Workforce Strategic Plan 2018 – 2022

October 2018

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Why do we need a workforce strategic plan?

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- To develop and implement people and workforce strategies to deliver the NSW Health and the SCHN strategic and clinical services plans

- To develop and build a contemporary and efficient workforce

- To plan our workforce to be ready to respond to the changing demands of our services and the population we serve

- To plan how best to work with partners, particularly in education and research, to have a workforce *'fit for our future'*

- To invest in our people to position SCHN as a national and international leader in the provision of paediatric health care

# The workforce strategic plan will support the delivery of:

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• NSW State Health Plan – Towards 2021
• NSW Health – Health Professionals Workforce Plan 2012-2022
• SCHN Strategic Plan 2017 - 22
• NSW Health CORE values
• NSW Public Service Commission strategies
• Good Health, Great Jobs 2016 - 2020 and Stepping Up (Aboriginal Employment)
• NSW Government – Premier Priorities

It is a dynamic document and progress and priorities will be reviewed every 12 months

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People, Culture & Safety is one of the seven key domains in the SCHN Strategic Plan
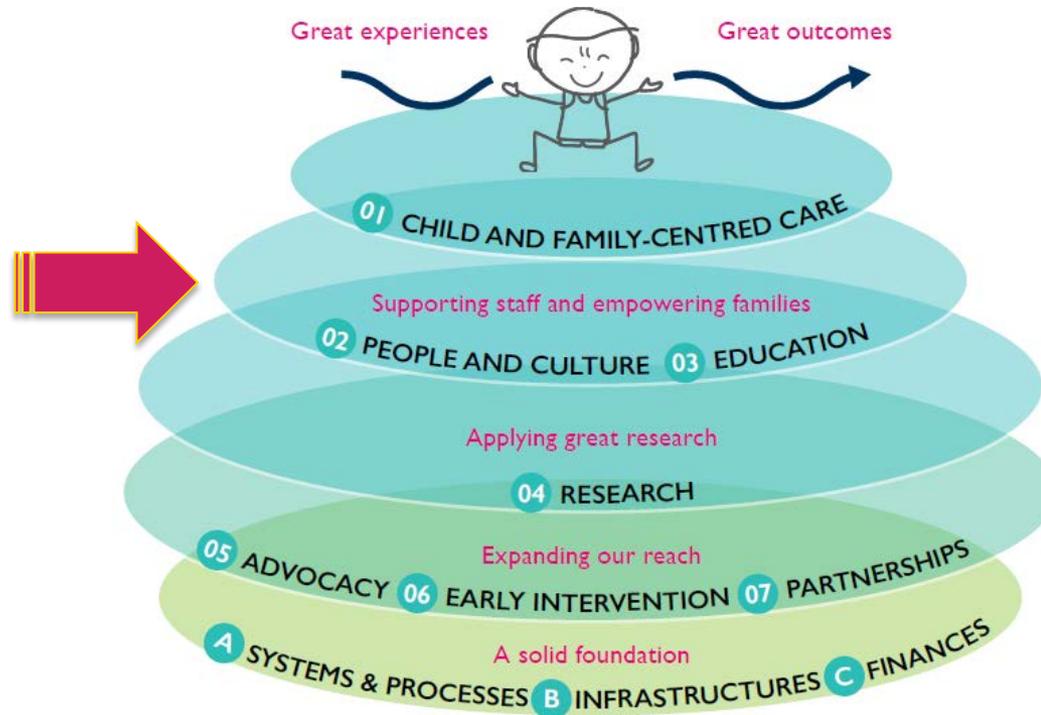
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Workforce planning:
a local, national and international priority

There is no federal entity undertaking health workforce planning since Health Workforce Australia (HWA) was disbanded in 2013/14. The HWA priorities remain helpful:

- Ensure a capable and qualified workforce – through registration, accreditation, training and development

- Increase the supply of workers in all health professional groups and facilitate a more even distribution of workforce in terms of geography and types of services provided

- Increase the Aboriginal and Torres Strait Islander health workforce

- Address health workforce strategies in regional, rural and remote Australia

- At a state level, NSW Health has a health professionals workforce plan up to 2022 which sets out key areas for delivery (see next page)
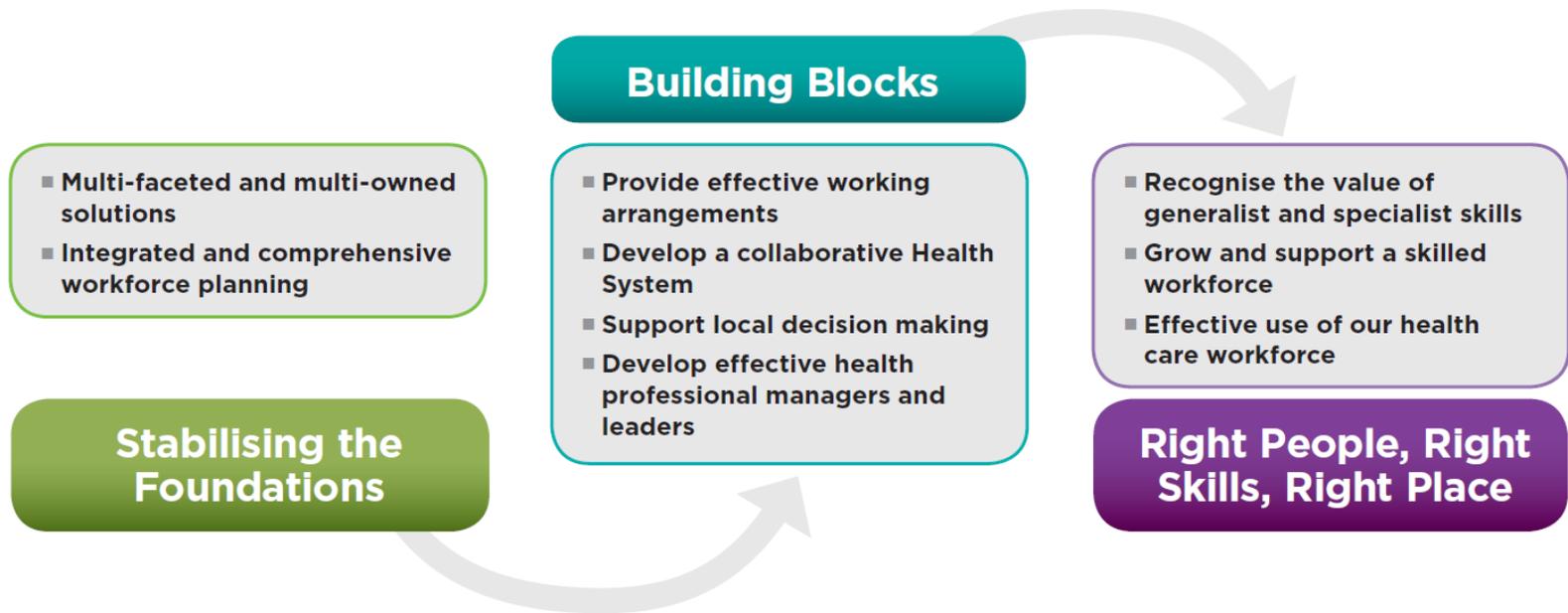
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NSW Health Professionals Workforce Plan Strategies for Action to 2022

Building Blocks

Stabilising the Foundations
- Multi-faceted and multi-owned solutions
- Integrated and comprehensive workforce planning

Building Blocks
- Provide effective working arrangements
- Develop a collaborative Health System
- Support local decision making
- Develop effective health professional managers and leaders

Right People, Right Skills, Right Place
- Recognise the value of generalist and specialist skills
- Grow and support a skilled workforce
- Effective use of our health care workforce

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Workforce planning:
Impacts on the paediatric workforce

Some key issues for workforce planning for health professions in a specialist paediatric hospital may include:

- Generally there is a greater desire to work in a paediatric setting than some other health specialities and as such supply shortages are likely to be less critical

- While forecast shortages in nursing supply are expected to be focussed in aged care and mental health; the Network is developing nursing workforce plans to predict and support current and future needs

- The Network has historically relied on 'topping up' some nursing and medical specialities from overseas recruitment (e.g. nursing critical care) and this pathway is largely closed with the over-supply of newly qualified Australian professionals and Visa restrictions

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Workforce planning:
Impacts on the paediatric workforce

There are some key actions that the Network should take forward:

- Review the impact of the ageing workforce and undertake a profile of staff in key roles who may retire in the next ten years and plan for succession.

- The role of health assisting and non career doctors in the Network needs to be defined and a workforce plans should reflect these new roles.

- A review of scientific staff should be undertaken to better understand current demands and impacts on supply.

- Continue to work with NSW Health in their reviews of niche groups of staff to understand the workforce and succession planning implications.

- The impact of changes in immigration quotas, processes and costs need to be considered in relation to areas of key demand.

- An agreed approach to Aboriginal health workers and practitioners needs to be adopted and agreed.

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Our Workforce as at 30 September 2018

Approximate numbers
• Overall headcount: 5923 (5800/June 2015)
• Nurses: 2277 (2100/June 2015)
• Doctors: 1294 (1300)(VMO/VDO: 301; SMO: 431; JMO: 482/June 2015)
• Allied Health Professionals: 697 (640/June 2015)
• Scientific Staff: 374 (360/June 2015)

Percentages
• 79% of the workforce is female (Up 1% from 30 June 2015)
• 46% of the workforce is female and aged 25 to 44 (Same from 30 June 2015)
• 18% of the workforce is aged 55 plus (4% 65 plus) (Up 6% from 30 June 2015)
• 30% of the workforce have less than 2 years tenure (Down 5% from 30 June 2015)
• 40% of the workforce have 3 to 10 years tenure (Up 1% from 30 June 2015)
• 30% of the workforce have 10 years plus tenure (Up 4% from 30 June 2015)

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Ministry of Health (MoH) required KPIs

Annually	Monthly	Quarterly
• Performance Appraisals	• FTE	• Leave profile
• Workplace injuries	• Premium staff usage	• Aboriginal workforce target
• New intake staff	• Sick leave	
• Staff survey	• Overtime/call backs	
	• Time to recruit	

Proposed local KPI targets

People	Culture	Workplace Safety
• Pay costs	• Diversity	• Incidents
• Productive, non- productive and overtime reporting	• Exit data	• Injuries
		• Stress claims
• Workplace investigations • Leave and ADOs • Turnover/Early separation • On-boarding data	• Flexible work arrangements • Maternity/parental leave	• Workers compensation costs
	• Appraisals	
		• Lost time

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Horizon One

Commenced 2017

Horizon One 2017:
Drivers of Workforce strategy and change

Actual Drivers of Workforce Strategy and **Change**
• Continued focus on quality and patient safety.
• Shift to working in IT/information driven and paper-light environments (patient, clinical and corporate).
• Increased working in partnership in Health and with other agencies.
• Plan for ongoing and at scale organisational change.
• Increasing patient and family focus.

Key Workforce Strategies and Actions
• Enhance people management systems, measurement and reporting.
• Recruit, develop and retain the right people with the right skills.
• Ensure a safe workplace, good culture and healthy people.
• Support leadership and change processes.

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Horizon One
Setting up for success

Deliverables in 2017

People

- Delivery of workforce systems and processes to support contemporary business environment including include improvement to establishment control, implementation of state-wide rostering (HealthRoster) and recruitment systems (ROB) and pilots of appraisal systems for medical staff

- Implementation of new models of medical workforce administration for senior and junior medical staff

- Initial development of detailed workforce plans (nursing) and continued work on the medical workforce of the future through the Medical Workforce Advisory Committee

- Implementation of a new model of work for front line clinical administration

- Supporting a high volume of investigations and IR activity

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Horizon One
Setting up for success

Deliverables in 2017

Culture

- Continued good results from staff surveys and implementation of action plans

- Delivery of the 3rd cohort of the Health Leadership Program

- Embedding the Leadership Community of Practice (CoP)

- Review of the meaning of the NSW Health CORE values in our context

- Development of an Inclusion and Diversity Framework

Horizon One
Setting up for success

Deliverables in 2017

Workplace Safety

- Successful completion of work health and safety audits at both hospitals

- Improvements to staff records

- Introduction of our SAFE PLACE campaign

- Continuing the development of health and wellbeing activities

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Horizon Two

Commencing in 2018

2018 – 2022: Drivers of People, Culture and Safety strategic change

PREDICATED DRIVERS OF WORKFORCE STRATEGY & CHANGE
• Increasing patient/family focus and customer satisfaction demand.
• Working in Electronic Medical Records /Medicine Management/paper-light environment.
• Ongoing changes in medical practice with use of technology.
• Greater involvement with partners and shift to integrated care pathways – primary and community care, research and education.
• Increased outward looking at various levels of the organisation.
• In depth planning for campus changes (Westmead and Randwick).
• Responding to growing population.
• Increasing employee voice and staff engagement.

KEY WORKFORCE STRATEGIES AND ACTIONS
• Recruit and retain and develop employees.
• Support building the patient and customer centric culture.
• Drive workforce change, redesign and innovation programs to meet patient and organisational outcomes.
• Embed a positive culture and ensure a safe work place and healthy people.
• Lead processes to encourage ongoing development of leadership skills and a culture of life-long learning and development.

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Horizon 2:
People

Grow/Build/Deliver	Key deliverables	Timeline
Grow strategy and policy	• Develop a strategic approach to recruitment and retention	Dec 2019 and refresh annually
	• Develop contemporary senior medical workforce systems and processes (recruitment, credentialing and performance appraisal.	April 2019 E-Credential Dec 2019 performance appraisal
Build capacity	• Build people management skills and capacity across the Network	Ongoing delivery of monthly program for middle and line managers
	• Build skills in workforce planning as integral part of service planning	Support CASB project Feb 2019 Develop program for senior managers Sept 2019 and middle managers Sept 2020
	• Build and embed a positive workplace culture	Review process for complaint assessment June 2019 Reduce number of formal investigations by 30% by June 2020
Deliver	• E-personnel files	Fully implemented Oct 2019
	• Integrated senior medical recruitment and credentialing process and system	April 2019 Review April 2020
	• Improved JMO recruitment processes.	August 2020
	• JMO be well and culture initiatives	Annual program

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Horizon 2:
Culture

Grow/Build/Deliver	Key deliverables	Timeline
Grow strategy and policy	• New flexible work policy framework	Finalised by Oct 2019
	• Talent management framework	June 2020
	• An Inclusion and Diversity (I/D) Employment Statement and plan to improve workplace inclusion and diversity	Statement and plan June 2019 Deliver the plan
Build capacity	• Embedding CORE values throughout the Networking 'It Starts with Me' and associated initiatives	Ongoing
	• Build leadership skills and capacity across the Network	Ongoing HLP and CoP
	• Build and embed a positive workplace culture	Projects with specific areas commenced March 2019
Deliver	• Accelerated improvements in the staff survey outcome	June 2019 and June 2020
	• Targets in the Aboriginal Employment Strategy and I/D plan	As per plan
	• SMO/JMO/VMO appraisal systems	SMO Dec 2019 VMO June 2020 JMO Dec 2019

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Horizon 2 :
Workplace Safety

Deliverable	Lead Directorates	Timeline
Grow strategy and policy	• Develop a workplace safety and wellbeing strategic plan	Complete June 2019 and review 2020
	• Revitalise the Network's Safe Place framework and campaign	Re-launch April 2019
Build capacity	• Build safety skills and capacity across the Network	Ongoing review April 2020
	• Build and embed a positive workplace culture	All safety interventions are opportunities for workplace culture improvements
	• Workplace safety is central to all infrastructure projects	Continue input into CASB and commence input into SCH and smaller projects
Deliver	• High level of compliance in bi-annual WHS audits	Good outcomes in survey late in 2019
	• High performance in workers compensation and recovery at work targets	Continue the early intervention work for both WC and NWR injuries review success quarterly
	• Workplace safety is embedded in team huddles	Launch May 2019
	• Full and maintained compliance with staff vaccinations	July 2019
	• Broader range of health and wellbeing activities	Launch with annual events in Sept 2019

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Horizon Three

Commencing 2020

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2020 -2022 Assumed drivers of People, Culture and Safety strategic change

ASSUMED DRIVERS OF WORKFORCE STRATEGY & CHANGE	KEY WORKFORCE STRATEGIES AND ACTIONS
• Significant increase in IT and technology driven medicine and services	• Build an agile, reflective, inquisitive and innovative workforce
• Benchmarking quality and patient safety with national/international partners	• Recruit, develop and retain staff who use technology and information to optimise patient outcomes and customer experience
• Rationalised services to ensure optimal efficiency and best possible patient outcomes (centres of clinical excellence)	• Measure workforce effectiveness and efficiency
• Greater integration of service provision with partners	• Measure employee opinion and focus on improving employee satisfaction
• Increase in hub and spoke working and employment	• Promote the Network and its employees as valued health and community partners
• Increase in employee expectations and opinion	• Develop position as an employer of choice for paediatric specialists

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Horizon 3:
People

Broad objectives
• Highly regarded and customer focussed people service
• Streamlined and self service people systems and processes
• Easy access to real time people management information
• Clear workforce plans to support our services / clinical streams
• Improving retention strategies for key services and hard to recruit or retain areas / disciplines
• Continue to develop people capacity across the Network (particularly performance, efficiency and culture.

Horizon 3:
Culture

Broad Objectives
• Embedded adaptive leadership culture
• Ongoing improvements in key staff survey indicators
• Positive workplace culture
• Inclusion and diversity is part of culture
• The Network is an employer of choice for Aboriginal people
• Change is well supported
• Clear talent pipelines
• Meeting major diversity targets

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Horizon 3:
Workplace Safety

Broad Objectives
• A leader in workplace safety
• A Safe Place for our staff, patients, families and community
• A healthy place to work with a wellbeing focus