

Queensland Health

Office of the Chief Nurse Officer 2025 Year in review

Office of the Chief Nurse Officer – 2025 Year in review

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For more information contact:

Office of the Chief Nurse Officer, Health Workforce Division, Department of Health, GPO Box 48, Brisbane QLD 4001, email CNO_corro@health.qld.gov.au or phone 07 3328 9830.

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Acknowledgement of Country

The Office of the Chief Nurse Officer (OCNO) respectfully acknowledges the Traditional Owners and Cultural 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 future leaders in shaping a better health system.

We value the culture, traditions, and contributions that Aboriginal and Torres Strait Islander peoples have made to our communities and recognise that our collective responsibility as government, communities and individuals is to ensure equity and equality, recognition, and advancement of Aboriginal and Torres Strait Islander peoples in Queensland in every aspect of our society.

OCNO respectfully 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.

Acting Chief Nurse Officer Foreword

The annual Office of the Chief Nurse Officer Year in Review reflects the efforts of the nursing profession in collaboration with our partners within the public and private sector, international and national regulation bodies, professional associations, academic, education and industrial sectors.

In 2025, OCNO transitioned from Clinical Excellence Queensland to the newly established Health Workforce Division as part of a broader Department of Health Business Case for Change. The division is focused on supporting the growth, retention and sustainability of a skilled, diverse and responsive workforce to meet Queensland's evolving healthcare needs. It also leads professional, regulatory and capability functions to ensure Queensland Health delivers services to its community at the highest standards. By shaping practice, building capability, and supporting inclusive practices, the division enables Queensland Health to meet those healthcare needs now and into the future.

Twenty-twenty-Five has been a year of significant development and achievement for nursing services in Queensland, and OCNO's leadership in shaping and advancing healthcare policy has never been more important.

After 38 years working in Queensland Health and the last nine years as the Chief Nurse Officer, Shelley Nowlan concluded her tenure with the organisation in November 2025. During her time as Chief Nurse Officer, Shelley represented and advocated for nursing and midwifery professions across the State with unwavering commitment. Shelley's leadership has been instrumental in advancing clinical practice, influencing policy and strengthening healthcare for Queenslanders. Shelley leaves behind a legacy of collaboration and innovation, ensuring that our highly skilled, compassionate nurses are well positioned to lead us into the next chapter of healthcare, embracing the opportunities of a digitally enabled world while continuing to prioritise human connection in the delivery of safe, quality care.

As we reflect on the 2025 Year in Review, I extend my thanks to you for your ongoing dedication and hard work in supporting our health system, it continues to make a meaningful impact across Queensland.



*Scott Bennett
Deputy Director-General
Acting Chief Nurse Officer
Health Workforce Division*

About the Office of the Chief Nurse Officer

Vision

To drive policy development that prioritises the health needs and choices of Queenslanders, ensuring the delivery of sustainable outcomes for healthier communities.

Mission

The Office of the Chief Nurse Officer is leading government policy to ensure a healthy and sustainable future for Queenslanders. We achieve this through a strong, collaborative team culture, dedicated to empowering nurses and midwives to lead and apply innovation and evidence across diverse care settings.

Strategic priorities

Provide system-based leadership and advance policy that builds confidence and enables the nursing profession across Queensland to work to their full scope and capability.

Ensure a sustainable, capable, contemporary and supported nursing workforce across Queensland both now and for the next generation.

Lead and inspire the nursing professions to embrace evidence-based practices and innovative approaches, ensuring the delivery of high-quality care, the adoption of contemporary practices, and enhanced health access for all Queenslanders.

Our role

OCNO plays a key role in promoting and advocating for the nursing and midwifery professions, raising the profile of nurses, and highlighting the value they add to complex health and social systems. A primary mechanism for enabling this is through active partnerships, collaboration and stakeholder engagement. In line with this, OCNO has goals to transform Queensland, innovate nationally, influence globally, and maintain a range of key relationships to realise these aims.

Our teams

Governance and Stewardship

Provides structure, connectivity and support. Facilitates the governance and stewardship of funding and resources in alignment with legislative and regulatory requirements, through high level strategic policy and operational advice and leadership to OCNO, the Department of Health, and Hospital and Health Services (HHS).

Workforce Sustainability

Develops the nursing workforce through planning, workforce attraction and development plans to enable the delivery of a sustainable nursing workforce to meet the current and future health needs of Queenslanders.

Professional Capability

Provides expert strategic nursing leadership in relation to evidenced based policy development, regulation, legislation, education and research in partnership with regulators, educators, universities, researchers and service providers to enable nurses to engage their full scope of practice.

Practice Innovation

Facilitates high level strategic development of practice models within the domains of leadership, management, education, clinical and research in an advisory and advocacy capacity. Informs nursing innovation through best practice models, role evolution and advanced practice models.

Mental Health Alcohol and Other Drugs

Provides high level strategic leadership to identify, manage, implement and evaluate statewide workforce strategies and reform activities to enhance the capacity and capability of the mental health alcohol and other drugs nursing workforce.

First Nations

Provides high level strategic leadership and workforce advice regarding strategies to increase the number of First Nations nurses, co-design nurse-led models of care and address systemic and institutional racism. The First Nations Nursing Director works across all OCNO program areas and collaborates with the First Nations Health Office.

Providing effective governance and stewardship

Transition to the Health Workforce Division

On 12 March 2025, the Department of Health released a Business Case for Significant Change that resulted in the realignment and strengthening of the department's responsiveness to continuously evolving and emerging challenges, and to position the department to deliver the government's priorities.

As part of this transformation, the Office of the Chief Nurse Officer was transferred, along with other professional lead offices, to the new Health Workforce Division that will deliver strategies focused on addressing workforce shortages.

The Governance and Stewardship team was responsible for leading and supporting OCNO's transition to the new Health Workforce Division providing quality and timely advice and supporting staff through organisational change.

Key functions

The Governance and Stewardship team brings together functions that set and coordinate the strategic priorities, policy, culture and support services for the office. The team also contributes to building a culture of excellence, managing and supporting best practice corporate governance, and advancing strategic initiatives across program areas.

Our key functions include:

- strategy and operational planning
- budget and finance management
- operational reporting and compliance
- audit and risk management
- stakeholder engagement and communications
- Human Resources support
- project management support
- travel arrangement support
- sourcing and supply of data and information for informed decision-making
- other business support functions to ensure the smooth running of the office.

Facilitating nursing workforce sustainability

We remain committed to building a sustainable and thriving nursing workforce through strategic initiatives that strengthen attraction, recruitment, and retention. Our focus spans key priorities including active engagement in the Nurses and Midwives EB12 negotiations, comprehensive workforce gap analysis, alignment with the Queensland Health business planning framework, and robust graduate recruitment programs to support early career success.

Nurses and Midwives (Queensland Health and Department of Education) Certified Agreement (EB12) 2025

In 2025 the branch played an active role in representing and advocating for nursing and midwifery interests throughout the bargaining process for the Nurses and Midwives (Queensland Health and Department of Education) Certified Agreement (EB12) 2025. On Wednesday 29 October 2025, the Queensland Industrial Relations Commission (QIRC) certified the Nurses and Midwives (Queensland Health and Department of Education) Certified Agreement (EB12) 2025 (NMEB12).

Workforce Gap Analysis

Key OCNO staff contributed to the Queensland Health Workforce Gap Analysis, a key initiative designed to identify current and emerging workforce challenges across the health system. By supporting this work, we are helping to inform the development of a system-wide workforce plan that will provide a clear roadmap to address gaps and strengthen the health workforce into the future. This contribution reflects our commitment to building a sustainable nursing workforce into the future.

Business Planning Framework

In October 2025, staff participated in the annual Business Planning Framework (BPF) Resource Network workshop, which brought together representatives from across Queensland to focus on workforce performance evaluation. The session provided an opportunity to share strategies that support nurse unit managers and midwife unit managers, strengthen leadership capacity and improve decision-making through effective use of workforce data. In addition to the workshop, OCNO also updated the BPF addenda, ensuring the framework remains current and continues to guide statewide workforce planning and improvement.

Graduate recruitment

Recruitment for the Registered Nurse and Midwife Graduate Program is coordinated by OCNO. In August 2025 the program attracted a considerable number of applications, with many candidates already employed and further appointments continuing over the coming months. Through main and mid-year campaigns, we were able to assist with developing the future workforce by building capability across the healthcare system.

A Nursing and Midwifery Graduate Recruitment Community of Practice was implemented with the purpose of discussing the planning and conducting recruitment campaigns to further enhance the process to ensure a strong pipeline of emerging talent into Queensland Health.

Work on the centralised Graduate Enrolled Nurse Application portal is well underway and is expected to be operational in 2026.

Developing the capability of nurses

Optimising the scope of practice of nurses and midwives

In 2025 several key amendments were approved to the *Medicines and Poisons (Medicines) Regulation 2021* (Medicines Regulation) and the Extended Practice Authorities (EPA) for Registered Nurses (RN) (EPA-RN) that will result in positive impacts on clinical practice for nurses, and the overall standard of care for patients.

The EPA-RN was amended to allow RNs to administer or give a treatment dose of certain first responder medicines when undertaking hospital-based ambulance activities in one of the twenty-two rural and remote locations across Queensland. This enables authorised registered nurses to deliver essential healthcare to Queenslanders in regional, rural and remote practice settings during time critical acute events.

The Medicines Regulation was amended to authorise RNs to deal with scheduled medicines (possess, repackage or give a treatment dose), for persons in custody of a custodial facility. This will reduce administrative burden and ensure there is consistency for RNs dealing with scheduled medicines across the different types of custodial facilities.

The amendment also authorises RNs employed by, or for, a HHS to administer a treatment dose of a Schedule 2(S2), Schedule 3(S3) or Schedule 4(S4) medicine for preparation of the bowel for a procedure, where the medicine is given on a prescription or a standing order.

Strength with Immersion Model program

Two Strength with Immersion Model (SwIM) programs were supported by OCNO in 2025:

- Paediatrics – hosted by Children's Health Queensland HHS
- Critical Care – hosted by Townsville HHS

The SwIM program demonstrated strong engagement with a total of 82 participants completing a SwIM program in Financial Year 2024–25. There continues to be sustained demand and interest for paediatric focused immersions.

Evaluation of the 2024–25 SwIM programs showed that 58% of participants indicated that the SwIM program boosted their professional confidence and 54% strongly agreed that the SwIM program improved their ability to meet care and service needs.

Transition Support Programs (TSP)

Professional Capability continued to build the nursing workforce capacity by supporting the revision of the Acute Care RN and Enrolled Nurse (EN) TSP, and the Mental Health RN and EN TSP.

These programs are targeted at newly employed Queensland Health RNs, RNs transitioning to a new area of practice, staff who require up-skilling, professional development or career opportunities, and staff requiring performance improvement plans and supported learning.

Succession Management and Mentoring Manual and Toolkit

OCNO supported the contemporary review and update of the Succession Management and Mentoring Manual and Toolkit for nurses and midwives. This update included cultural mentoring and succession management for First Nations nurses and midwives. A comprehensive range of resources are available on the OCNO QHEPS page.

Leadership Forums

Professional Capability continued to deliver key forums in partnership with HHSs, including the monthly Grand Rounds and the Nurse Unit Manager/Midwifery Unit Manager Forum. These sessions provided valuable professional development opportunities, serving as an important platform for sharing current insights on nursing and midwifery trends, challenges and emerging issues across the sector.

Women and Girls' Health Improvement Program

OCNO partnered with the Office of the Chief Midwife Officer and Human Resources colleagues to deliver the Women and Girls' Health Improvement Program Nursing and Midwifery scholarships. These scholarships will provide capability uplift to improve women's pelvic health. Twenty places were offered across two Australian College of Nursing programs '*Endometriosis and Pelvic Pain*' and '*Continence Management*'.

The program drew great interest attracting 56 applications and resulted in 21 scholarships being awarded. Priority was given to First Nations practitioners, regional and remote nurses, midwives and those working in specialist clinics. Evaluation results were overwhelmingly positive with 100% of participants reporting improved confidence and satisfaction, and strong demand indicating the program's growing impact and importance for future years.

Supporting innovative nursing practice models

Passionate about Practice Symposium

The annual Office of the Chief Nurse Officer and Office of the Chief Midwife Officer *Passionate about Practice Symposium* brought together more than 200 dedicated nurses and midwives from across the state in April 2025. The theme, *Lifelong Living, Lifelong Learning* explored the rich and diverse experiences of nursing and midwifery across the lifespan – from reproductive wellness through birth, school, adolescence, chronic disease and aging through to Voluntary Assisted Dying and perinatal bereavement. The symposium also highlighted powerful nursing and midwifery stories in Mental Health, First Nations Health and Multicultural Health, reinforcing the profound impact of inclusive and holistic care.



Nurse and Midwife Navigator and Nurse Practitioner Showcase

Hosted in Townsville, the two-day 2025 Nurse and Midwife Navigator Showcase and Nurse Practitioner (Navigation) Showcase were held in regional Queensland, where the in-person format encouraged meaningful connection and collaboration among professionals across the state.

The event featured a strong representation of regional, rural and remote speakers, highlighting the diverse and impactful work being done in communities across Queensland.

With increasing complexity of intersecting health systems, Nurse and Midwife Navigators shared innovative models of care and collaborative approaches to connecting care, while Nurse Practitioners shared unique roles, models and locations of service delivery, as well as provided insights on aspects of the National Nurse Practitioner Workforce Plan for a Queensland plan.

Feedback from attendees was overwhelmingly positive, with networking opportunities cited as the standout highlight. Participants valued the chance to connect with fellow Nurse Practitioners and Nurse and Midwife Navigators, reaffirming the importance of collaboration, visibility and leadership in shaping the future of Queensland Health's nursing and midwifery workforce.

EB11 Scope of Practice Project Nursing Report

The EB11 Nursing Scope of Practice Project Report was released early in 2025, marking the culmination of 18 months of work. The report incorporates a summary of contemporary published literature on nursing scope of practice and reflects extensive consultation across Queensland Health's nursing workforce.

The consultation process was significant, including 44 virtual townhalls, more than 700 surveys, and four reference groups. Engagement also extended to a podcast episode of *5 Things Nursing* focused on scope of practice, which attracted more than 900 views.

The review identified four key themes representing barriers to nursing scope of practice:

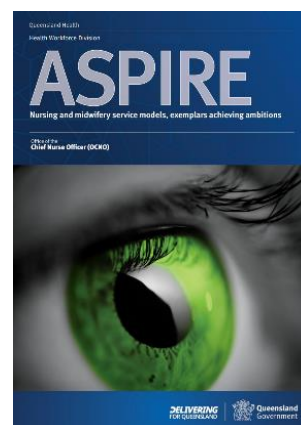
- authority
- education and competency
- autonomy
- culture, custom and practice.

The report outlines recommendations to address these barriers, positioning nursing to directly improve access to care, deliver more comprehensive services and enhance consumer experience. The cumulative benefit of improved retention and satisfaction for nurses, reinforces their value and inspires continued contribution to the health and wellbeing of our communities through strong professional standing.

ASPIRE

Two volumes of *ASPIRE: Nursing and midwifery service models, exemplars achieving ambitions* were published in 2025. This publication aims to capture and share examples of nursing services, models and roles that are delivering excellence in healthcare for Queenslanders. ASPIRE will continue to showcase new nurse and midwife initiatives with further editions expected in 2026. The nurse-led services highlighted in ASPIRE came from a call for exemplars from nurses working in HHSs via the Executive Directors of Nursing and Midwifery Forum.

ASPIRE aims to promote nurse-led models, and to share and scale successful innovations that enhance health service delivery in Queensland.



Guideline for Nurse Practitioner Organisational Credentialing

The *Guideline for Nurse Practitioner Organisational Credentialing* was published in March 2025 and builds on the foundational work completed by Sunshine Coast HHS.

The guideline provides recommendations for HHSs on best practice for implementing credentialing and defining the scope of clinical practice in line with the Health Service Directive.

It aims to support a streamlined approach to organisational credentialing of nurse practitioners across Queensland Health, recognising the interconnectedness of our health system and supporting nurse practitioners to work flexibly across clinical services and HHSs.

Queensland Designated Registered Nurse (RN) Prescribing

The Nursing and Midwifery Board of Australia (NMBA), *Registration Standard: Endorsement for scheduled medicines - designated registered nurse prescriber* took effect on 30 September 2025. The new registration standard outlines the requirements for RNs to apply for endorsement as a designated RN prescriber which will allow them to prescribe Schedule 2, 3, 4 and 8 medicines in partnership with authorised health practitioners.

The OCNO is working closely with state and territory jurisdictions to ensure a nationally consistent approach to designated RN prescribing, as well as leading the implementation in Queensland. We are progressing the necessary legislation amendments, and we expect that designated RN prescribing will commence in Queensland in mid-2026.

Extended Practice Authority Registered Nurse Part A – Protocolised Care

To address emergency department overcrowding and delays, the Emergency Nursing Protocolised Care Project enabled RNs to deliver protocolised care under the EPA RN Part A. The OCNO worked closely with the Metro South Health project team to pilot the project at the Logan Hospital Emergency Department and the Ripley Minor Injuries and Illness Clinic.

To enable broader adoption of Protocolised Care utilising the EPA RN Part A, an Implementation Guide and Toolkit have been developed, designed to support HHSs in integrating the model into any suitable clinical setting – empowering nurses to provide timely, high-quality care and enhancing patient outcomes across Queensland.

Creating positive change for First Nations nurses

Tjurtu First Nations Nursing and Midwifery Leadership Program

Led by First Nations Nursing and Midwifery Consulting, OCNO, in partnership with the Office of the Chief Midwife Officer and supported by the First Nations Health Office, the Tjurtu First Nations Nursing and Midwifery Leadership Program was developed to empower First Nations nurses and midwives. Rooted in Indigenous knowledge systems, the program privileges First Nations cultural leadership, nation-building, mentoring and transformative leadership, fostering self-determining, ethical and strategic practices that drive systemic change.

In 2025, two pilot cohorts successfully completed the program, achieving a remarkable 100% completion rate. Graduates leave the program with strengthened professional and cultural networks, leadership capabilities grounded in First Nations values, and an advanced standing into the Graduate Certificate of Nursing Leadership at the Queensland University of Technology.



Our Ways First Nations Nurse, Midwife and Student Showcase

OCNO and Office of the Chief Midwife Officer, in collaboration with the Council of Deans of Nursing and Midwifery proudly hosted the third annual Our Ways First Nations Nurse Midwife and Student Workshop in May 2025. Building on the success of the previous two years, the workshop continues to provide a vital platform for First Nations nurses, midwives and students to connect, celebrate their achievements and strengthen collective efforts toward advancing health equity. The event brought together approximately 75 participants at QUT Kelvin Grove campus, where the day was grounded with both a smoking and healing ceremony. The event received strong positive feedback, reinforcing its role in professional development, cultural celebration and First Nations nursing and midwifery leadership.

Congress of Aboriginal and Torres Strait Islander Nurses and Midwives

In July 2025, OCNO staff attended the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives Regional Congress, held on Waiben (Thursday Island), on Kaurareg Country. Delegates were welcomed by Elder Uncle Silas Savage, with opening remarks delivered by Dr Ali Drummond, Chief Executive Officer of Congress of Aboriginal and Torres Strait Islander Nurses and Midwives.

The event brought together First Nations nurses, midwives, students, Elders and allies to celebrate cultural leadership and strengthen First Nations governance in health. OCNO contributions included a joint presentation by Shelley Nowlan, Chief Nurse Officer and David Smith, Acting First Nations Nursing Director, titled 'Strengthening Foundations to Practice', highlighting the advocacy undertaken by the office to advance First Nations nursing and midwifery leadership. The Tjurtu First Nations Nursing and Midwifery Leadership Program was also highlighted during the congress, with early evaluation feedback described as very positive.

Focusing on Mental Health Alcohol and Other Drug Nursing

Mental Health Alcohol and Other Drug Leadership Forum

The Mental Health Alcohol and Other Drug (MHAOD) Nursing Leadership Forum on 5 June brought together 86 nurses from 11 HHSs.

Professor Rhonda Wilson inspired attendees, sharing her vision for mental health nursing. Nursing leaders shared examples of the work they are doing to create positive change throughout the system and worked collaboratively to identify key challenges, opportunities and priorities on a focus group topic of interest.

This important work will be used to identify workforce priorities to strengthen the capability of MHAOD nursing in Queensland.

Feedback from the forum was incredibly positive with participants advising it was a worthwhile investment of their time and helped them identify strategies to build the capability of the MHAOD nursing workforce.

'Hearing from the presenters who have inspired me to continue my leadership journey. I valued the leading change activity discussing pressing issues with like-minded people.'

'Hearing from different leaders in mental health. Very motivating and inspiring to hear the innovations in mental health.'

Mental Health Alcohol and Other Drug Nursing Undergraduate Summit

Representatives from Queensland Health, HHSs and academia convened to discuss the opportunities and challenges of improving undergraduate mental health nursing placements. Discussions centred on four key themes: Clinical Facilitator/Preceptor Preparedness, Student Preparedness, Culture and Placement Models and System-Level Opportunities. The summit concluded with a shared commitment to collective action across the education and health sectors to improved placement quality and strengthen mental health capability within the nursing workforce in Queensland.

'It was a fantastic experience to be able to collaborate and see passionate leaders wanting to improve the experience for students.'



Mental Health Alcohol and Other Drug Strength with Immersion Model

Strength with Immersion Model (SwIM) programs are designed to strengthen the future of the nursing and midwifery workforce by supporting early to mid-career nurses and midwives to develop skills in a specialty area of practice. The MHAOD SwIM Program consists of a structured program to upskill nurses and midwives by providing clinical placement within tertiary level mental health and/or alcohol and other drug services.

'This experience was more than I could have hoped for. Working across multiple specialist areas in the Alcohol and Other Drug (AOD) space gave me a great overview and understanding of AOD as a whole.'

'The program is a wonderful opportunity to learn from other services, and I will take back my learnings to Mackay AODS to improve our processes and practices.'

Mental Health Alcohol and Other Drug Transition Support Program

OCNO funded a review of the Mental Health Transition Support Program in Queensland in early 2025.

The revised content has been designed to engage the learner through a variety of mediums including podcasts, readings, reflections and videos. Participants can now access the updated program on SharePoint, allowing for more flexible delivery approaches across the state.

Mental Health Alcohol and Other Drug Re-Entry Program

In 2025, OCNO proudly launched the MHAOD Re-Entry Program, providing nurses who no longer meet recency of practice standards with a structured pathway back into the mental health, alcohol and other drug sector. This initiative strengthens Queensland's world-class health system by helping nurses reconnect with their passion, grow their skills, and make a meaningful impact in communities across the state.

Staff publications

Published in the Australian College Mental Health Nurses International Journal of Mental Health Nursing supplementary edition:

Hatch, K., & Freeburn, L. (2025). Updating the Mental Health Nursing Transition Support Programme in Queensland: Building a competent, contemporary workforce. *International Journal of Mental Health Nursing*, 34(S5), 41.

Hatch, K., & Dart, N., Nowlan, S., & Reilly, J. (2025). Queensland and the Least Restrictive Way. *International Journal of Mental Health Nursing*, 34(S1), 20.

Other publications:

Hatch, K., & Boyle, C. (2025). A planning guide to assist implementation of nursing and midwifery clinical supervision programs in Queensland. Paper presentation at *ACSA Clinical Supervision Conference*, Cairns, June 12-13.

Boyle, C., & Hatch, K. (2025). Developing and strengthening the clinical supervision working alliance. Workshop delivery at *ACSA Clinical Supervision Conference*, Cairns, June 12-13.

Office of the Chief Nurse Officer – 2025 Year in review

For more information contact:

Office of the Chief Nurse Officer, Department of Health, GPO Box 48, Brisbane QLD 4001

Email: CNO_corro@health.qld.gov.au

Phone: 07 3328 9830