultural community representatives in advising on the implementation of the <i>Strategic Plan for Multicultural Health 2007–2012</i> ■ further develop multicultural consumer and carer participation model in mental health ■ at the local level, continue community capacity building activities 	<p>Statewide Multicultural Health Program</p> <p>Queensland Transcultural Mental Health Centre</p> <p>Health Service Districts</p>
<i>Orient multicultural communities to the Queensland health system by developing a communication strategy on the health system which includes multicultural media, information sessions and open days</i>	<ul style="list-style-type: none"> ■ disseminate consumer fact sheets on the Queensland Health System to key community organisations and community workers ■ publish the fact sheets on the Queensland Health multicultural website ■ at the local level, continue strategies to familiarise multicultural communities with available health services 	<p>Statewide Multicultural Health Program</p> <p>Statewide Multicultural Health Program</p> <p>Health Service Districts</p>
<i>Develop an evidence-based strategy on effective information dissemination to multicultural individuals and communities</i>	<ul style="list-style-type: none"> ■ research effective dissemination strategies through implementing communication strategies (eg. disseminating the fact sheets on the Queensland Health System, promoting the multicultural website) 	<p>Statewide Multicultural Health Program</p>

Five year strategies and 2007–08 actions

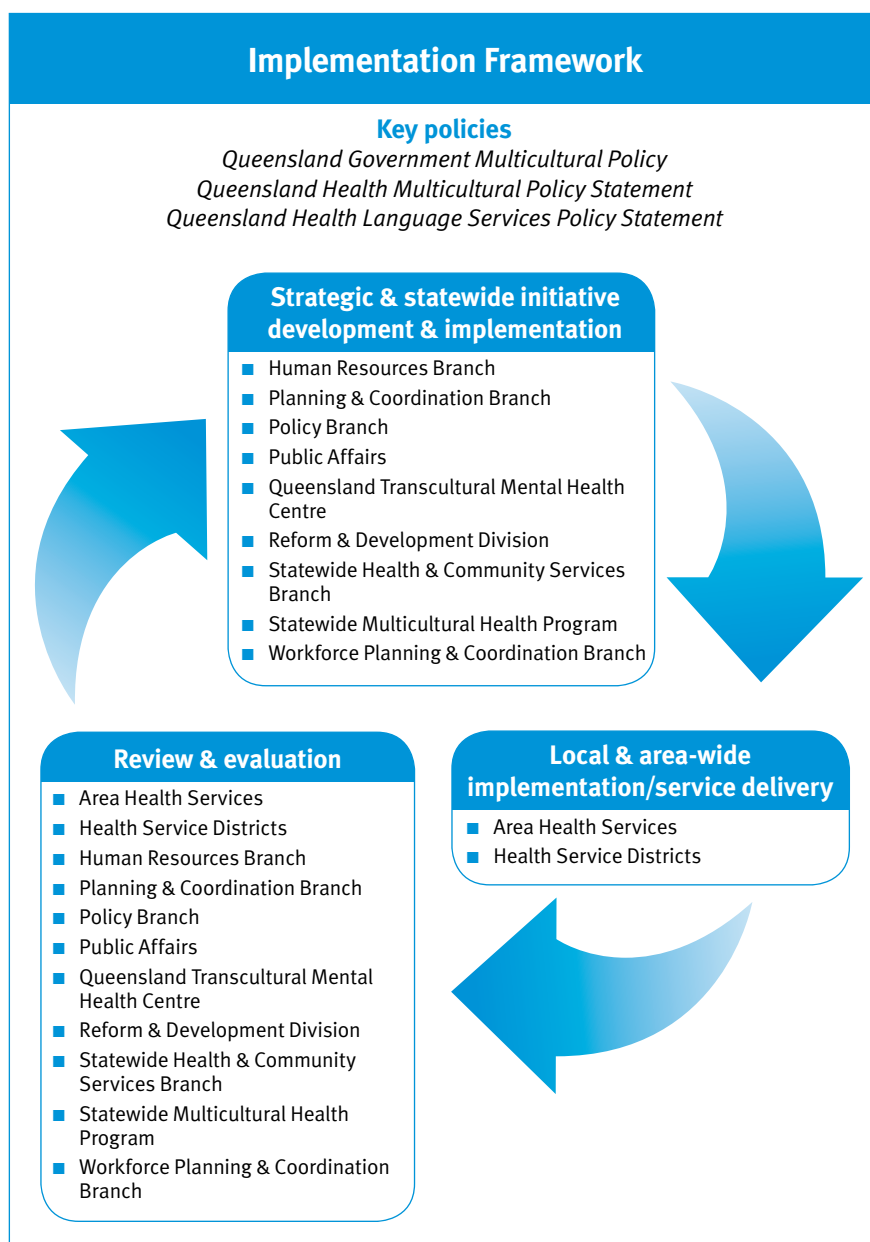
Strategic direction:

Community relations and anti-racism to achieve ‘a sense of belonging’ among multicultural communities through receiving information about health services in ways that makes them feel included and experiencing health services as being relevant and available to them *(continued)*

2007–2012 Strategies	2007–08 Actions	Lead responsibility for 2007–08 actions
<i>Include specific and evidence-based strategies for multicultural communities in major Queensland Health campaigns</i>	<ul style="list-style-type: none"> ■ continue to include multicultural aspects in key advertising and marketing initiatives where possible ■ continue to look at translation options for printed and web marketing material ■ continue to actively support, promote and participate in multicultural activities 	<p>Public Affairs</p> <p>Public Affairs</p> <p>Public Affairs, Health Service Districts</p>
<i>Encourage Queensland Health participation in community events that lend themselves to broader community involvement or celebration</i>	<ul style="list-style-type: none"> ■ promote community events on the Queensland Health multicultural internet and intranet website ■ at the local level, continue to promote participation in community events as well as organise specific Queensland Health multicultural events 	<p>Statewide Multicultural Health Program</p> <p>Health Service Districts, Queensland Transcultural Mental Health Centre</p>
<i>Include positive portrayals of the diversity of Queensland’s population in Departmental publications and promotional activities</i>	<ul style="list-style-type: none"> ■ positive diversity portrayals in Departmental publications 	<p>Statewide Multicultural Health Program, Area Health Services, Health Service Districts</p>
<i>Implement the Safe Services, Diverse Communities cross cultural training program. (Refer Strategies under Strengthening Multiculturalism in the Public Sector)</i>		

Implementation framework

The work areas with particular responsibility for leading the implementation of the strategic/statewide actions are detailed in the preceding tables. However, it is recognised that implementation occurs at a number of levels. For example, while the development and implementation of strategic or statewide initiatives generally involves work areas with a statewide focus, the implementation of the Plan at the service delivery point relies on Health Service Districts and Area Health Services. All of these Queensland Health work areas are involved in review and evaluation. The Implementation Framework shown in the diagram on this page depicts these processes.



In recognition of the importance of leading and integrating multicultural health into general service planning and delivery, some Health Service Districts and Area Health Services have employed dedicated staff to progress multicultural health:

- Health Service Districts with multicultural dedicated staff positions: Southside and West Moreton South Burnett
- Health Service Districts with dedicated multicultural mental health coordinator positions: Cairns and Hinterland, Gold Coast, Princess Alexandra Hospital, Royal Brisbane & Women's Hospital, Royal Children's Hospital, Brisbane North, Townsville and West Moreton South Burnett, Southside and Mater
- Queensland Transcultural Mental Health Centre
- Statewide Multicultural Health Program.

All Queensland Health staff are encouraged to use the expertise of these officers in planning activities to improve the health of multicultural communities. Contact details are listed on the Queensland Health multicultural website (www.health.qld.gov.au/multicultural)

Performance measurement framework

This Plan was developed by stakeholders on the basis that the strategies identified would together bring about the maximum gain in health and wellbeing for multicultural communities, families and individuals. Evaluating the implementation of the Plan and the impact on implementation will provide the evidence on which to judge if these strategies were the right strategies and if they should be continued in the future, or if other strategies are required.

Performance needs to be measured on three levels:

- the process level to determine if the strategies were successfully implemented
- the impact level to determine the impact of the strategies
- the outcome level to determine if the health status of multicultural communities, families and individuals was changed as a result of the Plan's implementation.

In the scope of a five year Plan, the first two levels can be measured.

An evaluation plan will be developed in 2007–08 to identify the variables that need to, and can be, measured as well as the measurement methodology.



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