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NSW Health

# Health Professionals Workforce Plan 2012-2022

Progress Report Year 8

Jan 2018 – Dec 2020



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# Executive Summary

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The NSW Health Professionals Workforce Plan has supported the NSW Health system since 2012, providing strategic directions and a focus on developing and skilling a workforce that delivers the strategic priorities for NSW Health.

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Since 2012, many exciting developments have delivered against the three main tenets in the plan: establishing the foundations, building blocks, and developing a skilled and capable workforce to have the right people, right skills, right place. These have included:

- The implementation of a state-wide Framework for Rostering in NSW Health to support the HealthRoster rollout and Rostering Best Practice business as usual activities. This has also included launching a [Rostering Portal](#) to support capability development for NSW Health Roster managers.
- Extensive investment in the development of leadership and management capability through the Health Education & Training Institute (HETI), Public Service Commission's leadership academy, and partnership with The Institute of Public Administration Australia (IPAA)
- Development of a robust framework and strategy to support the Aboriginal health workforce
- Designing the horizons scanning methodology for planning and forecasting small but critical workforce
- Continued investment in scholarships and cadetships for identified workforce groups
- Development of a Workforce Planning Framework and Action plan for the NSW Health system, supported by a capability development strategy.

Since the release of the year 6 progress report (2018), further significant milestones have been achieved for the NSW Health workforce:

- Development of the NSW Strategic Framework and Workforce Plan for Mental Health
- Creation of the NSW Health Diversity Inclusion Belonging framework
- Agile and responsive pandemic surge workforce planning development
- Further investment in providing psychosocial, connected care and bereavement support for the end of life and palliative care period for patients and their carers and families.

In 2020 as the NSW Health System was significantly challenged by the COVID-19 pandemic, workforce planning and talent management became critical elements in the NSW Health response. Planning and forecasting activities were refocused at pace to ensure NSW Health was prepared for every possible scenario. In this report, we are shining a spotlight on some of this activity including the pandemic surge workforce plans, rapid upskilling, preparing a workforce plan for catastrophic scenarios, and new ways of rostering for an agile workforce in pandemic circumstances.

Since its release in 2012, the Health Professionals Workforce Plan has demonstrated the benefits of the whole of system strategic directions in a comprehensive plan. Regular reporting by the LHD/SHNs, pillars and Ministry has demonstrated this success. As noted in the year 6 report, by 2018 there was significant evidence that the lead agencies and partners had met 90% of the targets and intent of the plan. Many of the initiatives in the plan have since been adopted as business as usual in LHD/SHNs, Ministry of Health and Pillars, and particularly for workforce planners, the Health Education & Training Institute, and eHealth NSW.

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Since 2018, system leaders have been continuing to respond to new and emerging trends, increasing evidence for change, and contemporary practices with necessary workforce planning activities. Examples have been spotlighted in this report such as mentoring programs, the new diversity inclusion belonging hub, and data analytics.

In 2021, the HWP 2022-2032, will be finalised and will drive a new workforce vision for NSW Health. The plan will continue to set system wide directions, to identify lead agencies and build on the foundational activities established in the past 8 years.

As NSW Health takes account of the successes in workforce planning and talent management since 2018, this report is also setting the launch pad for a new era for NSW Health workforce. Many of the activities reported here, and in the previous reports against the Health Professionals Workforce Plan 2012-22, have created a bedrock for the new workforce and talent initiatives to thrive in the next era.



## Key State-wide Achievements since 2018

- Development of the [NSW Strategic Framework and Workforce Plan for Mental Health](#).
- The implementation of a state-wide Framework for Rostering in NSW Health to support the HealthRoster rollout and Rostering Best Practice business as usual activities. This has also included launching a [Rostering Portal](#) to support capability development for NSW Health Roster managers.
- Creation of the [NSW Health Diversity Inclusion Belonging framework](#) and hub
- The Performance and Talent (PAT) system is live and available to use in 16 NSW Health agencies, with the whole health system to be live by June 2021.
- The annual NSW Health Workforce Forum was held in 2019 with over 280 employees from across NSW Health, and in 2020 it was delivered in a virtual setting spread over 3 weeks, which allowed for greater access and saw an audience of around 850 attendees.
- Development of the Junior Medical Officer (JMO) Wellbeing and Support Plan Implementation Report and rollout of the JMO Be Well program.
- Development of a Workforce Capability Development Framework and action plan for the NSW Health system.

## COVID-19 Workforce Activity in 2020

- COVID-19 workforce surge planning occurred as a collaboration between Workforce Planning and Talent Development Branch (WPTD) and LHD/SHNs
- More than 2,300 nurses undertook intensive care upskilling to plan for a projected increase in intensive care demand
- Establishment of a dedicated enquiries team to provide work health and safety advice to NSW Health organisations and unions
- Collaborating with NSW Government agencies and non-government agencies (e.g. universities) to secure rapid deployment of staff
- Implementation of COVID Connexion, an independent and professional wellbeing advice line for health workers



## Growing our workforce (as at 30 June 2020)

There were

# 1,030



medical intern positions. This is an increase of 31 positions from 2018.

# 145

Rural Preferential Recruitment (RPR) Program intern positions, an increase of 13 positions from 2018. The RPR pathway supports junior doctors working their first two postgraduate years in a rural and regional location.



More than

# 2,600

graduate nursing and midwifery positions made available in 2020.



More than

# 200

MidStart positions were offered to support registered nurses through post-graduate midwifery training.

# 69

Aboriginal nursing and midwifery students have been supported with cadetships in 2019 and 92 supported in 2020. Overall, 406 cadetships have been offered since 2015-2020.



# 50

undergraduate and

# 12

postgraduate Aboriginal nursing and midwifery scholarships awarded.



# 10

rural postgraduate midwifery student scholarships in 2019/20.

# 224

enrolled nurse scholarships at 24 campuses across NSW.

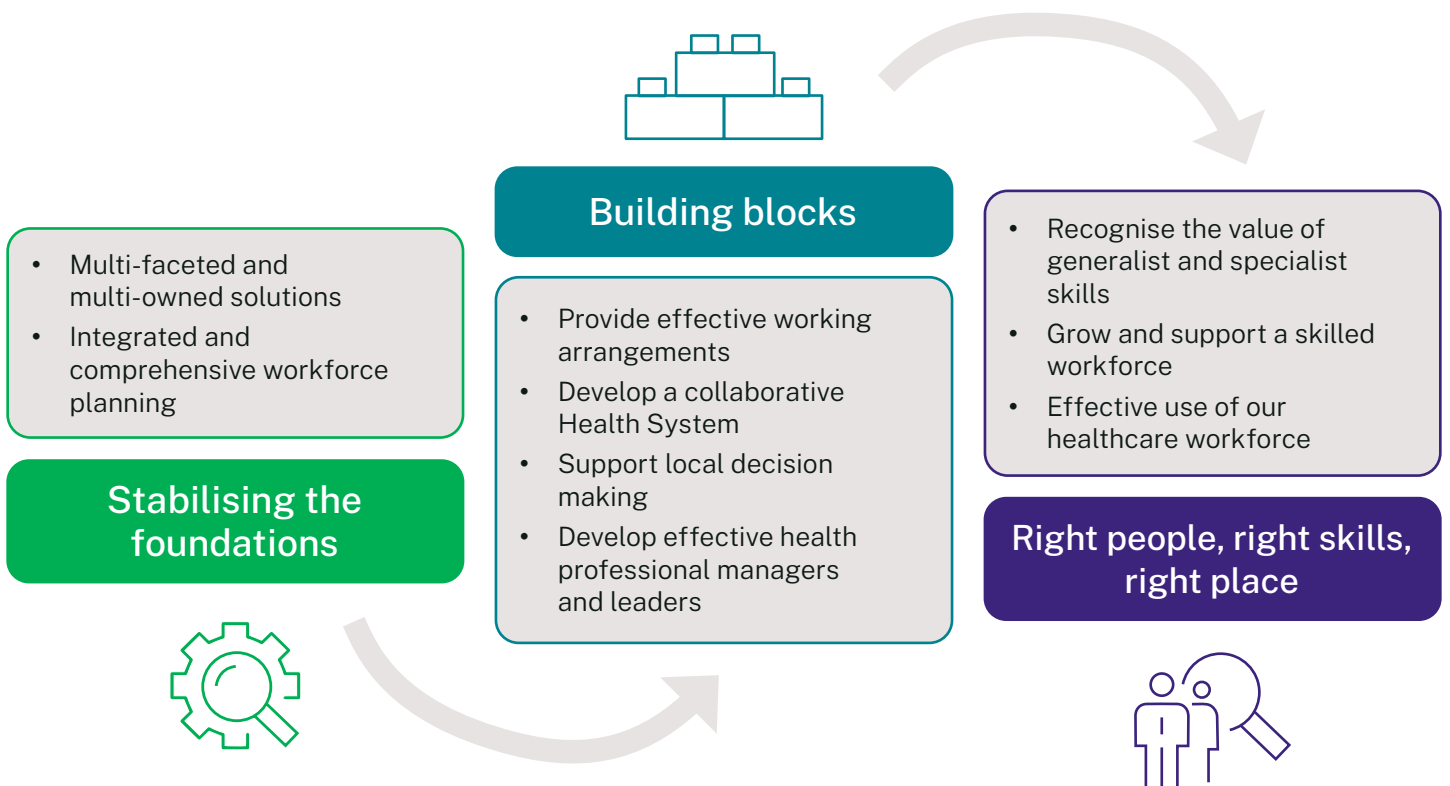


# Overview of the plan

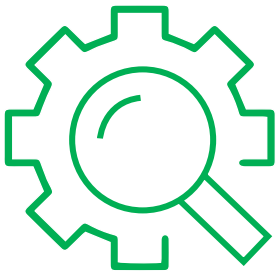
The Plan rests on a three-part strategic framework with nine key tenets:

- **Stabilising the Foundations** – sets the scene for effective workforce planning and acknowledging that the challenges will be met by multi-faceted solutions
- **Building Blocks** – provides the culture and working environment in the health system to enable a flourishing workforce
- **Right People, Right Skills, Right Place** – the foundations and building blocks provide the platform to realise the vision

For each individual strategy, the Plan identifies the expected short, medium and long-term outcomes as well as who is responsible for delivering the strategy.



The next section of this report provides a summary of the progress in each of the sections. 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.



# 1. Stabilising the foundations

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

Multi-faceted and multi-owned solutions

Integrated and comprehensive workforce planning

## Modelling

WPTD continues to carry out regular state-wide workforce modelling for medical and small but critical workforce, to support local workforce planning in line with forecast health service demand and delivery requirements. Planned modelling of nursing, midwifery and allied health workforce will be undertaken in 2021/22. 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.

## Framework

The Workforce Planning Framework (the Framework) developed by WPTD has been circulated across the system. The Framework, and an associated toolkit of resources, was developed in partnership with a group of subject matter experts from LHD/SHNs, taking a user-centred

design approach. The Framework provides an overarching structure for the application of these resources (implementation guide, matrix, workforce calculator and workforce plan template) and provides guidance for those involved in workforce planning in the health system.

## Data and Metrics

Workforce data analytics remains a key focus for NSW Health. The establishment of rostering reporting using key related metrics has supported improvements in rostering outcomes. The development and roll out of the JMO Hours Worked Dashboard has provided improved visibility on working patterns for Junior Medical Officers (JMO) to better manage fatigue and support wellbeing. The Unrostered Overtime and Callbacks Claim system (UROCC) and Reporting Extract has been developed and rolled out to provide new data on the processing of claims and gathers reasons for *why* unrostered overtime is

worked to support working pattern management for JMOs.

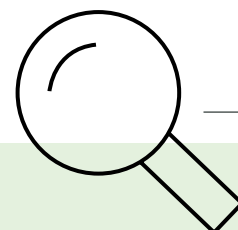
## Partnerships

WPTD continue to work in partnership with eHealth NSW on the transition of the State-wide Management Reporting System (SMRS) to the state-wide Corporate Analytics Platform which will provide the foundation for more advanced data analytics going forward.

## Rural and Regional retention

Workforce planning to support the attraction, recruitment and retention of staff in rural and regional NSW remains a priority. WPTD have produced the *Rural and Regional Immersion Visits report* which highlights key insights from consultations with rural and regional health professionals. We have also launched the *Imagine Rural* website, which showcases career opportunities in rural and regional NSW.





## Horizon Scanning

Horizon scanning continues to be an ongoing process supporting the monitoring of emerging workforce trends and developments both nationally and abroad. WPTD is currently horizon scanning as part of workforce planning to identify workforce requirements for 2030. The team are identifying roles, challenges and drivers that are expected to influence the workforce in the future.

## NSW Health Workforce Forum

Hosting the annual NSW Health Workforce Forum brings together the people and culture teams across the state for a shared experience in networking, hearing from contemporary peers and leaders, and the opportunity to identify and solve shared concerns.

The 2020 Workforce Forum was held in October 2020. Due to the COVID-19 pandemic the Forum was delivered in 3 x 2-hour sessions in a livestream format. The delivery model allowed for greater access and saw an audience of around 850 attendees (compared with 280 in 2019). Given the various disasters which had faced NSW communities and NSW Health which included drought, floods, bushfires and COVID-19 the Forum was themed as ***Thriving in Adversity, Adapting to Change and Resilience***. Engaging keynote addresses provided aspirational content to support the professional capability and growth of the audience as they lead and influence workforce resilience strategies across the NSW Health workforce.

## Spotlight

### Data Analytics Signature Project

To support the implementation of the [NSW Health Analytics Framework](#) a Corporate Analytics Working Group oversees the continued development of analytic tools and capabilities relevant to the management of corporate services in NSW Health.

A '5-year Vision and Roadmap for Corporate Analytics in NSW Health' has been developed and sets out the end-state together with a portfolio of initiatives for realisation. The 5-year vision and roadmap is being developed in 2 components:

- **An overall vision setting out the target end-state and key principles to be applied across all corporate 'domains'**
- **A domain specific vision and roadmap identifying the business outcomes and target end-state for each 'domain', or functional area, with an initial focus on Workforce and Finance with other corporate functions to follow.**

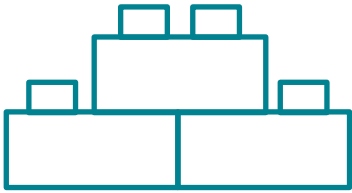
The key objective of the vision and roadmap is to identify the corporate analytics **tools and capabilities** required to provide meaningful information to executive and operational users of data. This will inform decisions that support optimal management of the NSW Health system underpinning the delivery of world class patient care.

### Allied Health in Mental Health Workforce

The Allied Health Mental Health (AHMH) Workforce Project resulted in a strategic document that outlines the current context and opportunities for support and growth for the NSW Health AHMH workforce. The project is a collaboration between the Mental Health Branch and WPTD for a multidisciplinary workforce.

The consultation on the [NSW Strategic Framework and Workforce Plan for Mental Health 2018-2022](#) identifies an urgent need for increased access to allied health interventions. This access to potential state-wide enhancement of community-based allied health expertise offers people with lived experience of mental illness across NSW the opportunity to live well and longer through improved access to physical healthcare and support for their functional recovery.

The report identifies opportunities for LHD/SHNs to support and grow their Allied Health workforce by strengthening allied health leadership, professional governance, education and training and improving the experience of delivering care.



## 2. Building blocks

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

Provide effective working arrangements

Develop a collaborative health system

### Rostering

HealthRoster continues to support managers to effectively roster to unit demand and staffing needs by time of day, day of week and skill level. The system has been rolled out to all LHD/SHNs and Pillars since 2018 for over 140,000 allied health, nursing and midwifery, and medical staff. The complete roll out of the system has enabled improved transparency of shift allocation, accountability, accuracy, and flexibility through an online self-service facility for staff.

### Recruitment and Onboarding

The rollout of Recruitment and Onboarding (ROB) has now been completed for general, senior medical, dental officer, junior medical officer, graduate nurses and midwives, postgraduate midwifery students and NSW Ambulance recruitment. Since the launch, the system has been used to post 32,000 jobs, managed one million applicants and 154 million transactions.

### Performance and Talent

The Performance and Talent (PAT) system (Oracle) allows NSW Health staff to record performance and career development goals, capture performance reviews and support performance and development conversations. The system is live and available to use in 16 NSW Health agencies, (whole of system will be live by 30 June 2021), and has been used by almost 20,000 employees to date.

### Workplace Culture

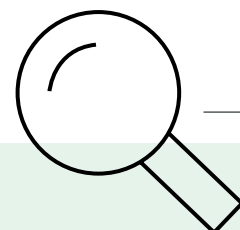
The **JMO Be Well program**, arising from the NSW Health JMO Wellbeing Support Plan, provides funding to support local workforce projects that contribute towards improving JMO wellbeing, training and supervision. One of the key achievements of the Plan is the sustainable and lasting change in areas such as fatigue management, parental leave and recruitment for junior doctors. Further improvements will be made

to ensure the best training and working environment for NSW junior doctors.

Following a successful pilot, WPTD have implemented the **Delivering Under Pressure (DUP)**, a positive psychology coaching program that has been specifically designed in collaboration with Converge International to support NSW Health's JMOs. The program is to be extended for up to 50 JMOs a year over five years and includes a self-referral program that consists of three telephone coaching sessions.

### NSW Health Diversity Inclusion Belonging framework and hub

Building a workforce that represents the community it serves is vital in delivering inclusive and responsive services. To help achieve this the Ministry of Health has developed the Diversity Inclusion Belonging hub [DIB hub] which acts as an extension of the framework and sits on the NSW Health website.



The DIB hub provides direction and support for public health organisations to ensure local diversity initiatives align with, and deliver, diversity and inclusion goals set out in the Premier's Priorities. Users will find information on the benefits of a diverse workforce that reflects the community it serves, how to promote NSW Health's CORE values, mapping out a path to a diverse workforce and case studies to support and encourage initiatives.

### Grace Under Pressure workshop

Delivered in 2019, the Grace under Pressure workshop has been designed to improve workplace culture. Based on a play exploring unacceptable workplace behaviours founded on interviews with health professionals, actors present scenarios to junior and senior doctors in the presence of hospital management. The object of the workshop is to start a conversation which will build a better workplace culture.

### Disability Employment Community of Practice

The establishment of the Disability Employment Community of Practice (DECoP) has allowed information sharing and discussion on ways to increase employment of people with disabilities. With members from LHD/SHNs and state-wide services, the DECoP shares and evaluates ways to attract, support, develop and retain employees with disability.

## Spotlight

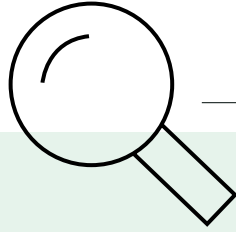
### Rostering in COVID-19

The COVID-19 pandemic has posed unique challenges to rostering within LHD/SHNs. The Ministry of Health worked closely with LHD/SHNs and eHealth to ensure and monitor leave, rest and recuperation from work and prepare for the quarantining of staff when required.

The Rostering Best Practice team in collaboration with WPTD and eHealth developed specific COVID-19 reason codes. The intent was to assist Workforce and Roster Managers to capture rostering data relating to the increased operational demands in response to COVID-19. The reason codes gave Health Agencies, NSW Health and the State Health Emergency Operations Centre (SHEOC) the ability to centrally monitor and report rostering data critical to track the impact of COVID-19 on the workforce. The reason codes created are the following:

- **Non-productive special leave-COVID: new code to track non-productive COVID-19 leave**
- **Rostering reasons COVID: to capture data relating to the increased operational demand due to COVID-19**
- **Skills: Eight skills have been identified as required when treating COVID-19 patients. A staff member's skills should be entered into HealthRoster, to easily identify suitable staff for rostering**
- **NCoV staff WFH (COVID positive staff working from home): with the possibility of staff having to carry out a period of self-isolation in their home for a total of fourteen days, managers can now record Covid positive staff who are working from home through StaffLink within the Manager Self Service Menu for tracking**





## Spotlight

### Sydney LHD diversity and inclusion initiatives

Building a workforce that represents the community it serves is vital in delivering inclusive and responsive services.

**Sydney LHD (SLHD)** continues to build partnerships that provide a solid foundation for working towards a 5.6% disability employment participation target by 2025. These activities include:

- **Disability and Inclusion Action Plan 2020-2025**  
– Currently undergoing final consultation across the District and is on track for implementation in May 2021.
- **Paralympic Workforce Diversity Program**  
– In late 2019, SLHD committed to participating in the Paralympic Workforce Diversity Program for an initial 2-year period. The program provides an opportunity for SLHD to employ elite Australian Paralympic athletes and, promote diversity and inclusion in the workplace through the athlete's role as a Diversity Ambassador.
- **SLHD's partnership with WISE Employment**  
– A partnership was established with WISE Employment, a not-for-profit, government funded disability employment service provider to facilitate the creation of employment opportunities for people with a disability and work with SLHD to build disability awareness and capability. The partnership commenced on 1 July 2020.
- **SLHD Employ – My-Ability Program** – In August 2019, SLHD was recognised at a JobSupport Award ceremony for our 10-year partnership with them. SLHD received a further award for employing JobSupport's 100th permanent placement.

## Support local decision making

### Scholarships and Pathway development

The \$1.2 million from the NSW Government to support 60 Metropolitan Access Scholarships over four years has now seen 93 scholarship recipients since 2016, including 11 in 2020. The program supports the connection between rural and metropolitan services and professional peers.

The Ministry of Health continued to build leaders financial capability via cross-sector and intra-health secondment programs and workplace rotations. This provided staff from entry level to executive roles with new professional experiences and the skills to support financial delegation and decision making in a rapidly evolving workplace.

### COVID-19 Workforce Surge Planning

In response to the rise in COVID-19 infections in Australia, NSW Health LHD/SHNs developed and submitted to Ministry of Health localised workforce surge plans to enable them to respond to anticipated significant increases in COVID activity. These surge plans were developed quickly, in the context of the significant and rapid infection rates globally and rising concerns for workforce sustainability. The plans were typically operational in focus and varied in approach and details. In July 2020, in the context of both localised clusters and escalating activity in Victoria it was considered that further engagement with LHD/SHNs was required to support local workforce surge planning.

The intent of the workforce surge approach was to:

1. Understand the level of **preparedness within each LHD/SHN** to respond to increasing COVID-19 activity across key services and **identify specific workforce risk areas** which may require further consideration and/or central support to mitigate
2. Understand the workforce **trigger and tipping points** for each level of escalation and at what point local workforce strategies will be exhausted requiring central support, including what form that support might take
3. Identify any **common or systemic workforce risks** across the system which may constrain LHD/SHNs in being able to respond to increasing COVID-19 activity and where central strategies may be required to mitigate these
4. Identify **effective workforce strategies and learnings from across the state** which can be shared with all LHD/SHNs to support further refinement in local and central surge plans and strategies



From July through September 2020, WPTD held **engagement sessions** with an estimated **160 participants**, to help outline the approach, requirements, tools and timeline for completion of the workforce surge planning approach. **Individual planning workshops** were held with LHD/SHN representatives to discuss workforce strategies and identify key risks and workforce challenges. All LHD/SHNs submitted updated **workforce surge capacity plans**, which were reviewed and analysed by the WPTD team. WPTD used insights from this review process to develop hypothetical surge scenarios to test LHD/SHN workforce strategies and support requirements.

The key outcomes of this work were:

- All LHD/SHNs had a consistent, and tested workforce surge capacity plan
- The Ministry of Health and SHEOC<sup>1</sup> had a clear understanding of potential support requirements
- A report was released, containing **51 recommendations** for opportunities to improve workforce surge preparedness

**4 new support tools** were developed to support LHD/SHN workforce surge planning.

## Develop effective health professional managers and leaders

HETI continued to deliver a range of leadership and management development programs during 2019-20. These include programs supporting people management, finance, business and culture improvement. A total of 730 programs were delivered to 10,228 staff across NSW Health entities.

LHD/SHNs have also continued to implement a range of initiatives, in partnership with HETI offering a variety of programs to support succession planning and development for people managers, including: Diploma of Leadership and Management, Facilitation Capability Development, NSW Health Leadership Program, NSW Health Finance Executive Program, NSW Health Senior Executive Program, Next Generation of Leaders and Managers Program in NSW Health.

The focus on talent development and management will be prioritised in the new NSW Health Workforce Plan (2022-2032), supporting a systematic approach to develop talent.

<sup>1</sup> State Health Emergency Operation Centre

## Focus Area:

### Mentoring Program

From June 2019 Western NSW LHD commenced a program that would network emerging, new or current managers and leaders, regardless of location, across a geographical area through a structured mentoring partnership.

When applying to be either a mentor or mentee, considerations for 'matching' included development in NSW Public Service Commission capabilities, cultural advice and inter-directorate information or experience. To support mentors, a virtual 'Mentoring Masterclass' was offered. These 30-minute sessions, presented by the executive directors of the LHD along with members from the Organisational Development Unit, offered resources, tools and discussion options for the mentors. Every six weeks a 'Mentor Support Network' virtual session was offered for mentors to share challenges and successes.

Currently Western NSW LHD have over 180 participants registered and continue to receive applications weekly to take part in the program. More than 60% of mentors have a tier 4 or above position, 80-90% of partnerships are inter-disciplinary or inter-directorate, and the focus is largely on leadership and/or management professional development. The program is currently up to Series 6 of the 'Mentoring Masterclass' weekly sessions, with a 12-month evaluation revealing some of the benefits to participating in a mentoring partnership was 'being able to support our organisation with new leaders – succession planning and enjoying the opportunity to work with staff that I wouldn't otherwise'.





## 3. Right people, right skills, right place

Recognise and develop generalist and specialist skills

Healthcare 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.

Guided by the strategic directions for NSW Health, the Workforce Planning and Talent Development Branch in the Ministry of Health, leads and facilitates a robust body of integrated workforce planning and development activities that are responsive to gaps and opportunities identified across the system. Among the many streams of work occurring simultaneously in NSW Health workforce development, the following programs were in response to the identified need to develop a generalist and specialist set of skills in health professionals in NSW.

### Rural Generalists

The NSW Rural Generalist Training Program (RGTP) is a state-wide program. In 2020, 50 advanced skills training positions were provided under the NSW Rural Generalist Training Program which is aimed at producing doctors who are general practitioners with advanced skills able to deliver services to rural communities in NSW.

From the 2020 clinical year \$3,000 scholarships have been available to each Rural Generalist trainee who starts advanced skills training. 23 scholarships were awarded in 2020.

The **Emergency Medicine pathway** is making a significant impact on improving numbers of GPs in rural areas with advanced emergency medicine skills.

Supporting rural GPs to acquire additional procedural skills, the **NSW Rural General Practice Procedural Training Program** make 15 full-time positions available each year in a range of specialities, including anaesthetics, obstetrics, emergency medicine, mental health and palliative care medicine.

### Medical

A record 1,030 **medical intern training positions** were made available in NSW for 2020 which is an increase of 180 since 2012.

The Assistant in Medicine (AiM) role was developed in March-April 2020 as part of the NSW Health COVID-19 medical surge workforce planning and was designed to supplement the existing junior medical workforce. The purpose of the position was to provide medical care and support, as part of the multi-disciplinary team. The role was developed by the NSW Ministry of Health in collaboration with NSW medical schools, Local Health Districts/Specialty Networks (LHD/SN) and the Health Education and Training Institute (HETI).

The positions were filled by final year medical students. The first AiMs started on 8 June 2020 at Bathurst Hospital. During 2020, over 400 medical students worked as AiMs in NSW Health, approximately 40 per cent of 2020 NSW final year medical graduates. AiMs were employed across a total of 41 facilities in NSW.

## Metropolitan Access Scholarship Scheme

The Metropolitan Access Scholarship Scheme supports rurally based junior doctors undertaking metropolitan rotations. Since 2016, a total of 93 scholarships have been awarded including 11 in 2020.

## Nursing & Midwifery

NSW Health continues to support the development of the nursing and midwifery workforce through a range of initiatives and resources that have helped to achieve:

- **Increased recruitment of graduate nurses and midwives with more than 2,500 new graduate nurses and midwives employed in 2019 and 2,600 in 2020, a rise of more than 40 percent since 2015.**
- **Awarding of 93 Aboriginal nursing and midwifery cadetship positions; an increase of more than 40 percent from 2018-19. More than half went to people in regional and rural areas.**
- **Awarding of 238 scholarships in partnership with TAFE NSW and the NSW Health Registered Training Organisation to support students to undertake enrolled nurse training in 2019.**
- 700 scholarships awarded to supporting nursing and midwifery postgraduate studies in a variety of clinical specialties, education and management in 2020.
- More than 600 clinical placement grants were awarded to support nursing and midwifery clinical placements across rural and metropolitan areas in 2020.

## Allied Health Workforce

NSW Health continues to implement existing and new allied health employment initiatives such as:

- The development and application of the Allied Health Assistant Framework that defines the six components in the employment of Allied Health Assistants.
- Individual profession horizon scanning for Sonography, Speech Pathology, Social Work, Medical Radiation Science (including Radiation Therapy, Radiography, Nuclear Medicine Technology), Exercise Physiology, Orthoptics, Orthotics and Prosthetics, Nutrition and Dietetics.
- Increasing the number of Aboriginal Allied Cadetships available from 10 to 20. As at June 2020, NSW Health employed 18 Aboriginal Allied Health Cadets over 7 Professions (Physiotherapy, Social Work, Speech Pathology, Occupational Therapy, Radiography, Podiatry, Dietetics).
- Short term workforce enhancement during the period April -December 2020 to grow the allied health workforce in response to the COVID-19 pandemic.
- Supporting Two Radiopharmaceutical Science (RPS) scholarships with an additional person identified for 2020.
- Australasian College of Physical Scientists and Engineers in Medicine (ACPSEM) Training and Education and Assessment Program (TEMP) Enrolled Physicist
  - Five 1<sup>st</sup> year Diagnostic Imaging Medical Physicist (DIMP) Registrars
  - Two 2<sup>nd</sup> year DIMP Registrars
  - One 3<sup>rd</sup> year DIMP Registrar
  - One Non-accredited Medical Physicist

## Focus Area:

### Rapid Service Changes

During March 2020 through June 2020 the Allied Health Services at Illawarra Shoalhaven LHD implemented rapid service changes in order to ensure effective and safe models of care during COVID-19.

Non-admitted services commenced telehealth options for service delivery during this time and 27% of patients across all Allied Health disciplines received intervention care via telehealth. The Osteoarthritis Chronic Care Program (OACCP) found that 100% of participants found the sessions easy to join and were able to hear and see the clinician and 75% of participants felt all their healthcare needs were met via telehealth. Additionally, the Speech Pathology Cancer Care service found that 75% of telehealth appointments provided during this time met the patients care needs.

Telehealthcare options ensured that Allied Health services could be used in a district wide strategy for unplanned leave by clinicians. Speech Pathology piloted a distance-based telehealth clinician which resulted in a significant decline in cancellations as a result of clinician availability.



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## Grow and support a skilled workforce

### Genomics Workforce

The [NSW Health Genomics Implementation Strategy Implementation Plan 2018–2020](#) outlined priority concepts and identifies key actions for implementation. Six recommendations were identified for action, with one area (recommendation 5) describing actions for developing the genomics workforce. 3 priority concepts were described in the plan including marketing a career in genomics, identifying and aligning roles to future demand and improving education and curriculum development. Through a collaborative co-design process with stakeholders across health and education sectors, all actions have been fulfilled and include delivery of

- case study profiles to attract and inspire current and future workforce,
- strong partnerships with the Centre for Genetics Education being used to share education content and
- the identification of six key roles to sustain the future genomics workforce.

### Career planning and ongoing professional development

HETI is leveraging the use of emerging technologies and has launched more than 80 new My Health Learning resources in 2019-20.

The **Map My Health Career** website received an upgrade and continues to assist career thinking for medical students, junior doctors, assisting undergraduates, school leavers or anyone thinking about starting a career in Allied Health.

More than 120 students and midwives participated in phase one of **Exploring Student Midwife Experience**. The collaborative project is investigating the factors impacting clinical learning, with the objective to enhance student and registered midwives learning experience.

LHD/SHNs undertook a **skill gap assessment** and had tailored learning sessions in economics, business case development and evaluation to address and apply these findings.

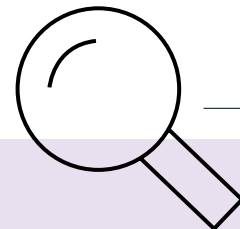
In response to the pandemic, HETI developed **Support during COVID-19** – a selection of resources with a focus on wellbeing, leadership and virtual environments. The Institute also partnered with the Centre for Population Health to design, develop and deliver just-in-time virtual classroom training for the new close contact calls team, and worked together with the Clinical Excellence Commission to make available the *Personal protective equipment for combined transmission-based precautions* online learning module to all NSW Health staff.

### Focus Area:

#### Developing new skills for COVID-19

NSW Health delivered critical care training to physiotherapists in partnership with HETI and Australian Physiotherapy Association. The ICU/ COVID-19 training was completed by more than 350 participants in March 2020. The intent was to upskill physiotherapists to provide vital support as part of a multidisciplinary team in the critical care environments and contribute to building a workforce that could be ready to be deployed for any surges.

Since making the life-saving training more widely available, more than 500 NSW Health physiotherapists have accessed the training. It has had both national and international benefit to physiotherapists being viewed more than 1,200 times.



## Emerging driver:

### Career Pathways Program and Staff Career Planning Hub

Nepean Blue Mountains LHD introduced a suite of programs supporting career development and work experience.

The **Career Pathways Program** offers tools and learning programs that align with the essential knowledge, skills and attributes required by staff who are interested in a particular career trajectory. Each pathway incorporates distinct levels of progression from novice through to senior specialisation level. The pathways are implemented in collaboration with Performance Development Reviews and CHATS. Profession-specific pathways have been launched for nursing with allied health, corporate services, oral health, general services and medical officers to be launched throughout 2021 and early 2022.

The **Staff Career Planning Hub** links staff to resources and clarifies short-and long-term career goals to support aspiration towards specialisation, more challenging roles or even a complete career change.

**Work experience** programs engage and support career development in NBMLHD. Primarily targeting Year 10 secondary students, more than 600 high school students have participated since 2015. The Koori Kids program targets Aboriginal students and Health Inspirations is targeted more generally. Of those who have graduated from the programs over 94% have gone on to a career in health.

## Spotlight

### Mental Health Training

HETI Higher Education was registered as a Higher Education Provider in October 2016 for the maximum period of 7 years. In 2017 HETI had 304 enrolments per semester, and now currently has 619 enrolments for semester 1 of 2021. Over 300 students are studying postgraduate degrees in Applied Mental Health Studies and Psychiatric Medicine.

To support the NSW Health workforce mental health studies, HETI has awarded \$292k since 2017 to staff studying child and adolescent mental health -a critical capture step for early identification and intervention services. For older person's mental health students, \$77k has been awarded since 2019, building the capability for that critical workforce.

Alongside this, HETI has supported over 4,000 NSW Health workforce by providing training in both specialist mental health staff and the wider health cohort via training such as:

- Accredited Persons training (1,439)
- Mental Health Act training (1,020)
- Child and Youth Mental Health service workshops (242)
- Gatekeeper resources supporting the Zero Suicide targets (1,442)
- Involuntary drug and alcohol treatment workshops (127)

Work is currently underway to deliver Mental Health Pathways in Practice (MHPiP) in partnership with Nursing and Midwifery Office (NaMO). This program supports mental health nursing professional development. It has been designed to develop foundational skills of communication, mental health assessment, therapeutic interventions and a comprehensive understanding of trauma informed care and recovery. The program has the flexibility and responsiveness to support graduates and experienced practitioners with a focus on workplace learning and practice.

## Interdisciplinary, multidisciplinary and simulated education and training

Interprofessional and multidisciplinary education programs continue to have a strong focus across LHD/ SHNs with **classwork** and **webinars** being provided virtually. Through 2019 and 2020 four webinars were held each year providing education on a range of topics including diabetes management, Aboriginal mothers and babies' wellbeing, and asthma management in rural NSW.

To support families navigating through the NSW Health system, 31 face-to-face workshops were held (15 train the trainer, 14 participant and 2 combination), alongside upskilling 266 interprofessional staff in family conferencing and 411 completing the online training.

Simulated learning remains a focus with the development of the Rural Emergency Medicine Master Classes and the Rural Maternal Medicine Master Classes being provided via the Sister Alison Bush Mobile Simulation Centre. The **Master Classes** provided a significant boost for rural training for GPs, health workers and other clinicians in rural NSW.

Two National Health Education and Training in Simulation (NHET-Sim) Program courses to train clinical educators in delivering **simulation education** were delivered through 2018-19, with HETI developing new online training programs in 2019-20 to train NSW Health simulation educators in debriefing skills. The Module SIMCHAT is now available in My Health Learning.

## Focus Area:

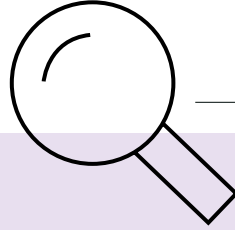
### Transforming your Experience Improvement Science Pathway

South Western Sydney Local Health District have worked collaboratively with the Clinical Excellence Commission on the development and implementation of the Improvement Science Learning pathway.

Improvement science training aims to develop the capability of individuals and teams to improve the quality of the care and services they provide through application of change management and evidence-based practice to improve safety.

The project provides a pathway with foundational courses for all staff and then further progression for leaders and managers. It is anticipated that this program will enhance care by embedding improvement science as a tool for continuous improvement.





## Spotlight

### eHealth NSW “supporting women in tech”

As a health organisation that specialises in information technology, eHealth NSW experiences similar challenges as other Information Communications Technology (ICT) organisations regarding female representation in its workforce. eHealth NSW responded in 2018 by launching the eHealth NSW Gender Equality Action Plan to create opportunities for women to leverage existing skills, develop new capabilities and build stronger networks. The Plan seeks to attract, internally grow, and develop women in senior management and leadership roles across eHealth NSW. Central to the plan is access to development programs and networking opportunities.

In November 2018, the eHealth NSW Women’s Development Series, run in partnership with UGM Consulting, was launched. Two programs are now offered – one to build foundational leadership skills and the other to build senior and executive leadership skills – enabling women to build skills at different stages of their career journeys.

As part of the Women’s Development Series, participants are asked to establish a Community of Practice (CoP). Participants in the pilot program, elected to establish a permanent eHealth NSW Women’s Leadership Community of Practice (WLCoP). The CoP is open to all women working in eHealth NSW and provides a network to empower women to grow, inspire, influence and lead. The WLCoP is leading a Women’s Mentoring Program and a Networking Program, supported by working groups. As a result of the COVID-19 pandemic, the delivery of mentoring and networking initiatives and the Women’s Development Series went virtual.

Since the Gender Equality Action Plan was launched in 2018, the representation of women in the eHealth NSW workforce has increased. In the past 12 months alone (July 2020-July 2021) the representation of women has increased from 40 per cent to 43 per cent. This has included an increase in women in senior roles, with women in HM6 positions increasing from 34 per cent to 38 per cent.

Since its launch, approximately 140 women have completed the Women’s Development Series and positive feedback on the program has been received:

- “Provides a range of tools and strategies for leadership and provides membership of a community of practice which is both enabling and empowering.”
- “So worthwhile, life changing, essential.”
- “Practical useful – backed with research and evidence.”

## Supporting Rural Employment

NSW Health continued to support and grow the rural workforce with increases in Medical (8.1%), Nursing and Midwifery (4.1%) and Allied Health (6.8%) since 2017-18.

Achievements to continue this enhancement and support of the regional and rural workforce include:

- Explored **tertiary and vocational education opportunities** for rural school students to follow careers in health, in partnership with Far West Local Health District

Achievements supporting nursing and midwifery in rural and regional services include:

- Coordinating the recruitment process, with more than 25% of graduate nursing and midwifery positions located in regional and rural health services.
- Supporting 14 registered nurses from seven LHD’s to take part in a metro-rural exchange, working for 6 months in a rural or remote facility.
- Awarding more than half of Aboriginal cadetship positions, and more than a quarter of 700 scholarships supporting postgraduate specialties, to people in rural and remote areas.
- Funding 10 Rural Postgraduate Midwifery **Scholarships** – with over 100 since 2011
- Rural undergraduate students received 37 scholarships and more than 600 clinical placement grants were awarded to support nursing and midwifery clinical placements across rural and metropolitan areas.

## Behavioural Insights Training

HETI and WPTD worked in partnership on the **Behavioural Insights Mandatory Training project** using HETI’s expertise in contemporary education design and emerging technologies to develop shorter, highly effective, engaging mandatory training. Eight new modules were produced for nurses and midwives, three of which were re-designed for all NSW Health staff.

## Aboriginal Workforce

NSW Health continues to support LHD/SNs and pillar organisations to grow and develop their Aboriginal workforce through the [NSW Health Good Health – Great Jobs Aboriginal Workforce Strategic Framework](#). Since 2020, the current framework has been under review and the next five-year refresh is expected in 2021. This will carry over new 3% Aboriginal workforce employment targets as reflected in [IB2020\\_029](#).

[Respecting the Difference: An Aboriginal Cultural Training Framework for NSW Health](#) continues to assist increasing cultural competencies and promote a greater understanding of the processes and protocols for delivering health services to Aboriginal people. During the COVID-19 pandemic e-Learning training supported the Face-to-Face training mode to ensure continuity of education to staff.

The purpose of the training is to motivate NSW Health staff to build positive relationships with Aboriginal people who may be clients, visitors or Aboriginal staff, and to improve their confidence in establishing appropriate and sustainable connections. The Respecting the Difference framework is into review in late 2020 with the refresh due mid-2021. Updated training content will promote the move from growing an individual's knowledge to bringing this knowledge into practice.

The [Stepping Up](#) platform remains a key recruitment resource for both Aboriginal applicants and NSW Health's hiring managers. The resource offers information on career pathways and opportunities in health and provides advice to new starters to support their transition to employment with NSW Health. Since 2015 the site has had more than 72,000 users, 12,000 sessions and 241,000-page views.

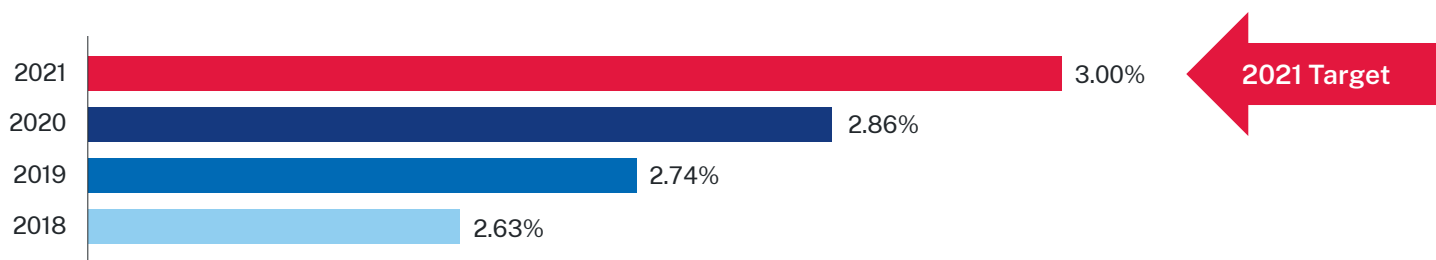
As at June 2020, there were 384 Aboriginal Health Workers and 21 Aboriginal Health Practitioners employed across the state (Source: SMRS)

## Paramedic Workforce

The NSW Government committed to a record paramedic workforce boost and will aim to deliver an extra 750 paramedics and ambulance call centre staff from 2018 through 2022.

In response to the COVID-19 pandemic, NSW Ambulance brought forward the training of 180 paramedics to join the workforce by April 2020.

## NSW Health Aboriginal workforce 2018 - 2020



Source: PSC data collection as Incidents on Payroll (IOP) in NSW Health and % by Treasury group.

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## Effective use of our healthcare workforce

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

The Agency for Clinical Innovation (ACI) works in partnership with clinicians, consumers and managers to design and promote better healthcare for NSW.

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

- Establishing clear principle-based models to support LHDs/SHNs to adapt the implementation to local workforce and context to deliver efficiently and effectively
- Promoting partnership for innovation as everyone's business – from the senior leadership team to frontline staff
- Supporting peer workforce staff to include the perspectives and needs of people with lived experience to design better systems and services
- Application of evidence-based approaches informing research and innovation to enable best practice
- Investing in building capability for staff at the frontline for redesign, co-design and implementation of change to embed local solutions and create long term cultural change
- Provide monitoring and evaluation expertise to track implementation and inform strategy

### Registration of health professionals aligns with the needs of NSW Health

States, Territories and the Commonwealth, in conjunction with the Australian Health Practitioner Regulation Agency (AHPRA) and National Registration Boards are continuing joint work on amendments to the Health Practitioner Regulation National Law and development of the National Registration and Accreditation Scheme (NRAS) for health professionals.

Current work includes strengthening regulatory responses to risk; updating the governance and principles of the National Scheme; improving the registration process; and promoting information sharing and more efficient coordination across regulatory bodies.

The National Health Practitioner Ombudsman has also commenced a 2021 project to review the grievances and appeals processes of NRAS accreditation entities, including medical colleges' accreditation functions.

### Education Pathways

The Rural Education Pathways Project aims to strengthen pathways from education to employment for people in rural and regional NSW pursuing education opportunities relevant to a career in NSW Health. This included: expanding opportunities for existing staff to access on-site upskilling opportunities and student training through VET in Schools and Student Based Apprenticeships and Training (SBAT).

Strengthening engagement and establishing effective working relationships with education providers, health services and related stakeholders to better support the local participation of students, including those in rural areas, in quality education to support job readiness, suitability and future NSW Health workforce needs. This included:

- commencing work to explore options for a future model for NSW Health student placements to improve system performance.
- commencing work to develop good quality healthcareers information to clarify the diversity of pathways into health jobs and the range of clinical and non-clinical roles on offer. Included: updating careers information on the NSW Health website, participation in careers activities including careers fairs and the Careers Advisor's Association, collaboration with NBM LHD to develop careers resources and participate in their work and learn about their 'Health Inspirations' work experience program.

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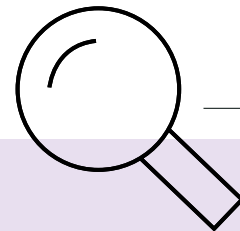
## Focus on the Future

NSW Health is committed to achieving a 'Fit for Purpose workforce' for now and the future. The Focus on the Future Workforce Initiative has the aim to support the health system to ensure a resilient and digitally enabled workforce that can adapt to the impacts of technological disruption. By focusing not just on the now but also the future, NSW Health can ensure that we meet evolving community health needs.

There are already fast-paced changes occurring with the introduction or evolution of new technology in healthcare. The power and opportunity for health services evolution with the new and improved application of big data analytics, artificial intelligence, augmented or virtual reality, robotics and nano technology is essential.

The Workforce Planning and Talent Development Branch focused on gathering insights for this complex topic through hosting master groups. Each one provided a space for us to gather a diverse range of stakeholders to consider different perspectives and create shared thinking on what the future might hold. Emergent themes include that technology will not replace people, but we may need to consider new ways of working that doesn't lose person centred care at its core. Based on the master insights, the project has since curated thought leadership research, piloted new workforce analytics tools, and has delivered two FutureHealth podcast series featuring international talent discussing these topics.





## Spotlight

### COVID-19 Clinical Council and Communities of Practice

Clinical engagement has been critical to the NSW Health response to COVID-19, with clinicians across the state working together at a scale and pace not seen before. Since mid-March 2020, 30 [COVID-19 Communities of Practice](#) (CoPs) have been established, bringing together over 3,500 clinicians and other members across 30 different clinical specialties to inform and support a consistent state-wide response to the pandemic. CoPs share issues, escalate priorities, develop evidence-based guidance on a range of topics and distribute approved advice and resources within all LHD/SHNs.

As at March 2021, the CoPs have published almost 100 COVID-19 guidance documents on the NSW Health website.

Each CoP has a clinical lead and CoP manager. Clinical leads also participate in the NSW COVID-19 Clinical Council, which provides strategic advice on system-wide issues that affect preparedness and response to community and patient care in the COVID-19 environment. The Clinical Council escalates issues and provides expert advice to the Secretary NSW Health, State Health Emergency Operations Centre, Public Health Emergency Operations Centre and other operational arms of NSW Health.

## Spotlight

### COVID-19 Catastrophic Workforce Scenario Planning

The NSW Ministry of Health, Local Health Districts and Specialty Health Networks (LHD/SHNs) explored possible catastrophic COVID-19 pandemic scenarios, where the existing workforce would quickly reach capacity. To release this capacity, the Ministry of Health worked with stakeholders across Health to develop several strategies.

The **Care Assistant Strategy** formed part of NSW Health's catastrophic outbreak plan, a collaborative strategy created by mapping workforce roles and responsibilities. This work identified low-risk COVID-19 activities able to be supported by a person from a non-traditional health background (i.e. displaced hospitality or tourism workforce) when given appropriate training.

The Care Assistant role was developed as a new temporary role to provide basic care and companionship to patients, which will support healthcare professionals to continue to deliver critical functions. The introduction of this role into models of care would assist to optimise clinical and non-clinical staff capacity in acute and Residential Aged Care Facilities (RACFs).

Piloting the care assistant strategy in the latter half of 2020 resulted in system learnings and a fit-for-purpose response developed in collaboration with Local Health District or Specialty Health Networks (LHD/SHNs) and experts from across Workforce, Education, Allied Health, and Nursing and Midwifery. Processes, decisions and system requirements developed as part of that co-designed project are now documented for future activation if needed.



# Conclusion and next steps

This HPWP Year 8 report outlines significant health workforce success and advances due to implementation of activity since 2012 against the plan.

It showcases the remarkable contribution the wide-ranging NSW Health organisations have made to deliver 'the right care, in the right place, at the right time'.

While this report shows that many strategies and targets are embedded within the system or on track towards achieving the 10-year objective, it is apparent that not all strategies and targets align with the current technological and culture demands and their resulting impacts on the growing pace of the NSW Health workforce.

WPTD is leading the Health Professionals Workforce Plan refresh with the aim to ensure that NSW Health achieves a fit for purpose workforce by 2032. The refreshed plan builds on the learnings and success of the Health Professionals Workforce Plan 2012-2022 and supports NSW Health's broader reform agenda in the wake of COVID-19. It will set the direction for a holistic, connected and patient-centred future health system that can fully leverage technology. The transitions from the 2012-2022 Plan to the 2022-2032 Plan will see certain initiatives that have been highlighted for continued priority move over to the new plan due to their fit in the new scope.



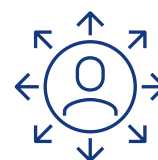
## Workforce objectives in NSW Health Workforce Plan 2022 - 2032



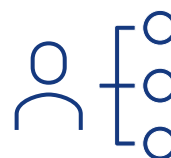
- 1 Build positive work environments that bring out the best in everyone.



- 2 Strengthen diversity in our workforce and decision-making.



- 3 Empower staff to work to their full potential around the future care needs.



- 4 Equip our people with the skills and capabilities to be an agile, responsive workforce.



- 5 Attract and retain skilled people who put patients first.



- 6 Unlock the ingenuity of our staff to build work practices for the future.

# Acronyms

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<b>AiM</b>	Assistant in Medicine
<b>GP</b>	General Practitioner
<b>JMO</b>	Junior Medical Officer
<b>LHD/SHNs</b>	Local Health Districts/Specialty Health Networks
<b>MOH</b>	Ministry of Health (NSW)
<b>PAT</b>	Performance and Talent System
<b>Pillars</b>	Agency for Clinical Innovation, ACI Bureau of Health Information, BHI Clinical Excellence Committee, CEC eHealth NSW Health Education and Training Institute, HETI
<b>VET</b>	Vocational Education and Training
<b>WPTD</b>	Workforce Planning and Talent Development Branch



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