

4. Investing, innovation and planning for the future

Objectives

- A lasting commitment to collaborative effort and improvement will provide Queenslanders with a world-class healthcare system.
- A simplified employment and industrial relations environment.
- A highly-skilled, capable and sustainable workforce with access to flexible opportunities for employment.
- New opportunities to promote and review infrastructure investment.

Key performance indicators

- Timeliness of industrial relations dispute management processes.
- Percentage of HHSs achieving performance improvements per annum.
- Rate of satisfactory annual audits in relation to the Queensland Government Safer Healthier Workplaces Standards.
- Number of capital projects delivered on scope, time, cost and quality with a variance to budget of less than five per cent.
- Sustainability scenarios developed and costed, and used to inform policy advice to the Minister.

Collaboration and improvement to provide a world-class healthcare system

The department is committed to driving high quality healthcare and continuous improvement. The challenge as the main provider of public health services is the safe provision of quality services across Queensland and across the diversity of needs within the annual budget. This challenge is being met through a strong commitment and focus on local decision-making and collaboration with service partners, including HHSs, to contribute to a world-class health system in Queensland.

Health Innovation Fund

The department established the Health Innovation Fund to support improvements in health service delivery and patient care by providing grants for one to three years for innovative proposals with the potential for statewide application. A governance process for the fund was established, including an innovation board and expert advisory panel, which includes representatives from outside Queensland.

A total of 66 applications for funding were received from across the state in 2012–13. Successful applicants will be notified in 2013–14.

Biopharmaceutical research

The Translational Research Institute is a joint initiative of Queensland Health, the University of Queensland, Queensland University of Technology and the Mater Medical Research Institute to improve and enhance the translation of medical research into greater patient services and care.

Based in South Brisbane, the institute is the only one of its kind in the southern hemisphere intended for biopharmaceutical research, discovery, and production and testing. Work on the facility commenced in July 2010 and practical completion was reached in May 2013.

A simplified employment and industrial relations system

Queensland Health's current industrial system is highly complex, encompassing nine awards, six certified agreements and 189 HR policies covering more than 64,000 full-time equivalent staff. The *Blueprint for better healthcare in Queensland* outlines a program of industrial reform, which includes a simplified award system and better wages and conditions for Queensland Health staff.

In 2012–13, the department commenced research into possible models for the implementation of a more flexible and easy to understand employment and industrial relations system that facilitates local decision making.

The *Industrial Relations Act 1999* was amended to provide consistency across industrial instruments on matters of contracting out services, permanent employment and organisational change. As a result of these amendments, Queensland Health's organisational change processes were significantly reformed to allow implementation of structural changes in a more efficient and timely manner. The department partnered with HHSs in providing strategic employee relations solutions to suit local service delivery needs, including change management and dispute resolution.

During 2012–13, the following enterprise agreements were certified:

- *Nurses and Midwives (Queensland Health) Certified Agreement (EB8) 2012*
- *Medical Officers' (Queensland Health) Certified Agreement (No. 3) 2012.*

A highly-skilled, capable and sustainable workforce

The department is committed to maintaining a highly-skilled, capable and sustainable workforce. This challenge is being met through a strong commitment to more flexible workforce models, a focus on recruitment in rural and remote areas, closer engagement with clinicians, and improved workforce development and training strategies.

Flexible workforce models for allied health professionals

The Allied Health Professions' Office has developed a suite of tools based on best available evidence to support the use of allied health professionals in flexible workforce models.

These include:

- *Allied Health Advanced Clinical Practice Framework*
- *Allied Health Prescribing Framework*
- *Guidelines for Allied Health Professionals Requesting Pathology Tests.*

These resources have been developed to enable HHSs to improve the use of the allied health workforce to contribute to improved patient flow, increased access to treatment and enhanced service efficiency.

Building a sustainable workforce for rural and remote sites

The Office of the Principal Medical Officer administers the annual statewide recruitment campaign for all junior medical staff to facilitate HHSs to recruit a highly skilled and capable medical workforce, and to enable the development of a sustainable workforce into the future.

In 2013, a total of 4602 junior medical staff were offered a position within the public healthcare sector. This includes 683 intern positions and 3919 resident medical officer positions, which exceeds the number of positions offered in previous years. Between 2011–14, 80 per cent of the growth in intern positions was allocated to regional and rural hospitals.

The Office of the Principal Medical Officer is further enabling the growth of a highly-skilled, capable and sustainable workforce by supporting the vocational training pathways for intensive care, adult medicine, paediatrics and child health, geriatric medicine, and palliative medicine. This has improved both the quality of, and capacity for, training positions across Queensland, particularly in rural and remote Queensland.

The Allied Health Professions' Office of Queensland has introduced two key programs to build a sustainable and capable allied health workforce in rural and remote sites.

The Allied Health HP3 to HP4 Rural Remote Development Pathway is a HR and workforce development strategy which supports rural and remote services to recruit early career professionals and enables these professionals to rapidly develop the skills required to practice in rural and remote settings. The pathway includes a framework which can be individualised to meet both clinician and service needs and a range of learning and support resources to enhance the development of practice capabilities.

The Rural and Remote Allied Health Priority Transfer Scheme (RRAHPTS) was designed to reduce or eliminate the perceived negative impacts of rural and remote allied health positions on career mobility and progression. RRAHPTS allows eligible permanent allied health employees to apply for priority transfer to a vacant position in a metropolitan, regional, rural or remote location of their preference after a designated period of service in a rural or remote setting. It is anticipated that this strategy will enhance the capacity of rural and remote services to attract allied health professionals, including those with who have a degree of professional experience. The success of this scheme will be evaluated in 2013–14.

Queensland's participation in the inaugural Voluntary Dental Graduate Year Program has provided opportunities for graduates to be placed in rural and remote locations, with planned and appropriate support and skill development opportunities.

Clinician workforce and leadership

The creation of new clinical workforce options is critical to achieving the clinical workforce in Queensland that is needed into the future. A range of leadership and management development programs is being provided to assist clinical staff to lead clinical improvement initiatives and innovation.

During 2012–13, a total of 13 leadership development programs were delivered to 235 clinical leaders including:

- Emerging Clinical Leaders Program—two programs, 46 participants
- Step Up for Registrars Program—five programs, 68 participants
- Medical Leadership in Action Program—two programs, 57 Participants
- Top 500 Program—four programs, 64 participants.

Workforce Mapping Analysis and Planning Projections System

The Workforce Mapping Analysis and Planning Projections is an online workforce planning system, provides a comprehensive, unified, effective and efficient clinical workforce planning tool. The system was implemented statewide in 2010–11. During 2012–13, the number of registered users had grown to more than 400. The system is now integrated into the planning processes of the Queensland public healthcare sector.

Development plans for Health Service Chief Executives

Following the recruitment of 17 HSCEs, development plans were produced using reports gathered from the recruitment process. These reports presented a tailored, personalised development plan for each chief executive who participated. The plans will guide the personal development of each chief executive to assist them as they lead the transformation of their HHS.

Public Sector Management Program scholarships

In 2012–13, seven Public Sector Management Program scholarships were offered to Queensland Health staff in the Leadership and Management Education Program which targets senior to middle managers and emerging leaders. The 18-month program is a joint venture between Federal, State and Local Governments and combines tertiary study with experiential learning. Upon successful completion, students are awarded a Graduate Certificate in Public Sector Management by Flinders University.

Scholarships for Australia and New Zealand School of Government programs

Two staff were offered a scholarship to participate in Australia and New Zealand School of Government programs, one in each of the Executive Fellow and Executive Master of Public Administration Programs. The Australia and New Zealand School of Government is a world leading educational institution teaching strategic management and high-level public policy.

The Queensland Government offers scholarships each year for both the Executive Fellow and Executive Master of Public Administration Programs to outstanding Queensland public sector leaders. Nominations for scholarships are endorsed by the Director-General.

Recruitment services

In 2012–13, limited recruitment activity took place as a result of a wide-scale separation program undertaken across the Queensland Government. As part of organisational transformation activities to streamline corporate functions, responsibility relating to operational recruitment was progressively transferred to HHSs.

The department continues to:

- maintain recruitment systems for Queensland Health, including an online attraction presence (the *Work For Us* website—www.health.qld.gov.au/workforus) as a single point of reference for all roles within Queensland Health
- provide strategic advice on recruitment and selection initiatives and assistance to HHSs to develop capability for recruitment and selection activity
- maintain and review guidelines, forms, templates and policies that assist HHSs to recruit effectively
- support recruitment of Queensland Health’s most senior executives and critical talent
- support Queensland Health-wide recruitment efforts, including nursing and graduate recruitment campaigns, by providing expertise and recruitment management systems to deal effectively with large volume recruitment activities.

Pre-employment screening

Queensland Health is committed to screening potential new employees to maintain the absolute integrity of the workforce and to reduce the risk of internal fraud and other illegal activities that may affect public confidence. During 2012–13, 15,835 pre-employment screening activities were carried out. These activities comprised 11,208 criminal history checks, 4157 aged care checks and 470 Blue Card or Corrective Services screening processes. Of these assessments, approximately 1.5 per cent of applicants were identified as potential risks and referred for further review regarding employment suitability.

New opportunities to promote and review infrastructure investment

In 2012–13, \$1.626 billion was invested in new capital acquisitions across Queensland Health. The Queensland Institute of Medical Research also invested \$21.8 million. Queensland’s investment in health infrastructure includes three new tertiary hospitals to be delivered by 2016—the Gold Coast University Hospital (\$1.76 billion, due for completion in September 2013), the Queensland Children’s Hospital (\$1.43 billion, due for completion in late 2014) and the Sunshine Coast Public University Hospital (\$1.87 billion, including capitalised interest, due for completion in 2016).

The department's Capital Infrastructure Program includes more than 100 projects across a broad range of health infrastructure, including community health centres, hospitals, health technology, pathology, research and scientific services, mental health services, residential care, staff accommodation and ICT. Other projects include the capital redevelopments at Cairns, Mackay, Mount Isa, Rockhampton and Townsville Hospitals. These projects represent a total investment of \$1.408 billion.

The 750-bed Gold Coast University Hospital is part of a major expansion of health services for South East Queensland. The hospital will feature leading edge technology and will be one of the state's largest clinical teaching and research facilities, providing specialised health services that meet the needs of patients and the learning requirements of students. The hospital design incorporates future-proofing initiatives that provide the ability for the facility to expand by around 60 per cent and caters for changing models of care and technology.

The Queensland Children's Hospital is the largest single capital investment in children's health services in Queensland. The hospital will be a purpose-built facility and once completed, will be the major specialist children's hospital for the state, providing clinical, educational and support services to the statewide network of children's health services.

The Sunshine Coast Public University Hospital is the centrepiece of a network of health services offering a comprehensive range of community and primary healthcare for the Sunshine Coast. The hospital represents the department's first PPP hospital project. Key features of the hospital include a comprehensive cancer centre, specialised trauma service, neurosurgery, cardiac surgery, maxillofacial surgery, vascular surgery, orthopaedics and interventional cardiology. The hospital will open in late 2016 with 450 beds and expand to a 738 bed facility by 2021. Other services and facilities on the Kawana Health Campus site will include a skills, academic and research centre, 3500 parking spaces and a co-located private hospital. The first of two stages of design development have been undertaken and initial construction works have commenced on the site.

The department's contestability reforms also have the potential to change infrastructure investment by strengthening and expanding the health system through partnerships with the public, private and non-government sectors. By aligning contestability review outcomes with infrastructure planning and asset usage there is an opportunity to significantly reduce the cost of delivering health infrastructure investment and to realise one-off savings. In addition, through arrangements with the private and not-for-profit sectors, the cost of delivering health infrastructure can be significantly reduced.

Community engagement

The department will continue to engage with partners to develop collaborative and proactive solutions to meet the health needs of Queenslanders, now and into the future. Community engagement has continued to be a high priority throughout the construction stage of the Gold Coast University Hospital. The project's stakeholder advisory group—comprising members that represent the local community, universities, health service providers and local

business—have been meeting every two months with executive team members of the project team. A community advisory group has been engaged to provide input to a number of aspects for the project, including art, wayfinding and prototype patient rooms. A number of community open days have been held, including exclusive opportunities to tour buildings as they achieve practical completion, in addition to presentations made to local community groups.

Static displays in shopping centres and libraries provide further project information to members of the general public. The Gold Coast University Hospital project website (www.health.qld.gov.au/goldcoasthealth) continues to experience high volumes of traffic and includes functionality to direct general enquiries to members of the project team.

The Queensland Children’s Hospital project team regularly engages with the local and broader community to ensure they are kept informed about the project, including its benefits, future services and amenities, key construction milestones and activities, and planning for the move into the new hospital in late 2014. The project team met every two months with its community liaison group to provide representatives of the community with information about the construction of the hospital and its full program of works. The team also provided presentations to stakeholder groups about the hospital and its progress towards opening in late 2014. Program updates were distributed to 2500 residents and small businesses in South Brisbane on a quarterly basis.

The last major concrete pour on the Queensland Children’s Hospital site took place in March 2013, marking external structural completion of the building. To acknowledge this project milestone Lawrence Springborg, Minister for Health, and Children’s Health Queensland Chief Executive, Dr Peter Steer, toured the hospital site and officially handed over eight signature boards to the managing contractor. In April 2013, these signature boards, which had been signed by more than 300 Children’s Health Queensland and Mater Children’s Hospital staff, patients and their families, were installed within the walls of the hospital on level 2, next to the future cafeteria—thus becoming a permanent fixture in the building.

The Sunshine Coast Public University Hospital has enjoyed the input and advice of its community reference group which is comprised of representatives of the local community and community interest groups.

In addition, a community liaison group is being established to address the impact of the construction of the Sunshine Coast Public University Hospital on the local community and the Sunshine Coast HHS is establishing a range of consumer groups which will have input into specific aspects of the hospital’s design.

Regular community engagement and consultation activities have been undertaken at each of the large hospital redevelopments in Cairns, Townsville, Mackay, Rockhampton and Mount Isa, Logan and Ipswich.

The Mental Health Capital Works Program—Stage 2 will deliver five mental health community care units across the state. Significant community consultation regarding the design and location of the facilities will be undertaken as part of the process.

Rural and Remote Infrastructure Rectification Works Program

The Rural and Remote Infrastructure Rectification Works Program was announced by the Minister for Health in August 2012 and targets the critical and essential infrastructure needs of 12 rural and remote hospitals to improve and upgrade health services in country areas and prolong the useful life of the facilities. The facilities at Thursday Island, Mareeba, Atherton, Charters Towers, Ayr, Sarina, Longreach, Emerald, Biloela, Kingaroy, Charleville and Roma received a share of \$51.58 million in funding to undertake prioritised works following the publication of preliminary infrastructure planning reports in 2010. The program strengthens the commitment to improving health services in rural, regional and remote areas.

Redevelopment of the Royal Children's Hospital site

The department completed a preliminary assessment to determine alternate health-related uses for the Royal Children's Hospital site. This assessment concluded that a planned procedure centre was the preferred health-related option for the site.

Projects Queensland, in conjunction with Queensland Health, is developing a business case for a planned procedure centre on the site which is due for submission in October 2013.

Infrastructure completed in 2012–13

Queensland Health's Capital Works Portfolio includes more than 100 projects, ranging from the delivery of new tertiary hospitals on greenfield sites to the expansion and refurbishment of smaller regional hospitals and community-based facilities across the state. Projects completed in the 2012–13 financial year include:

- Mental Health Redcliffe/Caboolture Acute and Secure Mental Health Rehabilitation Units (July 2012)
- Mental Health West Moreton Extended Treatment Unit (July 2012)
- Robina Hospital Expansion (July 2012)
- Mackay Hospital Mental Health Unit (August 2012)
- Croydon Primary Health Care Centre and Staff Accommodation (August 2012)
- Forsyth Primary Health Care Centre and Staff Accommodation (August 2012)
- Redland Hospital Emergency Department (September 2012)
- Toowoomba Hospital Subacute Services Expansion Stage 1—Clinical (September 2012)
- Townsville Hospital Neo-natal Intensive Care Unit (October 2012)
- Translational Research Institute—Stage 1 TRI Building (November 2012)
- Mackay Base Hospital Redevelopment—Stage 2 (November 2012)
- The Prince Charles Hospital Paediatric Emergency Services (November 2012)
- Maryborough Hospital Rehabilitation Services (December 2012)

- Bayside Mental Health Community Care Unit (January 2013)
- Logan Acute Mental Health Unit (February 2013)
- Caboolture Hospital Paediatric Emergency Services (February 2013)
- Mount Isa Regional Cancer Centre (March 2013)
- Caloundra Hospital Department of Emergency Medicine Upgrade (March 2013)
- Rockhampton Hospital Expansion—Stage 1 (March 2013)
- Injune and Surat Longer Stay Older Persons Multipurpose Health Centre Upgrades (March 2013)
- Translational Research Institute—Stage 2 Right Wing and Bio-Pharmaceuticals Australia components (May 2013)
- Thursday Island Chronic Disease Centre (June 2013)
- Southern Queensland Centre of Excellence for Indigenous Primary Health Care (May 2013)
- Caboolture Hospital Education and Skills Centre (April 2013)
- Ipswich Hospital Multi-level Carpark (May 2013)
- Logan Hospital Paediatric and Medical Outpatient Upgrade (May 2013).

National partnership agreements

The National Partnership Agreement on the Digital Regions Initiative

The *National Partnership Agreement on the Digital Regions Initiative* aimed to deliver innovative digital enablement projects supporting improved health, education and emergency services in regional, rural and remote communities throughout Australia.

The two projects funded in Queensland under this agreement were the:

- Townsville National Broadband Network Telehealth Diabetes Trial
- Princess Alexandra Hospital Online Outreach Services.

The Townsville National Broadband Network Telehealth Diabetes Trial assessed the benefits of home monitoring for people with diabetes. It examined the impacts, outcomes, benefits and costs of National Broadband Network-enabled Telehealth in Townsville. The model of service delivery included Telehealth monitoring, home management, education and support. The trial was implemented by the Townsville-Mackay Medicare Local through a service agreement with the department. Recruitment of patients to the trial was limited due to the delayed rollout of the National Broadband Network in Townsville and the trial did not yield any significant results within the timeframe of the agreement. The department's involvement in this project ended with the expiry of the agreement on 30 June 2013.

The agreement also supported the establishment of the Princess Alexandra Hospital Telehealth Centre which was officially opened on 14 November 2012. The centre is fully operational and is providing a range of medical specialist services via Telehealth to patients in 24 locations across the state. These patients attend their local hospital and are able to consult a Brisbane specialist via videoconference.

Telehealth services:

- improve access to healthcare service by encouraging and extending the use of Telehealth through remote consultations, diagnosis and treatment
- reduce patient travel and the need to spend time away from home
- provide professional support to health service providers
- reduce specialist travel and increase the number of Telehealth clinics available.

State funding has been provided to the Metro South HHS recurrently to support the operation of the Princess Alexandra Hospital Telehealth Centre beyond the end of the agreement.

This agreement expired on 30 June 2013.

National Partnership Agreement on Health Infrastructure

The *National Partnership Agreement on Health Infrastructure* provides funding to improve the health and wellbeing of Australians through the provision of high-quality physical and technological health infrastructure. Some projects under the agreement are funded through the Australian Government's Health and Hospitals Fund (HHF).

HHF was established on 1 January 2009 to invest in major health infrastructure programs that will make significant progress towards achieving the Australian Government's health reform targets and to make strategic investments in the health system that will underpin major improvements in efficiency, access or outcomes of healthcare.

Several projects have been initiated to support the outcomes of the agreement:

- Indigenous Mobile Dental Infrastructure—funding was provided to procure three suitable Drover Mobile Dental Clinics and mobile dental equipment for the provision of dental services to improve the oral health of Indigenous Australians in Cherbourg, the Torres Strait and Cape York, and surrounding communities in Queensland.
- Townsville and Mount Isa Integrated Regional Cancer Service—funding was allocated from HHF to enhance Townsville Cancer Centre's provision of integrated care across Townsville, Cairns, Mackay and Mount Isa by expanding the physical infrastructure and existing regional cancer services provided by the Townsville and Mount Isa Hospitals.

The initiative provides access to essential cancer services for people living in rural, regional and remote areas, and aims to help close the gap in cancer outcomes between Queenslanders living in metropolitan and rural and remote areas.

Operational funding to support hospital expansion is funded through a growth component in the HHS service agreement. In 2012–13, Townsville HHS received funding for 6149 WAUs equating to \$26.8 million growth funding. A portion of this growth funding, at the discretion of the HHS, will be used to support the hospital expansion. The 2012–13 weighted activity unit growth was made up of:

- 996 for sub- and non-acute patients/rehabilitation
- 911 for cancer
- 267 for mental health
- 839 for a paediatric intensive care units
- 3136 for general growth.

The Townsville Regional Cancer Centre is forecast for construction completion in February 2014 and the Mount Isa Regional Cancer Centre was completed in March 2013.

- Rockhampton Hospital Expansion—funding was allocated from HHF to expand facilities at the Rockhampton Hospital, including inpatient bed stock, operating theatres, clinical training areas and services accessibility options. Operational funding to support hospital expansion is funded through a growth component in the HHS service agreement.

In 2012–13, Central Queensland HHS received funding for 2509 WAUs equating to \$10.9 million growth funding. A portion of this growth funding, at the discretion of the HHS, will be used at Rockhampton to support the hospital expansion. The 2012–13 weighted activity unit growth was made up of:

- 1362 for sub- and non-acute patients/rehabilitation
- 661 for cancer
- 485 for general growth.

Rockhampton Hospital Expansion—Stage 1B is forecast for construction completion in December 2013.

- Digital technology for BreastScreen—funding was allocated from HHF to provide one-off capital funding for the replacement of analogue mammography machines with 20 digital mammography machines for the BreastScreen Queensland Program. Two additional mobile vans were commissioned and commenced operation in regional Queensland (Darling Downs/South West HHS and Wide Bay HHS). A new satellite screening service was also established in Browns Plains and Logan City. Implementation of the BreastScreen Queensland Picture Archiving Communication System was also completed in 2012–13.
- Central Integrated Regional Cancer Service Queensland—funding was allocated from HHF to develop three regional cancer centres in Rockhampton, Bundaberg and Hervey Bay with appropriate networking and linkages to comprehensive cancer services. The aim of the centres is to provide better access to essential cancer services for people living in

rural, regional and remote areas and to help close the gap in cancer outcomes between people living in metropolitan and rural and remote areas. The forecast construction completion dates for the centres are:

- Rockhampton Regional Cancer Centre (February 2014)
 - Bundaberg Regional Cancer Centre (March 2015)
 - Hervey Bay Regional Cancer Centre (September 2015).
- HHF 2010 Regional Priority Round Projects in Cairns and Townsville—funding was provided for investment in major health infrastructure programs that will make significant progress towards achieving the Australian Government’s health reform targets, and to make strategic investment in the healthcare system that will underpin major improvements in efficiency, access or outcomes of healthcare.

Funding outputs for Cairns Base Hospital and Townsville Base Hospital through this regional priority round includes assistance with purchase of furniture and equipment, and the construction and fit-out of a new planned procedure centre within the Clinical Services Building at Cairns Base Hospital.

The new planned procedure centre will enhance patient access to elective surgery services in the Far North Queensland and will include:

- approximately 1800 square metres of floor area
- two specific purpose procedure rooms
- pre-procedure and perioperative recovery areas (three stage recovery) with 12 beds
- outpatient consultation rooms
- reception and admissions areas
- patient change rooms/ensuites
- procedural support areas and necessary ancillary areas to function independently of the main hospital and its operating theatre environment
- easy access to clinical support services including pathology, medical imaging and pharmacy.

The Cairns Base Hospital Planned Procedure Centre is forecast for completion in April 2014 and the Townsville Hospital Planned Procedures Centre is forecast for construction completion in February 2015.

- HHF 2010 Regional Priority Round Projects in Sunshine Coast, Bundaberg, Rockhampton and Toowoomba—funding was provided for investment in major health infrastructure programs that will make significant progress towards achieving the Australian Government’s health reform targets, and to make strategic investment in the healthcare system that will underpin major improvements in efficiency, access or outcomes of healthcare.

Funding outputs for this regional priority round includes:

- four mental health community care units located in Sunshine Coast–Nambour, Bundaberg, Rockhampton and Toowoomba
- a total of 7245 square metres new gross floor area
- 79 individual supported residential units with clinical office blocks (15 units in the Sunshine Coast–Nambour, 20 units in Bundaberg, 20 units in Rockhampton and 24 units in Toowoomba).

The forecast construction completion dates for the units are:

- Sunshine Coast Mental Health Community Care Unit (September 2014)
- Bundaberg Mental Health Community Care Unit (September 2014)
- Rockhampton Mental Health Community Care Unit (September 2014)
- Toowoomba Mental Health Community Care Unit (September 2014).

Project Agreement for BreastScreen Australia Radiography Workforce Initiatives

The *Project Agreement for BreastScreen Australia Radiography Workforce Initiatives* provided one-off funding in 2012–13 to support the delivery of strategies that will increase the capacity of BreastScreen Australia’s radiography workforce through the provision of recruitment and retention activities, such as professional development, training or employment opportunities, for both trainee and experienced radiographers.

Funds were provided to each of the 11 BreastScreen Queensland Services to allow locally-relevant strategies to be implemented. The focus was on increasing capacity by providing leadership and management skills training, as well as opportunities for rural and remote radiographers to attend training and professional development opportunities. Examples of strategies implemented include development of a comprehensive orientation manual for radiographers working on the mobile vans and undertaking accredited courses, including the Certificate IV in Training and Assessment, ultrasound training, communication courses and leadership courses.

The agreement expired on 30 June 2013.