Department of Health
Strategic Plan 2025–2029

This strategic plan was reviewed October 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 are 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

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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.
- Reduction 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.
- Downward trending conversion rate in measuring and monitoring injury severity arising from occupational violence incidents.

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.
- Provide system stewardship of the health workforce by setting policy, standards and assurance frameworks that enable a capable, sustainable, and future-ready Queensland Health workforce.

Sustainability

What we want to achieve

Strong management of resources delivers maximum healthcare value for Queensland patients.

What success looks like

- Cumulative financial savings realised through energy and other resource efficiency measures supported by the Emissions Reduction Program.
- Maintain or improve weighted activity units per full-time employee.
- Workforce affordability.

How we'll achieve our objectives

- Make sustainable resource utilisation a key consideration for organisational governance in decision-making, while maintaining focus on safety and quality.
- Develop and implement fiscally responsible services and practices.
- Identify and optimise revenue generation opportunities to enable further investment in healthcare services.
- Enhance financial stewardship by identifying savings opportunities and reinvesting realised benefits into services that contribute to improved patient outcomes and healthcare innovation.
- Formulate actions to continue engagement and collaboration with the Commonwealth and other stakeholders from interfacing systems, including aged care, NDIS, and primary care sectors, to mitigate demand pressures on the public health system.
- Provide effective stewardship of labour and external workforce expenditure to ensure resources are aligned to service needs, workforce sustainability and the delivery of patient care.
- Active monitoring of the cost per weighted activity unit (WAU) to ensure focus on productivity of service delivery.

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 percent 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.
- 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.
- Utilise health needs assessments to inform targeted investment in prevention, screening and early intervention initiatives, ensuring resources are directed to areas of greatest need and reducing avoidable high-acuity demand.

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 percent 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

- 100% of capital maintenance funding distributed equitably through the approved Timely Investment Infrastructure Maintenance funding model, relying upon Queensland Health's financial asset data to effectively prioritise funding to assets at end of useful life.
- 100% of annual capital maintenance funding expended against approved investment priorities.
- Expand coverage of the integrated electronic Medical Record (ieMR) across facilities.
- Increase the number of rural and remote staff accommodation buildings with internet services connected.

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.
- Strengthen facility planning and functional design processes to inform infrastructure requirements that maximise value from capital investment.

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.

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