The Queensland Health and Hospitals Plan













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The 2022-23 Budget delivers record funding to ensure a strong health care system for all Queenslanders. As we begin to adapt and learn to live with COVID-19, our hospital system – like many across the nation and around the world – is facing greater demand and pressure than ever before. This is being driven by our growing and ageing population, and compounded by pressures on primary, aged and disability care.

The solution is not simple and requires new investment, as well as reform and innovation across the health system, to make sure we can continue to deliver world class health care for Queenslanders. The record \$23.6 billion 2022-23 Health Budget will address demand pressures in the short-term, while also delivering long-term improvements. This includes:

- new infrastructure and more beds
- a larger workforce
- a focus on mental health; and
- innovative reforms to our health system.

Transforming our health system to meet the demands of tomorrow's Queensland means focusing on patient quality and safety strategies, using alternative models of care, expanding virtual care and working more closely with the primary care sector to care for people in the community.

The 2022-23 Budget investment in new hospitals and new beds is the largest in Queensland's history, with additional funding of \$9.785 billion over six years. The new hospitals and hospital expansion projects announced in the Budget will deliver 2,509 extra beds in addition to the 869 beds being delivered through our current expansion projects. This builds on the 1,350 additional beds that we have opened since 2015.

An investment in our services will help ensure we can best support the health and wellbeing of all Queenslanders.

Mental health is a priority, with an additional \$1.645 billion over the next five years and a capital investment of \$28.5 million to improve our mental health, alcohol and other drugs services and respond to the *Inquiry into the opportunities to improve mental health outcomes for Queenslanders*. This means funding for more services, more mental health professionals where and when they are needed, services to help people earlier and for young people, as well as technology solutions to better integrate care across health care settings.

Our people are our greatest asset. With growth in the system, an expanded workforce will be needed. By providing \$6.784 billion in additional operational growth funding over the next four years, the Palaszczuk Government will deliver on its commitment to employ an extra 9,475 staff in this term of Government, supporting the incredible efforts of our doctors, nurses, paramedics, First Nations health workers and other health professionals, as well as everyone behind the scenes who continues to work tirelessly for our health system.

This record Health Budget will build and evolve our health system as we face the next chapter in a post-COVID world, while continuing to position the health system to deliver free, world-class public health care for all Queenslanders.

Annastacia Palaszczuk MP

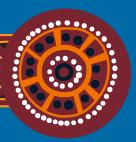
Premier and Minister for the Olympics

Cameron Dick MP

Treasurer and Minister for Trade and Investment

Yvette D'Ath MP

Minister for Health and Ambulance Services



The Queensland Government respectfully acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional and Cultural Custodians of the lands on which we live and work to deliver health care to all Queenslanders and recognises the continuation of First Nations peoples' cultures and connection to the lands, waters and communities across Queensland.

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Queensland's health system at a glance

There are currently **106 hospitals** in Queensland. Together they admit almost a million patients and provide more than **1.5 million emergency services** and **3.5 million outpatient services** a year.

2021-22 HEALTH BUDGET

Annual budget was \$22.24 billion.

STRONG PERFORMANCE

The median wait time to attend Emergency Departments was **approximately 15 minutes** this year to date.

STAFFING

The Queensland Government is backing our frontline health workers. Since 2015, our Queensland Health workforce has grown:

- by 10,638 nurses an increase of 38.1 per cent
- by 3,106 doctors an increase of 39.2 per cent
- by 1,103 ambulance officers an increase of 29.7 per cent
- by 2,418 allied health professionals an increase of 24.5 per cent

9 out of 10 employees work in frontline and frontline support roles.



BUILDING CAPACITY

Since 2015, there have been **1,350 new beds** delivered across Queensland.

In 2021-22, the Queensland Government continued to deliver hospital expansion projects and new health facilities across Queensland.

The **Kingaroy Hospital Redevelopment** was completed, increasing patient treatment spaces from 46 to 66, and boosting the hospital's capability for trauma, paediatric, obstetric, rehabilitation and mental health services.

We are also continuing the delivery of our **\$280 million Satellite Hospital Program**, which will deliver seven new facilities in rapidly growing communities across South East Queensland and take pressure off our major hospitals. They will be located in Caboolture, Kallangur (Pine Rivers), Tugun (Gold Coast), Ripley (Ipswich), Bribie Island, Eight Mile Plains (South Brisbane) and Redlands.



- More than **92.5 per cent of Queenslanders** aged 16 years and over have been fully vaccinated, including **73.7 per cent of First Nations people** 12 years and older.
- By ensuring our community could be fully vaccinated before widespread community transmission commenced, it is estimated that thousands of Queensland lives have been saved.
- Delivered training to over 320 Aboriginal and Torres Strait Islander Health Workers and Aboriginal and Torres Strait Health Practitioners to enable them to deliver the COVID-19 vaccine as part of protecting their community.



CLOSING THE GAP

Closing the Gap remains a clear priority. We are fortunate to have more than **28 per cent of Australia's First Nations peoples** living in Queensland.

We have an opportunity to do more with First Nations peoples and communities to support those living with complex health issues and help close the gap in life expectancy and health outcomes for children and adults.

National issues, local pressures

Across Australia, public health systems are under increasing pressure due to a range of complex factors. In order to respond to the increase in demand, we need to properly understand the challenges that we face here in Queensland.



Still seeing over **23,000 active cases per week** as at 17 June 2022.

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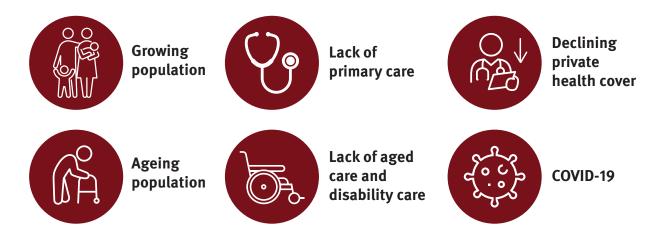
AGED AND DISABILITY CARE

In the 2020-21 financial year alone, there were more than **41,000 ambulance transfers from residential aged care facilities** to Queensland Health Emergency Departments. This is an **increase of 55 per cent** compared to financial year 2018-19.

PRIMARY CARE

- The Medicare freeze has led to chronic underfunding of our hard-working GPs.
- With demand for GPs expected to **grow by 38.5 per cent** by 2032, the ongoing shortfall of properly funded primary care options will have an impact on demand for Queensland Health services.
- While our GPs do an amazing job, the lack of funding certainty has led to a decrease in medical graduates seeking out general practice as a career, with GP supply projected to fall nationally by 15 per cent in cities and by 4 per cent overall by 2032.

Demand pressures



POPULATION

Growing population — Queensland has the fastest population growth of all states and territories — by 2036, Queensland's current population is expected to increase by **20 per cent** from **5.2 million to over 6.2 million**.

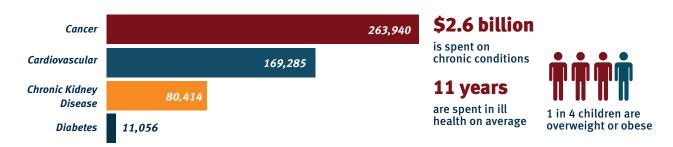
An ageing population — The number of Queenslanders aged over 65 years is projected to increase from 865,000 in 2021 to 1.3 million by 2036 (an **increase of 50 per cent**). The number of Queenslanders aged over 85 years is projected to increase from 99,000 in 2021 to 201,000 by 2036 (an **increase of 103 per cent**).

With an **ageing population** comes an increased demand for emergency services.

While 15 per cent of Queensland's population is over the age of 65 years, **older Queenslanders account for 36.7 per cent** of Queensland Ambulance Service demand.

There is also an increase in people suffering complex and chronic illness.

Of the 1.76M chronic condition separations; cancer, cardiovascular disease, chronic kidney disease and diabetes are the highest among Queenslanders.





While we all value our Queensland lifestyle, Australia has the highest rate of melanoma in the world, with Queensland having a **40 per cent higher incidence rate** than the nation.

DECLINING PRIVATE HEALTH COVER

Across Queensland, there are now more Queenslanders without some form of private health insurance than at any other period in the past 20 years, with **3.1 million Queenslanders not holding private health insurance**. This means more people are relying on the public health system for their health care needs.

INCREASED HOSPITAL DEMAND

Compared to 2014-15, Queensland's patient admissions to hospital **increased by 40.1 per cent to 1,685,357 episodes** in 2020-21.

Compared to 2014-15, Queensland's Emergency Department presentations increased by 36.6 per cent to 1,887,381 presentations in 2020-21. During this same period, category 1-3 presentations (the most serious cases) increased by 28.6 per cent.



INCREASED AMBULANCE DEMAND

Queensland is one of only two jurisdictions that provide access to ambulances free of charge.

The Queensland Ambulance Service (QAS) continues to be the busiest in the country:

- Queensland accounts for **30 per cent of the total number of incidents attended** by ambulance services in Australia for 2020-21.
- The QAS attended **233 incidents per 1,000 of the state population**, compared to **121.2 per 1,000** and **152.2 per 1,000 respectively in 2020-21** in Victoria and New South Wales.

To meet this level of demand, the QAS also employs the **highest proportion of Qualified Ambulance Officers** per 100,000 of the population.

In 2020-21 the QAS employed **71.3 Qualified Ambulance Officers** per 100,000 compared to **56 per 100,000** and **43.9 per 100,000** respectively for Victoria and New South Wales.

QAS has attended a total of **51,822 Mental Health presentations** to date this financial year (4.7 per cent of total QAS presentations).

Queensland solutions to a national issue

In light of these significant national pressures, the Queensland Government is taking immediate action to continue delivering world class health care to Queenslanders.

1. MORE BEDS

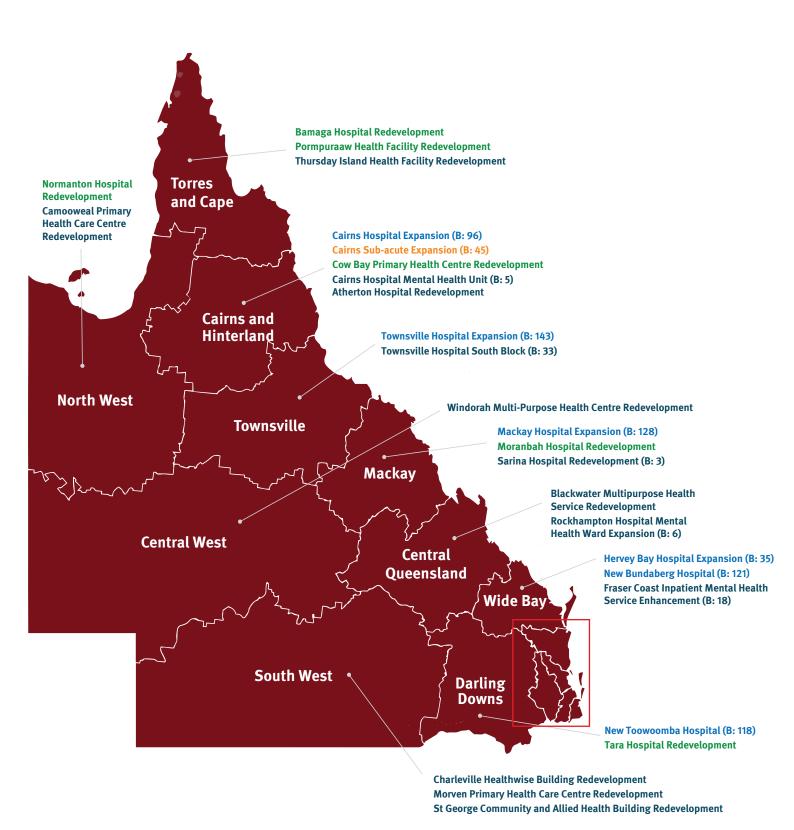
THE 2022–23 BUDGET WILL DELIVER:

- \$9.785 BILLION ADDITIONAL FUNDING OVER SIX YEARS FOR AN UNPRECEDENTED INVESTMENT IN NEW HOSPITALS AND HOSPITAL EXPANSIONS ACROSS QUEENSLAND.
- 2,509 EXTRA BEDS ACROSS QUEENSLAND, IN ADDITION TO THE 869 BEDS BEING DELIVERED THROUGH CURRENT EXPANSION PROJECTS.



MAJOR UPGRADES TO OUR HOSPITALS

The map below captures infrastructure investments that will deliver new, upgraded and expanded hospitals over the next six years.



Sunshine Coast

Nambour Hospital Redevelopment (B: 83)

West Moreton

Ipswich Hospital Expansion Stage 2 (B: 200) Ripley Satellite Hospital site Modular Sub-acute **Expansion (B: 90)**

Ipswich Hospital Expansion Stage 1A (B: 20) Mater Hospital Springfield (B: 142)

Legend

- (a) Number of additional beds
- **Capacity Expansion Program**
- **Accelerated Infrastructure Delivery Program**
- Building Rural and Remote Health Program Phase 2 (Tranche 1)
- In construction



Metro North

Queensland Cancer Centre (B: 91) The Prince Charles Hospital Expansion (B: 93)

Redcliffe Hospital Expansion (B: 204)

Caboolture Hospital Expansion (B: 138)

Metro South

Logan Hospital Expansion Stage 2 (B: 112) **QEII Hospital Expansion (B: 112)**

PA Hospital Expansion (B: 249)

PA Hospital Renal Refurbishment (B: 8)

Redland Hospital Modular Wards (B: 28)

QEII Hospital Modular Wards (B: 28)

Logan Hospital Expansion,

Maternity Services Upgrade and

Modular Ward (B: 262)

Redland Hospital Expansion Stage 1 (B: 37)

Gold Coast

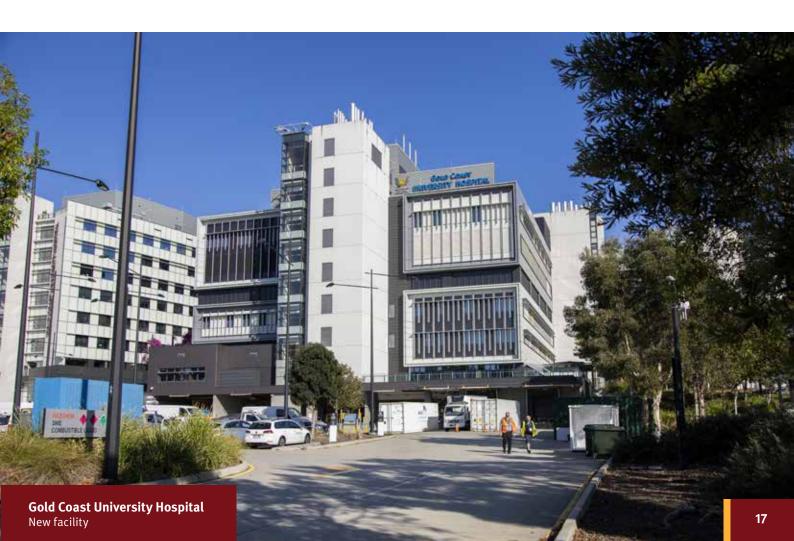
Robina Hospital Expansion (B: 114)

New Coomera Hospital (B: 404)

Gold Coast University Hospital Modular Expansion (B: 70)

Robina Hospital Transit Lounge Expansion (B: 20)

Gold Coast Secure Mental Health Unit (B: 40)



Capacity Expansion Program

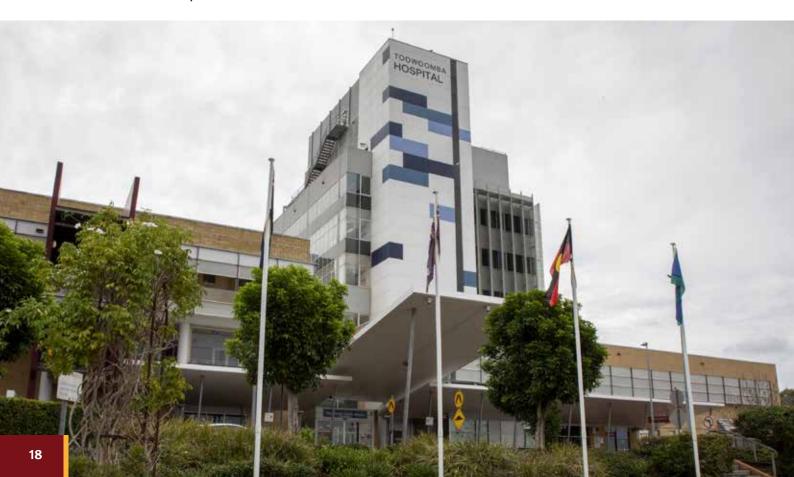
The 2022-23 Budget provides additional funding of **\$9.785 billion** for the Queensland Health Capacity Expansion Program – a significant investment in capital infrastructure solutions over the next six years to help future proof our world-class health system and **deliver around 2,200 additional beds**.

The Capacity Expansion Program will deliver:

- New hospitals in Bundaberg, Coomera and Toowoomba
 - NEW BUNDABERG HOSPITAL \$1.2 billion investment that will deliver around 121 beds.
 - NEW COOMERA HOSPITAL \$1.3 billion investment that will deliver around 404 beds.
 - NEW TOOWOOMBA HOSPITAL \$1.3 billion investment that will deliver around 118 additional beds.

New Queensland Cancer Centre

The new **\$750 million** Queensland Cancer Centre will be based within the Herston Health Precinct at the Royal Brisbane and Women's Hospital and will have 150 beds.



- Hospital expansions at 11 sites across Queensland including Townsville, Cairns, Mackay, Hervey Bay and the South East corner
 - **CAIRNS HOSPITAL \$250 million** refurbishment and new surgical centre that will deliver around **96 additional beds**.
 - HERVEY BAY HOSPITAL \$40 million expansion that will deliver around 35 additional beds.
 - IPSWICH HOSPITAL further \$710 million expansion that will deliver around 200 additional beds.
 - **LOGAN HOSPITAL** further **\$530 million** expansion that will deliver around **112 additional beds**.
 - **MACKAY HOSPITAL \$250 million** expansion that will deliver around **128 additional beds**.
 - PRINCESS ALEXANDRA HOSPITAL \$350 million expansion that will deliver around 249 additional beds.
 - **QEII HOSPITAL \$465 million** expansion that will deliver around **112 additional beds**.
 - **REDCLIFFE HOSPITAL \$1.06 billion** expansion that will deliver around **204 additional beds**.
 - **ROBINA HOSPITAL** lease arrangement that will deliver around **114 additional beds**.
 - **THE PRINCE CHARLES HOSPITAL** \$300 million expansion that will deliver around **93 additional beds**.
 - **TOWNSVILLE UNIVERSITY HOSPITAL** \$530 million expansion that will deliver around 143 additional beds.

ACCELERATED INFRASTRUCTURE DELIVERY PROGRAM				
PROJECT NAME	ADDITIONAL BEDS	INVESTMENT (\$ MILLION)	COMPLETION (FINANCIAL YEAR)	
Ripley Satellite Hospital Site Modular Sub-Acute Expansion	90	85.4	Second half of 2024	
Gold Coast University Hospital Modular Expansion	70	72	Second half of 2023	
QEII Hospital Modular Wards	28	25	Second half of 2023	
Redland Hospital Modular Wards	28	25	Second half of 2023	
Robina Hospital Transit Lounge Expansion	20	16.5	Second half of 2023	
Princess Alexandra Hospital Renal Refurbishment	8	5.8	Second half of 2023	
Cairns Sub-Acute Expansion	45	Lease arrangement	Second half of 2023	
	289			

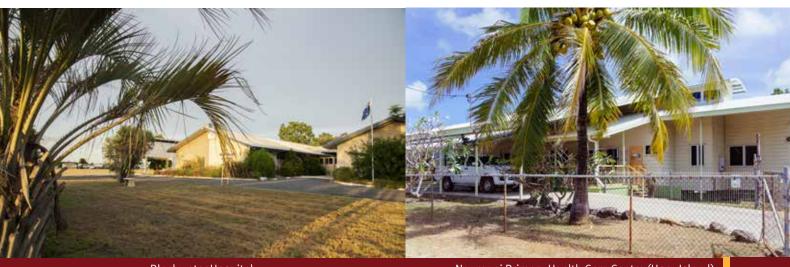
Accelerated Infrastructure Delivery Program

The Queensland Government will reallocate **\$229.7 million** of existing funding to increase bed capacity under the **Accelerated Infrastructure Delivery Program** over two years.

This program will deliver **289 beds across seven projects** in the Metro South, Gold Coast, West Moreton and Cairns and Hinterland Hospital and Health Services, and will use off-site construction and standard designs to reduce time to commissioning.



CAPACITY EXPANSION PROGRAM					
PROJECT NAME	ADDITIONAL BEDS	INVESTMENT (\$ MILLION)	COMPLETION (FINANCIAL YEAR)		
New Toowoomba Hospital	118	1,300	Second half of 2027		
New Coomera Hospital	404	1,300	Second half of 2027		
New Bundaberg Hospital	121	1,200	Second half of 2027		
Redcliffe Hospital Expansion	204	1,060	Second half of 2028		
New Queensland Cancer Centre	91	750	First half of 2028		
Ipswich Hospital Expansion Stage 2	200	710	Second half of 2027		
Logan Hospital Expansion Stage 2	112	530	Second half of 2026		
Townsville Hospital Expansion	143	530	Second half of 2026		
QEII Hospital Expansion	112	465	Second half of 2027		
Princess Alexandra Hospital Expansion	249	350	Second half of 2026		
The Prince Charles Hospital Expansion	93	300	Second half of 2027		
Cairns Hospital Expansion	96	250	First half of 2026		
Mackay Hospital Expansion	128	250	Second half of 2026		
Hervey Bay Hospital Expansion	35	40	Second half of 2024		
Robina Hospital Expansion	114	Lease arrangement	Second half of 2024		
	2220				



Building Rural and Remote Health Program - Phase 2

Rural and regional health facilities and staff accommodation will also be replaced as part of the next phase of the Building Rural and Remote Health Program.

The Queensland Government is investing **\$943.5 million over seven years** from existing funding to replace ageing infrastructure across a range of Hospital and Health Services, including:

- Torres and Cape
- North West
- Cairns and Hinterland
- Mackay
- Darling Downs
- Central Queensland
- Townsville
- West Moreton
- Wide Bay.

The first tranche of Phase 2 will replace health facilities in:

- Moranbah
- Bamaga
- Normanton
- Pormpuraaw
- Tara
- Cow Bay.





2. MORE STAFF

Our people are our greatest asset and our health system is built on the skills and professionalism of our workforce. With the increasing demand on our services, we need the size of our workforce to keep pace.

With our **operating budget growing by 5.6 per cent** in 2022-23 to **\$22.04 billion** we are focusing on reforming how we build, recruit and retain our workforce.

Building our workforce

Queensland Health's record 2022-23 Budget will support the Queensland Government delivering on its commitment to **employ an additional 9,475 staff** in this term of Government to deliver world class health care to Queenslanders.

A proportion of these new positions (equal to the proportion of the First Nations population we serve in Queensland) will be dedicated to **Aboriginal and Torres Strait Islander people** to help achieve health equity, build our First Nations health workforce and deliver culturally safe care.



Recruiting our workforce

Like health systems around the world, Queensland's public health system is facing a **workforce shortage** which has made it difficult to recruit skilled health workers, particularly in our regional areas.

To address this, we will focus on **increasing graduate intakes** across multiple health disciplines, **increasing training capacity** and having targeted **recruitment drives** to attract staff to join the Queensland public health system.

Further supporting recruitment and retention, the Queensland Government is utilising standard designs to provide staff accommodation in rural and remote areas, **investing \$115 million over five years**.

Retaining our workforce

While attracting new recruits to our workforce is critical, it is equally important to retain these new recruits. **Strategies towards retaining and developing our current workforce** will continue to be delivered including career and professional development, education and training pathways, immersion and leadership programs, exchange and rotation opportunities as well as supporting health professionals to work to their full scope of practice.



3. MENTAL HEALTH

20 per cent of Australian adults experience mental illness in any given year. For many, the COVID-19 pandemic has brought new or additional mental health challenges.

The 2022-23 Budget provides an **additional \$1.645 billion over five years** and a **capital investment of \$28.5 million** to improve our mental health, alcohol and other drugs services and for a range of initiatives to support suicide prevention and deliver additional beds. The investment will also deliver Queensland's contribution — **\$109.55 million** — to the Mental Health and Suicide Prevention Agreement with the Commonwealth as well as government responses to the *Inquiry into the opportunities to improve mental health outcomes for Queenslanders*.



Better Care Together

Our new five-year plan for mental health, alcohol and other drugs services – Better Care Together – will focus on building services, supporting vulnerable groups in our community and strengthening system enablers that support access to care.

Better Care Together recognises that without sufficient high-quality care and appropriate access to services, individuals experiencing a mental health crisis and/or problematic substance use, risk worsening symptoms **leading to longer stays in emergency settings and more hospital re-admissions**.

The *Better Care Together* funding will support new beds for adolescent, young adults, adult, perinatal, eating disorder and older person mental health services. It also supports beds for new crisis response services and will provide more than **1,400 new staff** to operationalise this plan. Additional funding is also being provided to assist enhanced provision of psychosocial supports to be delivered by non-government providers.



4. HEALTHCARE OF THE FUTURE TO KEEP PEOPLE OUT OF HOSPITAL

Using the lessons of COVID-19

At the peak of the Omicron wave of COVID-19, Queensland Hospital and Health Services were treating up to **6,300 patients a day** using Hospital in the Home. This innovative model of care provides a glimpse into a reform program that supports new ways of treating patients across Queensland.

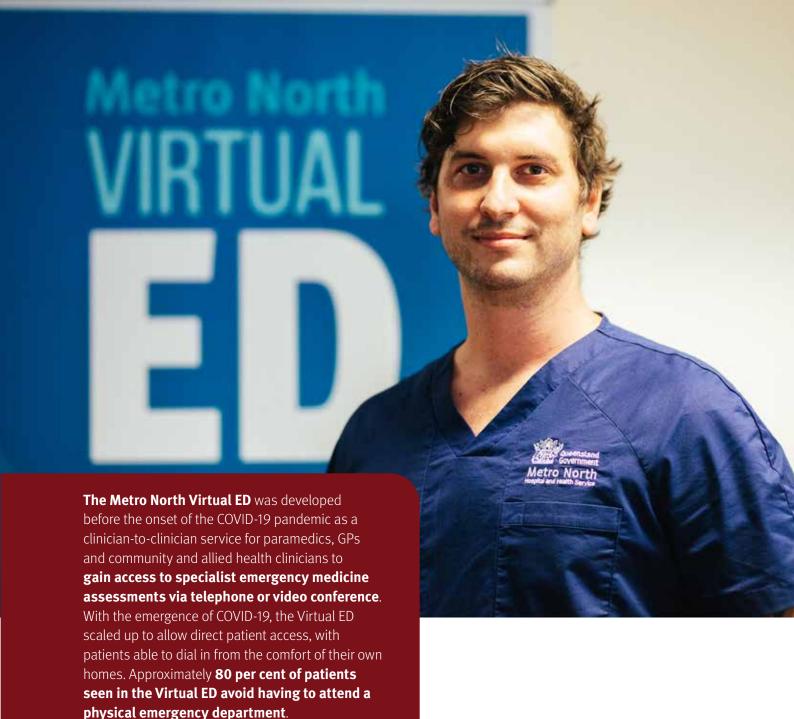


Clinical Hub

Queensland Ambulance Service is **enhancing health access and patient outcomes** through implementation of the Clinical Hub. The Clinical Hub is designed to assess Triple Zero requests for service, provide secondary triage, clinical oversight and advice.

Currently the Clinical Hub utilises **paramedics, Emergency Medical Dispatchers and Medical Officers** to ensure an appropriate health response is provided to the community utilising Mental Health Liaison and links to Virtual Emergency Departments in Metro North along with a secondary triage service.

The service **assists patients in navigating their health care needs** and accessing the appropriate health care in the most appropriate place, in a timely manner. In doing this, it also decreases demand on Emergency Departments.



Virtual care

Digital technologies are critical enablers of quality health outcomes and have the potential to change how we deliver health care.

The 2022-23 Budget provides additional funding of **\$300 million over five years** for the continued roll-out of the electronic medical record program to more hospitals in Queensland.

This investment will ensure delivery of better care for patients, greater efficiency across our health system through the improved use of our data, support virtual models of care for patients regardless of their location and help improve patient outcomes in rural and remote settings, for First Nations peoples and other diverse communities.

New initiatives to further improve patient outcomes

A key part of transforming our health services is ensuring they operate as effectively as possible. This means supporting patients to access hospital and health services when they need them, and then when ready, transitioning them home or to other appropriate settings.

Queensland Health is implementing a range of initiatives to improve access to health services.



MANAGING UNPRECEDENTED DEMAND FOR OUR SERVICES

The Queensland Government is focused on **reducing ramping** through improving ambulance response times and access to **public hospital Emergency Departments**.

The 2022-23 Budget commits to **improve off stretcher times in Emergency Departments** impacted by ramping and over the medium term **develop new models of care for Emergency Department avoidance** such as Rapid Access Clinics and the Satellite Hospitals Program. The Queensland Government's investment will **improve ambulance response times** and the flow of patients through public hospital Emergency Departments.



Patient flow initiative

Improving patient flows in our public hospitals means people won't stay in hospital longer than they medically need to and ensures those needing acute medical services can access them.

To achieve this, up to **\$26 million** is being made available in 2022-23 to provide **targeted support to Hospital and Health Services** to identify actions that will improve patient flow.

Working with partners in the health system and social care sector, this initiative will enable and support:

- people with minor injuries and illness to access care but avoid Emergency Departments.
- people to receive their **health care in non-hospital settings** such as care in the community or virtual care in their homes.
- people who are medically fit, to avoid staying longer than necessary in hospital.
- improved partnerships with primary care services so people who need primary care services can access them rather than having to go to Emergency Departments.

The Queensland Government will seek to collaborate with the Commonwealth Government to **strengthen partnerships** with the primary care, aged care and disability services sectors.



Rapid access services

Funding has been provided in 2022-23 to support the implementation of Rapid Access Clinics across **ten Hospital and Health Services totalling \$11.7 million**.

The Rapid Access Clinics initiative will support a range of activities to reduce Emergency Department pressures. This includes:

- same day or next day specialist appointments for patients who experience acute exacerbations of their chronic illness. This enables review and treatment in line with their treatment plan, reducing the need for overnight observation.
- improved access to allied health clinics to support alternate pathways of care.
- **improved communication processes** between hospitals and primary care to ensure continuity of patient care.

The benefits of this model include:

- **Timely access** − by providing an option for patients with known conditions to access care via a clinic (without having to present to Emergency Departments) which will improve the timely access to care for these patients.
- Emergency Department avoidance − patients referred to Rapid Access Clinics will alleviate the current pressure being experienced by our Emergency Departments.



Long-stay rapid response

Long-stay patients are inpatients who could **live in the community** if they had access to appropriate supports and accommodation.

The Long-Stay Rapid Response Program – part of the **\$263.7 million Care4Qld Strategy** – was established to support hospital discharge for patients awaiting access to disability and aged care supports.

Since April 2021, the program has been able to secure a range of supports for patients, including interim accommodation, home modifications and increased nursing supports.

As of 8 June 2022, **271 patients** involved in the program have been able to leave hospital and a further **60 patients** were in the process of being supported to discharge.

\$16 million over four years will be invested to continue this program.



Boosting our QAS

Since 2015, an **additional 1,103 ambulance operatives** have been employed by the Queensland Government. We have **4,813 ambulance officers** as of March 2022.

The capacity of the QAS will be further enhanced through additional investment of over \$1.1 billion in 2022-23 to:

- Build the capacity and capability of the workforce by continuing the Queensland Government's commitment for an additional 535 ambulance operatives during this term of government.
- Commission an additional **four Mental Health Co-responder services** in the Darling Downs, Mackay, Wide Bay and Sunshine Coast Hospital and Health Services to deliver provision of patient centred, timely and appropriate health responses to patients in their own environment.
- Commission 130 new and replacement ambulance vehicles.
- Progress the planning and construction phases for new ambulance stations at Caloundra South, Petrie, Morayfield, Ormeau, the new Ripley Ambulance Station and West Moreton District Office, replacement of the North Rockhampton Ambulance Station and Central Regional Office, the new Burdell Ambulance Station and the Townsville District Office.
- Undertake planning and construction phases for the redevelopment of the Cairns Ambulance Station and Operations Centre, the Southport Ambulance Station and Gold Coast Operations Centre, and refurbishment of the Rockhampton Ambulance Station and Operations Centre.



