

Queensland Ambulance Service

# Equity, Diversity and Inclusion Action Plan 2023-2028

2024-2025 Edition





## Our commitment to Aboriginal and Torres Strait Islander peoples

The Queensland Ambulance Service (QAS) acknowledges the Traditional Owners and Custodians of the lands and seas, and pays respect to Elders past, present, and emerging. This plan uses the term ‘Aboriginal and Torres Strait Islander peoples’ rather than ‘First Nations’ or ‘Indigenous’ peoples. However, the QAS acknowledges Aboriginal and Torres Strait Islander people’s right to self-determination and respects the choice of Aboriginal and Torres Strait Islander peoples to describe their own cultural identities, which may include these or other terms, including particular sovereign people (for example, Yodinji or Turrbal) or traditional place names (for example, Meanjin Brisbane).

## Our commitment to human rights

We will respect, protect, and promote human rights for our people and our communities by placing individuals at the centre of decision-making and service delivery.



## Caring for our mob together

The QAS Indigenous artwork represents the connection between the QAS and the Aboriginal and Torres Strait Islander community with each of the elements having specific meaning. At the centre of the design, traditional and modern health, as well as values of respect and inclusion

merge to create a ‘healing pathway’, representing the journey to better healthcare. The healing pathway is accessible and moves through the diverse communities, sharing knowledge and caring for Aboriginal and Torres Strait Islander people.

## Cover artwork



This artwork was created by Louise Sing, a QAS employee. It represents diversity and inclusivity within the service and aims to convey features and characteristics that may be portrayed by each of us. Every person is unique; however, the overlap of the hands represents that we all share similarities and we all have a number of interconnected characteristics. We hope that every person in our organisation can identify with at least one aspect of one of the hands. Our diversity unites us.



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# Commissioner's foreword

We here at the Queensland Ambulance Service (QAS) are humbled by the diversity of our patients and their needs, through every instance of care and services delivered, each and every day. We appreciate and are committed to growing the diversity of our workforce; not only in the backgrounds and experiences we bring to work each day, but in the diversity of ideas we each contribute to the overall focus and strategy of our organisation.

It is what we do with this diversity – of ideas and backgrounds, needs and thoughts and cultures – that speaks to our culture of inclusion and what the word inclusion means to us. Inclusion should serve us not only as a collective, but also as an individual. I strive for our work towards inclusion to make each of our staff feel valued, heard, respected, supported, included and celebrated for who we are and what we do.

As acknowledged through the *QAS Workforce Plan 2023-2028*, the QAS recognises that equity, diversity, inclusion and respect are core components of a contemporary workforce. It is vital to improving not only our own staff's experiences, but also the care we show our patients and our connection with the communities we serve.

It is through genuine inclusion and enthusiastic participation that we as an organisation genuinely contribute to diversity and ultimately, equity. This is the true tenant of the *QAS Equity, Diversity and Inclusion Action Plan 2023-2028 (2024-2025 Edition)* (Action Plan). We want everyone in the organisation to participate and contribute to the organisation's direction and future – the Action Plan for 2024-2025 paves the way for us to achieve this.

I am proud to release the Action Plan for 2024-2025 and I look forward to another year contributing towards the QAS vision of excellence in ambulance services.

Sincerely



Craig Emery ASM  
Commissioner  
Queensland Ambulance Service





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# Our plans

Our people come to work for many and varied reasons; we are unique and dynamic individuals with our own priorities, goals and challenges. Yet, with our diverse roles, experiences and perspectives, we collectively work to deliver excellence in ambulance services for our Queensland communities.

Our Action Plans supports the aim of the *Public Sector Act 2022* to:

- develop a diverse workforce that represents and reflects the diverse views, experiences and backgrounds of Queensland people;
- promote equity and diversity in employment outcomes for diversity target groups;
- promote equity and diversity in relation to employment matters; and
- create a respectful and inclusive workplace.

By achieving these aims, the QAS seeks to deliver equitable access and a positive employee experience for all our people.

Our commitment to achieving an equitable, diverse and inclusive workplace is framed and prioritised by:

1. The *QAS Strategy 2022-2027* (QS) through **Strategic objective 2 – Our Workforce** to engage, support and advance our highly skilled workforce, by creating a work environment which is flexible, respectful, ethical, accountable and safe; and



2. The *QAS Workforce Plan 2023-2028* (WFP) has been developed to deliver on the *QAS Strategy 2022-2027* and has recognised six important workforce themes to deliver a positive and healthy workplace for our employees. Two themes support the development of a diverse workforce and a respectful and inclusive workplace:

- **Theme 1 – Diversity, equity, inclusion and cultural safety** seeks to foster an authentically diverse, equitable, inclusive and culturally safe organisation where our people are respected and valued.
- **Theme 6 – Workplace culture, communication and engagement** creates a positive and healthy workforce culture and ensures meaningful communication and engagement with our people and stakeholders.

This commitment is supported by the *QAS Equity, Diversity and Inclusion Action Plan 2023-2028* and the *QAS Aboriginal and Torres Strait Islander Cultural Capability Action Plan 2023–2026* that both deliver on Themes 1 and 6 of the *QAS Workforce Plan 2023-2028*.

The benefits of equity, diversity and inclusion for our people, organisation and communities is dependent on the collaboration and implementation of all pieces of work within the organisation, through an inclusion lens.

# Equity, Diversity and Inclusion Action Plan



The *QAS Equity, Diversity and Inclusion Action Plan 2023-2028 (2024-2025 Edition)* continues four long-term actions related to our people, our leaders, our organisation and our communities to be achieved across the five-year *QAS Workforce Plan*. This 2024-2025 edition contains our refreshed activities for this year, to ensure we remain contemporary and on track to achieve these long-term actions and our vision.

An inclusive environment for all employees, including those from currently and historically underrepresented groups including Aboriginal and Torres Strait Islander

people, gender equity, people with disabilities, culturally and linguistically diverse people, LGBTQIA+ community and generational diversity (people under 25 and over 45 years of age), creates a workplace where everyone can thrive and contribute to providing excellence in ambulance services.

The QAS purposely uses the term ‘our’ and ‘we’ throughout the Action Plan, capturing the collaborative voices and connection of our people, the sense of belonging and shared ownership of fostering inclusive workplaces and communities.

# Cultural Capability Action Plan



The *QAS Aboriginal and Torres Strait Islander Cultural Capability Action Plan (CCAP) 2023-2026* is the third plan released by the QAS. The plan identifies key cultural capability initiatives for the next two years and compliments the *QAS Equity, Diversity and Inclusion Action Plan 2023-2028*.

1. Valuing culture
2. Leadership and accountability
3. Building cultural capability to improve economic participation
4. Engagement with Aboriginal and Torres Strait Islander people and businesses
5. Culturally responsive systems and services

The CCAP aligns to the Reframing the Relationship commitment between Aboriginal and Torres Strait Islander people and the Queensland Government and recognises the importance of self-determination for Aboriginal and Torres Strait Islander people, through eight key components:

1. Recognition and honouring
2. Truth-telling
3. Importance of the right to self-determination
4. Cultural capability and safety
5. Partnerships and decision-making
6. Workforce and leadership
7. Fair and inclusive, with dignity and belonging
8. Aims, aspirations and employment



# Our equity, diversity and inclusion vision

Strengthen the services we provide for our communities by embedding and celebrating equity, diversity and inclusion, so all our people feel valued, supported, accepted and respected.

## Our workforce

The QAS is strengthened by our people and our diversity, across workstreams, disciplines and our state of Queensland.





## Total staff

**Operational** 6,288 (93.29%) | **Public Service** 452 (6.7%)



## Employment status

**Permanent** 6,029 (89.45%) | **Temporary** 315 (4.67%) | **Casual** 396 (5.87%)



## Service delivery

**Frontline** 6,288 (93.29%) | **Frontline support** 256 (3.79%) | **Corporate** 196 (2.9%)



## Gender identity

**Female** 3,635 (53.93%) | **Male** 3,096 (45.93%) | **Non-binary/gender diverse** 9 (0.13%)



## Generational

**<25 years** 456 (7.21%) | **25-45 years** 3,997 (58.80%) | **>45 years** 2,287 (33.99%)



## LGBTIQA+ \*\*

322 (8.87%)



## Gender pay gap

5.85%



## Caregivers ^\*\*\*

**Overall** 1,298 (35%) | **Women** 685 | **Men** 529



## Aboriginal or Torres Strait Islander

164 (2.43%)

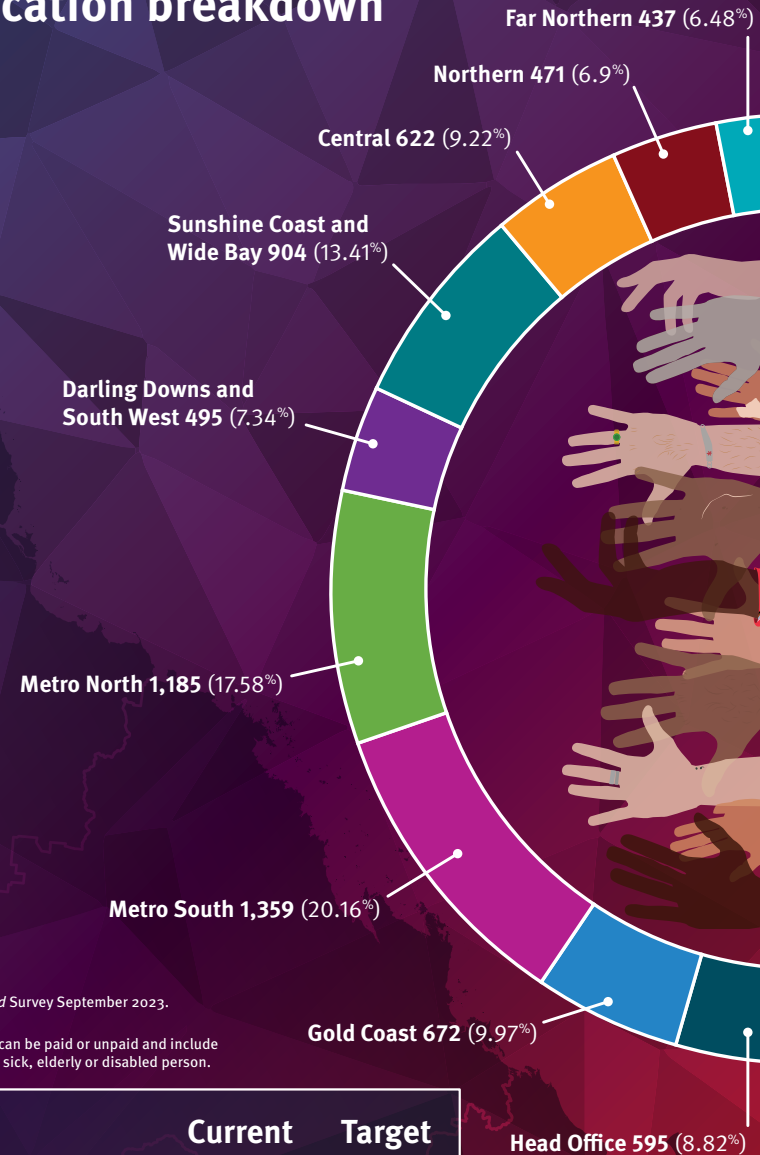


## Culturally and linguistically diverse

**Australian South Sea Islander** 14 (0.21%) | **Born overseas** 121 (1.80%)

**Language other than English** 201 (2.98%)

## Location breakdown



\*\* Data from Working for Queensland Survey September 2023. This is inclusive of HCC and RSQ.

^ Caregivers: carer responsibilities can be paid or unpaid and include regularly looking after a child or a sick, elderly or disabled person.

### Targets \*\*\*

	Current	Target
Aboriginal and/or Torres Strait Islanders	164 (2.43%)	4%
Culturally and Linguistically Diverse		
Birthplace	121 (1.80%)	14%
Language	201 (2.98%)	
People with a disability	148 (2.20%)	4%
Women in leadership	(42.70%)	50%

\*\*\* Minimum diversity target for 2026.



# Creating a culture of respect and inclusion

Respect and inclusion provide a platform to redefine our collective culture. They allow us to meaningfully engage, connect and co-design with our people to shape their experiences, our workplace culture and the services we provide to our communities.

A respectful and inclusive culture includes a culture where:

- everyone feels safe in the workplace;

- the experiences and perspectives of all individuals are invited and respected;
- a culture of belonging is fostered;
- everyone is supported to work together to improve performance and wellbeing of all; and
- everyone possesses the skills and knowledge, and has access to the systems, necessary to engage in employment matters in a respectful, appropriate and safe way.

*(Adapted from the Public Sector Act 2022 (Qld))*

**Inclusion creates a better workplace which:**

- boosts employee wellbeing
- fuels performance
- minimises risk
- supports greater job satisfaction
- supports a positive mindset
- leads to improved communication
- increases motivation
- fosters innovation
- supports more effective teamwork

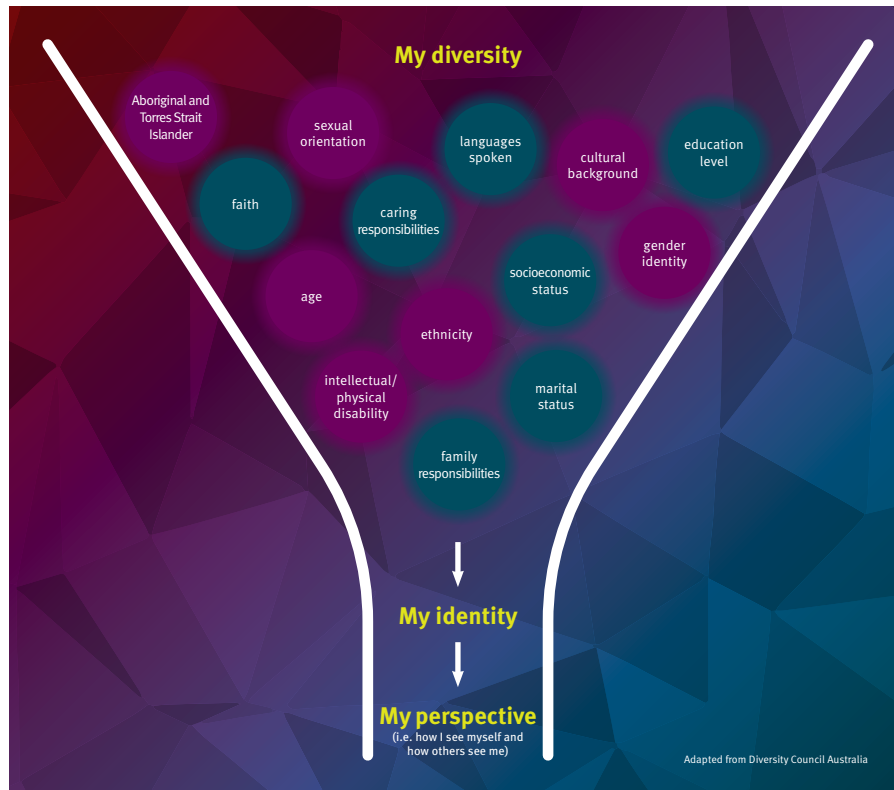
Adapted from Diversity Council Australia

# Supporting equity, diversity and fairness

Diversity, equity and fairness are key contributors to an inclusive and respectful culture.

**Diversity** is an all-encompassing term that incorporates every single person and should be reflective of our populations and communities. By valuing and embracing our own, and our colleagues' diversity and lived experience, we can improve our inclusion at work and further the experiences of our patients and our communities.

Your diversity builds your identity which builds your perspective.



Utilising an identity-based definition of diversity ‘recognises that the starting point should be how each of us identifies ourselves rather just how others categorise or label us’ (Diversity Council Australia).













**Equity** is the absence of unfair, avoidable or remediable differences among groups of people, whether those groups are defined socially, economically, demographically, or geographically or by other dimensions of inequality (e.g., sex, gender, ethnicity, disability or sexual orientation)’ (World Health Organisation). To achieve equity ‘everyone is treated according to their diverse needs’, enabling everyone to ‘participate, perform, and engage to the same extent’ (Canadian Centre for Diversity and Inclusion).

**Fairness** is ingrained in equity, diversity and inclusion (fair experience and treatment). The QAS seeks to develop an inclusive workplace culture and work environment where fair experiences mean our people are informed, supported, able to access opportunities and recognised for their contributions.

# Caring for our communities

Equity, diversity and inclusion are fundamental principles that profoundly influence the effectiveness and quality of the services we provide to communities. By intentionally embedding equity, diversity and inclusion into our organisation, we will create a workplace where all employees feel confident and safe to contribute their ideas and perspectives, allowing us to truly reflect the diversity of the broader community we serve. Through understanding the

diversity and inequities within our communities, we can enhance our service delivery, foster a more inclusive work environment, and build stronger, more trusting relationships with our communities. Equity, diversity and inclusion will help us understand and address the unique health needs and cultural contexts of all individuals, leading to better health outcomes.

<p><b>300+ identified languages</b> spoken in Australia<sup>1</sup></p> 	<p><b>150+ Aboriginal and Torres Strait Islander languages</b> spoken<sup>1</sup></p> 	<p><b>49% of Australians</b> have been born overseas or have one or both parents born overseas<sup>1</sup></p> 	<p><b>59% of recent migrants</b> were women. Migrant and refugee women are at greater risk of poor maternal and child health outcomes<sup>2</sup></p> 
<p>Since the age of 15, <b>31%</b> of women and <b>42%</b> of men have experienced physical violence. <b>22%</b> of women and <b>6.1%</b> of men have experienced sexual violence<sup>3</sup></p> 	<p>The life expectancy gap between Aboriginal and Torres Strait Islander people and non-Indigenous Australians is <b>8.8 years</b> for males and <b>8.1 years</b> for females<sup>4</sup></p> 	<p><b>50% of trans and gender diverse (TGD) people</b> reported needing, but not receiving healthcare. <b>41.3%</b> of those who needed emergency care did not attend the emergency department because they were TGD<sup>5</sup></p> 	<p><b>42.9% of people aged 16-85 years</b> experience a mental health condition at some time in their life<sup>6</sup></p> 
<p><b>31.7% of the Australian population</b> had at least one long term health condition (54.1% female, 45.9% male). The most reported long-term health condition in 2021 was mental health<sup>7</sup></p> 	<p><b>21,038 domestic and family violence offences</b> with charges lodged in Queensland 2023-24 YTD (to 31 May 2024) with 397 defendants convicted of strangulation offences by penalty imposed<sup>8</sup></p> 	<p><b>1 in 3 Australian workers</b> experienced sexual harassment in the last 5 years. In the last 12 months, 1 in 5 people have been sexually harassed at work<sup>9</sup></p> 	<p><b>1 in 5 Queenslanders</b> has a disability. Median income per week for people with a disability is half that of people without a disability (\$505 and \$1,016 respectively)<sup>10,11</sup></p> 

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## Celebrating our progress

The QAS is proud of what we have all achieved so far to create safe, supported and inclusive workplaces. Some of our achievements include:

- bringing our people together through the Workforce Forums to collaborate, share their experiences and shape the future direction of the organisation;
- realigning our recruitment processes to focus on identifying the qualities and values of our people and ensuring the right person is placed in the right position;
- ensuring our QAS website meets accessibility guidelines;
- delivering LGBTIQ+ Sensitive Healthcare workshop during state paramedic induction program to ensure our new workforce provides appropriate healthcare;
- embedding of equity, diversity, inclusion and cultural safety throughout the educational content delivered across all programs in the QAS;
- visibility of allyship through having pronouns available on operational name badges, Aboriginal and Torres Strait Islander artwork displayed at local stations and workplaces; and
- providing an equity, diversity and inclusion focus in station and workplace new builds and refurbishments including lactation rooms and unisex toilets.



# Monitoring our success

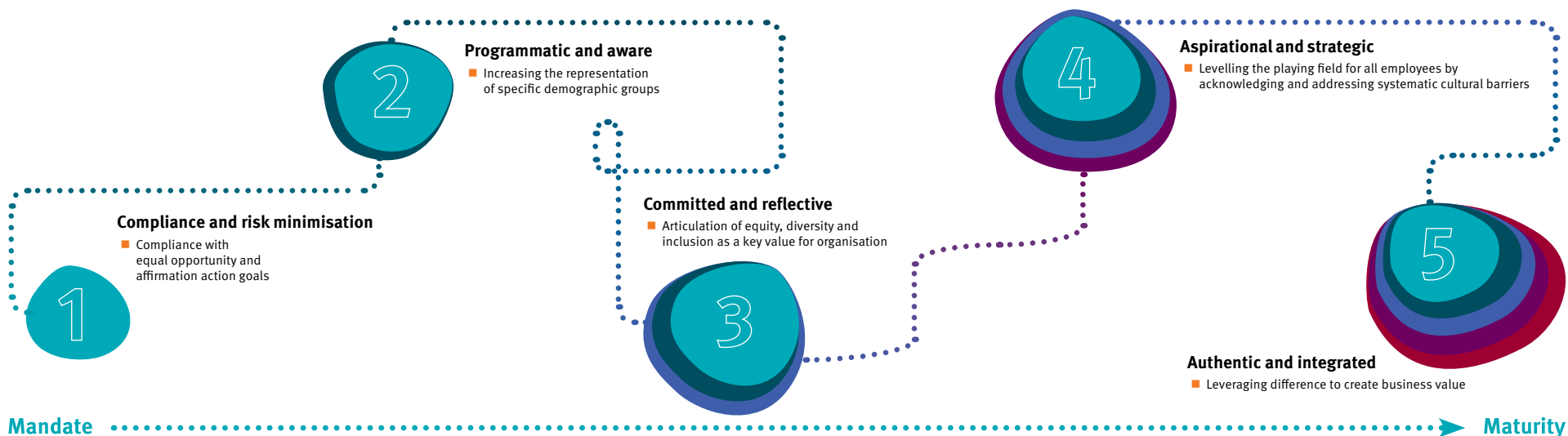
This Action Plan is for all of us and it's important that the activities we deliver are meaningful for you and for the communities we serve. Our workforce actively contributes to their environment and experiences in the QAS. We regularly engage and seek feedback through the Working for Queensland Survey, QAS Workforce Forums and employee networks, ensuring everyone has a voice to help shape our workforce and improve the workplace experience for all. We monitor our long-term progress through the Equity and Diversity Audit and through setting diversity targets to ensure we continue to support our workforce, particularly those groups historically under-represented, to ensure we continue to mature as an organisation and reflect our communities.

Our maturity model provides us with a measure to better understand our current state and to assist with strategic planning for the future. From workforce consultation undertaken over the past year, our people have placed us between 'programmatic and aware' and 'committed and reflective'.

Continuing our partnership with our people is fundamental for our progression towards a culture where equity, diversity and inclusion is authentically valued and integrated within our organisation.


Our Action Plan is overseen by the Fair and Inclusive Practice Unit in partnership with key stakeholders. Strong governance through the QAS RESPECT and Inclusion Steering Committee, QAS RESPECT and Inclusion Working Group, supported by the statewide Fair and Inclusive Practice Network, ensures we are informed and can monitor our commitment and alignment with each of our long-term actions. A formal equity, diversity and inclusion work plan which supports the implementation of the Action Plan, details the activity leads, priorities, success measures and alignment to the Workforce Plan.

Our success will be apparent through our workforce engagement and workplace culture, inclusive leaders, fair and responsive systems, and our community partnerships. We acknowledge that all outcomes are interconnected which will assist us in achieving our vision.




# Our key actions


Our Action Plan is defined by four long-term actions which will help us achieve our vision through our people, our leaders, our organisation and our communities. These long-term actions are derived directly from the Workforce Plan's focus areas and initiatives and will ensure we achieve its goals by 2028. Each long-term action is supported by yearly activities, which are refreshed annually with each edition of this Action Plan. The explicit link between the Workforce Plan's focus areas and initiatives and our equity, diversity and inclusion activities are further highlighted throughout each key action via coloured glyphs.



**Our people**



**Our leaders**



**Our organisation**



**Our communities**



# 1 | Our people

**We will partner with you to ensure our workplace reflects the communities that we serve (♥). We will work with you to drive our understanding and application of diversity, equity, respect, inclusion and cultural safety in our workplaces (◆). We will support you to promote a culture of respect and inclusion where everyone feels safe in the workplace (★).**

## Spotlight on our key activities this year

- ♥ Develop 'Our Workforce Profile' template to generate awareness of our workforce characteristics and identify opportunities to be more reflective of our communities.
- ◆ Establish the QAS Inclusion Community of Practice to share information, insights and resources related to inclusion and empower and support our people to drive positive culture change.
- ★ Continue to engage with and inspire our people through Workforce Forums, providing the opportunity to openly discuss the issues affecting them and help shape our future.

## Further activities for this year

- ♥ Maintain and promote the QAS Diversity and Inclusion Calendar, highlighting the importance of recognising days of significance and local events for our diverse people and communities.
- ♥ Review our approach to workforce management practices and supports to improve equity, diversity and inclusion for employees who are pregnant, have caring responsibilities including parents and carers, are returning to work, are accessing keeping in touch days or lactation breaks, require domestic and family violence support and who are transitioning to retirement.
- ◆ Continue shared ownership of QAS RESPECT through delivery of education, resources and bespoke solutions that seek to empower individuals to feel safe to speak up in addressing inappropriate workplace behaviours.
- ◆ Provide resources on how to promote inclusive practices and visible displays of diversity and allyship for underrepresented groups, including but not limited to the Acknowledgement of Traditional Owners and Custodians, use of pronouns, languages other than English (including AUSLAN) and accessibility considerations.
- ◆ Deliver programs to raise awareness and support our diverse people and communities including information relating to pre-retirement, accessibility, people with disabilities, multiculturalism, generational diversity, LGBTIQ+, neurodiversity, domestic and family violence, gender equity, carers and parents.
- ◆ Increase our understanding of experiences of people living with a disability, further considering practices related to reasonable adjustments and support pathways.
- ◆ Publish a QAS Knowledge Hub and Resource Centre providing an online platform to access current information, resources, articles and support services.

- ★ Continue to develop and promote the QAS Fair and Inclusive Practice Network, providing all employees an alternative avenue to seek confidential information as contact officers and to support collaboratively driven state-wide and local workplace reform.

Through our commitment, our people will feel:

- included, empowered to speak up and treated fairly and equitably;
- informed, educated and encouraged to locally influence positive and sustainable change; and
- safe, supported and valued for who they are and what they bring to the QAS.



## 2 | Our leaders

**Our leaders will have access to contemporary, transparent and equitable recruitment practices, and development opportunities (+). They will demonstrate their understanding and application of diversity, equity, respect, inclusion and cultural safety in our workplace (◆). They will actively communicate and engage with our workforce to build the desired workplace culture for the QAS (★).**

### Spotlight on our key activities this year

- + Review QAS development and succession processes and frameworks to ensure there is equitable and accessible training and development opportunities provided to our people, further supporting the growth of more diverse leadership candidates.
- ◆ Continue to review the QAS Leadership Capability Framework to maintain a focus on developing capabilities to enable our leaders to be able to promote, support and progress equity, diversity, inclusion and respect in relation to employment matters and when delivering ambulance services to the community.
- ★ Leaders actively participate in and promote days of significance with their people and communities, highlighting the importance of leadership visibility in building inclusive workplaces.

### Further activities for this year

- + Continue to apply an equity, diversity and inclusion lens throughout our recruitment processes to allow us to find the most suitable person for the role.
- + Continue to support tailored professional development opportunities to support progression for underrepresented groups (e.g., Council of Ambulance Authorities Women in Leadership, First Nations Leadership Program, etc).
- ◆ Provide targeted education and resources for emerging and existing leaders to ensure they have a clear understanding of the legislative and strategic purpose as well as the business need to embed equity, diversity and inclusion within our workplaces and how this relates to their responsibilities.
- ★ Leaders regularly engage with their workforce to ensure their diverse physiological and other safety needs are considered to support the development of a positive culture of safety and their needs are built into systems of work.

Through our commitment, our leaders will be:

- informed, educated and confident to model inclusive leadership that enables all staff to be themselves;
- value the importance of workplace diversity, identify and minimise inequities and approach situations with empathy and without bias; and
- equitable, flexible, accountable and collaborative in their practices, leading by example and leveraging off the perspectives and experience of others.



## 3 | Our organisation

We will embed diversity, equity, inclusion and cultural safety into all aspects of our business (✦). We will ensure we have contemporary, transparent and equitable recruitment practices and development opportunities free from bias (+). Our systems will be inclusive by design, foster a diversity of views and drive a culture where everyone is welcome and respected (♥). We will celebrate success stories, achievements and recognise good work and behaviour that aligns with our values (✧). We will promote a culture of respect and inclusion within the QAS where all employees feel safe in the workplace (★).

### Spotlight on our key activities this year

- ✦ Undertake an annual Equity and Diversity Audit to review the QAS workforce composition and analyse our performance against the QAS Equity, Diversity and Inclusion Action Plan to inform future activity planning.
- + Continue targeted recruitment campaigns for diverse candidates which lead to ongoing meaningful employment from underrepresented groups within our communities (e.g., QAS Culturally and Linguistically Diverse Paramedic Program).
- ♥ Review existing relief ratios to ensure they consider current functioning, the changing demographics of our workforce and the projected utilisation of leave types to inform our workforce modelling and future planning.
- ✧ Ensure our QAS portal and communications channels encourage storytelling, use inclusive language, apply accessibility guidelines and showcase and celebrate our diverse people, practices and successes.
- ★ Launch 'QAS Inclusion' to shape a positive and inclusive workplace culture through celebrating our people, creating common language and shared vision.

### Further activities for this year

- ✦ Review our workforce data and reports to identify targeted trends and explore the potential associated issues to support appropriate customisation of our actions at local and state levels.
- ✦ Continue active memberships on whole-of-government committees and with our external partners to align and remain contemporary (e.g., Public Sector Commission Inclusion and Diversity Community of Practice, Diversity Council Australia, Diversity Practitioners Association and Pride in Practice).
- ✦ Explore investment and resourcing of our Equity, Diversity and Inclusion and Cultural Capability Units to develop detailed plans and programs to meet our objectives and obligations.

- ✦ Review our recruitment practices (including applicant pools, merit list, appointments, applicant information kit, role descriptions and interview processes) through an equity, diversity and inclusion lens, ensuring our language is inclusive, attracts and considers diverse candidate pools and promotes flexible work and reasonable adjustments to allow us to find the most suitable person for the role.
- ✦ Continue and expand supported study programs to broaden and empower the diversity of applicants applying and qualifying.
- ♥ Continue to apply the principles of equity, diversity, inclusion and respect as the QAS Policy Framework is reviewed and updated.
- ♥ Ensure consultation is undertaken with employees and an equity, diversity and inclusion lens is applied when designing or redeveloping stations/workspaces to ensure the designs cater for and reflect our diverse workforce and meets accessibility requirements.
- ♥ Review employee exit surveys and interviews to develop insights to improve our peoples' experiences.
- ♥ Promote and support meaningful stakeholder engagement within projects and initiatives to ensure consultation from subject matter experts and people with lived experience informs project development and decision making.
- ♥ Promote equity, diversity, inclusion and respect via continue dedicated education programs that focus on self-reflection and mitigation of unconscious bias, and outline the relationship with improved workplace culture, quality of patient care and service delivery.
- ♥ Continue the QAS RESPECT and Inclusion Education Working Group to ensure an equity, diversity and inclusion lens is applied to all education programs (development and delivery), with consideration of individual learning needs.
- ♥ Review our approach to workplace flexibility from an equity, diversity and inclusion perspective to understand barriers and identify additional appropriate supports and strategies.
- ★ Analyse annual Working for Queensland Survey results to develop insights that measure improvements in *Equity, Diversity and Inclusion Action Plan* commitments, inform future strategies and empower business units to partner with their people in furthering inclusive workplaces.
- ★ Continue our governance arrangements to lead positive culture reform through the QAS RESPECT and Inclusion Steering Committee and QAS RESPECT and Inclusion Working Group.

Through our commitment, our organisation will demonstrate:

- mature understanding of equity, diversity and inclusion through our systems, education and communication plans, ensuring diverse voices are heard during design, planning, implementation and review phases;

- contemporary approaches to attract, recruit, develop and retain diverse employees by creating workplaces that are representative of our communities;
- commitment to understanding the benefits of creating flexible and agile workplaces as a significant driver of workforce diversity, inclusion, wellbeing and productivity;
- genuine appreciation and value of workforce data and analytics in designing initiatives that are consistent with the unique and diverse needs of our people; and
- best practice by leveraging off external partnerships to tackle systemic issues, share resources and design and implement cross sectoral solutions.





## 4 | Our communities

**We will ensure our workforce is reflective of our communities that we serve (♥). We will improve understanding and application of diversity, equity, respect, inclusion and cultural safety in our workplace (✦). We will improve health outcomes for all Queenslanders through quality health advice, patient-centric decision making, exemplary clinical standards, evidence-based improvements and broad clinical capability (✓).**

### Spotlight on our key activities this year

- ♥ Each District will publish, promote and maintain the 'Our Community Profile' resource that provides information about their local communities and available local services, to inform their workforce planning needs (through their Local Area Needs Assessment process), prepare for disasters and enable our people to understand the communities they serve.
- ✦ Completion of the 'QAS Inclusive Communication and Practice Guide' to assist our people in the delivery of health services to diverse communities.
- ✓ Continue with targeted media initiatives promoting respect and inclusion on the frontline, with the aim of keeping our people and patients safe and free from violence, abuse and discrimination.

### Further activities for this year

- ✦ Provide targeted education for our people based on their District 'Our Community Profile' to improve their understanding of local cultural customs and requirements and how these relate to the provision of healthcare.
- ✦ Support and promote QAS presence at cultural/community events and days of significance within local areas, to enhance relationships and partnerships with community groups and other local health services.
- ✓ Promote visible signs of allyship when servicing our community (e.g., using pronouns, stickers, badges, flags, languages spoken, etc).
- ✓ Ensure our external communications and engagement with media platforms meet appropriate accessibility guidelines, utilise inclusive language and provide visibility of our diverse people and communities.
- ✓ Supervisors and managers collaborate with local community leaders to maintain positive relationships and enable an understanding of local community needs, including potential barriers to care.

- ✓ Strengthen partnerships with communities, Queensland Health, government agencies, industry and academic bodies, to better understand local patient health needs and barriers to accessing care and co-design ways to improve our service delivery.
- ✓ Develop strategies to encourage community members to become First Responders and Local Ambulance Committee members to ensure we are reflective of the communities we serve.

Through our commitment, our communities will be:

- safe and supported and receive the highest quality clinical care; and
- engaged with our service to collaborate and improve service delivery design.





## References

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