

Advancing health service delivery through workforce:

A strategy for Queensland 2017–2026



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Contents

4	A message from the Director-General
5	Introduction
9	The health workforce
13	The future health workforce
15	Goals
16	Focus areas
16	Designing the workforce
20	Enabling the workforce
24	Strengthening the workforce
28	Keeping connected
31	Implementation

A message from the Director-General

Globally, population, lifestyle and technology trends are affecting how healthcare services are delivered.

As the future of healthcare unfolds, Queensland Health is working to ensure that all Queenslanders have access to a high quality, responsive and sustainable healthcare system. Central to achieving this outcome is recognising and building on the integral role of the health workforce.

I am pleased to present *Advancing health service delivery through workforce: A strategy for Queensland 2017–2026*. This strategy was developed in collaboration with our partner organisations, and provides the framework for strategic workforce planning for the clinical and clinical support workforce in Queensland. The four focus areas identified are: designing, enabling, and strengthening the workforce, and keeping connected.

The strategy will guide efforts in workforce design, clinical education and training, leadership, culture, and employment regulation and administration.

It will help Queensland Health and our collegiate employers of health professions, to position the workforce to respond to current and emerging challenges. It will allow us to build on the opportunities available through emerging technology, and support innovative service models and workforce designs.

The strategy has been developed within the framework of *My Health, Queensland's future: Advancing health 2026* to help make Queenslanders among the healthiest people in the world by 2026.

It is intended that the strategy be rolled out in the same collaborative way in which it was developed. Not only will we continue to take an integrated approach to workforce and strategic planning, but as we move into implementation, we will continue to work closely with our partners across the health sector, and in association with education providers, regulatory bodies and other key stakeholders.

I invite you to consider and familiarise yourself with the strategies and priorities outlined within this document.

I look forward to seeing the impact of our strengthened efforts to support our capable, responsive and motivated health workforce in making a difference to Queenslanders, through the delivery of safe and effective healthcare services.

Kind regards

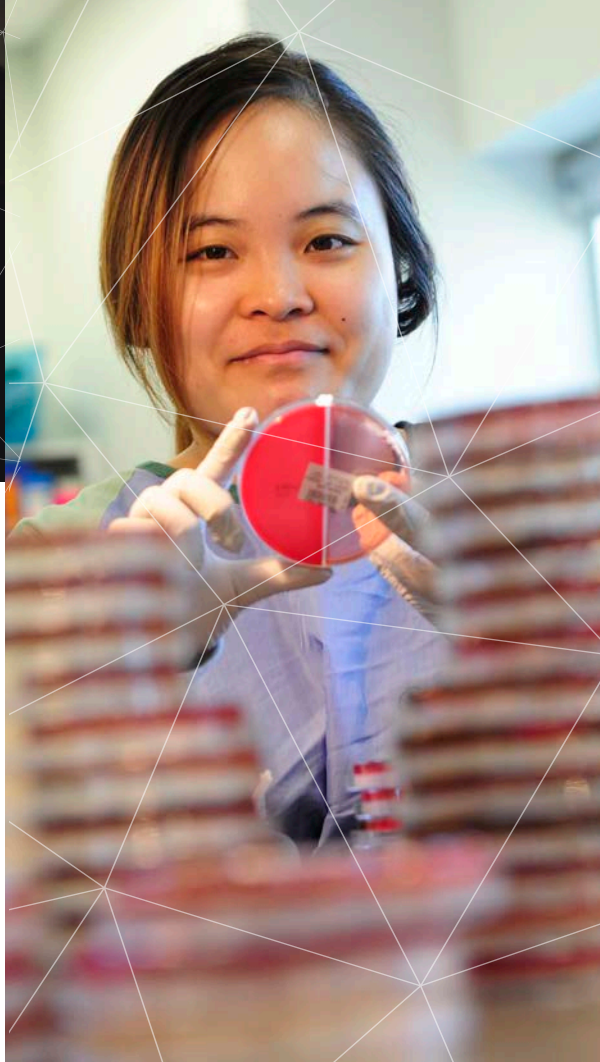
Michael Walsh
Director-General
Queensland Health



Introduction

This strategy sets out the overarching priorities and strategies for building the future health workforce for Queensland.

It offers a strategic pathway for building the system necessary to support, strengthen, and enable our workforce to deliver sustainable, consumer-centred healthcare into the future.



A vision for Queensland

Queensland Health is committed to the vision that ‘By 2026 Queenslanders will be among the healthiest people in the world’.

My health, Queensland’s future: Advancing health 2026 (Advancing health 2026) articulates our strategic priorities and identifies the empowerment of the health workforce as a key focus area.

Achieving this vision will require partnerships and action across the entire health sector.

We acknowledge the skill and dedication of clinicians, support staff, policy makers, educators and administrators across the health sector in Queensland.

The knowledge, commitment and willingness of stakeholders to work together to embrace innovation, new technology and contemporary ways of working will be critical to ensuring the success of this strategy.

A vision for the health workforce

Queensland’s health workforce is skilled and responsive to patient needs and demand; sensitive to the role of emerging technologies and changing models of care; and delivered efficiently with the best use of resources.



A strategic approach

By recognising workforce as a critical enabler of achieving healthcare objectives, the strategic agenda is designed to:

- » tackle long-term challenges such as the ageing population, changing demand and rapid technological advancement
- » enable the building of strong, productive, partnerships over time
- » consider lengthy educational pathways and timeframes for skills development and culture change
- » be supported by an efficient legislative, regulatory and funding environment.

An integrated planning approach

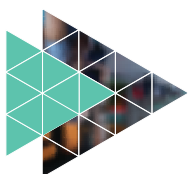
This strategy is aligned to the strategic priorities of *Advancing health 2026*, and to other current and emerging Queensland Government priorities and Queensland Health service and support plans.

It recognises Queensland Health's role as a large employer and educator of the health workforce, and as the lead legislator and regulator of health services across Queensland.

The specific objectives proposed within this strategy and its implementation also align to broader Department of Health planning approaches undertaken including:

- » the *Aboriginal and Torres Strait Islander Workforce Strategic Framework 2016–2026*
- » rural and remote workforce planning
- » system and service demand planning
- » infrastructure planning.

This integrated approach provides the foundation to link workforce initiatives to the achievement of broader health workforce priorities and functional (profession-specific) workforce plans servicing major workforce groups across the state.





This strategy

This strategy unites health workforce planning efforts under a common vision and framework, and aligns to existing service priorities. The priorities include rural and remote health, eHealth, Indigenous health, primary health care, and prevention and early intervention.



The scope of the strategy includes the workforce delivering and/or supporting direct patient care across the public, private, and not-for-profit healthcare system, including the emergency healthcare workforce.

The strategy incorporates strategic workforce planning for:

- » the clinical workforce
- » the clinical assistant and support workforce
- » other health workforce groups for whom long-term workforce planning is required to deliver priority health services (e.g. eHealth workforce, preventive health workforce).

This strategy has been informed by research, data and consultation regarding the future consumer experience; service demand and priorities; systemic barriers and enablers; and workforce demographics including current and future proposed workforce profiles.

Queensland Health will build on the contributions and commitment that health workforce stakeholders have made to the development of this strategy as we proceed with its implementation.



The health workforce

In Queensland, as in many jurisdictions, we are tackling the challenges of the emerging healthcare environment to build the health workforce of the future.



The environment

In the face of the emerging reality, we are working to build the agile, sustainable, connected health system required to deliver quality, consumer-centred healthcare.

Pressure on the health system is increasing, service demand is rising, consumer expectations are changing and current funding and service arrangements are being stretched.

The way that services are offered, required, and expected, is continually impacted by factors such as the ageing population, rising chronic disease and new technologies.

Framing our approach and priorities

Stemming the increase in chronic disease, and a growing focus on preventive and primary healthcare, will require workforce models and skills that are adaptable to changing circumstances.

Optimising the use of the health workforce balances traditional models of care with collaborative and contemporary practices to maximise efficiencies, effectiveness and patient outcomes.

Increasingly, we will look to innovation, new initiatives, incentive programs, and technology to assist us in responding to identified and emerging challenges.

Rapidly advancing health, medical, and information and communication technologies will significantly influence the way healthcare is delivered to and received by consumers. Building on the digital literacy of the health workforce through integrated eHealth strategies will be critical as we move into the future.

We are also prioritising efforts in support of *Closing the Gap* to deliver improved healthcare outcomes for Aboriginal and Torres Strait Islander peoples.

As part of an integrated and systemic approach, this will also include embedding cultural capability into clinical practice and increasing the participation of Aboriginal and Torres Strait Islander peoples in health service delivery employment.



Turning challenges into opportunities

We recognise the challenges that lay ahead for the health workforce, but we are positive about the strategies that we will work with our partners to implement.

In positioning the health workforce to address our future challenges, we will focus our efforts to:

- » drive collaborative, interdisciplinary service models, and clinical education and training frameworks and practices that support the emerging picture of future healthcare
- » proactively monitor and respond to the workforce needs of professional groups; including medical specialists, nurses, midwives, dentists, allied health practitioners and others
- » improve the reliability and integration of workforce data, systems and streamlined planning models that inform short, medium and long-term planning and management of the workforce
- » improve the capacity, accessibility and sustainability of the health workforce to support services in regional, rural and remote areas.

Collaboration

We will continue to partner with health sector stakeholders and work to align our priorities to ensure we are focussing on the strategies that provide the greatest benefits.





The future health workforce

The future workforce must be effectively led, engaged and empowered through a culture of health consumer-centred care, and supported to identify barriers, improve systems and safely initiate environments that improve outcomes for patients.



Defining the future workforce

We will empower the workforce with an environment where capability, autonomy and motivation can flourish to better enable the delivery of progressive and safe services for health consumers.

In the evolving environment, the healthcare workforce will need to adopt new models of care, and develop new skills, roles and ways of working.

Contemplating the future of healthcare service delivery, the following image of a contemporary, health workforce emerges. This workforce:

- » notices what health consumers need and prefer, and safely responds
- » is adaptable, agile, resilient and digitally competent
- » works to their optimum scope of practice
- » is clinically and culturally capable
- » embraces professional learning and development
- » invests in personal wellbeing
- » contributes to a positive and energetic workplace culture.

Workforce aspirations

We will work to understand our future workforce, who they are and their needs and aspirations.

We will be mindful that the emerging workforce may be differently motivated from previous generations, requiring different opportunities for skills development, meaningful work, flexible employment conditions, greater career mobility and enhanced work-life balance.

Digital literacy and adaptability to change will be key skills for the future.

The culture imperative

We will strive to build workplace cultures that give life to a satisfied, supported and engaged workforce, committed to delivering unparalleled standards of consumer care.

We recognise the fundamental role that culture plays in our work environments, the way we work, and on patient outcomes.

We are committed to the integral role we must play in building a positive culture across the health sector.



Goals

As we work to deliver our vision for the future health workforce for Queensland, we will aim to:

- » lead the continuing growth of a capable, responsive and sustainable health workforce for Queensland
- » support the development and leadership of workplace cultures that empower staff to work in an adaptable, professional manner, placing health consumers at the centre of service delivery
- » implement optimal approaches to job and workforce design to streamline and improve the quality, safety and efficiency of the health consumer experience
- » expand on our contemporary approaches to workforce planning and management, attraction and retention
- » grow our role in clinical education, training and professional development
- » build sustainable, insightful and integrated workforce planning through the improved use of data, information and technology across the state's health system
- » advance relevant workforce priorities to the national health agenda
- » initiate and maintain collaborative relationships to address systems issues to improve workforce agility, efficiency and opportunity
- » align workforce, technology and location strategies across the health system to achieve an appropriate balance between the needs of health consumers and the effective and efficient use of resources.

We are committed to leading, supporting and progressing initiatives that position our future health workforce to be skilled and responsive to patient needs; sensitive to the role of emerging technologies and changing models of care; and delivered efficiently with the best use of resources.

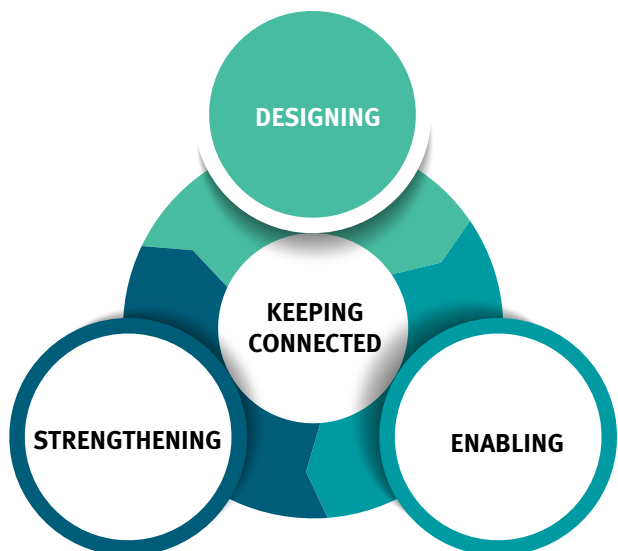


Focus areas

1. Designing the workforce

Healthcare tasks, roles, and teams are constructed in smart, safe and innovative ways. Workforce models harmonise with service models, digital innovation, workforce supply and the needs of a dispersed population.

Effective, contemporary design can be seen in efficient, interdisciplinary, team-based practice. System enhancements enable optimised roles and new workforce designs to flourish.





Good workforce design enables adaptability and flexibility in responding to rapidly changing environments and settings, and incorporates tests for continuing effectiveness, relevance, quality and safety.

Workforce supply limitations, financial pressures on healthcare and changing disease patterns now require the health workforce to work differently—both to optimise health outcomes and to achieve value for money.

Smarter, innovative, more efficient workforce models need to take the place of traditional workforce planning and management. Interdisciplinary practice, new roles, optimised scope, task redistribution, delegation and virtual teams offer skills development opportunities, as well as more flexible, responsive service delivery alternatives.

Innovative and adaptable workforce management and employment practices will be key enablers in overcoming the challenges of remoteness and Queensland's geographically-dispersed population.

The logical use of the assistant and technical workforce will create opportunities for vocational education and training (VET) sector-educated health careers in healthcare.

Workforce optimisation efforts will need to occur in collaboration with service planners to ensure requirements for multidisciplinary care are met. Additionally, education and regulatory systems need to be responsive to emerging requirements for workforce design and jobs of the future.

To maximise opportunities for success, workforce designs must be supported by appropriate clinical governance models to ensure that quality standards are maintained.

Strategies for action

OBJECTIVE	STRATEGIES
<p>1.1</p> <p>Optimise scope of practice for clinical roles in the context of the patient journey and patient safety.</p>	<p>1.1.1 Consult, assess and recommend changes to address systemic barriers to scope optimisation for identified roles.</p> <p>1.1.2 Implement education, policy, governance and transitional processes in preparation for systems changes.</p> <p>1.1.3 Introduce, monitor and evaluate identified systems changes to optimise scope and monitor application.</p>
<p>1.2</p> <p>Ensure effective use of the assistant and support workforce.</p>	<p>1.2.1 Identify opportunities and develop targeted strategies to increase use of the assistant clinical workforce.</p> <p>1.2.2 Implement identified redesign, and education-based initiatives and address cultural barriers.</p> <p>1.2.3 Embed professional development and career pathways for the assistant clinical workforce.</p>
<p>1.3</p> <p>Implement workforce design solutions that support and enable responsive healthcare service delivery.</p>	<p>1.3.1 Develop a rural and remote workforce strategy that identifies measures targeting rural and remote workforce responsiveness.</p> <p>1.3.2 Develop or identify, and showcase, successful workforce models that support integrated, rural, remote, and/or Indigenous healthcare.</p> <p>1.3.3 Develop a framework for use by health service providers to undertake workforce redesign, incorporating culture change and training.</p> <p>1.3.4 Define an optimal balance and workforce mix, and enable clear planning to achieve this across the health sector.</p>
<p>1.4</p> <p>Ensure emerging service and workforce models reflect effective supply pathway management.</p>	<p>1.4.1 Link service, workforce, technology and resource planning to enable enhanced integration of strategies.</p> <p>1.4.2 Utilise workforce data and integrate workforce planning into supply pathways.</p> <p>1.4.3 Formalise planning links and develop access to integrated data.</p>
<p>1.5</p> <p>Support and enable interdisciplinary practice.</p>	<p>1.5.1 Research and consult to leverage opportunities for interdisciplinary care and develop models for action.</p> <p>1.5.2 Secure support for interdisciplinary models and work with education providers to implement integrated programs.</p> <p>1.5.3 Embed and evaluate interdisciplinary practice models.</p>

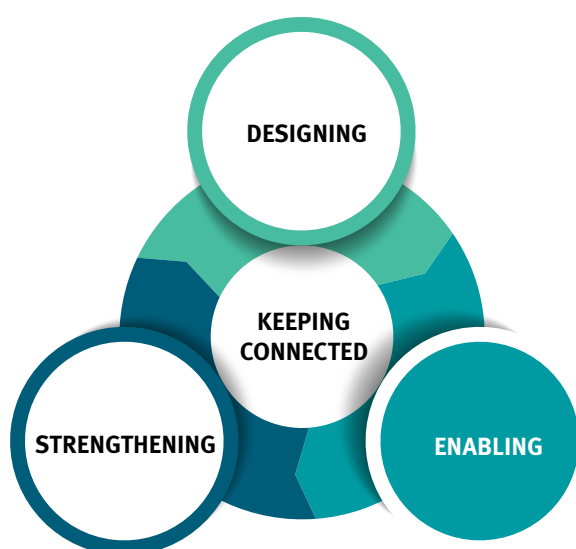


Measures of success

- » Systemic barriers preventing practitioners in identified healthcare roles from working to optimum scope of practice are understood and addressed.
- » Utilisation of the health assistant and support workforce is improved through better role and team role definition, capability building and career pathway development opportunities.
- » Effective workforce design, in conjunction with knowledge and management of workforce supply, ensures workforce responsiveness.
- » Workforce models respond and adapt to changing healthcare service locations, settings and models of care.
- » Interdisciplinary education and care models are implemented across identified service settings.

2. Enabling the workforce

Innovative, streamlined work practices are supported by effective legislative, regulatory, policy and funding frameworks. Employment arrangements promote workforce quality, flexibility, and sustainability. Contemporary workforce data systems enable evidence-based workforce planning.



Effective workforce planning aims to influence systemic and environmental factors to enable and not restrict or impede flexibility. Key areas for action include:

- » connecting service delivery across the health sector by removing legislative, regulatory and policy barriers
- » reviewing industrial and employment restrictions on flexible practice
- » establishing robust workforce data and planning systems that are integrated with service, capital and technology planning.

Existing systems have evolved to provide the framework for health service delivery that we have today. There are now opportunities to review and modernise aspects of these systems to ensure their continued relevance and effectiveness. This includes:

- » regulation that is out of step with professional practice, and the optimisation of scope of practice
- » restrictive funding arrangements for medical services and prescriptions
- » rigid referral pathways.

Collaborative effort is required to challenge systemic barriers and embed contemporary, integrated service, practice and training models.

The complexity of the industrial relations and employment regulatory environment inhibits opportunities to embed an agile, engaged workforce. Breaking down traditional practice boundaries, streamlining classification structures, and introducing productivity-based incentive schemes are enablers of enhanced workforce capacity and flexibility.

Workforce data and planning systems need to provide comprehensive, valid, and integrated workforce data to provide a reliable basis for modelling and forecasting.

The ongoing development of systems that inform decision-making will enable the development, monitoring and evaluation of effective strategies and targeted initiatives that support workforce sustainability and enable the growth of a diverse workforce that reflects the population it serves.

Strategies for action

OBJECTIVE	STRATEGIES
<p>2.1</p> <p>Develop legislative and regulatory systems that enable workforce redesign and support innovative and streamlined work practices.</p>	<p>2.1.1 Establish priorities for reform and construct process models to clarify, analyse and progress the simplification of identified systems in support of role reform.</p> <p>2.1.2 Implement and monitor effectiveness and implications of reforms, including for increased workforce mobility, generalist careers, retraining and retention.</p> <p>2.1.3 Evaluate systems changes and identify opportunities for further targeted reforms to streamline workforce models and support role redesign.</p> <p>2.1.4 Implement the legislative and regulatory systems required to enable sector-wide workforce changes to be realised quickly and effectively.</p>
<p>2.2</p> <p>Promote funding reform to support workforce effectiveness.</p>	<p>2.2.1 Consult to identify and confirm funding system barriers and enablers to workforce reform and establish priorities to progress through the national health agenda.</p> <p>2.2.2 Drive and support national collaborative efforts for values-based funding models that promote consumer-centred care, including incentivising collaboration and service integration.</p> <p>2.2.3 Maximise opportunities to work with stakeholders to implement connected service delivery during the reform process.</p>
<p>2.3</p> <p>Encourage employment arrangements that promote workforce quality, flexibility and sustainability.</p>	<p>2.3.1 Construct industrial and employment arrangements to optimise workforce flexibility and responsiveness.</p> <p>2.3.2 Progress employment models that demonstrate effective utilisation of the workforce.</p> <p>2.3.3 Showcase new workforce models.</p> <p>2.3.4 Embed, where appropriate, contemporary and fit-for-purpose workforce models.</p> <p>2.3.5 Lead culture change initiatives that promote employment adaptability, flexibility and responsiveness in consumer care.</p>

Strategies for action

OBJECTIVE	STRATEGIES
<p>2.4</p> <p>Enhance access to reliable, timely, comprehensive workforce data for planning and strategy development.</p>	2.4.1 Advocate for the further development of national, streamlined workforce data collection systems, with accompanying principles for access and use.
	2.4.2 Collaborate with health, education and professional bodies to improve data recording and reporting for non-registered clinical workforce groups, and for VET and university health programs.
	2.4.3 Develop and provide a model for contemporary systems for the recording of capability, training, recruitment, supply and succession data.
	2.4.4 Position workforce planning infrastructure to enable the integration of internal, external and new data sets.
	2.4.5 Enable complex and strategic workforce decisions to be made in real-time using readily available information and data and insight into the complete clinical workforce health sector.
	2.4.6 Use improved workforce planning infrastructure to test 'proof of concept' workforce approaches outside of the current paradigm.
<p>2.5</p> <p>Improve standardisation and consistency in workforce planning methodologies.</p>	2.5.1 Advocate for the development of national, consistent workforce planning methodologies, including national standards and principles.
	2.5.2 Drive the development of contemporary systems that integrate/ interface multiple data sets for connected planning.
	2.5.3 Embed a comprehensive, scalable and agile workforce planning framework that drives dynamic and tailored optimisation, and delivers timely responses.



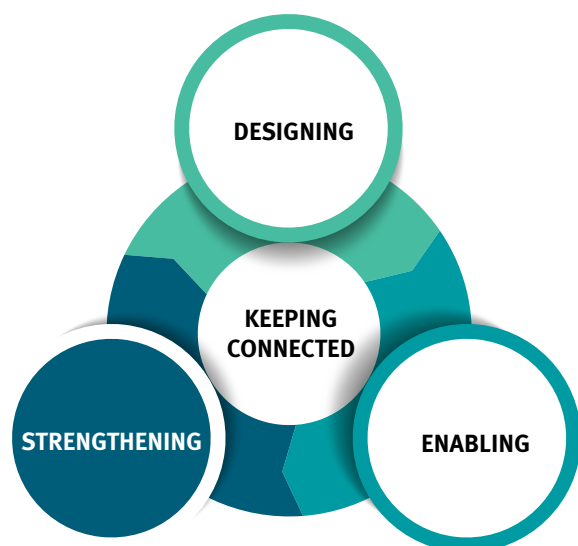
Measures of success

- » Workforce effectiveness is increased through the application of legislative and regulatory enablers of innovative and streamlined workforce practices.
- » Funding models enable responsive practices.
- » Industrial, regulatory and cultural change supports the implementation of flexible, innovative employment models founded on responsive, consumer-centred care.
- » Comprehensive, reliable, timely workforce data is available and accessible for key clinical roles.
- » Health workforce planning provides processes, principles and conventions to support workforce planning at all levels.

3. Strengthening the workforce

Connections between stakeholders in healthcare, education, training and professional development are strengthened, optimising responsiveness to changing sector requirements. Educational pathways and clinical practice programs are streamlined and enhanced.

Healthcare sector workplaces prepare and develop existing and emerging leaders to cultivate supportive, efficient and sustainable workplace cultures.



A capable, well-organised and engaged health workforce underpins the delivery of safe, high-quality healthcare. Capability and professional development, cultural enhancement, and effective health sector leadership will contribute to strengthening the health workforce.

Health services, education and training providers, and regulation and accreditation bodies, play key roles in the system that educates, supports and develops the health workforce over time. Our efforts will need to focus on collaboration and the development of contemporary education models and funding arrangements that support integrated, responsive healthcare.

Through collaboration and communication, we can ensure that health programs and their delivery continue to be relevant and appropriate. We can also contribute to the development of curricula that are responsive to changing practices and healthcare settings and roles.

Workforce planning efforts must identify and respond to the capability requirements of the future workforce. In addition to established and emerging professional skill sets, key skill domains will include adaptability, resilience and interpersonal communication. Digital literacy, cultural capability and personal wellbeing will also feature in a strong workforce.

Active culture change will be a critical part of a successful workforce redesign and reform process. Strong leadership and workforce empowerment will underpin workplace cultures characterised by strong workforce engagement and quality, health consumer-centred care.

Strategies for action

OBJECTIVE	STRATEGIES
<p>3.1</p> <p>Improve integration of the healthcare and education sectors to align supply to future jobs and strengthen health careers and consumer care.</p>	<p>3.1.1 Collaborate with education providers and accreditation bodies to maximise flexibility and enhance program responsiveness to emerging health sector requirements.</p> <p>3.1.2 Strengthen clinical education and training placements through more streamlined processes, greater consistency, increased support and extended learning opportunities.</p> <p>3.1.3 Partner with education providers and accreditation bodies to implement interdisciplinary education, generalist career options and contemporary education pathways.</p> <p>3.1.4 Promote careers in health through collaboration with high schools, VET sector and universities.</p> <p>3.1.5 Develop and implement an education and training framework that establishes principles and processes, and supports regional, rural, remote and urban practice.</p>
<p>3.2</p> <p>Support equitable access to structured continuing professional learning and development opportunities.</p>	<p>3.2.1 Examine the merits of establishing a statewide program for health education and training for Queensland.</p> <p>3.2.2 Develop programs targeting key future health skills, e.g. digital literacy, preventive health, adaptability and resilience.</p> <p>3.2.3 Develop learning and development pathways across clinical professions, and establish succession planning programs.</p> <p>3.2.4 Embed a culture of continuing professional learning and development across clinical and non-clinical professions.</p>
<p>3.3</p> <p>Achieve improvements in <i>Closing the Gap</i> through a focus on building cultural capability of the workforce.</p>	<p>3.3.1 Implement an Aboriginal and Torres Strait Islander Health Workforce Strategic Framework to enhance Indigenous representation in the health workforce.</p> <p>3.3.2 Expand cultural capability through evidence-based, targeted training in Indigenous healthcare.</p> <p>3.3.3 Increase opportunities for Indigenous employment in clinical roles, and provide enhanced leadership and integration support for these roles.</p>

Strategies for action

OBJECTIVE	STRATEGIES
3.4 Implement cultural change through strong, contemporary approaches to leadership and workforce empowerment.	3.4.1 Build positive workplace cultures founded on safe, high-quality, consumer-centred care, innovation and workforce wellbeing, retention and satisfaction.
	3.4.2 Expand health sector leadership programs to facilitate the expansion of positive cultures.
	3.4.3 Consolidate and expand management development programs for clinicians.
	3.4.4 Implement a coaching and mentoring program for clinical leaders.
	3.4.5 Lead the development of a health sector wide leadership and mentoring development framework for future clinical leaders.
3.5 Drive improvements in workforce health, safety and wellbeing.	3.5.1 Support workforce safety and wellbeing through education, lifestyle and support programs.
	3.5.2 Evaluate and expand programs in line with established outcomes and culture change priorities.
	3.5.3 Integrate workforce culture imperatives into health sector leadership and planning.
3.6 Develop and embed contemporary approaches to attraction, retention and rewards.	3.6.1 Position the Queensland health sector to attract a high-quality workforce, and to meet skills requirements in priority areas and critical jobs.
	3.6.2 Define career pathways including aligning professional development and targeted training.
	3.6.3 Develop and showcase a range of flexible and tailored recognition, reward and retention options.



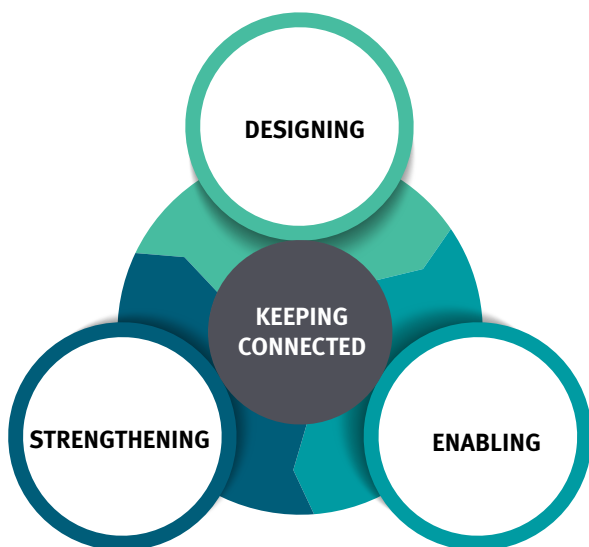
Measures of success

- » Collaborative partnerships between the healthcare and education sectors enable integrated, responsive education program delivery, optimisation of clinical placements and increased attractiveness of health sector education and career pathways.
- » A strong culture of continuous learning and development is embedded across the health sector, and is supported by contemporary, streamlined processes.
- » Enhanced workforce cultural capability is reflected in improvements in *Closing the Gap* indicators, and supported by the increased participation of Aboriginal and Torres Strait Islander peoples in the health workforce.
- » Contemporary leadership, workforce empowerment, and consumer-driven healthcare drive cultural change and increased workforce satisfaction.
- » Improvements in the health, safety and wellbeing of the health workforce lead to greater workforce capacity, levels of engagement and satisfaction, and have a positive effect on the quality of health consumer care.
- » Critical workforce gaps are managed effectively, including in rural and remote settings.

4. Keeping connected

Strong relationships between health workforce stakeholders enable information sharing and the cultivation of a common understanding about priority issues.

A culture of partnering and integration leads to the breaking down of silos and the development and ownership of shared solutions.



Health sector stakeholders in Queensland represent a complex network of organisations and individuals working to provide, enable and support the delivery of safe, high-quality health services. Each brings a different approach, a unique expertise, but a similar objective.

This strategy will build stronger connections between stakeholders in order to harness the diverse and valued perspectives available. This will facilitate the systemic commitment required to support the future workforce and future service delivery.

Strong partnerships already exist across the sector, and others continually evolve. We will harness the strength of these partnerships to establish processes for consultation, engagement, joint problem solving, and the development of agreed positions on identified workforce issues. This approach to a stronger culture of engagement and integration will benefit both the sector and health consumers.

It is proposed to formalise the opportunity and means that stakeholders can take an active role and make a direct contribution to strategic workforce planning activities across the health sector.

Connections must be nurtured across strategic, tactical, operational, and functional workforce planning to ensure consistency.

Queensland Health will continue to partner with other Queensland Government agencies and health agencies in other jurisdictions to contribute to the national health agenda and continue to drive national reforms that promote innovation, sustainability, and safe consumer-driven care.

Strategies for action

OBJECTIVE	STRATEGIES
<p>4.1</p> <p>Grow connections between health workforce stakeholders.</p>	4.1.1 Undertake stakeholder mapping and determine appropriate platforms for enhanced connection, including committees, forums and digital mechanisms.
	4.1.2 Implement an information sharing system which supports and enables integrated stakeholder engagement and partnering.
	4.1.3 Monitor and evaluate engagement systems and identify opportunities for enhancement.
<p>4.2</p> <p>Develop position statements on key strategic workforce issues.</p>	4.2.1 Consult to develop positions on targeted workforce issues such as workforce distribution, workforce funding models, use of standardised workforce models, and rural and remote workforce models.
	4.2.2 Test proposed strategic positions with stakeholders, and implement position statements.
	4.2.3 Review and update established workforce systems and initiatives in light of formalised strategic positions.
<p>4.3</p> <p>Enable stakeholders to contribute to and inform implementation of the health workforce strategy.</p>	4.3.1 Develop and implement a structured program of communication, consultation and engagement, including a schedule of regular stakeholder forums.
	4.3.2 Formalise links with local and regional workforce planning activities to enable connected planning.
	4.3.3 Utilise established forums to monitor and evaluate the progress and outcomes of strategies.
<p>4.4</p> <p>Align individual entity workforce plans with the health workforce strategy.</p>	4.4.1 Maintain insight into existing, new and emerging sector-wide workforce issues.
	4.4.2 Position strategies, initiatives and directions to be contemporary and compelling in achieving whole of health sector and individual entity objectives.
	4.4.3 Achieve transparency in the prioritisation of health sector workforce issues and needs.
	4.4.4 Align individual entity workforce strategies, plans and initiatives with broader health sector workforce priorities.



Measures of success

- » Connections between health workforce stakeholders are strengthened and maintained through mechanisms to engage, share information, integrate activities, combine effort and minimise duplication.
- » The position of the Queensland health system on a range of key strategic workforce issues is developed, confirmed, articulated, and implemented through consultation and engagement.
- » Stakeholders contribute to the implementation of the health workforce strategy through ongoing communication, consultation and engagement.



Implementation

This health workforce strategy provides a framework that unites a broad range of objectives, opportunities and pathways for workforce planning across Queensland's health system. As with any strategy, the implementation pathway will be critical.

The strategies for action offer a clear pathway to realise our vision and priorities for the future health workforce.

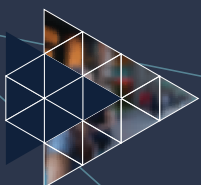
As we proceed with implementation, we will maintain the same consultative and collaborative approach that has characterised the development of the strategy. We will also retain our clear focus on consolidation, innovation and improvement as we work to build the health workforce for the future.

We will establish governance and review mechanisms to guide implementation and ensure that our strategies continue to represent responsive, best practice solutions in emerging contexts. This will include the ongoing development and refinement of specific implementation plans and approaches that can evolve and respond to the changing nature of health service delivery.

We will monitor our progress in relation to the commitments that we have articulated, and examine our success in line with the measures proposed.

We will utilise our *Keeping connected* strategies to enhance communication with all health sector workforce stakeholders, to align our efforts and to enable collaboration and partnering as we work to implement the full range of documented strategies.

Queensland Health is committed to implementing this health workforce strategy and recognises the great opportunities ahead to empower and build a strong future health workforce for Queensland.



Advancing health service delivery through **workforce:**

A strategy for Queensland 2017–2026



Queensland
Government