

Queensland Health

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**Aboriginal and Torres
Strait Islander Health
Worker Career Structure**
(revised 2009)



Queensland
Government

Foreword

I am pleased to introduce the Aboriginal and Torres Strait Islander Health Worker Career Structure 2007 (revised 2009) booklet.

Queensland Health has a strong commitment to improving the health and wellbeing of the Aboriginal and Torres Strait Islander people of Queensland. The health services provided by Aboriginal and Torres Strait Islander Health Workers are crucial in achieving this outcome. We recognise the skills, cultural expertise and community focus that Health Workers bring to their role.

This revised career structure will provide a clearer career path and incentives for employees to increase their skills and deliver a high standard quality service. It is designed to encourage Aboriginal and Torres Strait Islander Health Workers to participate in continuous skills development and foster improved Health Worker retention within the health system.

I acknowledge and support the important contribution of Aboriginal and Torres Strait Islander Health Workers within a delegated model of care.



Michael Reid
Director-General

August 2009

Artwork Culcha Disc 1999
Artist Lionel Phillips



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Introduction

The Aboriginal and Torres Strait Islander Health Worker career structure plays an important role in ensuring the delivery of quality and cost effective health services to the Aboriginal and Torres Strait Islander people of Queensland. A wide range of Health Worker functions from OO2–OO9 are covered, inclusive of managerial, supervisory, clinical and primary health care service delivery roles performed across a range of health facilities.

The Aboriginal and Torres Strait Islander Health Worker career structure (which replaced the 1997 Indigenous Health Worker career structure) was developed by the Indigenous Interest Based Bargaining Group and launched in Cairns in November 2007. Health Workers were translated into this structure in April 2008. Since that time, the Indigenous Interest Based Bargaining Group identified there were some anomalies in the career structure booklet and undertook a project to review the booklet. This project has now been completed and this career structure booklet replaces the 2007 career structure booklet that was published previously.

The Aboriginal and Torres Strait Islander Health Worker career structure has been developed in accordance with relevant legislation and Queensland Health policies (see Appendices 1 and 2).

Definition of a Queensland Health Aboriginal and Torres Strait Islander Health Worker

A Queensland Health Aboriginal and Torres Strait Islander Health Worker is an Aboriginal or Torres Strait Islander person who:

- works within a primary health care framework to achieve better health outcomes and better access to health services for Aboriginal and Torres Strait Islander individuals, families and communities
- is required to hold the specified Aboriginal and Torres Strait Islander primary health care qualification
- advocates for the delivery of services in accordance with the *Cultural Respect Framework for Aboriginal and Torres Strait Islander Health 2004-2009 (Australian Health Ministers' Advisory Council)*

Aboriginal and Torres Strait Islander Health Worker positions are 'identified' positions (see IRM 1.13-12). There is a genuine occupational requirement that the occupants of these positions are Aboriginal or Torres Strait Islander.



Scope of Practice

The *Queensland Aboriginal and Torres Strait Islander Health Worker Scope of Practice* has been developed specifically for Aboriginal and Torres Strait Islander Health Workers working within health services delivered by Queensland Health. Its aim is to inform Aboriginal and Torres Strait Islander Health Workers, their managers and supervisors, other professional groups and the public about the range of activities that may be undertaken by Health Workers.

The scope of practice aims to describe the breadth of professional practice undertaken by Aboriginal and Torres Strait Islander Health Workers in Queensland Health. It is not intended to describe in detail all activities undertaken by Aboriginal and Torres Strait Islander Health Workers, as specific work functions and work contexts may vary among individual professionals.

Accountabilities and delegation

Aboriginal and Torres Strait Islander Health Workers operate within a delegated model of care. Health Workers are required to meet competency levels appropriate to the work that they are employed to undertake. Depending on the level of employment, Aboriginal and Torres Strait Islander Health Workers may have responsibility for the management of other Health Workers.

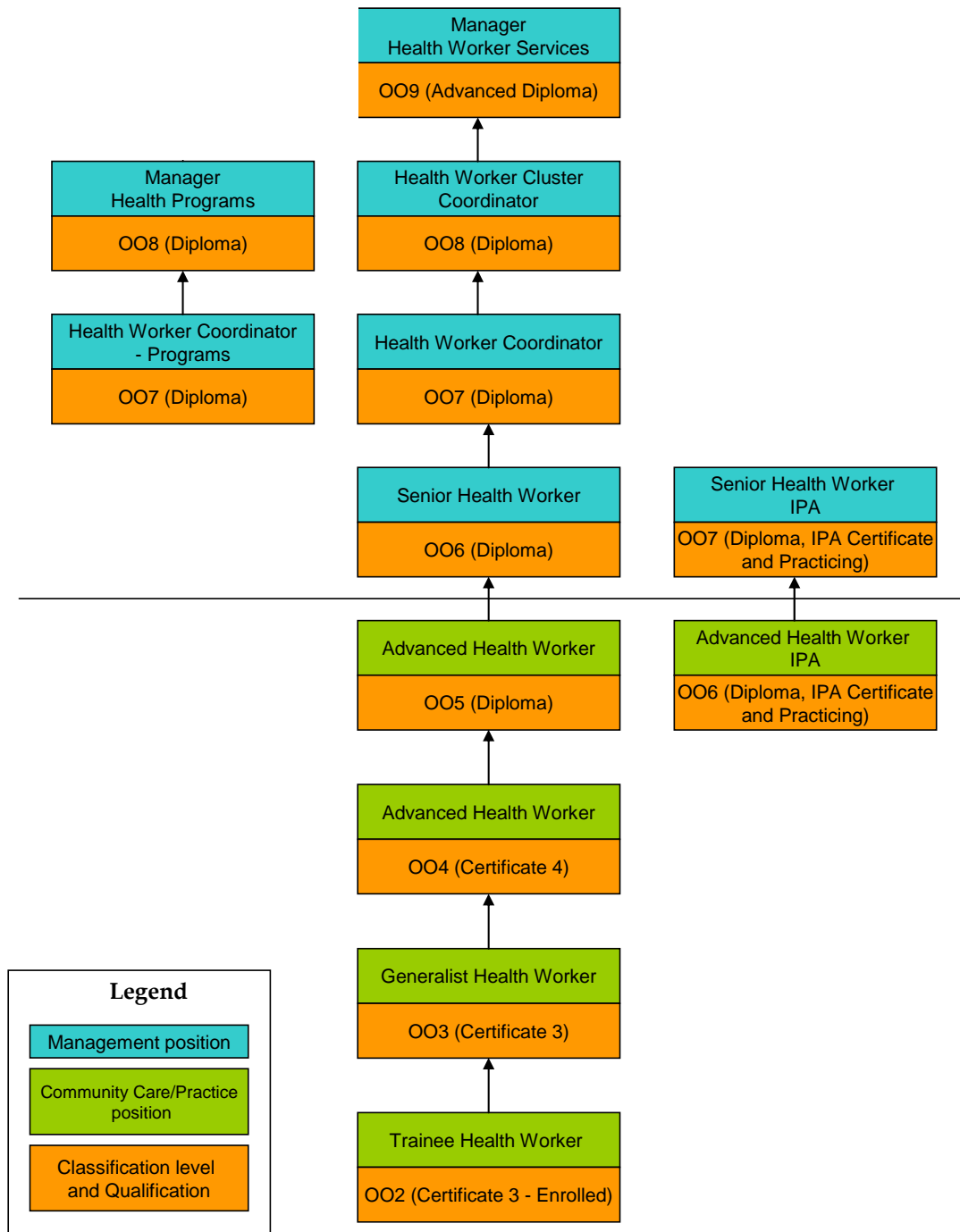
Aboriginal and Torres Strait Islander Statewide Workforce Advisory Group (ATSISWAG)

The Aboriginal and Torres Strait Islander Statewide Workforce Advisory Group (ATSISWAG) is a forum which provides the opportunity to discuss Health Worker workforce issues and provide advice to the Director General.

The ATSISWAG also discusses National Registration and Accreditation for Health Workers including scope of practice issues, training and competency assessment, reporting arrangements and relationships with the broader health workforce.



Aboriginal and Torres Strait Islander Health Worker career structure



Classification structure

Career structure level	Health Worker Title	Minimum Qualification
OO2	Trainee Health Worker	<ul style="list-style-type: none"> Enrolled in Certificate III in Aboriginal and/or Torres Strait Islander Primary Health Care *
OO3	Generalist Health Worker	<ul style="list-style-type: none"> Certificate III in Aboriginal and/or Torres Strait Islander Primary Health Care
OO4	Advanced Health Worker	<ul style="list-style-type: none"> Certificate IV in Aboriginal and/or Torres Strait Islander Primary Health Care
OO5	Advanced Health Worker	<ul style="list-style-type: none"> Diploma in Aboriginal and/or Torres Strait Islander Primary Health Care
OO6	Advanced Health Worker IPA	<ul style="list-style-type: none"> Diploma in Aboriginal and/or Torres Strait Islander Primary Health Care Isolated Practice Authorisation **
OO6	Senior Health Worker	<ul style="list-style-type: none"> Diploma in Aboriginal and/or Torres Strait Islander Primary Health Care
OO7	Senior Health Worker IPA	<ul style="list-style-type: none"> Diploma in Aboriginal and/or Torres Strait Islander Primary Health Care Isolated Practice Authorisation **
OO7	Health Worker Coordinator	<ul style="list-style-type: none"> Diploma in Aboriginal and/or Torres Strait Islander Primary Health Care
OO7	Health Worker Coordinator, Programs	<ul style="list-style-type: none"> Diploma in Aboriginal and/or Torres Strait Islander Primary Health Care
OO8	Cluster Coordinator	<ul style="list-style-type: none"> Diploma in Aboriginal and/or Torres Strait Islander Primary Health Care
OO8	Manager Health Programs	<ul style="list-style-type: none"> Diploma in Aboriginal and/or Torres Strait Islander Primary Health Care
OO9	Manager Health Worker Services	<ul style="list-style-type: none"> Advanced Diploma in Aboriginal and/or Torres Strait Islander Primary Health Care



Notes:

* A Trainee Health Worker must complete the Certificate III qualification within a maximum timeframe of 18 months.

** Completion of all modules of the Isolated Practice Authorisation (IPA) qualification is required for OO6 and OO7 IPA positions.

Movement between levels

Movement between levels requires a merit selection recruitment process. The only exceptions are:

- progression from Level OO2 to Level OO3, which occurs when an AQF Certificate III in Aboriginal and/or Torres Strait Islander Primary Health Care is obtained
- progression through either the Personal Progression Scheme or Conditional Advancement Scheme.

Mandatory qualifications are required at each level of the Health Worker career structure.

Qualifications

Positions within the career structure have mandatory qualifications with a minimum qualification allocated at each level. The qualification should be in Aboriginal and/or Torres Strait Islander Primary Health Care and accredited within the Australian Qualification Framework (AQF). Some positions specific to particular locations will also require an Isolated Practice Authorisation certificate.

Equivalent qualifications

To determine whether an alternative qualification is equivalent to an AQF qualification in Aboriginal and/or Torres Strait Islander Primary Health Care, a recognition of prior learning process must be completed by a registered training organisation.

The table below demonstrates how the pre-February 2007 AQF qualifications in Aboriginal and/or Torres Strait Islander Primary Health Care equate to the current AQF qualifications in Aboriginal and/or Torres Strait Islander Primary Health Care:



Aboriginal Health Worker Pre-2000	Aboriginal and Torres Strait Islander Community Services and Primary Health Care (HLT03 – January 2007)	Aboriginal and/or Torres Strait Islander Primary Health Care (Community Care) (HLT07 from February 2007) current
	Certificate II	
Certificate III	Certificate III	Certificate III
Certificate IV	Certificate IV	Certificate IV
Associate Diploma	Diploma	Diploma
Diploma	Advanced Diploma	Advanced Diploma

Please note that 'Conditions of Assessment' for Aboriginal and Torres Strait Islander Health Workers are detailed in the Assessment Guide section of Training Package HLT07 - Aboriginal and/or Torres Strait Islander Primary Health.

Study and Research Assistance Scheme

The Study and Research Assistance Scheme (SARAS) is available to all Aboriginal and Torres Strait Islander Health Workers (see HR Policy G10).

The mandatory minimum qualification requirements of employment in the Aboriginal and Torres Strait Islander Health Worker career structure place the trainee in the 'essential' category. All other positions in the career structure will attract assistance at the 'highly desirable' category as a minimum.

SARAS is an integral scheme supporting the career structure requirements.

Personal Progression and Conditional Advancement Schemes

There are two progression schemes which enable Aboriginal and Torres Strait Islander Health Workers to progress through the classification levels of the career structure. Refer to [HR Policy C43 'Aboriginal and Torres Strait Islander Health Worker Personal Progression Scheme – Levels OO4 – OO6 \(IPA\)'](#) and [HR Policy C44 'Aboriginal and Torres Strait Islander Health Worker Conditional Advancement Scheme'](#).

The two schemes are explained below.



Personal Progression Scheme

- Progression through this option requires the attainment of the mandatory qualification specified for the next classification level and demonstration that applicant meets the key skill requirements of the next classification level.
- This will be beneficial as it will encourage workers to attain higher qualifications.
- Personal progression through this scheme will be capped at the 006 Isolated Practice Authorisation level.
- There is a requirement to have completed 12 months' service at the top of the pay point of the applicant's present classification level.
- Health Workers will be eligible to apply for progression three months prior to completing 12 months at the top of the pay point.

Conditional Advancement Scheme

- Aboriginal and Torres Strait Islander Health Workers under this scheme will be required to demonstrate outstanding achievement and performance assessed according to particular assessment criteria in one or more of the following recognition areas: advanced clinical skills; research and education relevant to the business of the health service; and community development.
- The Conditional Advancement Scheme has an annual funded quota across the State.
- Applications are reviewed by central panels.
- This scheme will commence in 2009 for payment to successful applicants effective from 1 January 2010 and will be an ongoing annual process.
- Each assessment panel will comprise two expert content knowledge people (Health Workers at a senior level) and an independent person to assess the written applications. The independent person may be from the Human Resources Branch or the Indigenous Workforce Unit (both within Corporate Office), or District Human Resources.
- All Aboriginal and Torres Strait Islander Health Workers within the career structure at level 003 and above will be eligible to apply.



- The Conditional Advancement Scheme may suit Health Workers who have not had an opportunity to attain higher qualifications for reasons such as family commitments, or the remoteness of location and access to training, but are able to demonstrate outstanding skills.

Level statements

The following level statements outline details including the scope, required skills and knowledge and range of activities for each Health Worker role.



Aboriginal and Torres Strait Islander Trainee Health Worker OO2

Mandatory training

The Aboriginal and Torres Strait Islander Trainee Health Worker is a trainee and will be enrolled in an approved course of study to gain a Certificate III in Aboriginal and/or Torres Strait Islander Primary Health Care (PHC).

Trainee positions under the Aboriginal and Torres Strait Islander Health Worker career structure are not designed as permanent positions and are limited to a maximum of 18 months duration.

First aid training and other mandatory training will be provided by Queensland Health upon successful employment as a trainee Health Worker.

Scope of role

A Health Worker employed at this level is a trainee only and appointment as a Generalist Aboriginal and Torres Strait Islander Health Worker is conditional upon successful completion of Certificate III in Aboriginal and Torres Strait Islander Primary Health Care.

A Health Worker at this level will perform minimal duties in the delivery of health services within Queensland Health. They will perform a range of duties that provide basic assistance to services provided by professional, technical, clinical and administration work categories.

A Health Worker at the Trainee level will:

- Work under direct supervision, either individually or in a team or group, using routine procedures and established techniques or methods.
- Perform a range of routine tasks and operate office and other equipment requiring the use of basic skills, training or experience and not subject to licensing or registration required of other health professions and trade categories.
- Exercise minimal judgement in deciding how tasks are performed and completed while being responsible for the quality standard of completed work.
- Actively pursue relevant education qualification to meet the minimum competencies for the trainee role.



Required skills and knowledge

A Trainee Health Worker will have:

- knowledge and understanding of Aboriginal and Torres Strait Islander culture and ability to liaise and communicate with Aboriginal and Torres Strait Islander individuals, families and communities
- ability to undertake Certificate III in Aboriginal and/or Torres Strait Islander Primary Health Care
- an ability to acquire new skills and knowledge relevant to the work environment and primary health care practice.

Range of activities

- Assist health care professionals in the provision of patient care associated with basic primary health care functions.
- Assist health care professionals in the delivery of clinical support services by performing a range of basic non-professional tasks and transporting of patients from one area to another.
- Establish and maintain a communication network between health providers and the community.
- Identify health needs of individuals, groups and the community.
- Assist with the provision of health promotion programs, appropriate referral, advice and information.
- Network and liaise with other service providers to ensure a coordinated approach to health service delivery.
- Undertake administrative tasks including maintenance of records and data collection.
- Ensure that services are provided in ways that maximise cultural acceptability.
- Maintain the confidentiality of client contacts
- Deliver health services under supervision including:
 - basic health screening
 - basic first aid
 - health care



- health education and promotion
 - client support
 - identification of health needs
 - referral to other health professionals and other services
 - limited advice and information
 - other activities as required to meet the identified health needs of the community.
- Apply the principles of the Queensland Health Code of Conduct and Cultural Respect Framework.
 - Adhere to policies, practices and guidelines to ensure a safe work environment.



Aboriginal and Torres Strait Islander Generalist Health Worker OO3

Mandatory qualifications

A Health Worker at this level must have a Certificate III in Aboriginal and/or Torres Strait Islander Primary Health Care.

Scope of role

A Generalist Health Worker works within the delegated model of care, and will perform a range of duties in the delivery of primary health care services within Queensland Health. They will perform duties of a specific nature, or a range of duties designed to assist in the provision of health services by professional, technical, clinical and administration work categories.

A Generalist Health Worker will be able to:

- Work under supervision and direction, either individually or in a team or group, using routine primary health care practices and procedures and established techniques or methods.
- Perform a range of tasks at a standard in accordance with the level of qualification held, to operate office and other equipment, which requires specific levels of skill, training and experience that are not subject to licensing or registration of other professions.
- Exercise judgement in deciding how tasks are performed and completed to ensure the quality standard of completed work.
- Demonstrate good communication and interpersonal skills in client liaison advocacy and team work.

Required skills and knowledge

A Generalist Health Worker will possess an ability to apply primary health care generalist knowledge, skills and demonstrated capacity to perform tasks, using defined techniques and knowledge under supervision.

A Generalist Aboriginal and Torres Strait Islander Health Worker will have:

- knowledge and understanding of Aboriginal and Torres Strait Islander culture



- good interpersonal skills and ability to communicate with Aboriginal and/or Torres Strait Islander individuals, family and communities and network with other services and health professionals
- demonstrated ability to apply knowledge and skills obtained from Certificate III in Aboriginal and/or Torres Strait Islander Primary Health Care
- knowledge of confidentiality, ethics and duty of care in a primary health care environment

Range of activities

Working in a multi-disciplinary health care team, a Generalist Health Worker may typically perform the following duties within a functional area of a work unit or department:

- Establish and maintain a communication network between health providers and the community.
- Identify health needs of individuals, groups and the community.
- Provide health promotion programs, appropriate referral, advice and information.
- Network and liaise with other service providers to ensure a coordinated approach to health service delivery.
- Undertake administrative tasks including maintenance of records and data collection.
- Ensure that services are provided in ways that maximise cultural acceptability and respect.
- Maintain the confidentiality of client contacts.
- Within a delegated model of care, deliver health services including:
 - first aid
 - health care
 - health education and promotion
 - client support
 - identification of health needs
 - referral to other health professionals and other services
 - advice and information
 - other activities as required, to meet the identified health needs of the community
 - advocacy.



- Apply the principles of the Queensland Health Code of Conduct and Cultural Respect Framework.
- Adhere to policies, practices and guidelines to ensure a safe work environment.



Aboriginal and Torres Strait Islander Advanced Health Worker OO4

Mandatory qualifications

A Health Worker at this level must have a Certificate IV in Aboriginal and/or Torres Strait Islander Primary Health Care.

Scope of role

An Advanced Health Worker is expected to work at an advanced level with minimal supervision. An Advanced Health Worker at the OO4 level will:

- Perform a variety of tasks that require a sound knowledge of standards, practices and procedures, and apply primary health care skills obtained through significant training and experience and/or formal vocational development.
- Perform a range of tasks of a complex nature, and operate equipment, that require specific levels of skills, training and experience at an advanced level.
- Exercise judgement in deciding how tasks are performed and the quality standard of the work.
- Manage allocated tasks and work with others to meet deadlines.
- Exercise good communication and interpersonal skills where client liaison advocacy and supervisory responsibilities apply.

Required skills and knowledge

The Advanced Health Worker at OO4 level will possess a well-developed knowledge and skills base and a capacity for self-directed application of primary health care service delivery. This includes:

- knowledge of social determinants of health affecting Aboriginal and Torres Strait Islander peoples
- ability to deliver primary health care programs in response to health needs of individuals, groups and communities
- clinical skills appropriate for the delivery of health assessments, community screening and primary health care intervention



- demonstrated ability to apply knowledge and skills obtained from Certificate IV in Aboriginal and/or Torres Strait Islander Primary Health Care
- interpersonal communication skills including client and community liaison, negotiation and networking
- ability to manage own work with limited supervision through the use of planning and time management showing initiative and a positive attitude
- ability to advocate for Aboriginal and Torres Strait Islander health issues, network and demonstrate skills in verbal and written communication.

Range of activities:

- Advocate for the rights and needs of community members.
- Develop and monitor a case plan.
- Within a delegated model of care, undertake clinical care duties that may include but are not limited to:
 - dressings
 - suturing
 - taking blood
 - evacuation (medical emergencies)
 - accident, medical care and first aid
 - liaison with medical officers about medical advice and treatment
 - observations
 - participation in doctor clinics
 - using patient information management systems
 - full assessments of patients as presented
 - supervision of other Health Workers.
- Undertake health program care duties that may include but are not limited to:
 - antenatal care
 - women's health
 - men's health
 - child health
 - youth health
 - older peoples' health care
 - nutrition
 - substance abuse
 - health promotion
 - environmental health



- sexual health
- mental health.
- Undertake community care duties that may include but are not limited to:
 - interpreting services
 - first point of contact counselling and referral
 - developing and implementing community development programs
 - health promotion programs
 - health education programs.
- Apply the principles of the Queensland Health Code of Conduct and Cultural Respect Framework.
- Adhere to policies, practices and guidelines to ensure a safe work environment.



Aboriginal and Torres Strait Islander Advanced Health Worker OO5

Mandatory qualifications

A Health Worker at this level must have a minimum of a Diploma in Aboriginal and/or Torres Strait Islander Primary Health Care.

Scope of role

An Advanced Health Worker at the OO5 level is expected to work at an advanced level with minimal supervision. Health Workers at this level will manage or assist in managing resources for the delivery of an individual health service or composite services within a health care facility. It is expected that workers at this level will be responsible for both their own work and the work of other Health Workers.

An Advanced Health Worker at the OO5 level will:

- Exercise a degree of autonomy, initiative and judgement in the use of resources under their control, and in day-to-day resolution of issues and problems, including but not limited to:
 - development and use of resources
 - prioritising of work
 - safety measures and procedures
 - monitoring occupational health and safety regulations and mentoring other Health Workers
 - preparation of reports and statistics.
- Exercise accountability and responsibility for working within the Health Worker Scope of Practice and meeting quality standards.

Required skills and knowledge

An Advanced Health Worker at the OO5 level will have advanced level skills and expertise and training in primary health care. This includes:

- understanding of the social determinants of health affecting Aboriginal and Torres Strait Islander peoples and strategies to address these issues
- ability to deliver primary health care programs in response to the health needs of individuals, groups and communities



- advanced level clinical skills appropriate for the delivery of health assessments, community screening and primary health care intervention
- demonstrated ability to apply knowledge and skills obtained from Diploma in Aboriginal and/or Torres Strait Islander Primary Health Care
- interpersonal communication skills, including client and community liaison, negotiation and networking with groups and organisations
- skills and ability to manage own work with broad direction through forward planning and time management, and provide supervision and mentor support to subordinate staff, demonstrating initiative in relation to service delivery
- ability to advocate for Aboriginal and Torres Strait Islander health issues, and advanced level skills in verbal and written communication appropriate for working with communities and key stakeholders.

Range of activities:

- Collaborate effectively with health care professionals and other personnel, facilitating a multi-disciplinary approach to client care.
- Participate in and facilitate the development of service goals and plans.
- Provide a range of primary clinical care services.
- Within a delegated model of care, undertake clinical care duties that may include:
 - dressings
 - suturing
 - taking blood
 - evacuation (medical emergencies)
 - immunisations
 - giving injections
 - accident and medical care, and first aid
 - liaison with medical officers about medical advice and treatment
 - observations
 - participation in doctor clinics
 - using patient information systems
 - full assessments of patients as presented
 - supervision of other Health Workers.
- Complete tasks relating to a specialist field that could be of a complex nature.



- Advocate for the needs of Aboriginal and Torres Strait Islander community members and clients.
- Work collaboratively with other staff to implement and evaluate evidence-based health education programs.
- Undertake self-development opportunities to promote and maintain knowledge and competence in health work.
- Participate in professional networks/associations to enhance personal knowledge, skills and relationships.
- Prioritise high need areas and implement programs addressing the social determinants of Aboriginal and Torres Strait Islander health as required.
- Using highly developed skills and knowledge in specific areas, demonstrate capacity to perform tasks required.
- Develop and monitor case plans.
- Undertake health program care duties that may include but are not limited to:
 - antenatal care
 - women's health
 - men's health
 - child health
 - youth health
 - older people's health care
 - nutrition
 - substance abuse
 - health promotion
 - environmental health
 - sexual health
 - mental health.
- Undertake community care duties that may include but are not limited to:
 - interpreting services
 - first point of contact counselling and referral
 - developing and implementing community development programs
 - health promotion programs
 - health education programs.
- Apply the principles of the Queensland Health Code of Conduct and Cultural Respect Framework.
- Adhere to policies, practices and guidelines to ensure a safe work environment.



Aboriginal and Torres Strait Islander Advanced Health Worker (Isolated Practice Authorised) OO6

Mandatory qualifications

A Health Worker at this level must hold:

- Diploma in Aboriginal and/or Torres Strait Islander Primary Health Care
- full Isolated Practice Authorisation certificate under the *Health (Drugs and Poisons) Regulations 1996*.

Scope of role

An Aboriginal and Torres Strait Islander Advanced Health Worker (Isolated Practice Authorised), while practising in an Aboriginal or Torres Strait Islander community in an isolated practice area in a specified health service district, is authorised to:

- obtain and possess a restricted drug
- or
- administer or supply a restricted drug, under a drug therapy protocol, on the oral or written instruction of a doctor or nurse practitioner.

An Aboriginal and Torres Strait Islander Advanced Health Worker (Isolated Practice Authorised) operates within the guidelines of the Primary Clinical Care Manual (PCCM) and is restricted to practice within a '*specified health service district*' declared under the *Health Services Act 1991*. Currently, the '*specified health service districts*' are:

- Cairns
- Cape York
- Mount Isa
- Torres Strait and Northern Peninsula Area.

An Advanced Health Worker (Isolated Practice Authorised) must have completed **all** modules of the Isolated Practice Authorisation course. They are expected to have the skills, experience and competency to work at an advanced level with minimal supervision.

The Level Statement for an Advanced Health Worker OO5 applies to the Advanced Health Worker OO6 (Isolated Practice Authorised).

The health service district determines which Health Workers are required to work as IPA-authorised Health Workers. Having Isolated Practice Authorisation doesn't automatically mean a Health Worker will be paid at a minimum of OO6 level.



Where a Health Worker no longer works in a location listed in Appendix 3 within a specified health service district (that is, they are no longer performing duties under the Isolated Practice Authorisation), they will revert back to their substantive level.



Aboriginal and Torres Strait Islander Senior Health Worker OO6

Mandatory qualifications

A Health Worker at this level must have a minimum of a Diploma in Aboriginal and/or Torres Strait Islander Primary Health Care (PHC).

Scope of role

A Senior Health Worker will manage and supervise other Health Workers and assist in managing resources for the delivery of an individual health service or composite services within a health care facility.

A Senior Health Worker will:

- Manage Health Workers in the provision of a health service, which may include discharging delegated authority for a range of responsibilities and accountabilities as determined by the position.
- Exercise a high degree of autonomy, initiative and judgement in the use of resources under their control, and in day-to-day resolution of issues and problems.
- Exercise accountability and responsibility for the quality of work.

Required skills and knowledge

A Senior Health Worker will have:

- skills, expertise and training necessary to manage or assist in managing resources providing for the delivery of an individual health service or composite services within a health care facility
- skills and ability to manage and lead a small team of Health Workers in a primary health care practice framework
- understanding of human resources management processes relevant to managing a small team
- skills in planning, implementing and evaluating health promotion programs



- high level communication and problem solving skills with the ability to provide high level management and leadership of staff, using initiative and judgement in resolving workplace issues in a cross cultural environment
- high level communication skills, particularly for working with Aboriginal and Torres Strait Islander people
- ability to develop, implement and promote effective communication in the workplace and engage staff in health program planning and delivery
- demonstrated knowledge of policies and procedures for managing and using systems and resources in health care management, and understanding of the health needs, policies and practices relevant to Aboriginal and Torres Strait Islanders
- skills and ability to network and advocate on behalf of the service with emphasis on building partnerships with other stakeholders to promote community action for better health.

Range of activities

A Senior Health Worker will supervise and monitor the implementation of an integrated health service, and manage health staff and other resources in ways that will enhance primary health service delivery to the local communities in accordance with the model adopted for primary health care service delivery.

The position also recognises the unique cultures and traditions of the Aboriginal and Torres Strait Islander peoples, and works in partnership with the local Community Health Management Committees and Primary Health Care Management Team.

- Supervise staff, and undertake recruitment and selection.
- Manage the training, development and appraisal of staff under supervision.
- Prioritise work and review policies, procedures and strategies.
- Manage a cost centre, and coordinate and allocate resources.
- Prepare statistics and reports.
- Monitor occupational health and safety regulations and the rehabilitation of staff.
- Identify and address social determinants of Aboriginal and Torres Strait Islander health.



- Use highly developed skills and knowledge in a specific area and demonstrate capacity to perform tasks required.
- Develop and monitor a case plan.
- Within a delegated model of care, undertake clinical care duties that may include:
 - dressings
 - suturing
 - taking blood
 - evacuation (Medical emergencies)
 - accident and medical care, and first aid
 - liaison with medical officers about medical advice and treatment
 - observations
 - participation in doctor clinics
 - immunisations
 - giving injections
 - full assessments of patients as presented
 - supervision of other Health Workers.
- Undertake health program care duties that may include but are not limited to:
 - health education
 - antenatal care
 - women's health
 - men's health
 - child health
 - youth health
 - older people's health care
 - nutrition
 - substance abuse
 - health promotion
 - environmental health
 - sexual health
 - mental health.
- Undertake community care duties that may include but are not limited to:
 - interpreting services
 - first point of contact counselling and referral
 - develop and implement community development programs
 - health promotion programs
 - advocating for the rights and needs of community members.
- Apply the principles of the Queensland Health Code of Conduct and Cultural Respect Framework.
- Adhere to policies, practices and guidelines to ensure a safe work environment.



Aboriginal and Torres Strait Islander Senior Health Worker (Isolated Practice Authorised) OO7

Mandatory qualifications

A Health Worker at this level must hold:

- a Diploma in Aboriginal and Torres Strait Islander Primary Health Care
- full Isolated Practice Authorisation certificate under the *Health (Drugs and Poisons) Regulations 1996*.

Scope of role

An Aboriginal and Torres Strait Islander Senior Health Worker (Isolated Practice Authorised), while practising in an Aboriginal or Torres Strait Islander community in an isolated practice area in a specified health service district, is authorised to:

- obtain and possess a restricted drug
- or
- administer or supply a restricted drug, under a drug therapy protocol, on the oral or written instruction of a doctor or nurse practitioner.

An Aboriginal and Torres Strait Islander Senior Health Worker (Isolated Practice Authorised) operates within the Primary Clinical Care Manual (PCCM) and is restricted to practice within a '*specified health service district*' declared under the *Health Services Act 1991*. Currently, the '*specified health service districts*' are:

- Cairns
- Cape York
- Mount Isa
- Torres Strait and Northern Peninsula Area.

A Senior Health Worker (Isolated Practice Authorised) must have completed all modules of the Isolated Practice Authorisation course, and is expected to have the skills, experience and competency to work at an advanced level with minimal supervision.

The Level Statement for a Senior Health Worker OO6 applies to the Senior Health Worker OO7 (Isolated Practice Authorised).

The health service district determines which Health Workers are required to work as Isolated Practice Authorised Health Workers. Having Isolated Practice Authorisation doesn't automatically mean an OO6 Senior Health Worker will be paid at OO7.



Where a Health Worker no longer works in a location listed in Appendix 3 within a specified health service district (that is, they are no longer performing duties under the Isolated Practice Authorisation), they will revert back to their substantive level.



Aboriginal and Torres Strait Islander Health Worker Coordinator (Programs) OO7

Mandatory qualifications

A Health Worker at this level must have a minimum of a Diploma in Aboriginal and Torres Strait Islander Primary Health Care.

Scope of role

A Health Worker Coordinator (Programs) works at a senior level and is responsible for the implementation, coordination management and evaluation of health programs and service delivery in one or more specialised programs or sub-programs

A Health Worker Coordinator (Programs) is expected to work at an advanced level in a specialised program or sub-program with broad direction and minimal supervision. The position will exercise accountability and responsibility for programs under their control, and for the quality standards of work produced.

Required skills and knowledge

It is expected that a Health Worker Coordinator (Programs) will have:

- demonstrated knowledge of Aboriginal and Torres Strait Islander cultures and their health needs, and the ability to develop strategies to address key outcome areas
- knowledge and understanding of the policies, guidelines and practice relevant to a specialised program area targeting Aboriginal and Torres Strait Islander peoples
- skills to incorporate evidence-based practice in health care at the program level, and facilitate delivery of specialised programs to the community
- ability to advocate for the rights and needs of community members and liaise with external stakeholders, including NGOs and other government organisations
- ability to work autonomously and apply a high level of theoretical and applied knowledge in relation to program management
- high level communication and problem solving skills, with the ability to engage and negotiate with communities about program implementation and uptake



- ability to work in a cross cultural, multidisciplinary environment delivering specific program care
- ability to facilitate workshops and transfer knowledge of best practice in a specialist field to primary health care workers
- demonstrated ability to develop and maintain current knowledge in their program area.

Range of activities

A Health Worker Coordinator (Programs) will undertake activities relating to the management and delivery of a specialist health program. Activities expected of this position may include:

- Undertake program management duties including:
 - developing operational program plans
 - identifying performance indicators for health programs
 - monitoring health programs
 - establishing evaluation process for health programs
 - managing resources for the delivery of a health care program
 - producing community profile report and health needs analyses, and establishing mechanisms for stakeholder feedback
 - implementing quality control.
- Within a delegated model of care, undertake clinical care duties which may include:
 - taking blood
 - child and adult health checks
 - immunisations
 - supervision of other Health Workers where required
 - safety measures and procedures.
- Undertake community care duties that may include:
 - networking with other agencies and create partnerships
 - developing and implementing community development strategies
 - implementing health promotion strategies
 - representing District Health Service on national, state and regional level activities
 - providing mechanisms for community to advocate for the rights and needs of community members and program needs.
- Apply the principles of the Queensland Health Code of Conduct and Cultural Respect Framework.
- Adhere to policies, practices and guidelines to ensure a safe work environment.



Aboriginal and Torres Strait Islander Health Worker Coordinator 007

Mandatory qualifications

A Health Worker at this level must have a Diploma in Aboriginal and/or Torres Strait Islander Primary Health Care.

Scope of role

A Health Worker Coordinator has operational responsibility for one to two primary health care centres in separate locations, or one large service with small multiple program areas with designated advanced and senior Health Workers (for example. Hearing, Diabetes, ATODS, Maternal and Child Health). *(Provide more information.)*

This position will have operational management of staffing and resources (financial and material) for the delivery of primary health care. As a guide, the position will have responsibility for the management of five to 10 Health Workers and support staff.

A Health Worker Coordinator will manage and monitor activities and outputs of the services and support the delivery of health programs delivered by the services. A Health Worker at this level will operate with broad direction from the Manager Health Worker Services.

Required skills and knowledge

A Health Worker Coordinator will possess:

- understanding of health needs and practice relevant to primary health care service delivery for Aboriginal and Torres Strait Islander peoples
- demonstrated knowledge and experience in the policies, procedures and delivery of health services support systems
- demonstrated managerial and leadership skills and ability to manage a service or group of services in a defined geographic location
- demonstrated personnel management skills, and the ability to apply principles and procedures relating to equal employment opportunity, employee relations and occupational health and safety



- well-developed liaison and interpersonal skills, and the ability to negotiate and communicate on behalf of the agency with clients, interest groups or other service providers
- ability to work in a cross cultural, multidisciplinary environment providing managerial support for services
- high level communication skills, particularly for working with Aboriginal and Torres Strait Islander peoples, and the ability to develop, implement and promote effective communication in the workplace and engage staff
- ability to articulate and demonstrate knowledge of evidence-based guidelines and policy for health care delivery, and the ability to translate guidelines into primary health care practice.

Range of activities

A Health Worker Coordinator will manage the provision of a group of services that may include the delegated responsibility for a range of authorities and accountabilities as determined by policy. The position will be expected to:

- Manage and monitor resources and finances:
 - implement quality control measures
 - manage staff
 - review procedures, strategies and policies consistent with Corporate and Health Service District objectives
 - coordination and allocation of resources
 - estimation of costs and budget
 - manage work systems
 - cost centre management and/or financial delegation.
- Coordinate staff and service delivery:
 - undertake staff recruitment and selection
 - staff training and instruction
 - implement safety measures and procedures
 - ensure occupational health and safety obligations are met, and coordinate and monitor rehabilitation of staff
 - prepare reports and statistics
 - review operations to determine efficiency and effectiveness
 - assess and review the standard of work of subordinate staff
 - coordinate performance appraisal and development
 - set work priorities and practices and manage work flows.
- Develop, implement and review business and operational plans.



- Provide advanced-level clinical advice and leadership in primary health care practice with capacity to conduct and support related clinical care duties.
- Monitor clinical aspect of work conducted by Health Workers, and provide support for training and development in all aspects of Health Worker practice.
- Apply and monitor the principles of the Queensland Health Code of Conduct and Cultural Respect Framework in the workplace.
- Adhere to policies, practices and guidelines to ensure a safe work environment.



Aboriginal and Torres Strait Islander Cluster Coordinator O08

Mandatory qualifications

A Health Worker at this level must have a minimum of a Diploma in Aboriginal and Torres Strait Islander Primary Health Care.

Scope of role

A Cluster Coordinator has operational responsibility for three or more primary health care centres in separate locations, or one large service with multiple program areas (for example, Hearing, Diabetes, ATODS, Child Health). (*Provide more information.*) Within this context, a cluster is defined as either a group of centres or a group of services.

As a guide, a Cluster Coordinator will manage 10 or more Health Workers including support staff. Such services may include Aboriginal and Torres Strait Islander Health Services or other health care support services in metropolitan, regional, rural, or remote areas.

A Cluster Coordinator will manage and monitor activities and outputs of the service/s and support the delivery of health programs delivered by the service/s. The position will operate with broad direction from the Manager Health Worker Services.

Required skills and knowledge

A Cluster Coordinator will have extensive experience in the delivery of health services and possess high level interpersonal and management skills appropriate to the position. A Cluster Coordinator is expected to demonstrate:

- understanding and ability to articulate organisational objectives and concepts relevant to primary health care service delivery for Aboriginal and Torres Strait Islander people
- a high degree of managerial and leadership skills to operate in a cross cultural environment encompassing multiple services and health care teams
- personnel management skills, and the ability to apply the principles and procedures relating to equal employment opportunity, employment relations and occupational health and safety
- high level communication skills and ability to develop, implement and promote effective communication and engage staff and other service providers



- well-developed liaison and communication skills, and the ability to negotiate and communicate on behalf of the agency with clients or other interested parties
- extensive knowledge and experience in the delivery of health services support systems relevant to primary health care service delivery
- ability to demonstrate knowledge of evidence-based guidelines and policy for health care delivery and ability to translate guidelines into primary health care practice.

Range of activities

A Cluster Coordinator will manage the provision of a large service or group of support services, which may include the delegated responsibility for a range of authorities and accountabilities as determined by policy. Activities expected of the position include:

- Manage and monitor resources and finances:
 - coordinate and allocate resources
 - implement quality control measures
 - implement and review procedures, strategies and policies consistent with corporate and Health Service District objectives
 - manage work systems
 - cost centre management ,financial delegation and preparation of budget.
- Coordinate staff and service delivery:
 - manage staff and undertake staff recruitment and selection
 - staff training and instruction
 - set work priorities and practices and manage work flow
 - implement safety measures and procedures
 - ensure occupational health and safety obligations are coordinated and monitor rehabilitation of staff
 - review service operations to determine efficiency and effectiveness
 - preparation of reports and statistics
 - coordinate performance appraisal and development
 - assessment and review of the standard of work of subordinate staff.
- Develop, implement and review business and operational plans, consistent with service goals and objectives and District and/or Corporate initiatives/directives.
- Provide a high level of leadership to staff within the work group and across a specified geographic region within the District.
- Exercise accountability and responsibility for quality standards of work.



- In conjunction with the Manager, Health Programs, develop, evaluate and implement health programs to address specific identified Aboriginal and Torres Strait Islander health district priorities.
- Apply the principles of the Queensland Health Code of Conduct and Cultural Respect Framework.
- Adhere to policies, practices and guidelines to ensure a safe work environment.



Aboriginal and Torres Strait Islander Manager Health Programs 008

Mandatory qualifications

A Health Worker at this level must have a minimum qualification of a Diploma in Aboriginal and/or Torres Strait Islander Primary Health Care.

Scope of role

A Manager Health Programs has management responsibilities for the development, implementation, monitoring and evaluation of one large health care program (for example, Chronic Disease or Mental Health) or multiple smaller programs across a District or multiple Districts. This position will work to address identified District priorities for Aboriginal and Torres Strait Islander health.

A Manager Health Programs is responsible for setting policy direction, procedures, standards and compliance monitoring for the program/s it manages. The position holder is responsible for their own work and the work of others. The position holder may have responsibility for supervising staff or a small team.

Required skills and knowledge

A Manager Health Programs will have extensive knowledge and experience in the management and delivery of a specific program area or program areas, and possess high level interpersonal and management skills appropriate to the position. The position holder is expected to demonstrate:

- a high degree of program management and leadership skills, and an ability to manage a program within a public health service, or across a health service district
- well-developed liaison and communication skills, and the ability to negotiate or communicate on behalf of the agency with clients or other interested parties
- understanding of and ability to articulate organisational objectives and concepts relevant to primary health care service delivery for Aboriginal and Torres Strait Islander people
- ability to coordinate and implement education and skills development to health staff as relevant to the specific program



- ability to develop and document strategic and operational program plans relevant to specialised program area/s
- ability to set work priorities and manage programs within timeframe and budget allocation
- well-developed knowledge in evidence-based guidelines and policy for health care program delivery, and ability to translate guidelines into primary health care practice
- ability to manage staff and apply the principles and procedures relating to equal employment opportunity, employment relations and occupational health and safety.

Range of activities

A Manager Health Programs will work collaboratively with Health Worker Coordinators and Senior Health Workers in the development, implementation, monitoring and evaluation of health programs. Activities expected of the position include:

- Program management:
 - Coordinate strategy development and implementation plan for program area/s.
 - Establish community profile and identify community needs.
 - Develop performance indicators for health programs.
 - Develop and review procedures, strategies and policies consistent with corporate and Health Service District objectives.
 - Monitor and evaluate health programs to ensure appropriate and effective approach to service delivery.
 - Monitor implementation of strategic plan for program area at District level.
 - Develop, implement and review business and operational plans.
 - Implement quality systems.
 - Set work priorities and practices and manage outputs.
 - Prepare reports and statistics.
- Manage staff and resources (if the position is responsible for staff):
 - Be actively involved in staff recruitment and selection.
 - Manage work systems.
 - Cost centre management and/or financial delegation and budget estimation.
 - Monitor and review resources and finances.
 - Coordinate and allocate resources.
 - Staff training and instruction.
 - Monitor safety measures and procedures.
 - Ensure occupational health and safety obligations are met, and coordinate and monitor rehabilitation of staff.
 - Provide leadership to staff within the work group.
 - Represent the district health service at national, state and regional level forums.



- Apply the principles of the Queensland Health Code of Conduct and Cultural Respect Framework.
- Adhere to policies, practices and guidelines to ensure a safe work environment.



Aboriginal and Torres Strait Islander Manager Health Worker Services OO9

Mandatory qualifications

A Health Worker at this level must have a minimum of an Advanced Diploma in Aboriginal and/or Torres Strait Islander Primary Health Care.

Scope of role

A Manager Health Worker Services is a senior management role within the Aboriginal and Torres Strait Islander Health Worker career structure and will include responsibility for large and complex work groups.

The Manager Health Worker Services will manage all services delivered by Health Workers within a health service district, and report to their district executive.

Managers at this level are expected to work at a high strategic level, and are responsible for the development, implementation, coordination, management and evaluation of the Health Worker practice within the health service district.

A Manager Health Worker Services is responsible for integrating knowledge of Aboriginal and Torres Strait Islander Primary Health Care into broader aspects of management and community development, contributing to policy making and decision making across the spectrum of service delivery.

A Manager Health Worker Services is responsible for strategic planning for resources and programs required for the delivery of Health Worker services within a health service district.

A Manager Health Worker Services is responsible for their work and the work of others, and works collaboratively with other key positions in the district.

Required skills and knowledge

A Manager Health Worker Services will have extensive experience in the strategic management and delivery of health services, and possess high level interpersonal and management skills appropriate to the position. A Manager Health Worker Services is expected to:



- Demonstrate extensive experience in the delivery of health service support systems and possess relevant qualifications or training in interpersonal and management skills, appropriate to the level of the position.
- Demonstrate a high degree of managerial and leadership skills and abilities required to manage a group of support services within public health facilities across a health service district.
- Demonstrate personnel management skills and the ability to apply principles and procedures relating to equal employment opportunity, employment relations and occupational health and safety.
- Possess well-developed liaison and communication skills, and the ability to negotiate or communicate on behalf of the agency with internal and external stakeholders and health care providers.
- Demonstrate skills in developing and documenting strategic and operational plans.
- Demonstrate high level coordination and program management skills to operate at a strategic level within the district.
- Articulate and demonstrate knowledge of evidence-based guidelines and policy for health care delivery and ability to translate guidelines into primary health care practice.
- Possess high level skills in community development, and an ability to engage and negotiate with external stakeholders with the objective of forming collaborative frameworks for health care delivery.

Range of activities

- Overall responsibility for the provision of Health Worker services within a district, including delegated responsibility for a range of authorities and accountabilities as determined by policy:
 - Manage and monitor resources and finances
 - Review operations to determine efficiency and effectiveness of the service
 - Develop and implement quality systems
 - Manage staff
 - Set work priorities and practices and manage work flows
 - Develop and review procedures, strategies and policies consistent with corporate and health service district objectives
 - Undertake staff recruitment and selection
 - Manage work systems
 - Cost centre management and/or financial delegation.



- Exercise a high degree of autonomy, initiative and judgement in the use of resources under the position's control and in resolution of issues and problems, including:
 - coordination and allocation of resources
 - staff training and instruction
 - prioritising work
 - implementing safety measures and procedures
 - ensuring occupational health and safety obligations are met, and coordinating and monitoring rehabilitation of staff
 - preparation of reports and statistics and submissions
 - assessment and review of the standard of work of subordinate staff.
- Develop, implement and review strategic, business and operational plans, which will provide strategies for the achievement of service goals and objectives consistent with district and/or corporate initiatives/directives.
- Provide high level leadership to staff within the district Health Worker workforce.
- Exercise accountability and responsibility for the quality standards of work.
- Coordinate the implementation of policies, practices and guidelines to ensure a safe work environment.
- Develop performance indicators for health services relevant to the Health Worker district workforce.
- Monitor and review health care programs within the district.
- Represent the district health service at a national, state and regional level.
- Negotiate consistent policy between services.
- Supervise, manage and mentor staff where appropriate.
- Apply the principles of the Queensland Health Code of Conduct and Cultural Respect Framework.
- Adhere to policies, practices and guidelines to ensure a safe work environment.



Appendix 1: Excerpts from Health (Drugs and Poisons) Regulation 1996

Health (Drugs and Poisons) Regulation 1996 (Health Act 1937)

Reprinted as in force on 12 December 2008 - Reprint No. 9C

- **164A Indigenous Health Workers** (Chapter 3 - Restricted Drugs, Part 2 - Endorsements, Division 3 - Particular Endorsements)

An indigenous health worker, while practising in an Aboriginal or Torres Strait Islander community in an isolated practice area in a specified health service district, is authorised –

- (a) to obtain and possess a restricted drug; or
- (b) to administer or supply a restricted drug, under a drug therapy protocol, on the oral or written instruction of a doctor or nurse practitioner or physician's assistant.

- **Areas of local governments forming isolated practice areas (Appendix 5)**

Aurukun, Balonne, Banana, Barcaldine, Barcoo, Blackall, Tambo, Boulia, Bulloo, Burke, Carpentaria, Central Highlands Charters Towers, Cloncurry, Cook, Croydon, Dalby, Diamantina, Doomadgee, Etheridge, Flinders, Hope Vale, Isaac, Kowanyama, Lockhart River, Longreach, McKinlay, Mornington, Mount Isa, Murweh, Napranum, North Burnett, Northern Peninsula Area, Palm Island, Paroo, Pormpuraaw, Quilpie, Richmond, Roma, Tablelands, Torres, Winton, Woorabinda, Wujalwujal, Yarrabah.

- **Definition of 'specified health service district' (Appendix 9 – Dictionary)**

specified health services district means any of the following health service districts declared under the Health Services Act 1991—

- Cairns
- Cape York
- Mount Isa
- Torres Strait and Northern Peninsula Area.

- **Definition of 'isolated practice area' (Appendix 9 - Dictionary)**

isolated practice area means—

- (aa) a place that is at Cow Bay, Marpuna or Weipa; or
- (a) a place that is—
 - (i) within the area of a local government mentioned in appendix 5; and
 - (ii) remote from pharmaceutical services; or



- (b) a clinic conducted by the Royal Flying Doctor Service (Qld section) in an area isolated from medical, pharmaceutical and hospital services; or
- (c) a plane operated by the Royal Flying Doctor Service (Qld section).



Appendix 2: Relevant HR Policies and IRM advice

The following Human Resources (HR) Policies and Industrial Relations Manual advices (IRMs) are relevant to the application of the Aboriginal and Torres Strait Islander Health Worker career structure:

- SARAS – The Study and Research Assistance Scheme **HR Policy G10**.

The SARAS **HR Policy G10** has been enhanced in order to provide Queensland Health employees with improved access to leave and financial assistance to undertake study or research activities.

- Indemnity for Employees and Other Persons (Excluding Medical Practitioners – Health Service Districts) **IRM 3.8-3**.

Indemnity as it is defined in **IRM 3.8-3** applies to Aboriginal and Torres Strait Islander Health Workers employed within the Aboriginal and Torres Strait Islander Health Worker career structure.

- ‘Identified’ (Lawful Discrimination) Positions **IRM 1.13-12**

All Aboriginal and Torres Strait Islander Health Worker positions are identified. It is a genuine occupational requirement in accordance with section 7 of the *Anti-Discrimination Act 1991* that all Health Worker positions are filled by Aboriginal or Torres Strait Islander peoples. A Health Worker needs to be accepted by a particular community as a member of that community.

- Aboriginal and Torres Strait Islander Health Worker Personal Progression Scheme – Levels OO4 – OO6 (IPA) **HR Policy C43**.
- Aboriginal and Torres Strait Islander Health Worker Conditional Advancement Scheme **HR Policy C44**.



Appendix 3: Queensland Health services in Isolated Practice Areas within specified Health Services Districts

Isolated Practice Areas	Queensland Health health service
<i>Cairns and Hinterland Health Service District</i>	
Yarrabah	Primary Health Care Centre
<i>Cape York Health Service District</i>	
Aurukun	Primary Health Care Centre
Hopevale	Primary Health Care Centre
Kowanyama	Primary Health Care Centre
Lockhart River	Primary Health Care Centre
Mapoon	Primary Health Care Centre
Napranum	Primary Health Care Centre
Pormpurraw	Primary Health Care Centre
Wujal Wujal	Primary Health Care Centre
Coen	Primary Health Care Centre
Laura	Primary Health Care Centre
<i>Mt Isa Health Service District</i>	
Doomadgee	Hospital and Primary Health Care Centre
Mornington Island	Hospital and Primary Health Care Centre
<i>Torres Strait and Northern Peninsula Health Service District</i>	
Injinoo	Primary Health Care Centre
New Mapoon	Primary Health Care Centre
Umagico	Primary Health Care Centre
Seisia	Primary Health Care Centre
Badu Island	Primary Health Care Centre
Bamaga	Hospital and Primary Health Care Centre
Boigu Island	Primary Health Care Centre



Dauan Island	Primary Health Care Centre
Erub (Darnley) Island	Primary Health Care Centre
Iama (Yam) Island	Primary Health Care Centre
Kubin (Moa) Island	Primary Health Care Centre
Mabuiag Island	Primary Health Care Centre
Mer (Murray) Island	Primary Health Care Centre
Poruma (Coconut) Island	Primary Health Care Centre
Saibai Island	Primary Health Care Centre
St Pauls (Moa Island)	Primary Health Care Centre
Ugar (Stephen) Island	Primary Health Care Centre
Warraber (Sue) Island	Primary Health Care Centre
Yorke (Masig) Island	Primary Health Care Centre
Horn Island	Primary Health Care Centre

