

CSDS28

Clinical Skills Development Service Strategy

CSDS28: Clinical Skills Development Service Strategy

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Acknowledgement

CSDS respectfully acknowledges the Traditional Owners of this land, the Turrbal and Yugara peoples. We recognise that we live, work, and walk on their ancestral lands, and we pay our respects to Elders past, present, and emerging. CSDS and Metro North Health's dedication and values are committed to the health equity of Aboriginal and Torres Strait Islander peoples.



Artwork created for the Royal Brisbane and Women's Hospital by proud Aboriginal artist, Elaine Chambers Hegarty.

Foreword



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Executive Director,
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Belinda Faulkner
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Clinical Skills
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At the heart of this strategy is a steadfast commitment to Queensland's healthcare professionals. Every day, they dedicate themselves to delivering compassionate, high-quality care that profoundly shapes the lives of countless Queenslanders.

This CSDS28 Strategy is built on the dedication of Queensland's healthcare professionals, aiming to equip them with the resources and support necessary to excel in an ever-evolving healthcare landscape. Delivering world-class healthcare begins with a workforce that is skilled, adaptable, and well-supported. From 2024 to 2028, this strategy defines clear priorities to enhance clinical skills development across Queensland Health. By fostering excellence in education, training, products, and interventions, we aim to empower every healthcare professional to deliver optimal care and achieve superior outcomes for their patients.

Aligned with the government priorities—*HEALTHQ32: A Vision for Queensland's Health System*, the *Health Workforce Strategy for Queensland to 2032*, and *My Health, Queensland's Future: Advancing Health 2026*—our strategy underscores Queensland Health's ambition to be a global leader in clinical skills development. It reaffirms the vision of making Queenslanders among the healthiest people in the world by 2026. Serving as a blueprint for action, this strategy strengthens partnerships with Metro North Health, hospital and health services, industry leaders, and the Department of Health.

By implementing this strategy, Queensland Health is poised to become an employer of choice, cultivating a resilient, engaged, and inspired workforce. Healthcare professionals will be prepared not only to meet immediate demands but also to harness emerging technologies, embrace innovative service models, and lead in advancing healthcare delivery. This approach ensures sustained excellence in patient safety and care quality, meeting the complex and growing needs of our communities.

This strategy is more than a plan—it is a promise to every healthcare professional within Queensland Health. It reflects our commitment to supporting their professional development. Together, through a shared vision and the insights of our stakeholders, we are not only advancing clinical skills development but also establishing Queensland Health as a beacon of global healthcare innovation for the benefit of all Queenslanders.

Introduction

At CSDS, we take a comprehensive, evidence-based approach to advancing clinical skills. By fostering collaboration and creating sustainable solutions to ensure the viability of the health system now and into the future, we help align efforts across teams and departments to maximise impact and efficiency. This unified approach ensures that resources are used effectively, innovations are implemented thoughtfully, and healthcare professionals are equipped to meet the evolving needs of a modern workforce.

What is clinical skills development?

Clinical skills development refers to the continuous improvement of the practical, interpersonal, and decision-making competencies essential for delivering safe, effective patient care in real-world clinical settings. This holistic process empowers healthcare professionals with the knowledge, skills, and resources that target their clinical skills performance, leading to improved patient outcomes, reduced errors, and enhanced patient safety. As the healthcare landscape rapidly evolves—driven by technological advancements, shifting patient needs, and emerging knowledge—the emphasis on continuous improvement in clinical skills has never been more critical.

Why is clinical skills development important?

Government priorities like the *Queensland Health Systems Outlook to 2026*, *Advancing Health Service Delivery Through Workforce: A Strategy for Queensland 2017-2026*, *Health Workforce Strategy for Queensland to 2032*, and *HEALTHQ32: A vision for Queensland's health system* emphasise workforce empowerment. At their core, these priorities aim to build a better healthcare system. These priorities emphasise equitable access to professional development, enhanced workforce capability, a culture of continuous improvement,

and the preparation of a responsive, competency-based workforce aligned with evolving demographics and technological advancements. Clinical skills development is critical to achieving these priorities.

The transformative impact of clinical skills development is evident in several ways. Simulation-based education provides a safe, controlled environment for healthcare professionals to practice and refine critical skills and rehearse rare or high-stakes scenarios. It also enhances teamwork and communication, especially in crises, while allowing participants to receive performance feedback. Access to contemporary, evidence-based, and co-design tools and interventions accelerates learning, optimises resources, and fosters excellence. Additionally, an open ecosystem that allows for testing, refining, and advancing tools and processes empower healthcare professionals to adapt to emerging challenges, ensuring they thrive in their practice.

By fostering adaptability to new trends, clinical guidelines, and emerging technologies, clinical skills development not only elevates individual and team competencies but also advances the overall standard of healthcare delivery. This ensures safer, more effective care for patients and strengthens the foundation of the healthcare system.



Our vision

To be world renowned for **advancing clinical skills** and **improving patient outcomes**.

Our mission

To provide quality, evidence-based **education, training, products**, and **interventions** that target **clinical skills performance** to improve patient outcomes.

Context

About CSDS

The Clinical Skills Development Service (CSDS) is one of the largest and most advanced clinical skills development centres in the world, hosted by Metro North Health at the Herston Quarter in Brisbane.

Established in 2004 as a statewide simulation and training service under the Department of Health, CSDS drives clinical skills capability across Queensland through its growing network of 138 satellite centres.

CSDS operates under a unique business model that fosters strong collaborative partnerships with Metro North Health, Clinical Excellence Queensland, and the Department of Health. In 2012, CSDS underwent a significant transformation, transitioning under the governance of Metro North Health. In 2022, it was reclassified as a statewide support service under the Statewide Services Implementation Standard and was integrated with Metro North Health's Clinical Governance Service.

As a pivotal statewide support service, CSDS plays a critical role in equipping Queensland's healthcare workforce to deliver high-quality, safe, and patient-centred care. By developing, delivering, and enhancing initiatives that target clinical skills performance, CSDS ensures that healthcare professionals are empowered to meet the dynamic challenges of a modern healthcare system.



Strategic challenges

In Queensland, we are privileged to have a large, diverse, and highly skilled workforce dedicated to delivering a wide range of essential healthcare services to our communities. While we celebrate the strengths and unwavering commitment of our healthcare professionals, we are acutely aware of the increasing pressures they face—challenges mirrored on a global scale.

These pressures include growing demand for services, the economic aftershocks of the pandemic, rising healthcare costs, inequitable access to resources, and variations in practice. Compounding these challenges are shifting workforce expectations, with healthcare professionals seeking streamlined access to the latest knowledge, as well as tools and processes tailored to their diverse needs and requirements.

Bringing CSDS28 to life

The coming years present exciting opportunities: access to state-of-the-art simulation equipment, digital-first products and services, and a cutting-edge living lab designed to advance clinical practice. By embracing these advancements, we can ensure our healthcare workforce remains at the forefront of excellence, ready to meet the demands of a rapidly changing world.

HEALTHQ32: A vision for Queensland's health system

System vision: A dynamic and responsive health system where our workforce is valued and empowered to provide world-class healthcare to all Queenslanders.

CSDS28: Advancing clinical skills

CSDS vision: To be world renowned for advancing clinical skills and improving patient outcomes.

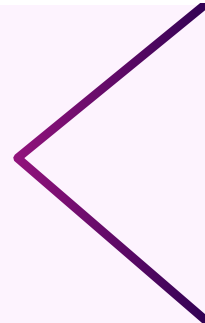
Focus areas



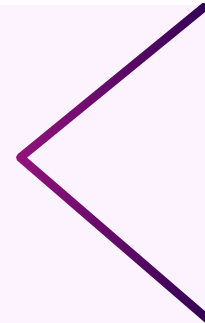
Provide resources and support.



Optimise the delivery of resources and support.



Maintain and grow partnerships.



Strengthen our internal workforce.

Outcomes

Outcome 1

Evidence-based training, education, products, and interventions that target clinical skills performance.

Outcome 2

Responsive, innovative, and sustainable infrastructure that prioritise human-centred design and data-driven procurement decisions.

Outcome 3

Partnerships with clinical skills education providers, research collaborators, and other healthcare facilities across the country.

Outcome 4

Internal workforce that is valued, respected, and empowered.

Opportunities

Health Equity

Assist in efforts in achieving health equity for Aboriginal and Torres Strait Islander peoples.

Partners

Leverage our Pocket Centre Network to deliver effective, integrated, and sustainable solutions that target clinical skills performance.

Internal Workforce

Attract, develop, and retain a responsive and agile internal workforce.

Digital Technology

Accelerate our capacity to deliver digitally enabled services.

Research and Innovation

Provide Human Factors and human-centred product development and evaluation.

Growth

Optimise planned investment to meet Metro North Health and Queensland Health needs.

Enablers

Effective implementation of CSDS28 will rely on a foundation of strong partnerships, serving as a pivotal framework to advance clinical skills development. By fostering collaboration and leveraging shared expertise, we aim to deliver superior outcomes for healthcare professionals and all Queenslanders.

How we will get there?

Recognising that a one-size-fits-all approach cannot address the diverse needs of our healthcare workforce, we will prioritise equity of access for regional, rural, and remote communities, tailoring strategies to meet their unique challenges.

We will also continue to actively engage with a wide array of stakeholders, including colleagues across the state, leading clinical education providers, industry collaborators, government departments, universities, and consumers. This collaborative approach ensures that the voices of all stakeholders inform our path forward.

We are committed to enhancing the healthcare system by providing equitable, accessible, and high-quality education, training, products, and interventions to all Queensland Health healthcare professionals when and where they are needed.

What informed this strategy?

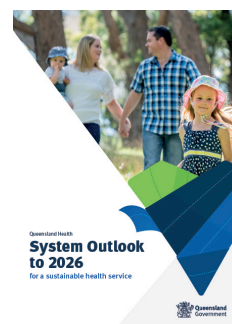
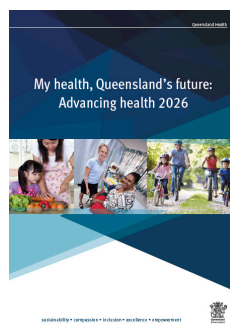
This strategy reflects a shared commitment to advancing clinical skills development by aligning with the following broader government strategic priorities.

Government priorities

1. HEALTHQ32: A vision for Queensland's health system
2. Queensland Women and Girls' Health Strategy 2032
3. Health Workforce Strategy for Queensland to 2032
4. My health, Queensland's future: Advancing health 2026
5. Queensland Health's System Outlook to 2026
6. Advancing health service delivery through workforce: A strategy for Queensland 2017-2026

Metro North priorities

1. Metro North Health Service Strategy 2021-2026
2. Working Together: Strategy for Inclusive Employee Engagement 2022-2024



Delivering the vision

To address our strategic challenges and build a sustainable, modern, and holistic system that advances clinical skills development, we will embrace opportunities for change in collaboration with our internal workforce and stakeholders. Our strategy identifies four priority focus areas informed by these challenges and shaped through extensive consultation.



Provide resources and support.



Optimise delivery of resources and support.



Maintain and grow partnerships.



Strengthen our internal workforce.

Achieving our vision relies on a connected and coordinated portfolio of projects and programs, all aligned under clearly defined outcomes and supported by our robust enablers. Success demands a commitment to understanding what works across diverse stakeholder perspectives, scaling proven initiatives, and embracing innovative, adaptable solutions that empower healthcare professionals statewide. These outcomes, along with measurable success indicators, will be embedded within our operational plans and team strategies, ensuring accountability and progress toward realising our vision.

Outcome 1: Evidence-based training, education, products, and interventions that target clinical skills performance.

Outcome 2: Responsive, innovative, and sustainable infrastructure that prioritises human-centred design and data-driven procurement decisions.

Outcome 3: Partnerships with clinical skills education providers, research collaborators, industry, consumers, and other healthcare facilities across the state, nationally, and internationally.

Outcome 4: Internal workforce is valued, respected, and empowered.



FOCUS AREA 1

Provide resources and support

Ensuring excellence in clinical skills development begins with access to high-quality, evidence-based training, education, products, and interventions.

This focus area delivers targeted solutions designed to enhance clinical skills performance and improve patient safety. By expanding access to adaptable learning models, leveraging innovative technologies, and addressing statewide healthcare priorities, we aim to equip healthcare professionals with the resources and support they need to succeed.

Strategies

Training and education

- Expand access to clinical training through flexible delivery models, consistent approaches, and localised training solutions, ensuring consistent learning outcomes across Queensland.
- Develop an education delivery framework that integrates emerging clinical care models, such as telehealth and interdisciplinary care, with adaptable, evidence-based solutions.
- Integrate the cultural authority and lived experience of First Nations peoples into healthcare training and education delivery to enhance relevance and inclusivity.

Simulation

- Leverage simulation-based approaches to address critical skill gaps and improve measurable patient safety and care outcomes.
- Provide high-quality, versatile, and reliable simulation infrastructure, including tailored audio-visual solutions to ensure accessibility and effectiveness in clinical education.
- Ensure access to clinically relevant, evidence-based simulation equipment through strategic lifecycle management, including planning, acquisition, maintenance, and disposal.

Products and interventions

- Develop and provide products and interventions tailored to support statewide healthcare priorities, with specific adaptations for regional, rural, and remote contexts to address unique needs and challenges.
- Generate and disseminate evidence for clinical training and practice to inform clinical guidelines at the state, national, and international levels.



FOCUS AREA 2

Optimise delivery of resources and support

Optimising how resources and support are delivered ensures they are effectively implemented, equitably accessible, and widely adopted.

By integrating human-centered design, leveraging digital solutions, and applying Human Factors, this focus area enhances the reach and impact of clinical skills development across all healthcare settings. Success lies not just in the quality of resources but in how seamlessly they are delivered and embraced.

Strategies

Human Factors

- Provide expertise in Human Factors to enhance clinician-led patient safety initiatives and key healthcare innovations.
- Deliver usability testing and evaluation services to support the development, procurement, and safe implementation of innovative medical technologies, while informing procurement decisions and enhancing safety through critical incident reviews.
- Collaborate with stakeholders to develop and test innovative technologies, ensuring tailored training and education for successful implementation.

Digital technology

- Develop a scalable digital architecture to streamline development of products and services through enhanced integration, innovation, and human-centered design.
- Leverage advanced technologies and digital solutions to ensure equitable and effective delivery of resources and support, regardless of geographic location
- Implement secure, real-time data systems to support feedback-driven optimisation and effective resource delivery.

FOCUS AREA 3

Maintain and grow partnerships

By working closely with leading clinical education providers, industry collaborators, government departments, universities, and consumers, we aim to take an informed approach to clinical skills development.

We align our strategies across Metro North Health and Queensland Health, actively supporting statewide networks such as the Neonatal Retrieval Service (NeoRESQ), Statewide Anaesthesia and Perioperative Care Clinical Network (SWAPNET), and Retrieval Services Queensland (RSQ). Through these partnerships, we leverage expertise and resources to address evolving priorities in healthcare training and education.

Regular engagement with healthcare professionals and consumers ensures that our programs remain human-centered, responsive to real-world needs, and grounded in collaborative innovation.

Strategies

- Develop and grow partnerships with leading clinical skills education providers (e.g., teaching hospitals, universities) and collaborators (e.g., institutes and industry partners) to expand the clinical skills training, education, and research capacity within CSDS.
- Strengthen internal partnerships within Metro North Health and Queensland Health to align goals and resources.
- Support statewide healthcare networks and training programs to enhance collaboration and ensure a consistent approach.
- Foster partnerships with other government departments rooted in mutual exchange of knowledge, resources, and best practices to address evolving government needs and priorities.
- Regularly engage consumers to provide feedback and actively participate in research, training, and education delivery, embedding their voices into the design and implementation of human-centered approaches.
- Ensure a well-trained and proficient faculty to maintain high standards of course delivery and faculty development.

A vertical image on the left side of the page shows a person in a surgical cap and large magnifying glasses, likely a surgeon or medical professional, focused on a task. The image is partially obscured by a purple overlay.

FOCUS AREA 4

Strengthen our internal workforce

We understand that an engaged, high-performing workforce is the cornerstone of an effective organisation.

By nurturing a values-driven and people-first culture, we prioritise staff resilience, well-being, and meaningful connection. Through active engagement, enhanced feedback channels, and collaboration, we empower our internal workforce to deliver their best work. Evidence shows that engaged and valued teams drive superior outcomes, and this focus area ensures our workforce is equipped and motivated to achieve our shared vision.

Strategies

- Refine and operationalise our governance framework to ensure alignment with Department of Health policies and Metro North workflows, providing clear guidance on managing service delivery processes.
- Enhance the onboarding program for new CSDS staff to align with Metro North Health processes, ensuring role clarity, socialisation into service priorities, and access to essential resources needed to perform effectively.
- Foster a workplace environment that celebrates diversity, equity, and inclusion to enhance employee satisfaction and retention.
- Support lifelong learning and career progression through:
 - tailored development pathways and mentoring programs
 - leadership development and succession planning initiatives
 - recognition and celebration of individual and team contributions.
- Strengthen feedback and communication channels to create a culture of openness and respect.
- Promote work-life balance with flexible work arrangements and access to wellness programs.

Strategic challenges and risks

We view challenges and risks as opportunities to grow and innovate. Building on lessons learned from the pandemic, we are advancing clinical skills by collaborating with colleagues and partners across the healthcare system.

To continue delivering high-quality, accessible, and innovative services, we must address key challenges—ranging from operational hurdles, like adapting services and retaining our internal workforce, to systemic issues, such as navigating jurisdictional boundaries and modernising aging infrastructure. By tackling these challenges head-on, we can protect our mission and solidify our role as a leader in advancing clinical skills.

- Addressing internal workforce retention and development by ensuring staff and faculty feel valued, supported, and equipped to meet future demands.
- Adapting services to meet diverse needs of our users while maintaining safety, quality, efficiency, and sustainability amid evolving demands.
- Safeguarding the security and reliability of our products, services, equipment, and technology infrastructure to protect sensitive information, ensure service continuity, and maintain stakeholder confidence.
- Managing increasing service demands and resource complexities while maintaining high-quality outcomes.
- Collaborating within Metro North Health’s governance and Department of Health funding framework to ensure effective and efficient delivery of statewide services.
- Overcoming the risks posed by aging technology infrastructure to ensure reliable and future-ready services.

Implementation and monitoring

This strategy serves as a framework for current plans and future priorities for clinical skills development in Queensland Health. Achieving our vision requires collective effort and accountability from our internal workforce and our stakeholders. Effective implementation will rely on robust monitoring, review, and evaluation processes. This includes methodical planning, openness to bold and innovative approaches, and a commitment to regularly assessing progress.

To measure success, clear indicators will be assigned to each outcome, tracked through an evaluation framework integrated into our operational plans and team strategies. Collaboration with our internal workforce and our stakeholders will drive our goal of building a dynamic, responsive health system that values and empowers its workforce to deliver world-class healthcare.

Key steps include:

1. Establishing performance indicators to assess the strategy’s effectiveness.
2. Conducting impact evaluations annually throughout the strategy’s lifespan.
3. Regular monitoring and stakeholder collaboration will ensure this strategy remains aligned with its vision and goals.



Clinical Skills Development Service