

NSW HEALTH

HEALTH PROFESSIONALS WORKFORCE PLAN 2012-2022

PROGRESS REPORT YEAR 6



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Executive Summary

The [NSW Health Professionals Workforce Plan 2012-2022](#) (The Plan) is a high-level framework which outlines strategies to ensure NSW trains, recruits and retains doctors, nurses and midwives, oral health and allied health professionals, as well as non-clinical professions to meet the future needs of the community.

Released in 2012 and refreshed in 2015, the Plan has an important role in guiding the NSW Health system to focus on workforce planning and development against identified strategic priorities. Each year Local Health Districts and Speciality Health Networks (LHD/SHNs) and Pillars report on strategies in the Plan to demonstrate their commitment to workforce growth and development.

Workforce Planning & Development (WPD) Branch in the Ministry of Health (MOH) plays a key role in strategic leadership and governance of the Plan, guiding and supporting LHD/SHNs. WPD has developed extensive networks and facilitated collaboration across the system to drive successful implementation of the Plan. The Branch works in close partnership with the Health Education and Training Institute (HETI), LHD/SHNs, other MOH Branches as well as national and state agencies to support workforce development.

The Year 5 progress report as at June 2017, available [here](#), indicated that the majority of strategies and targets were on track with some flagged for further consideration due to limited progress or implementation.

While many strategies and targets continue to remain on track towards achieving the end objectives at the 10-year mark, it is clear that they do not necessarily reflect the growing pace of change in the health system. This report outlines significant achievements, developments and emerging issues, as reported by LHDS/SHNs after 6 years of implementation.

Many strategies and actions in the current Plan are now embedded as 'business as usual' in LHD/SHNs, which speaks to the significant success of implementation across such a large and complex health system. LHD/SHNs have embedded workforce planning methodologies; successfully implemented a range of state-wide IT systems such as [My Health Learning](#) (MHL) and Recruitment and *OnBoarding* (ROB); offer a range of leadership, management and succession planning programs; and have invested in growing and developing the NSW Health workforce through clinical training programs and continuing professional development activities.

Since release of the Plan, HETI has developed capacity to support the health system through best practice education and training. HETI continues to refine their focus on leadership and management capability development for the workforce, programs to support the hospital non-specialist workforce and; improved accessibility of My Health Learning, the state-wide learning management system.

Recognising the Plan does not outline specific targets for Year 6, LHD/SHNs were also requested to identify any new local strategies, new emerging issues and new workforce trends that should be considered. Responses suggest that many are already considering other drivers which will impact the future workforce; changing population; increased consumer expectations; increased availability and access to health data; and emerging technologies.

These are some of the drivers that will be considered further in the Health Professionals Workforce Plan Refresh, which aims to ensure that NSW Health continues to work towards achieving a fit for purpose workforce by 2030. The Refresh will review the Year 6-10 strategies and targets in the current Plan, with a view to update, contemporise and strengthen its focus on emerging trends and drivers expected to impact health professionals, now and in the future.

Key Achievements led by WPD since implementation of the Plan in 2012

Stabilising the Foundations	State-wide workforce modelling for medical, nursing, allied health and small but critical workforces, to support local workforce planning.
	Workforce planning guidance through collaborative review of LHD/SHN Clinical Services Plans.
	Development of workforce reporting dashboards in collaboration with eHealth, HealthShare and LHD/SHNs to support improved local workforce planning.
Building Blocks	Development of a JMO Wellbeing Plan , in collaboration with LHD/SHNs, Junior Medical Officers working in NSW Health, the Australian Medical Association NSW (AMA) and the Australian Salaried Medical Officers Federation NSW (ASMOF).
	Working with Universities, other education providers, HETI, eHealth and LHD/SHNs to support streamlined student placements, through the Clinical Placements Policy and managed in ClinConnect (IT System).
	Working with HETI and LHD/SHNs to build and support clinical training networks and programs.
	Development of the Human Capital Management Recruitment and Onboarding system (ROB).
	Development of the Aboriginal Workforce Strategic Framework 2016 - 2020 , which supports the growth and development of the Aboriginal workforce.
Right People, Right Skills, Right Place	Development of the Framework for Rostering in NSW Health 2018-2023 and Rostering Capability Framework , which provides a range of readily accessible learning resources that can be used to further develop rostering capability.
	Development and enhancements to the Map My Health Career website, including an Allied Health extension, to support junior doctors and allied health professionals with career planning.
	Development of Respecting the Difference , a NSW Health cultural training framework and program, in collaboration with LHD/SHNs, HETI and other subject matter experts.
	Development of Stepping Up , The NSW Health online recruitment resource for Aboriginal applicants and hiring managers.
	Development of the NSW Health Aboriginal Health Worker Guidelines and the Decision Making Framework for Aboriginal Health Practitioners aimed at strengthening the roles and supporting the career development of Aboriginal health workers in NSW Health.
	Development of the Allied Health Assistant Framework and Assistants in Nursing implementation package, in collaboration with HETI and the Nursing and Midwifery Office (NaMO) respectively.

Executive Summary

State-wide key achievements in the last 12 months (2017/18)¹

- ✓ 15 additional medical specialist training positions were funded across a range of specialties, including endocrinology, genetic pathology, palliative care and psychiatry.
- ✓ A total of 2400 new graduate nurses and midwives were employed in NSW Health in 2018.
- ✓ A record 999 medical intern training positions in NSW in 2018, which is an increase of 149 positions since 2012 and an annual investment of \$107 million to train interns. A further six NSW Health intern positions in southern NSW were recruited as part of the Australian Capital Territory intern training network.
- ✓ 132 Rural Preferential intern positions were filled in 2018.
- ✓ In 2018, 20 Aboriginal medical graduates started as interns in NSW, the highest since the Aboriginal Medical Workforce Recruitment Pathway started.
- ✓ The NSW Health Junior Medical Officer Recruitment campaign recruited 3146 junior medical officers for the 2018 clinical year.
- ✓ 70 Aboriginal nursing and midwifery students are currently supported with cadetships in 2018. Since inception, 150 nurses and midwives have graduated through this program.
- ✓ Scholarships provided to assist Aboriginal nursing and midwifery students in their studies. This included 47 undergraduate scholarships and 12 postgraduate scholarships.
- ✓ 72 rural postgraduate midwifery student scholarships have been provided to small rural maternity units since 2011 to 'grow their own' midwifery workforce, improving viability and sustainability of maternity services in these communities.
- ✓ More than 1400 Enrolled Nurse scholarships have been awarded since 2013, including 202 in 2018.
- ✓ Aboriginal students completed 92 TAFE qualifications: 24 in 2015, 44 in 2016, and 24 in 2017.
- ✓ Total of 114,000 staff or 84 per cent in-scope staff were rostered using HealthRoster.

¹ NSW Health Annual Report 2017-18

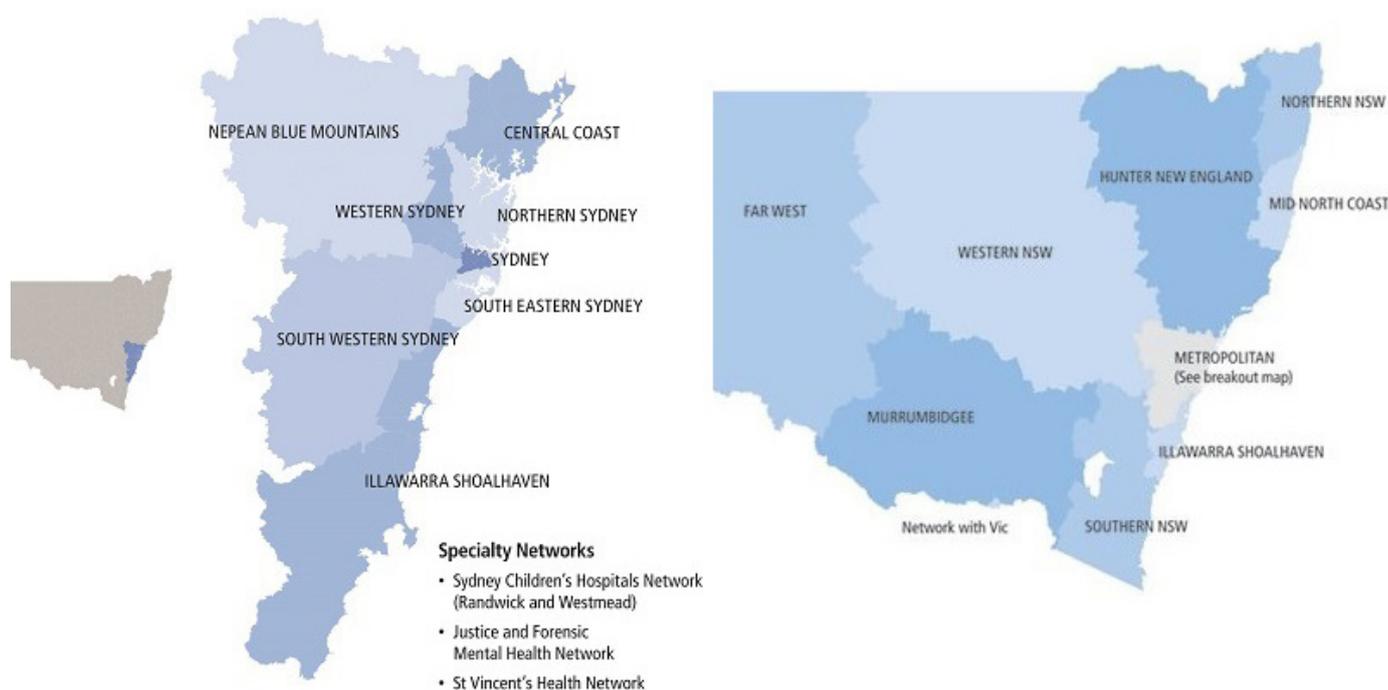


Snapshot of the NSW Health Workforce

NSW Health employs over 117,000 FTE (full time equivalent) staff Between June 2012 and June 2018:

- ✓ the NSW Health workforce increased by 15.0%
- ✓ the rural workforce increased in Medical (29.0%), Nursing and Midwifery (11.7%) and Allied Health (18.0%) fields
- ✓ the clinical workforce increased by 15.0%

Figure 1: Local Health Districts and Specialty Health Networks

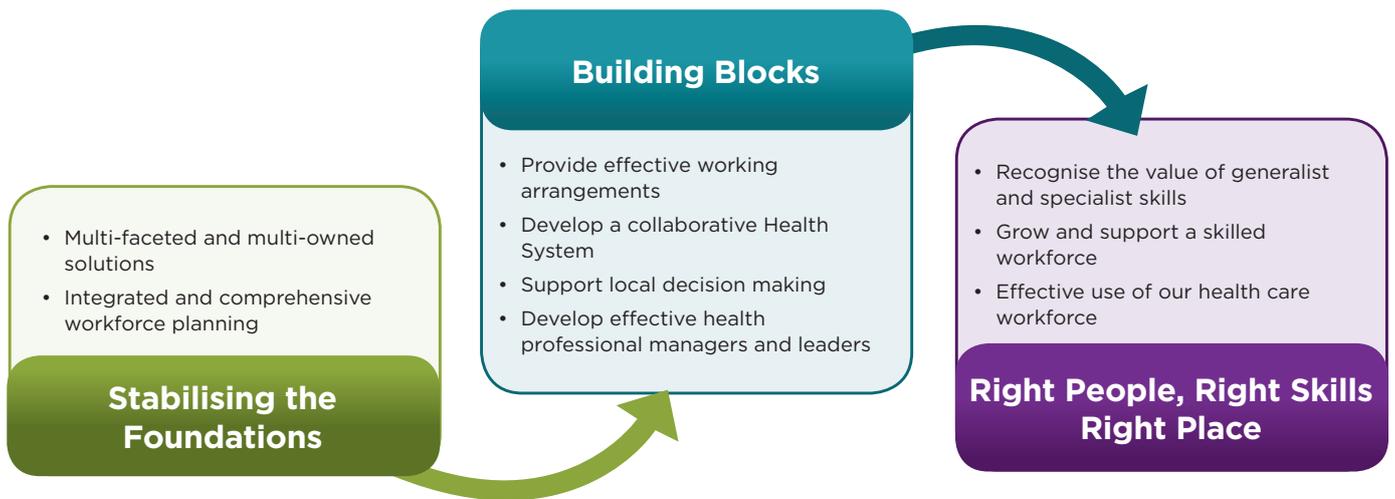


How the Plan Works

The Health Professionals Workforce Plan 2012-2022 rests on a three-part strategic framework (see Figure 2). Nine key tenets, grouped into three interconnected parts of a strategic framework underpin the Plan. The cornerstone of the framework is Stabilising the Foundations – setting the scene for effective workforce planning and acknowledging that the challenges will be met by multi-faceted solutions.

On this cornerstone rests the Building Blocks for the health professional workforce – providing the culture and working environment in the health system to enable a flourishing workforce. The foundations and building blocks provide the platform to realise the vision: Right People, Right Skills, Right Place.

Figure 2: The Health Professionals Workforce Plan



The next section provides a summary of the progress in each of the nine tenets as reported by LHD/SHNs, Pillars and MOH. The report does not outline all initiatives across the system but provides a high level snapshot of strategies that are now embedded, emerging themes and new drivers that are being considered.

Stabilising the Foundations

Setting the scene for effective workforce planning and acknowledging that the challenges will be met by multi-faceted solutions.

2. Integrated and comprehensive workforce planning

WPD Branch regularly undertakes state-wide workforce modelling for medical, nursing, allied health and small but critical workforces, to support local workforce planning. The Branch also collaboratively reviews Clinical Service Plans and Workforce Plans and provides consolidated feedback to Health System Planning and Investment Branch (HSPI) and LHD/SHNs.

A recently formed MOH and Health Infrastructure Reference group focuses on information sharing and the identification of widespread trends, challenges and opportunities to assist with targeting state-wide action. The group will collaborate to share information and co-design tools to support the alignment of service planning, workforce planning and infrastructure development.

Many LHD/SHNs continue to incorporate their workforce profile, workforce drivers and projections to assist in service planning. Some refer to results from the People Matter Employee Survey to develop their local action plans, as well as community input.

Data analytics and use of workforce data is highlighted as a key focus by LHD/SHNs in planning activities. Some have acknowledged the limitations of data available in StaffLink as well as the need to ensure their staff have training and/or capabilities required to analyse the data.

What are small but critical workforce?

Workforces which contribute critical and essential elements of a comprehensive health service, and are currently experiencing threats to meet systems needs now and into the future.

WPD completed workforce planning for small but critical (SBC) workforces in 2017 and activities to support these workforces continues. Two rapid reviews to gather information on the medical technician workforce were done in early 2018, which aimed to better understand the roles and responsibilities of medical technicians, and explore if they are a SBC workforce. While the reviews suggest that they would not be considered an SBC, they did identify current and emerging issues and technologies that may impact this workforce. Work has also been completed in 2017/18 for the small but critical sonographer workforce.

A discussion paper 'Building workforce planning capability in the NSW Health System' developed by WPD has been circulated broadly across the system. The feedback will inform an action plan as well as the Health Professionals Workforce Plan Refresh. Feedback will also contribute to deliverables under strategy four of the NSW Health Strategic Priorities 2018-2019, including the aim to 'build capability in workforce planning at the District level' and 'drive stronger alignment of workforce planning with service and infrastructure planning'.

Spotlight: WPD Facilitated collaboration

WPD facilitates a NSW Workforce Planning Advisory Forum, which supports statewide workforce planning initiatives and provides a network for LHD/SHN workforce planners to share information and consult with MOH and other NSW Health organisations on high level initiatives, issues and challenges in workforce planning.

Emerging Driver: Data analytics capability development

Nepean Blue Mountains LHD has recently established a Workforce Analytics team. This includes the introduction of a new position - Workforce Establishment & Analytics Supervisor. The analysis, review and updating of current the establishment is a key project which aims to be completed during 2018-19. The 'clean' workforce data will improve the accuracy in workforce reporting.

Building Blocks

Providing the culture and working environment in the health system to enable a flourishing workforce which supports health service delivery and reform.

3. Provide effective working arrangements

Many LHD/SHNs continue to focus on improvements to flexible working arrangements that also support the timely provision of health services. HealthRoster in conjunction with the Rostering Best Practice Standards and education is now being used by a number of LHD/SHNs to support flexible working.

The rollout of ROB, has been completed for general recruitment, and for senior medical and dental officer recruitment. JMO bulk recruitment is scheduled for completion in 2019. The rollout of ROB is supported

by online training available in My Health Learning, as well as face-to-face training delivered locally by some LHD/SHNs.

LHD/SHNs have highlighted the use of social media and LinkedIn as marketing tools to support recruitment and attract health professionals. Some have developed or are developing recruitment strategies as a means to address both current staffing shortages and long term aims to attract suitable applicants.

Emerging Driver:

Future workforce shortages and sourcing new talent

Central Coast LHD has incorporated various marketing techniques to engage passive as well as active candidates. Activities include utilising social media and creating sharable content such as storytelling and media content, which staff can share within their known professional networks.



Building Blocks

4. Develop a collaborative health system

A NSW Government commitment provided \$1.2 million for 60 Metropolitan Access Scholarships over four years to support rural-based medical trainees to undertake metropolitan rotations as part of their training. The program aims to strengthen linkages between rural and metropolitan services, and offers opportunities for rural trainees to connect with their metro peers. In 2018, NSW Health achieved this commitment with 60 scholarships awarded since inception in 2016.

The Foundations Program developed by HETI in 2015/16 includes a suite of educational resources focussing on collaboration. The resource range from

care coordination, conflict resolution, negotiation and interprofessional practice and communication. Many LHD/SHNs have implemented the program. Some also run local programs to support collaboration and effective teamwork.

While NSW Health has limited direct influence in the development of professional entry curricula, which remains the remit of universities and other education providers, many LHD/SHNs have embedded the principles of collaboration and teamwork within recruitment, orientation programs for new staff, as well as student placement programs.

Focus Area: Consumer-driven care and safety



Western NSW LHD has rolled out the Speaking Up For Safety initiative under the District's Living Quality and Safety Strategy. Speaking up for Safety is an evidence-based program that teaches skills and techniques to raise safety concerns with colleagues in a structured, ethical and supported way. Speaking Up for Safety is a key initiative in building a strong and reliable safety culture. To date, around 2500 staff have been trained in SpeakingUp for Safety.

Spotlight: WPD Facilitated collaboration



WPD has facilitated an annual NSW Health Workforce Forum for the last three years which is attended by up to 200 delegates from LHD/SHNs and Pillars. The Forum provides an opportunity for MOH and NSW Health workforce representatives to engage and collaborate on state-wide strategies and challenges impacting the workforce. Some of the areas covered include quality & safety; employee wellbeing; leadership and management; Aboriginal workforce; and data analytics. The Forum is always well received, providing opportunities for delegates and to hear from speakers outside the health system and to network with their counterparts from organisations.

5. Support local decision making

Growing health care costs and increased consumer expectations means that the system needs to respond in different ways by providing better value care. Health services needs to ensure that financial management is a core skill for clinical and budget/cost centre managers, including a thorough understanding the Activity Based Management funding environment.

Many LHD/SHNs have implemented Activity Based Funding training which is available to all staff. Some LHD/SHNs also run clinical orientation programs to provide new graduates with information to understand Activity Based Funding and clinical coding.

The training is also supported by the ABM Portal which was developed and is managed by the ABM Unit in MOH. The Unit also manages the NSW position in a national context; sets the State Efficient Price for in-scope public hospitals; determines the State Block Cost for small rural public hospitals; and produces the annual financial schedules (Schedule C) based on the Budget for incorporation in the LHD/SHN Service Agreements.

What is Activity based Management?

Activity Based Management (ABM) is an evidence-based management approach that focuses on patient level data to inform strategic decision making. Through accurate clinical costing results and other activity data, ABM allows clinicians and managers to identify areas for improvement and make informed decisions relating to patient care through the optimisation of resource allocation.

LHD/SHNs have implemented and embedded the Financial Management Essentials Program, which enables cost centre managers to develop the knowledge and capabilities required to manage cost centres effectively and efficiently within the health environment. The program was delivered to 341 participants across 29 courses in 2017-18.

HETI is also currently developing the Financial Capability Pathway. The first of these programs will be a Finance Executive Development Program.

Emerging Driver:

Growing financial pressures and providing better value care

Western NSW LHD has developed a Financial Capabilities Framework to assist staff in managing financial performance, maximise the value to patients from available funds and to provide pathways and support for staff to develop a professional skill set and achieve a high level of financial management competency. The Framework commenced in May 2018 and will be implemented in a staged approach.

6. Develop effective health professional managers and leaders

HETI continued to deliver the People Management Skills Program during 2017-18. It reached 828 participants across 40 courses. LHD/SHNs have also implemented a range of initiatives and offer a variety of programs to support succession planning and development for people managers, including:

- ✓ Diploma or Certificate IV of Leadership and Management
- ✓ Executive Clinical Leadership Program
- ✓ Foundational Clinical Leadership Program
- ✓ NSW Health Leadership Program
- ✓ NSW Health Senior Executive Program
- ✓ NSW Health Next Generation of Leaders and Managers Programs

HETI has a comprehensive leadership and management pathway for all levels, from aspiring manager to senior executive. There is a recommended pathway, however staff can join the pathway at any point, as appropriate for individuals and organisations. The structure of the pathway enables managers to strategically target the right people for the right training and supports staff on their career journey, from aspiring managers to executive leadership. HETI also delivers the *Medical Managers Training Program* to support management of doctors. The program is designed to develop the financial and people management skills of all Staff

Specialists, particularly those receiving a managerial allowance.

The issue of doctors' mental health is an ongoing concern within the medical profession and community. NSW Health has implemented a number of support mechanisms over the last few years to support this workforce and WPD is leading new initiatives such as the JMO Wellbeing and Support Plan (see below) to implement system level changes that will support the safe and appropriate management of junior doctors. The focus over the next few years needs to be the ongoing improvement of these programs to ensure they continue to meet the changing needs of the NSW Health workforce.

Emerging Driver:

Leadership, culture and talent management

South Western Sydney LHD commenced a Line Manager Capability Professional Development Pathway in 2016. The Pathway allows the participants (current and emerging line managers) to customise their development needs, in consultation with their manager. In 2018 facilities and services across the District have started to make enrolment in the Pathway a pre-requisite to apply for an acting or substantive management role, consolidating this Pathway as a succession management tool.

The LHD also runs the Transforming Your Experience Foundational Leadership Program, which aims to develop the individuals' capability, competence and confidence in dealing with the daily challenges in healthcare, providing leadership and support for those around them, enabling the consistent delivery of quality and safe person-centred care. The first program commenced in March 2018 with 24 participants. Participants will complete 4 Units of Competence, the core leadership units from the Diploma of Leadership and Management, focussing on developing self and leadership skills. Successful completion will enable applicants to apply for Credit Transfer into the Diploma course should they wish.

Building Blocks



Spotlight:

WPD facilitated collaboration

NSW Health continues to drive improvements in workplace culture, including system-wide changes to improve the management of health and wellbeing of the junior medical workforce. WPD led the development of the JMO Wellbeing and Support Plan which was published in November 2017. This plan aims to better support the health and wellbeing of NSW Health's junior medical workforce and provide greater assistance to junior doctors if burnout and other mental health issues arise.

WPD facilitated engagement across the health system and externally with professional associations which led to the successful development of the plan. The Branch worked in close collaboration with a diverse range of stakeholder including LHD/SHNs, Junior Medical Officers working in NSW Health, the Australian Medical Association NSW (AMA), the Australian Salaried Medical Officers Federation NSW (ASMOF), and Workplace Relations (WR) Branch.

The plan features 10 practical initiatives to be implemented by MOH and NSW Health organisations over 12 to 18 months, to support improvement in medical culture over the longer term. Some areas covered include:

- safe working hours and fatigue
- enabling JMOs to seek help and treatment when needed
- improving job security
- enhancing transparency in recruitment and interview processes.



Right People, Right Skills, Right Place

Health care professionals are trained in roles that are needed by the system, are located where service delivery is provided, and are supported across the breadth of their career to maintain skills that remain relevant to community needs.

7. Recognise the value of generalist and specialist skills

Development of generalist and specialist skills

NSW Health has funded five new General Medicine training positions:

- ✓ one Dual Training General Medicine/Palliative Care position at Orange from 2017
- ✓ one Dual Training General Medicine/Gastroenterology position at Dubbo from 2017
- ✓ one General Medicine position at Wagga Wagga from 2017
- ✓ one General Medicine position at Blue Mountains from 2017
- ✓ one General Medicine Specialist Training position funded at Dubbo to commence in the 2018 clinical year.

HETI continues to review and develop training and education governance systems that align with existing General Medicine vocational programs. HETI is establishing Advanced Training in General Medicine Networks in NSW and has recruited a clinical chair. It is anticipated that centralised recruitment will commence in 2019.

Some LHD/SHNs have commenced a gap/needs analysis, which inform education and training strategies to support workforce capability and growth.

Focus Area:

Addressing rural workforce issues

Far West LHD collaborates with and provides resources to support the Broken Hill University Department of Rural Health with the delivery of programs for school students, including the Nursing Academy, School Based Apprenticeships and Traineeships program and rural research program. A structured Student Assisted Unit program has been implemented in Broken Hill Health Service.

The LHD also collaborates with Registered Training Organisations (RTOs) to build upon capacity to provide clinical placements for undergraduate and Vocational Education and Training (VET) nursing and midwifery students across the District and increase clinical placements for allied health students.

With a large JMO workforce, the LHD focuses on training and upskilling of junior staff members, working closely with the Sydney University Department of the Rural Health Regional Training Hub.



Right People, Right Skills, Right Place

Medical workforce

The NSW Rural Generalist Medical Training Program provides junior doctors with a supported training pathway to a career as a Rural Generalist/Rural General Practitioner. From 2019 there are 50 training places offered per annum in 15 rural referral and base hospitals in rural LHD/SHNs. Planning for 2020 – 2025 will commence in 2019. The plans for the program will align with workforce plans of rural LHD/SHNs.

In 2017-18 there were 1050 participants in the Hospital Skills Program, across the Hospital Skills Program networks and Specialty Health Networks. HETI continues to support the existing program, however the level of support for the non-specialist cohort is currently under review, with a view to develop a non-specialist learning pathway for foundation doctors. This will provide a structured approach to education, training and ongoing professional development for this cohort. The learning pathway will utilise current educational content already available to this cohort, for example; Australasian College of Emergency Medicine Certificate and Diploma courses.

There were a record 999 medical intern training positions in NSW in 2018, an increase of 149 positions since 2012 and an annual investment of \$107 million to train interns. A further six NSW intern positions in southern NSW were recruited as part of the Australian Capital Territory intern training network.

Nursing and Midwifery workforce

NSW Health continues to support growing the nursing and midwifery workforce through a range of initiatives both locally and at a state-wide level, such as scholarships to support Enrolled Nurse (EN) training and the NSW Health Aboriginal Nursing and Midwifery Cadetship program. This program focuses on supporting Aboriginal people who want to study or are currently studying Nursing or Midwifery at University.

A total of 2400 new graduate nurses and midwives have been employed in NSW Health in 2018.

Focus Area: Ongoing professional development

The Sydney Children's Hospital Network has developed and implemented the Supported Introduction to Paediatrics (SIP) Program in 2018 to support experienced adult registered nurses transition to paediatrics. This is now extended to Enrolled Nurses.



Emerging Driver: New pathways to professional practice

Hunter New England LHD offers a School Based Traineeship (SBT) in rural nursing facilities, which continues to be successful in encouraging local students to develop their learning and interest in nursing/midwifery. The LHD also promotes career pathway development from SBT through Enrolled Nursing Scholarships into Undergraduate study.

Right People, Right Skills, Right Place

Allied Health workforce

NSW Health continues to implement existing and new initiatives to support the allied health workforce such as:

- ✔ a full time Diagnostic Imaging Medical Physicist (DIMP) Training Advisor employed at HETI to support the development of the Medical Physicist workforce
- ✔ one Radiopharmaceutical Science (RPS) training position funded for three years, to be based at Royal Prince Alfred Hospital
- ✔ funding five scholarships and two academic prizes for RPS students from Macquarie University to encourage course enrolment and completion
- ✔ 13 cadets supported under the Aboriginal Allied Health Cadetship Program in 2017/18
- ✔ 8 new medical imaging training positions (DIMP and RPS).

The Allied Health Assistant (AHA) workforce is now embedded in many LHD/SHNs to undertake support tasks and patient care under the supervision of allied health professionals.

Emerging Driver:

Changes to scope of practice

Northern Sydney LHD has commenced work for the development of advanced practice allied health roles and expansion of the AHA workforce. The LHD introduced an AHA for Nutrition Services at Royal North Shore Hospital in May 2018, following a successful pilot project in 2017. 2018 will also see the introduction of the first multidisciplinary AHA for Community Aged-care Rehabilitation Service (CAREs).

Growing financial pressures and providing better value care

Nepean Blue Mountains LHD has identified opportunities through Leading Better Value Care (LBVC) initiatives which have provided enhancements to allied health services. Data provided to the Agency for Clinical Innovation (ACI) as part of the LBVC project showed that the LHD was far from best practice prior to commencing this project (e.g. High Risk Foot).

The LHD also identified some gaps in allied health service provision which could be addressed by models of care adjustments, and improved care pathways with integrated care partners.

8. Grow and support a skilled workforce

Career planning and ongoing professional development

The medical Map My Health Career website is regularly updated with timely statistics and video interviews with specialists. An Allied Health extension to the website is also available. From 1 January 2018 to 7 December 2018 there were:

- ✔ over 67,000 page views (an instance of a page being loaded or reloaded in a browser)
- ✔ over 17,000 sessions (the period of time a user is active on the site)
- ✔ over 13,000 website users (the number of new and returning people who visited the site).

LHD/SHNs have also implemented local initiatives to support career planning such as coaching portals, skills and talent enhancement programs and transition to professional practice programs.

MHL, the NSW Health eLearning system is now fully implemented by all NSW Health organisations. HETI led the development of the system, a single platform and central database to access and record all education and training across NSW Health.

The platform is fully integrated with StaffLink and allows staff to access training when they move between LHD/SHNs.

The system also provides access for sophisticated analytics and role-based dashboards for managers.

MHL provides access to high quality, self-managed online learning as well as face-to-face education. Translated materials have also been introduced across a number of core eLearning modules including Aboriginal Culture - Respecting the Difference, Violence Prevention and Management, and Hazardous Manual Tasks.

Many LHD/SHNs continue to implement a number of initiatives to ensure alignment of workforce service needs with professional development opportunities. Some LHD/SHNs have also incorporated this within their Redevelopment and Strategic Plans. Ongoing professional development opportunities continue to be available to all NSW Health staff and performance development plans and processes are being implemented in a number of LHD/SHNs.

Focus Area: Alignment between service need and workforce development



Murrumbidgee LHD has developed a Leadership and Management Strategy and an accompanying program schedule. This required completing an extensive Development Needs Analysis to ensure accurate alignment with service need. The analysis began with a review of the Service agreement between the LHD and MOH. Workforce availability was then reviewed along with key stakeholder engagement to identify gaps. Once these gaps were identified the Leadership & Management Strategy was developed. The needs analysis is now an annual exercise to ensure workforce availability always aligns with service need.

Right People, Right Skills, Right Place

Interdisciplinary, multidisciplinary and simulated education and training

There is a continued strong focus on enhancing interdisciplinary and multidisciplinary education and training across all LHD/SHNs. Many encourage participation in a range of training programs:

- ✓ RESUS4KIDS
- ✓ Falls Champions
- ✓ Fetal welfare assessment, Obstetric emergencies and Neonatal resuscitation Training (FONT)
- ✓ Suicide risk assessment
- ✓ Sexual safety
- ✓ Trauma informed care
- ✓ Communicating with Open Dialogue (CODA)
- ✓ Interdisciplinary Education and Assessment (Resilience, EQ and Ethics and Professionalism)
- ✓ Teaching on the Run

HETI is also currently delivering the Interprofessional Family Conferencing Train the Trainer Program across the state. Evaluation of this Train the Trainer Program is currently underway. HETI will continue to develop educational products and services in response to NSW Health needs.

Simulated learning remains a focus and continues to be delivered in a number of LHD/SHNs. NSW Health continues to support the national NHET-Sim

programme for healthcare professionals and health educators aimed at improving clinical training capacity. The program is free and available online. HETI also provides regular opportunities for rural NSW Health staff to attend the face to face component of the NHET Sim program and now employs two educators who are accredited NHET Sim trainers.

Emerging Driver: New technology to support workforce development

Western NSW LHD has developed and expanded virtual education platforms and the Virtual Clinical Nurse Educator (CNE) Outreach Strategy (including the virtual clinical handover project) to ensure that training and support reaches the LHD's rural and remote facilities.

Right People, Right Skills, Right Place

Supporting rural employment

Between June 2012 and June 2018, the rural workforce increased in Medical (29.0%), Nursing and Midwifery (11.7%) and Allied Health (18.0%) fields.

The NSW Rural Preferential Recruitment Program supports rural career pathways by enabling junior doctors who are interested in rural practice to do the majority of their first two years of postgraduate training in a rural hospital. In 2018, 132 JMOs were recruited via this program. This represents an increase of 57 from 2012.

LHD/SHNs have implemented a range of strategies and initiatives to support rural recruitment and retention. These range from offering rotations at rural facilities for JMOs; promoting information on rural employment, benefits and opportunities on websites; offering competitive salary packages for rural employment; and working closely with local rural partners such as universities, Primary Health Networks and GP practices on rural recruitment strategies.



Spotlight:

WPD Facilitated collaboration

WPD collaboratively works on strategic initiatives with a number of stakeholders to grow and support rural workforce development. The Branch has strong engagement with the Rural Doctors Network (RDN), which manages the NSW Rural Resident Medical Officer Cadetship Program on behalf of NSW Health. This program offers cadetships to NSW medical students interested in undertaking a medical career in rural NSW. The Branch will continue to partner with the RDN in early 2019 to undertake strategic planning on rural recruitment and retention initiatives.

Emerging Driver:

Increased need for external collaboration and partnership

Western NSW LHD has collaborated with the Western Primary Health Network and the Rural Doctors Network (in July 2018) to begin planning strategies to improve recruitment, retention and service planning/ workforce planning integration to improve services across the region.

The LHD also has a variety of links with Health Councils and Local Government for the purpose of promoting living in the region, for specific recruitment events (e.g. new staff for facility redevelopment) and for sharing of resources such as employee accommodation. Partnerships with education providers also enable student placements and career promotion opportunities to improve future recruitment in the region.

Right People, Right Skills, Right Place

The Rural Postgraduate Midwifery Scholarships support the sustainability of small rural maternity services in NSW by supporting the training of local registered nurses to become midwives. This scholarship is offered annually and has supported a total of 72 midwifery students since 2012. The initiative is a valuable strategy as both a 'grow your own' workforce while also enhancing the sustainability of the midwifery workforce in rural NSW.

The Aboriginal workforce

NSW Health continues its commitment to improving Aboriginal health through strategies to grow and develop the Aboriginal workforce and is committed to the premier's priority of a minimum target of 2.6%. NSW Health's commitment to a target of 1.8% across all salary bands and occupations is in line with the NSW Public Sector Aboriginal Employment Strategy. If the aspirational target of 1.8% is achieved across salary bands the cumulative representation of Aboriginal employees in the sector is expected to reach 3.3%.

The Aboriginal Workforce Unit (AWU), WPD led the development of the NSW Health Good Health - Great Jobs Aboriginal Workforce Strategic Framework 2016 - 2020 which supports LHD/SHNs and other NSW Health organisations to grow and develop their Aboriginal workforce. Building on the 2011-2015 Framework,

it sets out the Aboriginal workforce development priorities and desired outcomes for NSW Health for the period 2016 - 2020 and the key actions that need to be taken to achieve them. To demonstrate their commitment to Aboriginal workforce growth and development LHD/SHNs report annually on nine Key Performance Indicators (KPIs) outlined in the Framework. Currently, AWU is undertaking a mid-term review of the Framework with a final review to be done in 2020.

Respecting the Difference: An Aboriginal Cultural Training Framework for NSW Health (RTD) is an initiative by the AWU and NSW Health. The purpose of this training is to motivate NSW Health staff to build positive and meaningful relationships with Aboriginal people who may be clients, visitors or Aboriginal staff, and to improve their confidence in establishing appropriate and sustainable connections.

Aboriginal Staff - Instances on Payroll (IOP) and % by Treasury Group								
Treasury Group	2014/15		2015/16		2016/17		2017/18	
Medical	63	0.5%	97	0.8%	93	0.7%	79	0.7%
Nursing	652	1.4%	726	1.5%	793	1.5%	874	1.6%
Allied Health Professionals	95	0.8%	105	0.9%	123	1.0%	138	1.1%
Other Prof & Para Professionals & Clinical Support Staff	484	16.4%	474	13.8%	477	13.2%	483	13.2%
Scientific & Technical Clinical Support Staff	70	1.2%	76	1.2%	94	1.4%	118	1.7%
Oral Health Practitioners & Support Workers	42	3.4%	49	3.8%	55	4.1%	56	4.0%
Ambulance Staff	110	3.2%	133	3.5%	120	3.2%	120	3.1%
Corporate Services	795	4.3%	871	4.2%	903	4.1%	966	4.1%
Hotel Services	315	4.5%	372	4.7%	368	4.6%	391	4.9%
Maintenance & Trades	18	2.7%	21	2.9%	18	2.5%	22	3.2%
Other	104	25.1%	76	14.4%	59	11.3%	95	16.6%
Grand Total	2,748	2.49%	3,000	2.5%	3,103	2.51%	3,342	2.6%

Sources: PSC workforce profile data collection Premier's Workforce Profile (PWP)

Right People, Right Skills, Right Place

NSW HEALTH's Respecting the difference data

As at 30 June 2016		eLearning Component			Face-to-Face Component		
	Total Active Users	#Completed	#Not Completed	%Completed	#Completed	#Not Completed	%Completed
Grand Total	126,017	104,450	21,567	82.89%	40,940	85,077	32.49%

As at 30 June 2017		eLearning Component			Face-to-Face Component		
	Total Active Users	#Completed	#Not Completed	%Completed	#Completed	#Not Completed	%Completed
Grand Total	129,790	111,473	18,317	85.89%	57,018	72,791	43.93%

As at 30 June 2018		eLearning Component			Face-to-Face Component		
	Total Active Users	#Completed	#Not Completed	%Completed	#Completed	#Not Completed	%Completed
Grand Total	131,697	115,566	16,131	87.38%	72,063	59,634	57.44%

Evaluation

Consultants were commissioned by WPD to carry out an evaluation of the RTD program. The evaluation included an assessment of:

- ✓ RTD training development and implementation
- ✓ RTD learning outcomes
- ✓ effectiveness of RTD in LHDs across NSW

A draft interim evaluation report was provided in November 2018 with the evaluation expected to be completed in 2019.

[Stepping Up](#) is NSW Health's online recruitment resource for Aboriginal applicants and hiring managers. The resource supports MOH's commitment to growing the Aboriginal workforce across the public health sector and also offers information on career opportunities in health and advice to new starters to ease the transition to NSW Health.

[Stepping Up](#) aims to assist Aboriginal job applicants to understand how to apply for roles in NSW Health by clarifying the recruitment process. The website also addresses some of the challenges that can be experienced by hiring managers so they can more effectively structure recruitment to roles within NSW Health.

[The NSW Health Aboriginal Health Worker Guidelines](#) and the [Decision Making Framework for Aboriginal Health Practitioners](#) are aimed at strengthening the roles and supporting the career development of Aboriginal health workers in NSW Health.

These resources support the ongoing professional development and career pathway development of Aboriginal health workers in line with the NSW Health Good Health - Great Jobs Aboriginal Workforce Strategic Framework 2016-2020. As at 2017/18 there were 376 Aboriginal Health Workers and nine Aboriginal Health Practitioners across NSW Health.

Right People, Right Skills, Right Place

There are a wide range of exciting and rewarding [career pathways](#) available across NSW Health in both clinical and non-clinical roles. There are also a variety of [training programs](#) and scholarships that have been specifically developed to support Aboriginal people to become a part of the NSW Health workforce.

The NSW Health Aboriginal Nursing and Midwifery Cadetship Program provides opportunities for Aboriginal people to gain education and employment in the field of nursing and midwifery. In 2018, there were 70 Aboriginal nursing and midwifery students supported with cadetships. Since its inception, 150 nurses and midwives have graduated through this program.

The Aboriginal Allied Health Cadetship Program is one of the many strategies to increase the number of Aboriginal allied health professionals working in the NSW Public Health sector and provide better health services to Aboriginal communities. The program provides funds to Aboriginal students who are studying full-time in an undergraduate allied health course, while employed in the NSW public health system as a cadet.

The Aboriginal Allied Health Professionals Forum is a biennial open forum for all Aboriginal and Torres Strait Islander qualified allied health professionals, assistants and cadet trainees or students currently employed or undertaking a placement within NSW Health.

The forum is neither a leadership nor representative forum and is attended only by Aboriginal and Torres Strait Islander people including allied health professionals, cadets, the facilitator, presenters and

the organisers. It aims to:

- ✓ provide a safe space for professional, cultural and aspirational development
- ✓ facilitate information exchange, advocacy and discussion
- ✓ promote networking and collaboration amongst members
- ✓ provide training and education opportunities
- ✓ assist attendees in finding support mechanisms, where appropriate.

The Aboriginal Medical Workforce Recruitment Pathway aims to promote the success of Aboriginal medical graduates in the NSW health workforce by recruiting Aboriginal people to prevocational training positions in a rural preferential hospital or prevocational training network of their choice. In 2018, 20 Aboriginal medical graduates started as interns in NSW. This is the highest since the pathway started.

Training programs in NSW Health for Aboriginal people include but are not limited to:

- ✓ Aboriginal Population Health Training Initiative (APHTI)
- ✓ Aboriginal Policy Pathways Program (APPP)
Paramedic: NSW Ambulance
- ✓ Aboriginal Environmental Health Officer Training Program
- ✓ NSW Aboriginal Mental Health Worker Training Program
- ✓ NSW Aboriginal Clinical Leadership Program

Spotlight:

WPD facilitated collaboration

Since 2000 the AWU in WPD has facilitated the NSW Health Good Health - Great Jobs Aboriginal Health Worker (AHW) Workforce Forum. The Forum provides an opportunity for AHWs employed across NSW Health to collaboratively engage and share information on career pathways, professional development opportunities, their working environment and Aboriginal workforce initiatives. In October 2018, AWU hosted this Forum in partnership with the National Aboriginal and Torres Strait Islander Health Worker Association (NATSIHWA). There were 170 attendees of which 136 were AHWs. A Communique is being developed with collated data and some comments from a survey and SLiDO which will be sent to all Chief Executives of LHD/SHNs, Workforce Directors and other Aboriginal leadership/management groups.

AWU also facilitated the NSW Health Good Health - Great Jobs Stepping Up Forum in 2017, which was attended by more than 280 delegates across two days. Delegates included Aboriginal and non-Aboriginal health managers and staff working across all professions including clinical, non-clinical and leadership roles. A second Forum will be held in 2019.

Right People, Right Skills, Right Place

The Paramedic workforce

Since June 2011, the state-wide paramedic workforce has increased by 354 FTE. NSW Ambulance recruited 325 entry level paramedics in 2017/18, of which a 150 were recruited through the vocational pathway. The helicopter paramedic network increased by 3 FTE in 2017/18.

9. Effective use of our health care workforce

Workforce design aligned with community needs and evidence-based models of care

The Agency for Clinical Innovation (ACI) works with clinicians, consumers and managers to design and promote better healthcare for NSW. The ACI focuses on developing flexible, evidence-based patient-focused models of care which can be adapted to the various settings found in the NSW health system across metropolitan, rural, regional and remote NSW. Many LHD/SHNs have embedded workforce design considerations when adapting these models of care across different settings.

Some of the strategies identified below ensure that the workforce is effectively and safely deployed to provide quality healthcare:

- ✓ regular review of models of care during service redevelopment projects
- ✓ robust operational and clinical governance structures
- ✓ collaboration between Workforce managers and facilities/services
- ✓ effective and efficient rostering practice
- ✓ robust orientation and induction process for new staff and training on safe practices
- ✓ team focus during accreditation.

Emerging Driver:

Improved IT systems and data to support effective use of workforce

Illawarra Shoalhaven LHD are reviewing all nursing and midwifery roster demand templates as it has been two years post implementation of HealthRoster. This will support the review of the right staff, right skills principles. It will also enhance allied health work across sites and services to provide a workforce that is flexible and fast in responding to workload across the LHD, including working across geographical hubs.

Workforce skill mix

The rollout and implementation of HealthRoster since 2015 supports NSW Health's continuing commitment to a single enhanced state-wide IT system to replace legacy systems and reduce duplication across the state. The system has been implemented in almost all LHD/SHNs, with the remaining four to be completed by 2018. HealthRoster allows managers to more effectively roster to staffing needs by time of day, day of week and by skill level. Users receive dynamic

feedback on these parameters as well as on award compliance during the online building of rosters. As rosters are built and modified, managers are alerted to over or under staffing, and to potential violations of award conditions. The benefits include improved transparency of shift allocation; the ability for staff to view their roster from any device with internet access; and improved access to roster data to inform decision making by managers.



Focus Area:

Adapting workforce skills mix to changing population health needs

Central Coast LHD implement models of care using population and health data to determine the needs and demands of patient populations outlined in the clinical services plan. Skill mix is responsive to patient need and the requirements of models of care. Continued review of data through the case mix application enables adjustments to be made to delivery of care and activities undertaken by the workforce. Formal evaluation of models of care are determined during model of care development.

Maternal and newborn health

Maternal and newborn health, wellbeing and healthcare continues to remain a key priority for NSW Health.

[The NSW Fetal welfare assessment, Obstetric emergencies and Neonatal resuscitation Training® \(FONT\)](#) was developed in 2008, as a risk management strategy, in response to a number of adverse events in maternity care. The program provides a collaborative interprofessional learning environment for maternity clinicians, building capability with a focus on quality and safety. It aims to improve the safety of maternity care by facilitating and promoting a systematic, collaborative, team approach to assessing, detecting, managing and escalating clinical deterioration in maternal, fetal and newborn conditions.

Locally, LHD/SHNs continue to implement strategies to ensure their maternal services workforce is effectively and safely deployed to provide quality healthcare. Some strategies include review and implementation of new maternal models of care; continuity of care programs; home birth programs; recruitment of Aboriginal midwives and maternity support workers; regular reviews of Birthrate Plus®; and rotations between facilities to support midwives to up-skill.

Health Professional Credentialing and scope of practice

The NSW State Scope of Clinical Practice Unit, hosted by the Sydney Children's Hospital Network (SCHN), supports LHD/SHNs to appropriately define the scope of clinical practice of their employed and contracted senior medical practitioners and dentists.

What is Birthrate Plus®?

Birthrate Plus® is a midwifery workforce planning methodology from the United Kingdom that provides a framework to assess the midwifery hours of care required at a service based on a minimum standard of one-to-one midwifery care throughout labour and birth.

In 2011 NSW Health and the NSW Nurses and Midwives' Association (NSWNA) committed to the adoption of Birthrate Plus® as the tool for calculating the required midwifery workforce in NSW maternity services.

The Unit aims to engage the medical and dental workforce in a project to develop model scopes of clinical practice for each medical specialty and dentistry, according to best practice. These are intended to assist LHD/SHNs achieve clarity and uniformity in the way practitioners' scope of clinical practice is defined, whilst still allowing for local decisions to be made in accordance with the facility's need and its role delineation. The model scopes of clinical practice also provides a measure of expert input and advice when considering the credentials appropriate for the practice of particular specialities and sub-specialties. The project is on track to be completed by June 2019.

Right People, Right Skills, Right Place

Registration of health professionals aligned with service needs

Work between the jurisdictions and Australian Health Practitioner Regulation Agency (AHPRA) on the registration of health professionals under the Health Practitioner Regulation National Law continues. Current work includes a review of accreditation arrangements, and implementation of a review of governance arrangements, as well as a discussion paper on reforms to legislation. Recent progress includes:

- ✓ the registration of paramedics under the National Registration and Accreditation Scheme (NRAS)
- ✓ legislation to implement the first tranche of NRAS review recommendations
- ✓ the completion of a review by AHPRA and jurisdictions on the governance of the NRAS
- ✓ the completion of an independent review on accreditation arrangements under the NRAS.



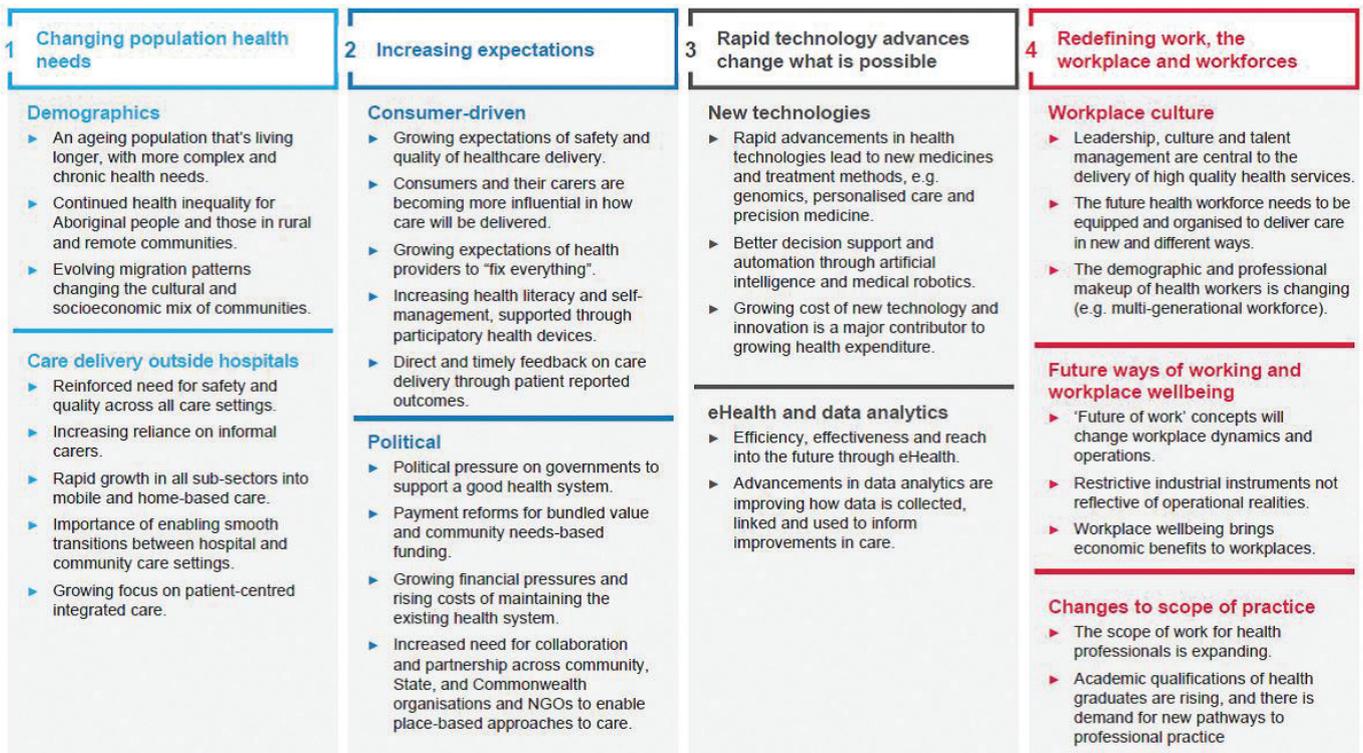
Conclusion and Next Steps

This report outlines significant achievements resulting from implementing the Plan over the last 6 years, across a broad and complex health system. It demonstrates the outstanding contribution made collaboratively by all NSW Health organisations to deliver ‘the right care, in the right place, at the right time’.

While many strategies and targets continue to remain on track towards achieving the end objectives at the 10-year mark, it is clear that they do not necessarily reflect the growing pace of change in the health system. Change and innovation are required to address the ongoing challenges facing the NSW health workforce.

This report shows that the system is already considering new and emerging drivers which will impact the way health care is delivered now and into the future. In parallel, WPD is leading the Health Professionals Workforce Plan Refresh, which aims to ensure that NSW Health achieves a fit for purpose workforce by 2030. The 2019 Refresh will review the Year 6-10 strategies and targets in the current Plan, to update, contemporise and strengthen its focus on emerging trends and drivers expected to impact health professionals, now and in the future.

Figure 4: Key macro trends in the Health Professionals Workforce Plan Refresh Discussion Paper



WPD will continue to work with our stakeholders and partners to support workforce development and achieve a “Fit for Purpose” workforce for now and the future.

