

NSW Health

NSW Health Workforce Plan 2022-2032

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Introduction

1



Since 2012, NSW Health has implemented a range of workforce initiatives to position the future health workforce to be fit-for-purpose

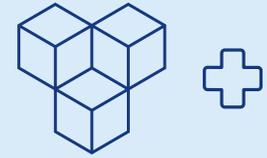
To ensure the workforce can deliver high quality care to those in need, NSW Health has already completed a range of successful initiatives outlined in the Health Professionals Workforce Plan 2012–2022 (HPWP).

The HPWP has facilitated multiple system-wide improvements that position the future health workforce to be fit-for-purpose. Key achievement areas and their benefits include:

- Implementation of state-wide systems and dashboards to provide improved visibility on the distribution and utilisation of the workforce
- Implemented learning facilities to encourage tailored and continuous learning
- Introduced new positions to build greater flexibility and responsiveness into our workforce
- Rolled out ‘Respecting the Difference’ cultural training framework to improve system-wide understanding of the unique needs of Aboriginal health workforces and communities
- Delivered the people management skills program to uplift the way in which our leaders engage our workforce.

These achievements provide the building blocks for the new Health Workforce Plan 2022–2032.

Source: NSW Health (2019), Health Professionals Workforce Plan Consultation Report



These achievements provide the building blocks for the new Health Workforce Plan 2022–2032.



Key achievements of the Health Professionals Workforce Plan 2012-2022

Achievement area	How the achievement set up the workforce to be fit-for-purpose in future
	<p>Implementation of state-wide systems and dashboards</p> <ul style="list-style-type: none"> • Set foundational technology in place for workforce planning, payroll, finance, learning, rostering, and other corporate functions • Provided greater visibility on the distribution of the workforce, utilisation and workforce needs • Enabled better targeted capability development, skills optimisation, and quality and safety • Increased the connectivity of smaller sites, allowing staff to access timely support and improved care delivery.
	<p>Implementation of My Health Learning and other eLearning facilities</p> <ul style="list-style-type: none"> • Supported development of baseline capabilities across the health system • Increased the focus on tailoring learning and development solutions to the workforce • Reduced duplication in systems and training processes for health workforces moving between LHDs • Encouraged a culture of continuous learning.
	<p>Introduced new positions to build greater flexibility and responsiveness into our workforce</p> <ul style="list-style-type: none"> • New graduate nurse and midwife positions • Increase in Rural Preferential intern positions • Implementation of the Allied Health Assistants (AHA) framework to remove administrative tasks from the frontline, enabling greater focus on their clinical duties.
	<p>Design and delivery of the Respecting the Difference cultural training program</p> <ul style="list-style-type: none"> • Created greater awareness of the challenges experienced by Aboriginal people • Caused practice change and delivery of safer places to work for Aboriginal staff, in addition to recruitment and retention • Increased recruitment and retention of Aboriginal people • Enabled greater use and development of targeted positions and scholarships to grow the Aboriginal health workforce.
	<p>Design and delivery of the People Management Skills Program</p> <ul style="list-style-type: none"> • Provided foundational management skills and expectations of leaders providing practical skills from a system perspective • Portfolio of leadership and management programs developed alongside the People Management Skills Program.

“Future Health” sets a vision for the future of the health system in NSW and requires a new workforce plan to guide the next phase of workforce development.

NSW Health is the largest public health system in Australia and delivers diverse, high quality services to thousands of people each day, in line with its vision of:



“A sustainable health system that delivers outcomes that matter most to patients and the community, is personalised, invests in wellness and is digitally enabled.”

Future Health has been developed as the roadmap for our health system to achieve NSW Health’s vision. It builds on the previous State Health Plan: Towards 2021, and will help to guide our next decade of care in NSW while adapting to and addressing the demands and challenges facing our system.

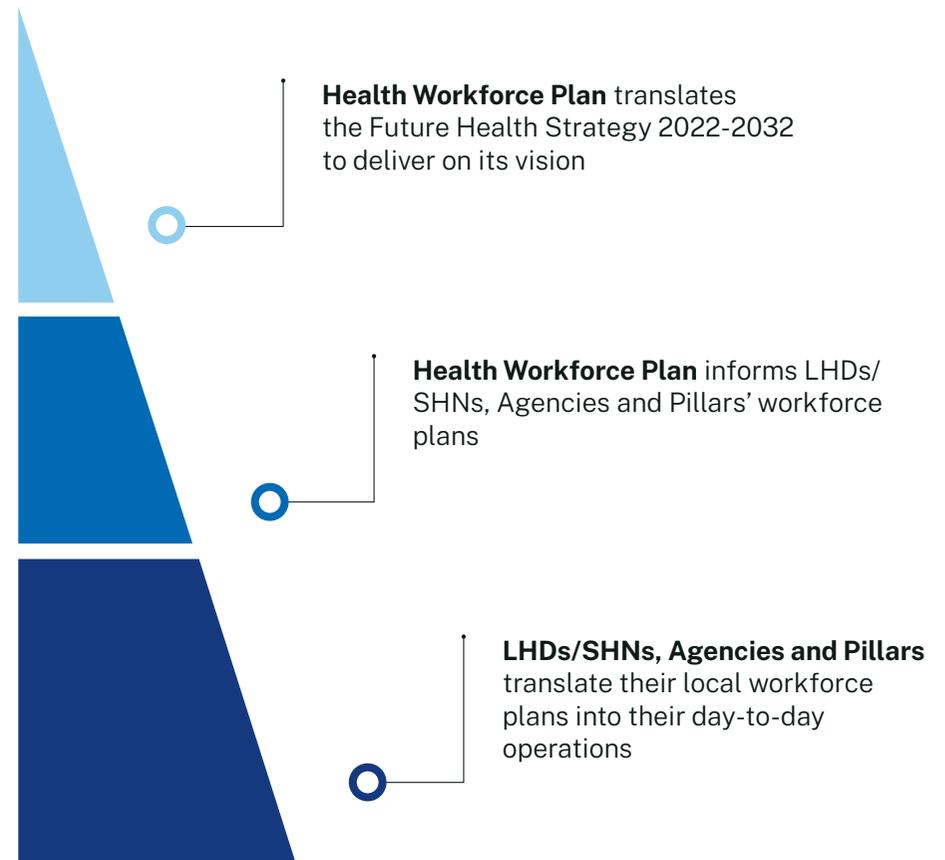
A key strategic outcome of Future Health is a fit-for-purpose workforce with the capabilities to deliver the vision:



Our staff are engaged and well supported:
Our people are supported to deliver safe, reliable, person-centred care driving the best outcomes and experiences.

This NSW Health Workforce Plan 2022-2032 provides a delivery framework to guide the implementation of the workforce-related strategies across the health system.

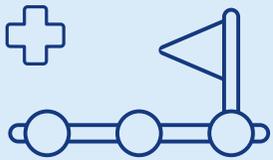
Workforce, talent and culture strategies have supported achievement of the NSW Health vision to date, and will inform the Health Workforce Plan



Three Horizons

Our people are supported to deliver safe, reliable, person-centred care driving the best outcomes and experiences

The vision for NSW Health Workforce will be realised over the next 10 years through collaborations across the system between the Ministry, LHDs/SHNs, Pillars and in partnership with education providers and other NSW agencies. To achieve the Plan's intent, actions will be set out across three horizons for the short term/immediate 3 years, medium term/midway point and longer term.



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System wide opportunities to unlock potential

NSW Health workforce leaders and advocates have agreed that there are four key opportunities to address that will unlock the potential of the future health workforce. Addressing and 'unlocking' these will open the doors for substantial progress across all of the priorities in this plan.

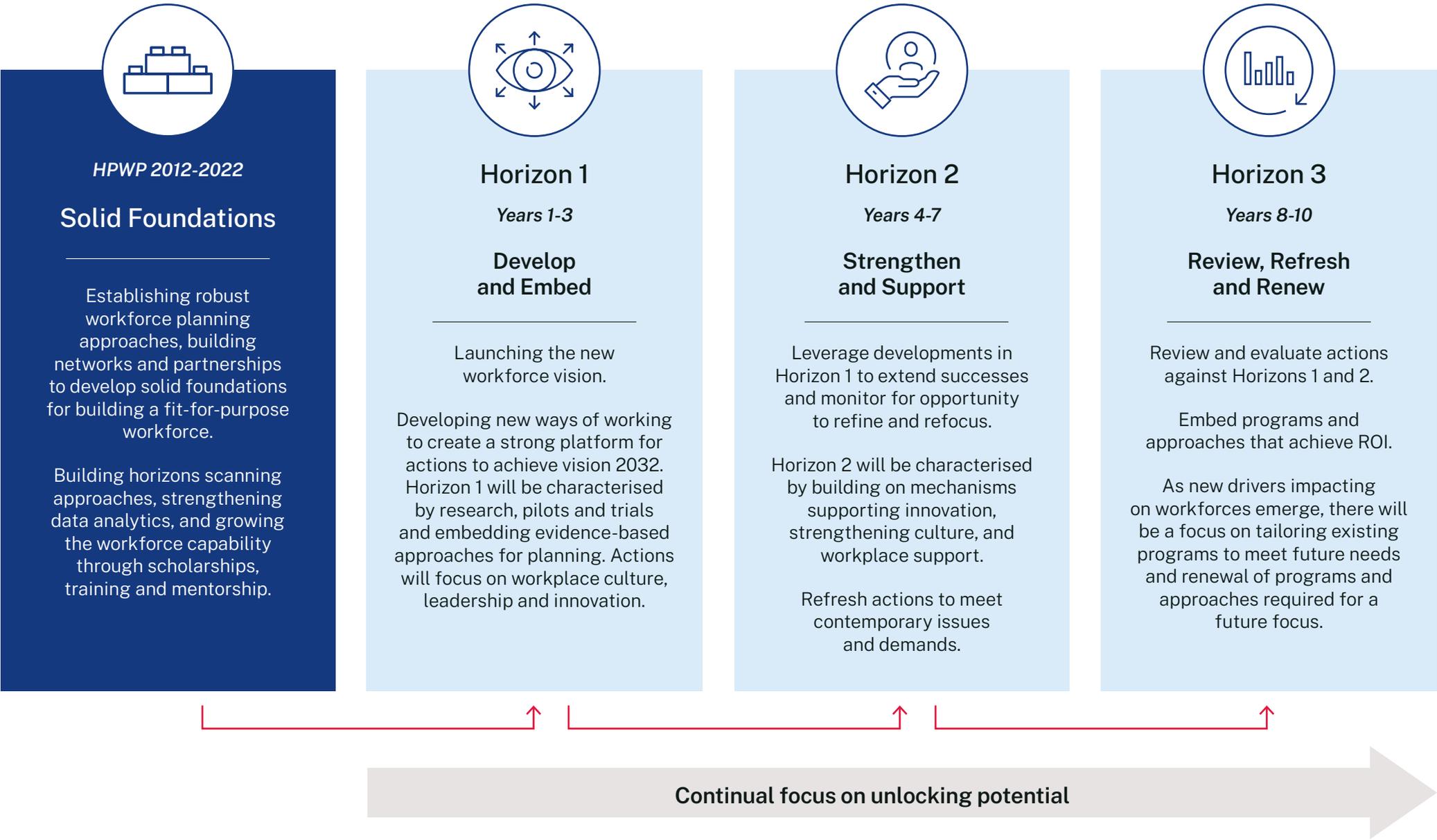
- Improve access and accuracy of state-wide workforce data to enable evidence-based and service workforce planning
- Build an agile virtual health workforce capable of delivering quality care across NSW
- Modernise employment arrangements to enable delivery of new care models and new ways of working
- Design, pilot, and scale best-practice multidisciplinary models for better patient outcomes across a range of settings

These opportunities are infused into the priorities and actions identified for Horizon 1. Work that commences in Horizon 1 to unlock these opportunities, will be carried through to Horizon 2 and 3 to ensure we achieve the NSW Health workforce vision.

Developing Actions in Horizons 2 and 3

The Plan will require annual reporting against the priorities and planned activities outlined in the plan. This will support developing actions in Horizons 2 and 3. Each horizon will have actions allocated across a 3 year cycle. Each cycle will be reviewed in consultation with stakeholders across the system, and new actions will be identified. The review will reflect successes, challenges and drivers for change. In this way, the plan remains responsive and contemporary in a changing landscape.

NSW Health Workforce Plan



Workforce plan

2



NSW Health Workforce Plan 2022-2032

NSW Health has developed its Workforce Plan to support the state’s healthcare system as it addresses long-term trends and short-term challenges that have emerged as a result of the recent significant global events, including the COVID-19 pandemic. This Plan describes the Ministry’s workforce vision and its urgent system priorities to achieve the workforce vision. We have worked closely with stakeholders to identify the outcomes that are critical to our success.

Vision						
Our people are supported to deliver safe, reliable, person-centred care driving the best outcomes and experiences						
Priorities <i>What are the areas of focus?</i>	Build positive work environments that bring out the best in everyone	Strengthen diversity in our workforce and decision-making	Empower staff to work to their full potential around the future care needs	Equip our people with the skills and capabilities to be an agile, responsive workforce	Attract and retain skilled people who put patients first	Unlock the ingenuity of our staff to build work practices for the future
Outcomes <i>What are the outcomes we are seeking to achieve for the whole health system?</i>	<ul style="list-style-type: none"> Strong leadership embedded across the system to sustain a progressive, inclusive, safe, healthy workplace Wellbeing and self-care are organisational priorities Our workplaces provide fair opportunities for all staff and a systemic approach to talent management Culture change is supported and sustained by high employee engagement 	<ul style="list-style-type: none"> We have a diverse workforce at all levels of the system that reflects the community we serve Our Aboriginal health workforce is valued and respected for the contribution they bring We have a balance of women in senior leadership and equity Our CALD workforce and those with disabilities are supported to ensure they can do their best work 	<ul style="list-style-type: none"> Expanded scopes of practice for clinicians suit the local community need We have consistent use and scope of multidisciplinary teams across the system Better patient outcomes derived from existing, developing and new ways of working are showcased 	<ul style="list-style-type: none"> We have ongoing opportunities to learn and upskill, so our workforce are fit-for-purpose for now and the future New technological skills, data capabilities, treatment advances and virtual care delivery are embedded into training pathways Students entering the workforce are job-ready We have mature partnerships with education providers to develop health career pipelines aligned with plans We focus on social determinants of health and preventative care 	<ul style="list-style-type: none"> There is a pipeline of future-ready workforces enabled by accessible and accurate state-wide workforce data Our leaders are abreast of the factors driving future changes in workforce models and ready for gaps and emerging disruptions We have closed workforce gaps in rural and remote areas in collaboration with local stakeholders We use cross sector workforce planning to better understand opportunities in rural areas 	<ul style="list-style-type: none"> Our modern employment arrangements enable new care models and new ways of working aligned to worker and patient preferences Our workforce works flexibly in terms of hours or location and can respond in an agile way during times of crisis, e.g. surge demand

Targeted initiatives horizon one – priority 1

What are we doing? Why are we doing this? How will we get there? When will we get there? Who will get us there?

Priority	Outcomes	HORIZON ONE activities (2022-2024)	2023	2024	2025	Lead
 <p>1: Build positive work environments that bring out the best in everyone</p>	1.1 Strong leadership embedded across the system to sustain a progressive, inclusive, safe, healthy workplace	<ul style="list-style-type: none"> Train senior employees in leadership, mentoring and coaching to support on the job learning 		•		HETI
		<ul style="list-style-type: none"> Co-design and embed a central hub for ‘just in time’ resources to equip and support leaders to deliver a positive, constructive, collaborative work environment 	•			HETI
		<ul style="list-style-type: none"> Develop a wellbeing leadership program to ensure leaders have the skills to support resilience in the workplace 		•		HETI
	1.2 Wellbeing and self-care are organisational priorities	<ul style="list-style-type: none"> Create and test scalable programs to support vulnerable workforces at LHD/SHNs, e.g. drought, hardship, family issues, domestic violence 		•		LHDs/SHNs
	1.3 Our workplaces provide fair opportunities for all staff and a systemic approach to talent management	<ul style="list-style-type: none"> Develop and implement a state-wide talent vision 	•			MoH (WPTD)
		<ul style="list-style-type: none"> Redesign process in people and culture teams to support the new talent vision 		•		MoH (WPTD)
		<ul style="list-style-type: none"> Develop success profiles of pivotal workforce groups at LHDs (e.g. General Managers) 		•		MoH (WPTD)
		<ul style="list-style-type: none"> Critically analyse levers to enable greater workforce mobility to support talent development 		•		MoH (WPTD)
		<ul style="list-style-type: none"> Build contemporary policy frameworks that support talent vision 		•		MoH (WPTD)
		<ul style="list-style-type: none"> Establish a system-wide approach to enable progressive pipelines of emerging talent 		•		MoH (WPTD)
	1.4 Culture change is supported and sustained by high employee engagement	<ul style="list-style-type: none"> Revise, embed and evaluate the impact of the new NSW Health Workforce Culture Framework to reflect modern approaches to improving culture 	•			MoH (WPTD)

Targeted initiatives horizon one – priority 2

What are we doing? Why are we doing this? How will we get there? When will we get there? Who will get us there?

Priority	Outcomes	HORIZON ONE activities (2022-2024)	2023	2024	2025	Lead
 <p>2: Strengthen diversity in our workforce and decision-making</p>	2.1 We have a diverse workforce at all levels of the system that reflects the community we serve	<ul style="list-style-type: none"> Develop training on diversity and inclusion to overcome racism 	•			MoH (WPTD)
		<ul style="list-style-type: none"> Build a central belonging platform to enable LHDs to share resources and case studies of successful workforce models 	•			MoH (WPTD)
		<ul style="list-style-type: none"> Pilot innovative recruitment practices that actively promote inclusivity and addresses unconscious bias, e.g. blind recruitment 		•		MoH (WPTD)
		<ul style="list-style-type: none"> Develop place-based innovative recruitment and retention models to achieve staff diversity that meets community needs (e.g. Aboriginal, CALD, LGBTIQ+, disability) 	•			LHDs/SHNs
		<ul style="list-style-type: none"> Develop tailored support strategies to assist skilled overseas workforce to transition into the Australian workforce 	•			LHDs/SHNs
	2.2 Our Aboriginal health workforce is valued and respected for the contribution they bring	<ul style="list-style-type: none"> Continue to build on and embed the success of the Good Health Great Jobs strategy now and in the future 	•			LHDs/SHNs
	2.3 We have a balance of women in senior leadership and equity	<ul style="list-style-type: none"> Achieve at least 50% representation of women in senior leadership 			•	LHDs/SHNs
	2.4 Our CALD workforce and those with disabilities are supported to ensure they can do their best work	<ul style="list-style-type: none"> Continue to develop partnerships with disability support organisations (e.g. work experience pathways and supported traineeships, etc.) 	•			LHDs/SHNs

Targeted initiatives horizon one – priority 3

What are we doing? Why are we doing this? How will we get there? When will we get there? Who will get us there?

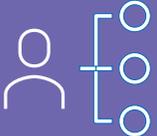
Priority	Outcomes	HORIZON ONE activities (2022-2024)	2023	2024	2025	Lead
 <p>3: Empower staff to work to their full potential around the future care needs</p>	3.1 Expanded scopes of practice for clinicians suit the local community need	<ul style="list-style-type: none"> Investigate how existing and emerging roles are meeting local health needs and identify opportunities to share and scale across the system 		•		MoH (WPTD)
		<ul style="list-style-type: none"> Develop, test and evaluate pathways for new and emerging roles demonstrating workforce is incorporated into redesign, e.g. Aboriginal Health Practitioners 		•		ACI
	3.2 We have consistent use and scope of multidisciplinary teams across the system	<ul style="list-style-type: none"> Review existing multidisciplinary definitions, structures and processes 	•			ACI
		<ul style="list-style-type: none"> Research and showcase local and international best practice in high-performing multidisciplinary care models that are scalable 	•			ACI
		<ul style="list-style-type: none"> Develop, define, pilot and publish best practice multidisciplinary processes while strengthening clinical and professional governance 		•		ACI
		<ul style="list-style-type: none"> Seek mechanisms to support and grow local research, innovation and roll-out of best practice multidisciplinary care 		•		ACI
		<ul style="list-style-type: none"> Examine scope for KPIs and linked data to support and incentivise multidisciplinary work and care 		•		MoH (SIA)
	3.3 Better patient outcomes derived from existing, developing and new ways of working are showcased	<ul style="list-style-type: none"> Build a multidisciplinary clinical leadership community of practice that provides guidance on better outcomes in patient care supported by multidisciplinary teams and other ways of working 	•			ACI
		<ul style="list-style-type: none"> Develop guiding principles to enhance new services to ensure the development of best practice multidisciplinary teams 		•		ACI
		<ul style="list-style-type: none"> Undertake comprehensive workforce planning when establishing or expanding multidisciplinary teams services to ensure that the optimal professional mix is included 		•		MoH (WPTD)
		<ul style="list-style-type: none"> Undertake horizon scanning and evidence search to identify emerging opportunities in multidisciplinary care 	•			MoH (WPTD)

Targeted initiatives horizon one – priority 4

What are we doing? Why are we doing this?

How will we get there?

When will we get there? Who will get us there?

Priority	Outcomes	HORIZON ONE activities (2022-2024)	2023	2024	2025	Lead	
 <p>4: Equip our people with the skills and capabilities to be an agile, responsive workforce</p>	4.1 We have ongoing opportunities to learn and upskill, so our workforce are fit-for-purpose for now and the future	<ul style="list-style-type: none"> Develop programs and mechanisms that foster a culture of workplace learning to ensure continual development of skills and capabilities of the workforce 	•			MoH (WPTD)	
		<ul style="list-style-type: none"> NSW Talent Strategy to outline mechanisms to support continuous learning and improvement 	•			MoH (WPTD)	
		<ul style="list-style-type: none"> Uplift workforce capability through a standardised approach to organisational learning 	•			HETI	
		<ul style="list-style-type: none"> Measure and assess workforce capability against the NSW Public Service Capability Framework 		•		HETI	
		<ul style="list-style-type: none"> Develop tools and resources that enable professionals at all levels to inform and plan their learning and career pathways 		•		MoH (WPTD)	
		<ul style="list-style-type: none"> Establish a Community of Practice to create, design and build a culture of organisational learning 	•			HETI	
	4.2 New technological skills, data capabilities, treatment advances and virtual care delivery are embedded into training pathways	<ul style="list-style-type: none"> Support, evaluate and showcase trials or pilots of new health technologies and treatment advances demonstrating workforce developments 			•		SRPB
		<ul style="list-style-type: none"> Collaborate with education providers to embed digital capability into curricula 			•		MoH (WPTD)
		<ul style="list-style-type: none"> Scale and mainstream healthcare capabilities to utilise innovative virtual healthcare technology and treatment advances with appropriate workforce models 				•	ACI
		<ul style="list-style-type: none"> Create common agreement on workforce capabilities for agile virtual healthcare 			•		MoH (WPTD)
		<ul style="list-style-type: none"> Develop clinicians' capabilities in virtual care and change to confidently integrate new technologies and treatment advances into their practice 			•		ACI/HETI
	4.3 Students entering the workforce are job-ready	<ul style="list-style-type: none"> Build a pipeline of future job-ready graduates particularly in rural and remote areas 			•		WPTD
		<ul style="list-style-type: none"> Develop and pilot early career opportunities and/or new graduates roles in professions and areas where there is an identified undersupply 	•				LHDs/SHNs
	4.4 We have mature partnerships with education providers to develop healthcare pipelines aligned with plans	<ul style="list-style-type: none"> Collaborate with tertiary education providers and other relevant bodies to align curriculum and training pathways to current and future health needs 	•				MoH (WPTD)
	4.5 We focus on social determinants of health and preventative care	<ul style="list-style-type: none"> Cross sector collaboration to investigate mechanisms that support workforce and models of care that address social determinants of health through health and social services 	•				ACI
<ul style="list-style-type: none"> Work with tertiary and VET sector education providers to incorporate a focus on the social determinants of health and preventative care at tertiary institutions 		•				HETI	

Targeted initiatives horizon one – priority 5

What are we doing? Why are we doing this?

How will we get there?

When will we get there?

Who will get us there?

Priority	Outcomes	HORIZON ONE activities (2022-2024)	2023	2024	2025	Lead	
 <p>5: Attract and retain skilled people who put patients first</p>	5.1 There is a pipeline of future-ready workforce enabled by accessible and accurate state-wide workforce data	<ul style="list-style-type: none"> Develop workforce data strategy and roadmap to improve access to and use of workforce data analytics to inform future strategic and operational decisions 	•			MoH (WPTD)	
		<ul style="list-style-type: none"> Improve workforce data quality, collation and reporting to promote standardisation across NSW Health 		•		MoH (WPTD)	
		<ul style="list-style-type: none"> Use data analytics to better support workforce planning approaches 			•	LHDs/SHNs	
		<ul style="list-style-type: none"> Upskill key workforce segments to create base-level capability to interpret, use and report data to inform decisions 			•	HETI	
	5.2 Our leaders are abreast of the factors driving future changes in workforce models and ready for gaps and emerging disruptions	<ul style="list-style-type: none"> Develop mechanisms to identify gaps and emerging changes in small but critical workforce 			•		MoH (WPTD)
		<ul style="list-style-type: none"> Design an approach for prioritising emerging workforce areas for attention 	•			MoH (WPTD)	
		<ul style="list-style-type: none"> Develop systems to identify training needs in response to emerging disruptions 			•	MoH (WPTD)	
	5.3 We have closed workforce gaps in rural and remote areas in collaboration with local stakeholders	<ul style="list-style-type: none"> Pilot a consortia model in rural and remote areas with local organisations to identify support systems in place for workforce 			•		LHDs/SHNs
		<ul style="list-style-type: none"> Partnering with local organisations, promote and showcase the rewards and benefits of working rurally and regionally to attract and retain workforce 	•			LHDs/SHNs	
		<ul style="list-style-type: none"> Continue to develop Vocational Medical Workforce networks and mechanisms that support rural training 	•			HETI and LHDs/SHNs	
		<ul style="list-style-type: none"> Develop and embed a strong employee value proposition for working rurally and regionally 	•			LHDs/SHNs	
		<ul style="list-style-type: none"> Create programs to support isolated practitioners and family members 		•		LHDs/SHNs	
		<ul style="list-style-type: none"> Partner with rural stakeholders to develop, analyse and optimise local workforce solutions that are tailored to each community (e.g. Healthy Deadly Feet) 			•	LHDs/SHNs	
		<ul style="list-style-type: none"> Develop innovative clinical placement options that test investment in rural and regional workforce models 			•	LHDs/SHNs	
5.4 We use cross sector workforce planning to better understand opportunities in rural areas	<ul style="list-style-type: none"> Investigate cross sector opportunities for shared service and workforce planning in rural locations to improve patient outcomes and multidisciplinary teams 	•			MoH (WPTD)		

Targeted initiatives horizon one – priority 6

What are we doing? Why are we doing this? How will we get there? When will we get there? Who will get us there?

Priority	Outcomes	HORIZON ONE activities (2022-2024)	2023	2024	2025	Lead	
 <p>6: Unlock the ingenuity of our staff to build work practices for the future</p>	6.1 Our modern employment arrangements enable new care models and new ways of working aligned to worker and patient preferences	<ul style="list-style-type: none"> Research and design contemporary employment arrangements based on changing workforce requirements and best practice, in consultation with key stakeholders 	•			MoH (WR)	
		<ul style="list-style-type: none"> Develop guiding principles for contemporary employment arrangements 	•			MoH (WR)	
		<ul style="list-style-type: none"> Test and pilot workforce models to reflect emerging health needs 		•		MoH (WR)	
	6.2 Our workforce works flexibly in terms of hours or location and can respond in an agile way during times of crisis, e.g. surge demand	<ul style="list-style-type: none"> Identify employment based scenarios that impact ability to meet emerging care needs and develop a pilot to test impact 			•		LHDs/SHNs
		<ul style="list-style-type: none"> Develop and implement a new policy framework and system-wide governance to enable an agile and flexible workforce model that rapidly responds to changing care needs 			•		MoH (WR)

Governance and accountability

3



Governance of the Health Workforce Plan 2022-2032 is designed to enable agile implementation at the local level while ensuring objectives are achieved

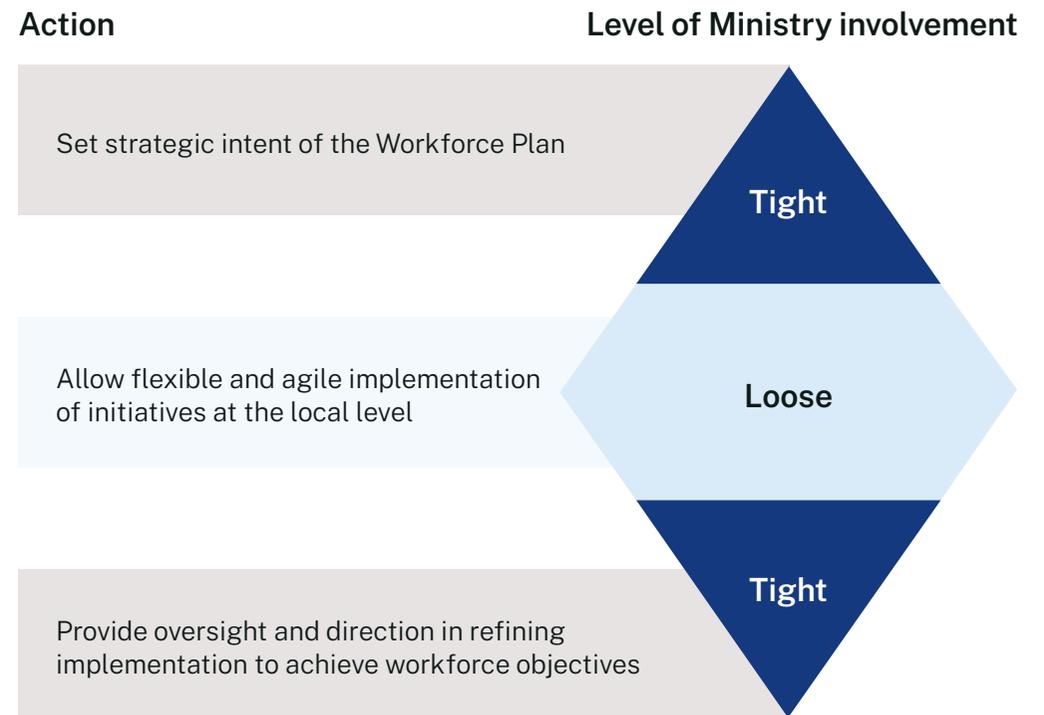
This Plan articulates NSW Health’s workforce objectives and describes the key activities under delivery Horizon One (2022-2024). Specific actions to deliver each activity and measures of success will be developed to support implementation.

It is NSW Health’s intent to allow flexible and agile implementation of initiatives at the local level and each agency to determine the best approach to roll-out each initiative. This will enable health services to focus their resources on the specific and nuanced needs of their local workforce and communities and prioritise actions which will make the most impact for their patients. Examples of where this flexibility is critical to successful implementation is in rural and remote workforces and small but critical workforces.

Further, this Plan is not intended to be a static document. NSW Health will continue to monitor the macro challenges identified such as population health needs, technological advancements, and industry growth to inform the timing of initiatives and ensure actions respond to NSW’s broader health context. Once Horizon One is completed, the Plan will be reviewed and further actions may be designed.

Regular reporting to a Workforce Working Group will provide a structured assessment of progress towards the workforce objectives. This process will enable the Working Group to identify partnership opportunities across the organisation and where a change or additional focus may be required.

Governance of the Health Workforce Plan 2022-2032 is designed to follow a ‘tight, loose, tight’ implementation approach



Acronym	Definition
ACI	Agency for Clinical Innovation
HETI	Health Education and Training Institute
LHDs/SHNs	Local Health Districts/Speciality Health Networks
MoH	NSW Ministry of Health
SRPB	Strategic Reform and Planning Branch
WPTD	Workforce Planning and Talent Development Branch
WR	Workplace Relations Branch
SIA	System Information and Analytics Branch



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