



Premier and Minister for Veterans

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The Honourable Tim Nicholls MP
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Dear Minister

Tim

Queenslanders have put their faith in us to deliver a fresh start for our great state. As the Minister for Health and Ambulance Services, you have a critical role to play and that will come with significant responsibility.

The Right Plan for Queensland's Future is a comprehensive plan that will require discipline, focus and unity to deliver.

Together we will ensure safety where people live, provide health services when Queenslanders need them, respect taxpayers' money, deliver a place to call home for Queenslanders, and drive government to work for the people.

It is my expectation that you will work every day of this term of Government to deliver these priorities for Queensland. As Minister for Health and Ambulance Services, you are ultimately responsible for the following Government agencies:

Your portfolio responsibilities

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| Queensland Health |
| Queensland Ambulance Service |

I want you to closely align your work every day with the following commitments we have made to Queenslanders.

Our fundamental commitment to Queenslanders

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| to restore safety where you live |
| to reinstate health services when you need them |
| to return respect for your money |
| to reimagine a place to call home |
| to redesign a government that works for you |

I have outlined for each minister the values I want to drive our Government's agenda across the Queensland Government agencies which you have carriage for, these are:

Core portfolio values

Queensland Health
and Queensland
Ambulance Service

- Deliver a world-class health system for all Queenslanders, no matter where they live.
- Foster an environment of empowerment across the portfolio so that frontline staff feel encouraged to advance local health solutions to local health problems.
- De-centralise resources and decision making where it is clinically safe to do so to ensure frontline staff are able to implement local health solutions for their local community.
- A strong, well-functioning health system is underpinned by a workforce that is expertly trained, valued and respected. Queensland's health workforce across all disciplines must grow to ensure the viability of the health system now, and into the future.

In addition to the values outlined above, the key portfolio deliverables that should be your priority include the following:

Key portfolio deliverables

Queensland Health

- Upgrade technology to deliver real-time health data for key health metrics.
- Reduce ambulance ramping to below 30 per cent by the end of this term of Government.
- Stabilise the elective surgery waitlist within 12 months of the Government being sworn in.
- Work with the Treasurer and Minister for Energy and Minister for Home Ownership to stop Labor's Patients' Tax from being introduced in July 2025 to ensure Queenslanders have access to affordable health services.
- Deliver a system wide health workforce plan to identify existing and future gaps across Queensland so that the health system can meet the needs of our growing and ageing population.
- Establish new models of care between Emergency Departments and Mental Health Units to ensure patients presenting to hospital with mental illness are triaged and treated promptly.
- Work with key stakeholders to rename and adequately resource Satellite Hospitals, including by bolstering diagnostic imaging services at sites that are appropriate.
- Work with key stakeholders to implement improved conditions for medical staff in Acute Admission Units to ensure hospitals are fully operational seven days a week and patients are not kept waiting to leave hospital when they are clinically ready for discharge.
- Expand access to transit lounges by boosting capital, allied health, pharmacy and transport services, freeing up acute bed capacity across the system.

	<ul style="list-style-type: none"> • Identify latent capacity in Alcohol and Other Drug rehabilitation services across non-government organisations to assess where additional services can be activated. • Deliver modern tools and technology for frontline staff by delivering clinician-led digital hospital mapping technology to improve hospital workflows and maximise availability of hospital beds. • Work to deliver a total of 46,000 additional health workers by 2032, including 34,200 extra clinicians by 2032, by continuing the current pipeline and striving to get the attrition rate back to historical averages. • Amend legislation to ensure there is at least one frontline staff member employed in a local health facility on Health and Hospital Boards. • Work constructively with your Federal counterpart and advocate on Queensland's behalf to ensure our state receives its adequate share of Federal health funding. • Work with the Minister for Education and the Arts to deliver a new Queensland Academy of Health Sciences in Rockhampton to fast-track high school students into health careers. • Develop a framework where trainee clinicians, in partnership with universities, are able to work in paid positions across hospital and health settings to get real frontline experience faster and secure a pipeline of health workers for our hospitals into the future. • Re-establish maternity services at Biloela and Cooktown Hospitals which were closed under the previous administration's watch. • Invest revenue from the mental health levy into new youth mental health support services with two new Step Up, Step Down services – including one in the Rockhampton region. • Work with ministerial colleagues, across Queensland Government agencies, and with community leaders to drive improvements in health outcomes and healthcare access for Aboriginal communities and Torres Strait Islander communities, particularly in rural and remote locations. • Continue to work on the expansion program to Queensland's public hospitals to complement the beds freed-up through optimisations made through our planned initiatives. • Uplift access to specialist medical advice for regional and rural Queenslanders by expanding innovative models of care, reducing referral to specialist wait lists. • Review the current capacity levels for forensic medical examinations (rape kits), release the information and work to improve access for victims of sexual assault, no matter where they are in Queensland.
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I will meet with you regularly to discuss progress in implementing these actions.

We all know that many Queenslanders are struggling under significant cost-of-living pressures. In addition to the deliverables listed above, I urge you to identify opportunities to provide long-term cost-of-living relief through structural improvements and prudent oversight for those portfolio areas for which you have carriage for.

It is critical to remember that every decision a Minister makes, and all actions taken, must be in the interest of the Queensland public. It is imperative that those decisions and actions should be made without regard to personal, political or other immaterial considerations.

A strong and stable public service creates a strong and stable Queensland. The Queensland Public Service are integral to being able to implement our ambitious and important agenda for the state.

I expect ministers and their staff will engage with chief executive officers and departmental staff with the highest levels of courtesy and respect. I expect you will be an engaged and visible leader for the public servants in your department, both in the central office and the regions, and that you will strongly support your frontline staff in the important work they do.

Your engagement with the Queensland Public Service should always be in accordance with *The Queensland Ministerial Handbook, Ministerial Code of Conduct, Code of Conduct Ministerial Staff Members*, along with ensuring your staff always adhere to the *Protocols for communication between ministerial staff members and department employees*.

It is also important you familiarise yourself with 'Governing Queensland' for the suite of policy and administrative handbooks. These documents are available on the Department of the Premier and Cabinet's website at www.premiers.qld.gov.au. These documents provide an explanation for the processes of Government in Queensland.

We have been given the incredible privilege of serving the people of Queensland as their Government. I look forward to working with you to deliver for every Queenslanders.

Yours sincerely



DAVID CRISAFULLI MP
PREMIER AND MINISTER FOR VETERANS