

Workforce Strategy 2026–2035

Purpose

The MHHS Workforce Strategy provides a future-focused, organisation-wide scaffold to guide how we attract, grow, support and sustain our workforce over the next nine years.

It sets the long-term direction, intent and priorities for our workforce — enabling service-level and discipline-specific planning to occur within a consistent, aligned strategic architecture.

Objectives

Our workforce is planned, capable and sustainable where investment decisions are guided by a shared, evidence-based direction that anticipates future demand and builds the skills and supply we need.

Our people are engaged, valued and choose to stay because we have created an environment where employees thrive, feel connected to our purpose, and are supported to grow.

Strategic Alignment

The Strategy aligns directly to the MHHS Strategic Plan 2024–2028 and the four strategic objectives: Quality Care, Empowered People, Healthy Communities and Sustainable Organisation. The Strategy operates as part of an integrated workforce planning framework, complementing the Aboriginal and Torres Strait Islander Health Workforce Strategic Framework and discipline-specific workforce strategies.



Quality Care



Empowered People



Sustainable Organisation



Healthy Communities

Our workforce pillars

Build on our identity

Create a values-aligned organisational identity and employee value proposition that drives culture, experience, and pride in the MHHS brand.

Build on our pipeline

Establish long-term workforce sustainability through educational and community partnerships, early career development, and strategic supply planning.

Build on our sustainability

Develop a skilled, flexible workforce that can confidently deliver sustainable care through innovation, workforce planning, technology, budget stewardship, and evolving models of care.

Build on our wellbeing

Prioritise positive psychosocial health and safety, cultural safety, employee recognition, inclusion, and engagement.

How we will achieve it

Implementation is staged across three-year action cycles, guided by evidence, consultation and evaluation. Each pillar targets a focused set of high-impact actions.

Mechanism	What it involves	Accountability
Implementation Plan	A separate, phased Workforce Strategy Implementation Plan refreshed every three years, prioritising high-impact actions per pillar	People and Culture / Organisational Development steward; Executive Leadership Team endorse
Governance and Oversight	Regular progress reporting to the Executive Leadership Team and Board, with formal review aligned to three-year refresh cycles	Board Executive Committee — strategic oversight and assurance; ELT — sponsorship and monitoring
Workforce Planning Alignment	Consistent, evidence-based approaches embedded at service-level and discipline-specific levels, with flexibility to respond to local needs	Service and Functional Leaders own pillar-aligned initiatives and integrate with operational workforce planning
Partnerships and Co-design	Meaningful employee consultation, strong partnerships with education providers, community organisations and system partners	People and Culture facilitate consultation; leaders engage employees and teams

Acknowledgement of Traditional Custodians

We respect and honour Aboriginal and Torres Strait Islander Elders past, present and future. We acknowledge the stories, traditions and living cultures of Aboriginal and Torres Strait Islander peoples on this land and commit to building a brighter future together.

Bowen – Juru People | Cannonvale – Ngabo People | Clermont – Wangan Jagalingou People | Collinsville – Birriah People | Dysart – Barada Barna People | Glenden – Wiri/Widi People | Mackay – Yuwi People | Middelmount – Barada Barna People | Moranbah – Barada Barna People | Proserpine – Gia People | Sarina – Yuwi People.

We also recognise the Australian South Sea Islander people and their historical relationship with First Nations people, recognising the contributions they have made to our community.



Queensland Government

Mackay Hospital and Health Service Workforce Strategy 2026–2035

	Build on our identity	Build on our pipeline	Build on our sustainability	Build on our wellbeing
Our Path Forward	I-1 Undertake a refresh of the MHHS values and translating the values into visible, everyday behaviours across all levels of the organisation. I-2 Strengthening leadership capability and role modelling of expected behaviours. I-3 Framing, embedding and articulating a clear Employee Value Proposition (EVP). I-4 Deliver consistent workforce brand and messaging across the employee lifecycle. I-5 Advancing inclusion, equity and cultural safety for all employees and the communities we serve. I-6 Strengthening external positioning and organisation partnerships.	P-1 Strengthening early career pathways and local talent pipelines. P-2 Improving coordination and visibility of workforce entry points. P-3 Building stronger partnerships with education providers, community and research partners. P-4 Growing our own workforce through school based pathways, traineeships, cadetships and graduate programs. P-5 Expanding and better supported clinical placements and internships. P-6 Integrating talent management across the employee lifecycle. P-7 Targeted pipeline strategies for hard to fill and critical roles. P-8 Succession planning for leadership, senior clinical and hard-to-fill roles. P-9 Building equitable pipelines for Aboriginal and/or Torres Strait Islander and other under represented groups. P-10 Enabling workforce mobility and career pathways. P-11 Forecasting and segmenting workforce needs to inform strategic planning.	S-1 Aligning strategic and operational workforce planning. S-2 Building capability in digital literacy, innovation and change. S-3 Developing and embedding new and flexible models of care. S-4 Managing workforce affordability and financial sustainability. S-5 Building continuous improvement and service redesign capability. S-6 Strengthening workforce data and analytics.	W-1 Improving psychosocial health and safety across the workforce. W-2 Embedding cultural safety and advancing racial equity. W-3 Strengthening recognition and reward for our people. W-4 Improving the candidate, onboarding and early career experience. W-5 Empowering employee voice, engagement and feedback loops.
What Success Looks Like	• Employees demonstrate understanding of and connection to MHHS purpose and values through improved engagement survey results. • Leaders consistently model expected behaviours with measurable improvement in leadership effectiveness as reported by staff. • MHHS is recognised as a leading regional employer, reflected in improved recruitment outcomes, retention rates and external employer recognition.	• Student and graduate conversion into MHHS roles increases, growing our locally trained workforce. • Vacancy and time-to-fill rates in priority disciplines reduce progressively, reflecting a more responsive and targeted recruitment approach. • A workforce pipeline that reflects the communities we serve.	• Workforce capability aligns with future service models, with competency outcomes demonstrating readiness for delivery. • Staff confidence in using new systems and technologies improves over time, reflected in training completion rates and reduced support escalations. • Innovative, sustainable models of care are embedded across MHHS, with measurable improvements in service efficiency, workforce utilisation and patient outcomes.	• Employees feel safe, supported, valued and heard, with measurable improvement in psychological safety and wellbeing indicators across survey cycles. • Clear “You Said, We Did” feedback loops are visible, with demonstrable action taken and communicated in response to employee-raised issues. • Improved engagement, retention and wellbeing outcomes, evidenced by survey results, turnover data and reduction in workplace-related harm.

Success will be measured through a balanced set of quantitative and qualitative indicators across all four pillars. Detailed measures and targets will be defined in the Workforce Strategy Implementation Plan.