

Department of Health Strategic Plan 2025–2029

This strategic plan was reviewed June 2026 and remains current for the reporting period 2026-2027



Our vision

A dynamic and responsive health system where our workforce is valued and empowered to provide world class health services when Queenslanders need them.



Our purpose

To provide highly effective health system leadership.



The Department of Health contributes to the Queensland Government's objectives for the community

Health services when you need them

Restoring health services when Queenslanders need them most through transparent and targeted investment that directs resources to where they're needed most.



Our commitment with First Nations peoples

The Department of Health places First Nations peoples and voices at the forefront of healthcare service design and delivery. We acknowledge the cultural and Traditional Custodians of the lands and waterways on which we work and live and pay respect to First Nations Elders past and present. We are committed to health parity, health equity and attaining life expectancy parity by 2031.

Our values



Customers first



Ideas into action



Unleash potential



Be courageous



Empower people



Respect human rights

We respect, protect and promote human rights in everything we do



**DELIVERING
FOR QUEENSLAND**



Department of Health Strategic Plan 2025–2029



Workforce

What we want to achieve

Grow and maintain a well-trained, engaged, safe workforce capable of delivering effective healthcare safely and productively, including embracing new pipelines and adapting to new ways of delivery

What success looks like

- Improved conformance with QH Health, Safety and Wellbeing Management System
- Improvement in WorkCover injury downtime
- Increase growth of the health workforce
- Reduce attrition rate within the health workforce
- Increased participation in leadership and career development programs
- Support a capable workforce in the prevention and management of occupational violence

How we'll achieve our objectives

- Grow and diversify the health workforce to improve access to safe, high-quality care across all communities.
- Develop and promote structured career pathways that support attraction, development, progression and retention across clinical and non-clinical roles.
- Build a sustainable, culturally capable workforce in regional, rural and remote areas through targeted recruitment, training, partnerships and retention initiatives.
- Foster a safe, inclusive and supportive work environment that prioritises staff wellbeing, engagement, leadership development and workforce resilience.



Sustainability

What we want to achieve

Drive a sustainable model of healthcare to ensure an efficient, equitable, safe and quality service for patients

What success looks like

- Financial performance (actual to forecast)
- Efficiency and Benefits Realisation

How we'll achieve our objectives

- Implement and embed outcome-based purchasing principles and frameworks across core business operations.
- Utilise health needs assessments to guide resource allocation to align with patient requirements.
- Work collaboratively with our partners including the Commonwealth, private providers, non-government organisations and regulatory bodies to strengthen system integration and support consumer-centred, safe and high-quality care.
- Establish and implement sustainability frameworks that delineate clear expectations and responsibilities across the organisation.
- Incorporate sustainability as a core consideration within governance processes, informed by safety, equity, service demand and available resources.
- Strengthen prevention and early intervention to reduce avoidable high-acuity demand, including through increased participation in screening programs.



Access

What we want to achieve

Promote a consumer-centric healthcare system that recognises the impact of increasing demand and complexities of services

What success looks like

- Reduce Ambulance Ramping to below 30% by October 2028
- Percentage of First Nations First Strategy Action Plan actions implemented and on track for delivery (2026–28)

How we'll achieve our objectives

- Prioritise patient needs and utilise future demand projections in strategic capacity planning.
- Identify and address service gaps throughout Queensland, utilising the health needs definition from the Joint Regional Needs Assessment as a guide, with a focus on regional and remote areas.
- Formulate comprehensive strategies for all care settings to improve the patient experience, ensure safe and quality care, reduce wait times and improve clinical outcomes.
- Deliver timely, quality, and appropriate patient-focused ambulance services.
- Strategies in place to ensure safe and equitable healthcare for Aboriginal and Torres Strait Islander Queenslanders.
- Enhance real-time health data for key health metrics.



Innovation

What we want to achieve

Enable an innovative, evolving health system that enhances efficiency without compromising the quality of care to patients

What success looks like

- Diagnostics are boosted to support frontline clinical care and decision making
- Minimum of 80% of research governance applications authorised within target

How we'll achieve our objectives

- Integrate digital solutions, including Artificial Intelligence (AI), into models-of-care to enhance service delivery and patient outcomes.
- Enhance digital platforms to ensure they meet the needs of healthcare providers and patients.
- Establish strategic opportunities with external stakeholders to accelerate access to innovative treatments and technologies.
- Promote collaboration and integration of services, including across Hospital and Health Services (HHSs), to enhance overall healthcare delivery.
- Formulate and implement a strategic approach to rolling out identified innovations, incorporating appropriate risk mitigation measures to ensure successful implementation.
- Implementation of a single clinical information system across Queensland Health.



Health assets

What we want to achieve

Develop and maintain fit-for-purpose capital infrastructure to meet consumer expectations within an ever-changing environment
Develop and maintain fit-for-purpose digital infrastructure to meet consumer expectations within an ever-changing environment

What success looks like

- Equitably distribute capital maintenance funding aligned with Queensland Health's asset portfolio
- Ensure capital maintenance funding is fully expended and aligned with projected asset portfolio investment need
- Reduction in carbon emissions produced by Queensland Health - energy conservation measures
- Number of rural and remote staff accommodation buildings with internet services connected
- Expand coverage of the integrated electronic Medical Record (ieMR) across facilities

How we'll achieve our objectives

Physical assets

- Partner with HHSs to measure the safety and reliability of physical assets, and their ability to support consumer needs and empower our workforce.
- Develop and refine governance frameworks to optimise capital investment, resource allocation and risk management.
- Integrate scenario modelling with demand forecasting and model-of-care planning, ensuring that cost/benefit analyses of alternative service models directly inform strategies for meeting future healthcare needs.

Digital assets

- Improve comprehensive security measures to protect patient data and technology systems.
- Improve coordination and visibility of digital assets to ensure integrity and continuity of operations across Queensland Health, supporting the delivery of reliable healthcare services.
- Invest in the research of emerging trends, fostering development of recommendations for innovative digital transformation.