

Allied Health

WORKFORCE PLAN

2022-2026



Allied Health Workforce Plan 2022-2026

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A message from the Chief Allied Health Officer

This Allied Health Workforce Plan recognises the significant role and contribution of the allied health workforce to achieving Queensland's healthcare objectives and enabling Queensland Health to be well prepared to address long term and complex health system challenges. As a living document, it will be reviewed regularly with stakeholders to ensure the initiatives remain relevant and appropriate over the next 5 years.

The plan identifies the system, health service and workforce strategic priorities for the workforce enabler of the Optimising the allied health workforce for best care and best value: A 10-year Strategy 2019-2029. The intent and vision of this enabler is to optimise the allied health workforce and service models to contribute to the broader healthcare team, and provide high value, efficient and person-centred services with care provided by the right practitioner, in the right setting, at the right time.

Previous strategies have produced important gains at a patient, service and workforce level; however, system change takes time and requires effective communication and engagement at all levels of our organisations.

This plan has been developed through broad and extensive consultation with internal and external stakeholders within and outside of allied health. I would like to take this opportunity to thank all of those individuals and entities that contributed to the development of the plan.

Consultation with allied health clinicians and managers, professions and Hospital and Health Services across the state, has allowed us to understand how to work effectively together and ensure priorities are aligned.

As a result, this Allied Health Workforce Plan belongs to every member of our diverse workforce and its success depends on our continued collaboration with the multidisciplinary team to collectively put this plan into practice.

Together we look forward to working with the allied health workforce and key stakeholders to achieve the vision and strategies outlined in the Allied Health Workforce Plan 2022-2026.

Strengthening allied health. Strengthening healthcare.

Liza-Jane McBride
Chief Allied Health Officer







Introduction

This document outlines the workforce plan that will define and direct implementation of the workforce enabler of the [Optimising the allied health workforce for best care and best value: A 10-year Strategy 2019-2029](#) (the Strategy) for the next five years from 2022-2026. The intent and vision of this workforce enabler is to optimise the allied health workforce and service models to contribute to the broader healthcare team, and provide high value, efficient and person-centred services.

Background

The Strategy articulates the pathway required for Queenslanders to have access to high value, client-centred allied health services with care provided by the right practitioner in the right setting at the right time. The critical enablers that support the vision and goals of the Strategy include leadership, workforce, clinical education and training, research and digital transformation.

This strategy builds on the work of the 2014 Ministerial Taskforce on health practitioner expanded scope of practice: final report [1] and subsequent The Allied Health Expanded Scope Strategy 2016-2021 [2]. These earlier strategies were based on the premise that if allied health professionals were supported and enabled to work to full scope of practice, to extend practice in appropriate contexts and to more effectively use the support workforce this would deliver improved health outcomes to the community, workforce and health system.

What we've learnt

Findings from these previous strategies have demonstrated many positive outcomes at a patient, service and workforce level. A combination of i) innovative allied health models and roles (most of which were delivered in specialist outpatient clinics and emergency departments), ii) building new evidence, iii) providing a repository of resources and tools, and iv) 'chipping away' at some of the more extrinsic barriers to change have had a positive effect on parts of the health system. As Queensland Health moves towards reform planning there are now many allied health-led models and new roles that demonstrate improved access to care, decreased steps in a patient journey and workforce efficiency. But, in the main, they only exist because the clinician has a passion, leadership has been persistent, and the medical relationship is strong and supportive.

Key recommendations from an evaluation of the Allied Health Expanded Scope Strategy 2016-2021 suggest that future strategic direction needs to:

- Reframe the focus to delivering high-value care, rather than focusing on the workforce component in isolation, by changing the narrative from 'expanded scope' to value-based care and investing in a more systematic approach to stakeholder engagement and co-creating value within the health system
- Support greater scale and spread of proven models by ensuring allied health models are targeted to priority populations and services, apply robust evaluation methodology, co-design all elements of role and model redesign with consumers and focus on roles and leadership at all levels of allied health

Moving forward

The consultation process that informed this plan included extensive engagement with a broad range of allied health clinicians and management from across hospital and health services, as well as other key stakeholders internal and external to Queensland Health. What the consultations told us is that we need to pay more attention to partnerships with key stakeholders outside of the organisation as well as across health services, building capacity and diversity of our workforce and, in order to achieve these ambitions, we need to take a more systems approach.

The following plan outlines the guiding principles that will underpin all activities in the plan, a series of strategic priorities, and within each of these priorities the initiatives, activities and indicators of success that we, as a collective, will be held accountable for.

Critically, the success of this plan is reliant on buy-in, support and partnerships from within and external to Queensland Health.

Vision

To optimise the allied health workforce and service models to contribute to the broader healthcare team, and provide high value, efficient and person-centred services

Guiding principles



Equity in access to health care and health outcomes: access to allied health care is based on identified need, giving special attention to the needs of those at greatest risk of poor health due to social determinants of health', and delivered in the most appropriate setting.



Value based, evidence-informed and innovative: all allied health models of care and roles use available evidence, nurture innovation and reflect value-based care, where the value is based on health outcomes that matter to patients relative to the resources and costs required.



Person-centred, family focussed and holistic care: the consumer, family and carer are integral to the intent, engagement, design and implementation of workforce initiatives.



Agile and flexible workforce: services will build a competent and sustainable workforce optimising scope of practice that is responsive to community and health service needs.

Strategic priorities

At a systems level: support and enable a systems level approach to allied health services contributing to the delivery of high-value and sustainable health care.

At a health service level: assist hospital and health services to meet key performance indicators by delivering integrated care and embedding proven, sustainable high-value allied health-led models of care.

At a workforce level: ensure Queensland public health allied health workforce profiles reflect the diversity and future needs of the communities they serve.

Priorities, Initiatives and Activities

Strategic Priorities	Initiatives	Activities	Indicator of success
<p>1. At a systems level: support and enable a systems level approach to allied health services contributing to the delivery of high-value and sustainable health care.</p>	<p>1.1 Identify and develop frameworks and systems to inform and guide a systematic approach to delivering public allied health services.</p>	<p>1.1.1 Develop guidelines to support health services to address value-based health care, stratification, core business and equitable access to public allied health services.</p> <p>1.1.2 Collaborate with stakeholders, including allied health professional associations, to identify high and low-value interventions to guide resource reallocation decisions.</p> <p>1.1.3 Develop stakeholder engagement and marketing strategies and a framework to demonstrate the value of allied health within the health system and support buy-in and take up of proven, high-value allied health models of care.</p>	<p>Value-based Healthcare framework for allied health is developed, trialed and implemented across the State</p> <p>Allied health professionals have the tools and capability to effectively engage with stakeholders to implement contemporary models of care</p>



Strategic Priorities	Initiatives	Activities	Indicator of success
	<p>1.2 Develop partnerships with primary healthcare providers and funding agencies to support systems-level outcomes and provide the most appropriate care in the most appropriate setting.</p>	<p>1.2.1 Partner with consumers and primary health care and non-government organization providers to deliver sustainable allied health services with a greater focus on well-being and prevention.</p> <p>1.2.2 Consider new and emerging roles for allied health professionals and capacity to deliver in response to national policy reforms, including the NDIS and aged care reforms.</p>	<p>Annual reporting demonstrates a shift in the number of allied health services partnering with primary health to deliver well-being and prevention care</p> <p>Allied health informed care plans are available for residents in QH residential aged care facilities</p> <p>Core business for public health allied health services and NDIS allied health services are clearly defined</p>
	<p>1.3 Work to address regulation, legislation, policy, funding and accreditation issues that are significant in volume, and where change will positively impact allied health services and lead to improvements in the health system.</p>	<p>1.3.1 Address identified barriers that impede the delivery of innovative allied health models of care.</p> <p>1.3.2 Explore opportunities to better understand and utilise funding models and funding opportunities for allied health activity.</p>	<p>Evidence of sustainable changes to at least three identified system level barriers</p> <p>Work undertaken in collaboration with Directors of Allied Health Professions Advisory Group and Executive Directors of Allied Health to exploit innovative funding opportunities.</p>

Strategic Priorities	Initiatives	Activities	Indicator of success
<p>2. At a health service level: assist hospital and health services (HHS) to meet key performance indicators by delivering integrated care and embedding proven, sustainable high-value allied health-led models of care</p>	<p>2.1 The allied health workforce works in partnerships with people and communities to achieve outcomes that matter</p>	<p>2.1.1 Co-design integrated, community-facing models that aim to improve access to care, prevent hospital admissions and decrease waiting times, focusing on population priorities including: aged care, mental health, chronic disease, the first 1000 days, Aboriginal and Torres Strait Islander Closing the Gap priorities and rural and remote practice.</p> <p>2.1.2 Establish targeted and collaborative approaches to implement sustainable allied health models of care and referral pathways for QH priority services focussing on patient flow, transitions of care and expediting care into the community and closer to home.</p> <p>2.1.3 Build robust evaluation, including economic evaluation, into tested models.</p> <p>2.1.4 Optimise telehealth and virtual models of care.</p> <p>2.1.5 Create a central repository of allied health models of care (including resources and tools), to support adoption and adaption.</p>	<p>Allied health service redesign activities incorporate co-design activities and prioritise the outcomes and experiences that matter to people and communities</p> <p>Annual reporting demonstrates an increase in the number of effective and sustained allied health models and referral pathways within population and service priorities</p> <p>A central repository of evidence and resources supports the establishment of effective service models, including models that optimise telehealth and virtual models of care and enable the allied health workforce to optimise their scope of practice.</p>

Strategic Priorities	Initiatives	Activities	Indicator of success
	<p>2.2 Work with hospital and health services to develop and implement data collection systems that facilitate the systematic collection, analysis and reporting of inpatient and outpatient allied health data sets.</p>	<p>2.2.1 Work with allied health clinicians and management to establish applicable, relevant and consistent PREMS and PROMS across the State.</p> <p>2.2.1 Establish and collate common and meaningful allied health metrics that reflect allied health activity and outcomes and strengthens evaluation of allied health models and services.</p>	<p>Statewide and relevant PREMS and PROMS are being captured and reported</p> <p>An agreed core data set reflecting allied health activity and outcomes is captured routinely across all HHSs and summarised through annual reporting</p>



Strategic Priorities	Initiatives	Activities	Indicator of success
<p>3. At a workforce level: ensure Queensland public health allied health workforce profiles reflect the diversity and future needs of the communities they serve.</p>	<p>3.1 Develop a state-wide advancing practice framework for all levels of the workforce that reflects core elements needed to grow as an allied health clinician, including clinical and non-clinical domains.</p>	<p>3.1.1 Review existing programs to develop, implement and evaluate a sustainable allied health training pathway from new and early career to advanced clinical excellence that includes both clinical and core non-clinical domains. (ref to Clinical education and training priority 2)</p>	<p>An allied health training framework tailored to the non-clinical needs of allied health is available and implemented across all relevant HHSs</p> <p>The allied health training framework is further developed to include five clinical priorities</p>
	<p>3.2 Explore opportunities to reframe the allied health workforce profile and composition at local and state levels to maximise contribution of all levels of the workforce, including clinical assistants, new graduate clinicians and allied health rural generalists.</p>	<p>3.2.1 Establish optimal allied health workforce profiles and service models, across hospital and health services.</p> <p>3.2.2 Develop guidelines to support managers to adjust local service profiles to reflect and meet the healthcare needs of local communities.</p>	<p>Detailed workforce strategies are complete for at least three allied health professions.</p>
	<p>3.3 Work with health services to build a workplace culture, recruitment and career pathways that support diversity within the allied health workforce.</p>	<p>3.3.1 Using proven strategies, develop and implement a pipeline, from school and pre-vocational level through to university, to support people of Aboriginal and Torres Strait Islander backgrounds to enter the allied health workforce.</p> <p>3.3.2 Co-design, implement and evaluate a workforce structure, including professional governance, to support recruitment and retention strategies for First Nations allied health professionals.</p>	<p>Data on diversity within the allied health workforce, including Queensland Health priority groups ¹ and within the context of targets developed for each HHS, is collected and reported annually</p> <p>Improvements in diversity targets within the allied health workforce are achieved</p>

¹ Queensland Health have identified the following priority groups: people with a disability; non-english speaking background, Aboriginal and Torres Strait Islander peoples, gender equity, LGBTIQ+, youth (under 25), mature age (over 45)

Strategic Priorities	Initiatives	Activities	Indicator of success
	<p>3.4 Increase recruitment and retention for the small but critical and emerging allied health professions</p>	<p>3.4.1 Develop and implement strategies and a career pipeline to support recruitment and retention for identified allied health professional groups.</p>	<p>Detailed workforce strategies are complete for at least three allied health professions</p>



References

1. *2014 Ministerial Taskforce on health practitioner expanded scope of practice: final report*
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