

NSW Health

**THE JMO WELLBEING
AND SUPPORT PLAN**

Implementation Report

NSW Ministry of Health
1 Reserve Road
ST LEONARDS NSW 2065
Tel. (02) 9391 9000
Fax. (02) 9391 9101
TTY. (02) 9391 9900
www.health.nsw.gov.au

Produced by: NSW Ministry of Health

This work is copyright. It may be reproduced in whole or in part for study or training purposes subject to the inclusion of an acknowledgement of the source. It may not be reproduced for commercial usage or sale. Reproduction for purposes other than those indicated above requires written permission from the NSW Ministry of Health.

© NSW Ministry of Health 2020

SHPN (WP&TD) 200571
ISBN 978-1-76081-476-2

Further copies of this document can be downloaded from the NSW Health website
www.health.nsw.gov.au

November 2020



Contents

1	Foreword	3
2	Overview	3
3	Initiative 1 - Mandatory Reporting Changes	6
4	Initiative 2 - Rostering Review and Safe Hours Policies and Practices	7
5	Initiative 3 - NSW Health JMO 'Your Training and Wellbeing Matters' Survey	9
6	Initiative 4 - JMO Recruitment Governance Unit	11
7	Initiative 5 - Recruitment and Interview Processes	12
8	Initiative 6 - Expand Length of Training Contracts	13
9	Initiative 7 - Parental Leave Policies	14
10	Initiative 8 - Black Dog Institute Partnership	15
11	Initiative 9 - Develop Local Support Programs	16
12	Initiative 10 - Communications and Education Campaign	18
13	New Initiative - Review of Trainees in Unaccredited Positions	19
14	Conclusion	20

1. Foreword

The JMO Wellbeing and Support Plan was published in November 2017. It was based on the academic literature and advice from a number of experts in the field, including specialists in suicide prevention, mental health and medical training and education. Most importantly it was based on feedback from JMOs themselves.

The plan was focused on 10 practical initiatives that were designed to be implemented over 12-18 months, and these initiatives were commenced or completed within the intended timeframe. However, the objectives of the Plan remain valid and the Ministry will continue its work to enhance the health and wellbeing of our junior and senior medical staff now and into the future. This Report describes the status of the Plan's initiatives and future intentions as they stand at the time of publication. Moving forward, the NSW Health website will continue to keep JMOs and other stakeholders apprised of developments in relation to junior and senior medical officer wellbeing.

The NSW Ministry of Health is grateful for the support all stakeholders have given to ongoing delivery of the Plan and acknowledges their dedication during these challenging times.

2. Overview

The purpose of this Report is to advise of the actions taken and outcomes achieved in relation to the JMO Wellbeing and Support Plan (the Plan) which commenced in November 2017. The audience for this Report includes NSW Ministry of Health stakeholders who have a role and interest in JMO wellbeing.

The objectives of the Plan were to:

1. Improve the ways we work to better support the health and wellbeing of our junior medical workforce.
2. Provide greater assistance to our junior doctors when burnout and other mental health issues do arise.

The Plan was focused on ten practical initiatives that could be implemented to help achieve these aims. Much has been achieved including:

- **Mandatory reporting legislative changes** to the Health Practitioner Regulation National Law were passed in February 2019. The Australian Health Practitioner Regulation Agency developed guidelines and an awareness campaign to support implementation of the new laws, which commenced in March 2020.
- **Three JMO Safe Working Hours workshops** were held to inform new, evidence based safe working hour policies and practices. Outputs from this work were used to improve unrostered overtime policy updates and implement a new online claiming system for unrostered overtime and call backs in February 2020.
- **Two new safe working hours standards** were introduced at the start of the 2018 clinical year - 14 hour maximum consecutive rostered hours and 10 hour minimum break between shift periods.
- **A Framework for Rostering in NSW Health 2018-2023** was developed. Improvements to medical rostering are a key focus in the Framework and are supported by the statewide rostering system, HealthRoster, and the Rostering Capability Framework. New online training modules were developed to specifically support rostering by JMO Managers.
- The **JMO Your Training and Wellbeing Matters Survey**, which surveys all JMOs in NSW Health, was run in 2017 and 2018. It is the first time that a survey of all employed JMOs has been undertaken by any state or territory Health Department in Australia. In its second year the Survey was expanded to obtain feedback from JMO Supervisors and JMO Management and Education Support Staff.
- The **JMO Recruitment Governance Unit (JMORGU)** is established and working closely with Local Health Districts and Specialty Networks (LHD/SNs) and Medical Colleges to improve recruitment processes and practices, establish centralised recruitment panels and expand length of training contracts. A number of additional training programs began using length of training contracts from 2019 onwards.
- The **inaugural Forum for JMO Workforce Management** was held in 2018, a whole day event for staff who support and manage the JMO workforce, focussed on their health and wellbeing (“supporting the supporters”). This will be conducted again in 2020/21.
- A statewide working group with JMO representation reviewed **parental leave policies and practices**. This has led to changes being recommended in the relevant Policy Directive. A resource tool for managers and employees regarding parental and adoption leave is being drafted.
- A Determination was issued regarding a **Non-Standard Condition of Employment Arrangement for Medical Officers on Prevocational or Vocational Training Rotations** which provides that, when working for a non-NSW Health organisation, under certain conditions as part of a training program, that this period will not break continuity of service for the purposes of paid parental leave.

- The **Black Dog Institute developed a smartphone app** to support the mental health and wellbeing of NSW Health JMOs. The app is being launched via an evaluation studying its effectiveness in improving JMO wellbeing.
- The **JMO Be Well Program** was established to support local LHD/SN workforce projects that contribute towards improving JMO wellbeing, training and supervision. Over one million dollars in funding was allocated to eight projects.
- LHD/SNs have undertaken a variety of **other wellbeing and support initiatives at the local level**, including development of LHD/SN based Wellbeing Plans, mentoring schemes and mental health awareness education programs. Several LHD/SNs have introduced new staff roles that are specifically focussed on JMO wellbeing.
- The **JMO Support Line** was promoted through an enhanced social media and marketing campaign in order to raise awareness. The Support Line provides a specialised, free and confidential support service to JMOs who are experiencing unacceptable behaviour in the workplace.
- A **'Performing Under Pressure' course**, was developed for JMOs who are referred through their local health district or specialty network. The course was given a score of 10 out of 10 for 'likelihood to recommend' from all those who took part in an evaluation.
- The Ministry is undertaking a **review of trainees in unaccredited positions** which will look at hours worked, supervision and training requirements, wellbeing and support provided to this group of doctors. The purpose of the Review is to examine the experience of trainees in unaccredited positions working in the NSW Health system, identify issues, and make recommendations for improvement.

The progress outlined above is reflected in the most recent Your Training and Wellbeing Matters Survey results:

- The Wellbeing Index in the Survey shows a rise of 3 points in 2018 compared to 2017, going from 51 per cent to 54 per cent
- 55 per cent of junior doctors agreed that their hospital values their health and wellbeing, up 4 points from 2017
- There was a 7 point decline over the last year in the number of respondents who felt that fatigue was substantially affecting their performance at work
- 74% of junior doctors agreed that their hospital/training site supports junior doctor training, a rise of 5 points from 2017
- 3 per cent more respondents agreed in 2018 than 2017 that there are resources in the workplace to support them if they experience stress or pressure, whilst 62 per cent felt comfortable in approaching someone to talk to in confidence if they had any concerns (also a rise of 3 points).

The Your Training and Wellbeing Matters Survey reports are available on the Ministry's website at <https://www.health.nsw.gov.au/workforce/culture/Pages/jmo-survey.aspx>.

One of the key achievements of the Plan is the sustainable and lasting change it has made in areas such as fatigue management, parental leave and recruitment. However, there is more to do to ensure the best training and working environment for our junior doctors. The Ministry of Health will continue to work with JMOs, hospitals and medical colleges to make this happen.

3. Initiative 1:

Mandatory Reporting Changes

3.1 What did we set out to do?

Reduce a barrier to seeking help.

The Ministry of Health set out to work with the Council of Australian Governments (COAG) to make changes to the mandatory reporting legislation, which would exempt treating practitioners from the mandatory reporting notification requirements in cases of impairment. Mandatory reporting is currently seen as a barrier to staff seeking treatment when they are experiencing mental health issues as they are concerned that the treating practitioner will report them to the NSW Medical Council under the mandatory reporting legislation, and the subsequent perceived impact this may have on their career prospects.

3.2 What has been achieved?

In October 2018 the COAG Health Council agreed to legislative amendments to change mandatory reporting requirements for treating practitioners. Health ministers said that the proposed amendments, when properly explained, should give practitioners who are unwell confidence to seek treatment, while ensuring they are not practising in a way that creates a substantial risk of harm for their patients or the public.

Changes to the National Law come into effect in March 2020. All health practitioners remain subject to mandatory reporting. However, the changes mean more limited mandatory reporting obligations for treating medical practitioners. The rationale for the amendments is to ensure medical practitioners and other health professionals seek care and treatment without fear of a mandatory notification.

Under the changes, treating practitioners are obliged to report their patients, who are registered health practitioners, if the treating practitioner reasonably believes that:

- The practitioner patient has engaged, is engaging or is a risk of engaging in sexual misconduct in connection with the practice of the practitioner's profession
- The practitioner patient is placing the public at substantial risk of harm by practising the profession:
 - While the practitioner has an impairment (in making an assessment about the risk posed by impairment, the Bill sets out a range of matters to consider, including the extent of the impairment and how the patient practitioner is managing the impairment)
 - While intoxicated by alcohol or drugs or
 - In a way that constitutes a significant departure from accepted professional standards.

The legislative changes to mandatory reporting commenced in March 2020. The Australian Health Practitioner Regulation Agency (Ahpra) developed guidelines and an awareness campaign to support implementation of the changes.

The changes apply to all states and territories except Western Australia which has an exemption of mandatory reporting by treating practitioners.

3.3 Ongoing work

The Ministry of Health will continue to promote the legislation in NSW.

4. Initiative 2:

Rostering Review and Safe Hours Policies and Practices

4.1 What did we set out to do?

Reduce fatigue among JMOs.

The Ministry of Health set out to conduct a review of JMO rostering practices to identify unsafe working hours and develop new evidence based safe working hour policies and practices. An investigation into unclaimed unpaid hours will also be undertaken to determine the hours staff are working.

4.2 What has been achieved?

To progress this initiative, three JMO Safe Working Hour workshops were held in late 2017 and early 2018, with representation from across the NSW Health system. The workshops focussed on night shifts, days worked in a row, meal breaks, workload intensity, task management, unrostered overtime, on-call, call-backs, leave coverage and staff amenities. A detailed literature review was included.

The workshops identified a new series of 'safe working hour' projects led by the Ministry of Health. These included:

- Updates made to the Policy Directive *PD2019_027 Employment Arrangements for Medical Officers in the NSW Public Health Service* to reduce the barriers to claiming unrostered overtime. The revised Policy Directive was published in 2 July 2019.
- Development of a statewide electronic claims system for unrostered overtime and call backs. The new system was introduced at the commencement of the 2020 clinical year.
- Development of a Discharge Documentation Policy Directive. The Policy will articulate standards required in discharge paperwork for a patient leaving a NSW Health acute hospital in order to meet the needs of the patient, General Practitioner (GP), other clinicians and hospitals. The working group is aiming to have the Policy published in 2020.

A Framework for Rostering in NSW Health 2018-2023 was developed. Improvements to medical rostering are a key focus in the Framework and are supported by the statewide rostering system, HealthRoster, and the Rostering Capability Framework. Four new online training modules were developed specifically to support those who do JMO rostering:

- Annual Leave and ADOs for Medical Officers
- Introduction to Awards for Medical Officers
- Continuous Improvement and Innovation for Roster Optimisation
- Introduction to JMO Rostering

These modules supplement another 30 generic rostering modules and can be found in the NSW Health online learning system *MyHealth Learning* (search for 'rcf medical').

Two new safe working hour standards were introduced at the start of the 2018 clinical year. These mandate a maximum rostered shift length of 14 hours and a rostered 10 hour minimum break between shift periods. A dashboard has been developed to assist with monitoring compliance with these standards and improve rosters as a result. The dashboard shows significant improvements in rostered shift times since the standards were introduced.

The Rostering Integration for Sustained Excellence (RISE) was piloted at South East Sydney LHD. RISE was a 12 week engagement to support executives, managers and those responsible for rostering in developing their capability and reaching a 'next level' in rostering maturity. The program demonstrated that improvement in rostering outcomes can be achieved with targeted intervention and support for roster managers to develop their capability. Such initiatives are best led locally, with executive championship and with ongoing governance arrangements in place to support sustainability of improvements. A suite of rostering resources are available via the NSW Health Rostering Portal to support local rostering improvement initiatives www.health.nsw.gov.au/rostering

The 2018 Your Training and Wellbeing Matters Survey shows

- A six-point increase since 2017 in response to “My hospital/training site has effective processes for monitoring workload and managing workload surges”
- A six-point increase in JMOs stating that they always claim unrostered overtime, and seven point decrease in those stating they never claim unrostered overtime
- A seven-point increase in JMOs who feel fatigue is *not* substantially affecting their performance at work

4.3 Ongoing work

- The Ministry will continue to review whether further new safe working hour standards should be introduced.
- Tools such as the 14/10 Safe Working Hours Dashboard and the rostering resources available in the NSW Health Rostering Portal provide Health Agencies with information that can be used to drive improvements to rostering practices.



5. Initiative 3:

NSW Health JMO 'Your Training and Wellbeing Matters' Survey

5.1 What did we set out to do?

Monitor the quality of supervision, medical training, and JMO welfare.

The Ministry of Health set out to implement an annual NSW Health Junior Medical Officer (JMO) Training Survey. The survey would give all junior doctors the opportunity to provide confidential feedback on their workplace and training strengths, concerns and challenges. The objectives of the survey are to gain feedback on:

- The quality of supervision, education and training provided to JMOs
- JMO welfare and wellbeing
- The impact of initiatives implemented to improve JMO wellbeing
- Career intentions

The survey has provided data to help inform future policy improvement and collaboration between all stakeholders involved in medical education and training.

5.2 What has been achieved?

The *Your Training and Wellbeing Matters* Survey was conducted in November 2017 and November 2018. It was the first time that a survey of all employed JMOs has been undertaken by any state or territory health department in Australia. A total of 2097 JMOs responded to the 2018 survey, representing a 24% response rate, an increase from the 2017 result of 22%.

In 2018 additional surveys were conducted for JMO Supervisors and JMO Management and Support Staff. The supervisors and managers surveys were run at the same time as the JMO Survey, but each group had a unique survey. A total of 601 supervisors responded and a total of 202 JMO management and support staff responded.

The total number of responses enables NSW Health to have a better understanding of how JMOs, Supervisors and JMO Management staff feel about the issues explored in the Survey. Survey results have been used as reference material for other projects, for example the Review of Trainees in Unaccredited Positions (see section 12 of this Report).

The NSW Health overall Survey report includes comparisons by LHD/SNs, roles and medical specialties. The issues identified in the Survey are consistent with those raised at the JMO Wellbeing and Support Forum and other related surveys.

Health Agencies were required to advise the Ministry on how they were addressing the issues identified in the Survey, focusing on areas where they have scored below the NSW Health overall score. Areas of particular focus include access to meal breaks, ensuring there are sufficient opportunities to take annual and study leave, and establishing effective processes for monitoring workload and managing workload surges.

The Survey has three indices – wellbeing, training and supervision. The indices are an average of the scores for the index questions. The wellbeing index increased 3 points from 51 to 54% from the 2017 to 2018 surveys and the training index improved by 1 point. Also, the Survey results improved by 7 points for those who believed that action would be taken on the results of this survey by NSW Health.

5.3 Ongoing work

- The Ministry aims to run the Survey again in 2020/21.
- The Ministry of Health will review the data arising from the JMO Supervisors and JMO Management and Support Staff Surveys to identify any potential new statewide projects that would support them in their roles.
- The Medical Board of Australia undertook their first Medical Training Survey (MTS) in August/September 2019. The MTS will initially run for three years. NSW Health will consider if the MTS can provide the level of information required in the future. The Ministry of Health are part of the MTS Steering Committee convened by the Medical Board of Australia.



6. Initiative 4:

JMO Recruitment Governance Unit

6.1 What did we set out to do?

Improve JMO recruitment processes and practices.

The Ministry of Health set out to establish a new JMO Recruitment Governance Unit (JMORGU) within the Ministry. The JMORGU would assist Health Agencies with the JMO annual recruitment campaign, and work to improve other recruitment practices such as those described in Initiatives 5-7 below. The Unit is being established as a result of the [JMO Recruitment Strategy review](#), which highlighted the unique characteristics of the annual bulk recruitment campaign including high volumes of positions and applicants, tight timeframes and multiple internal and external stakeholders.

6.2 What has been achieved?

The JMO Recruitment Governance Unit (JMORGU) was established in October 2017. The Unit developed a work plan which prioritised actions from the JMO Recruitment Strategy review and the JMO Wellbeing and Support Plan. Numerous meetings were held with the Health Education and Training Institute (HETI) and the medical colleges to establish relationships and determine how best to work collaboratively to implement the recommendations.

The Unit facilitates the monthly JMO Recruitment Committee meeting held with representatives from each LHD/SN, HETI and Ministry of Health representatives. This Committee provides guidance and recommendations to improve policies and business processes that govern JMO Recruitment.

The team established a new governance group, the 'JMO Workforce Managers Meeting', to inform and engage with JMO Workforce Managers regarding the initiatives and recommendations from the JMO Wellbeing and Support Plan and the NSW JMO Recruitment Strategy review.

The Unit organised the 2018 inaugural Forum for JMO Workforce Management. This was a whole day event for staff who support and manage the JMO workforce, focussed on their health and wellbeing ("supporting the supporters"). The Forum was extremely well received, with 164 delegates from across NSW Health attending.

2017 JMO Managers' Forum



The 2018 Your Training and Wellbeing Matters Survey (for JMO Management and Education Support Staff) shows that 68% agreed that there are good processes in place for them to be updated on changes relating to JMOs that impact their work e.g. introduction of the 14/10 safe working hour standards, introduction of a new policy directive. Also, 65% agreed that they have received the appropriate training and development to do their job effectively.

6.3 Ongoing work

The JMORGU will continue to:

- Work closely with HETI on future conferences and incorporate survey results and feedback from prior conferences into training programs and strategies
- Work collaboratively with JMO Managers to prioritise and implement recommendations from the JMO Recruitment Strategy review
- Participate in relevant workshops to drive change to deliver on the recommendations
- Chair relevant committees and encourage the exchange of information between JMO teams, HETI and the Ministry of Health
- Drive the automation of processes to free up JMO Managers' time spent on administrative tasks
- Work with eHealth and HealthShare NSW to develop strong service level agreements for the delivery and continuous improvement of JMO bulk recruitment.

7. Initiative 5

Recruitment and Interview Processes

7.1 What did we set out to do?

Improve transparency, reduce stress and reduce discrimination among JMOs during recruitment.

In conjunction with specialist medical colleges, the Ministry set out to develop strategies to ensure that recruitment is carried out in a fair and transparent manner and that discriminatory questions and practices are eradicated from JMO recruitment processes.

7.2 What has been achieved?

Several strategies have been developed to ensure recruitment is fair and transparent.

A brochure was developed to educate senior medical staff on appropriate questions during recruitment. This has been distributed to all panel members involved in JMO Recruitment. Positive feedback has been received from Directors of Medical Services and JMO units regarding the flyer.

A confidential 'JMO Recruitment Feedback Survey' was established for JMOs to provide the Ministry of Health with information about their recruitment experiences during the campaign. This led to changes to the relevant Policy Directive to prohibit 'pre-interviews', where recruitment decisions were being made outside the recruitment policy. The survey will continue in 2020.

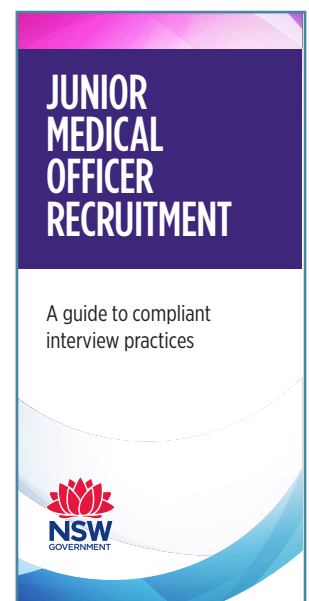
Centralised recruitment has been put in place for Nephrology. Other centralised recruitment processes are progressing through HETI for advanced general medicine and psychiatry.

System enhancements for the current eRecruit system were progressed based on the Recruitment Strategy review recommendations and are in place for the 2020 campaign.

7.3 Ongoing work

The JMORGU will continue to:

- Promote and monitor the JMO Recruitment Feedback Survey and feedback information. The de-identified information will be fed back to DMS's and the Workforce Executive to inform future strategies and promote improved recruitment practices.
- Provide information on good recruitment practices to panel members and convenors.
- Provide JMOs with information on how to address poor recruitment practices.
- Lead and participate in working parties and forums to address poor recruitment practices and work on improvements.



8. Initiative 6:

Expand Length of Training Contracts

8.1 What did we set out to do?

Improve job security and reduce stress among JMOs, as well as reduce workload for the employer and the doctor.

In conjunction with specialist medical colleges and health agencies, the Ministry set out to pursue length of training contracts for as many training programs as possible. This would provide one employment contract for the entire length of a training program, rather than JMOs having to reapply for a position every year. The Ministry of Health supports length of training contracts for all specialty training programs.

8.2 What has been achieved?

JMORGU has been actively working with a number of colleges to progress this recommendation. The following length of training contracts are now in place:

- General Medicine – two years commenced 2019 (HETI)
- Urology – five years commenced 2019
- Endocrinology – two years commenced 2019
- Dermatology – four years commenced 2020
- Palliative Care – two years commenced 2020
- Nephrology – three years commenced 2020
- Otolaryngology – five years commencing 2021
- Psychiatry trainees are also issued length of training contracts.

The JMORGU presented to the Board of Surgery, Education and Training in 2019 and 2020, and they supported the initiative to expand length of training contracts for all surgery sub-specialties.

8.3 Ongoing work

The JMORGU will continue to work with colleges and specialties to roll out length of training contracts based on the agreed prioritisation criteria.

9. Initiative 7:

Parental Leave Policies

9.1 What did we set out to do?

Improve job security, reduce stress and reduce discrimination among JMOs.

The Ministry set out to develop specific policies regarding the treatment of maternity and paternity leave to help reduce discrimination in training programs, address factors making it difficult to take maternity leave such as short term contracts, ensure equity in approach around paternity leave and provide supportive return to work practices.

9.2 What has been achieved?

A statewide working group with JMO representation was established to lead work on the review of parental leave policies and practices by providing expert advice and strategic direction.

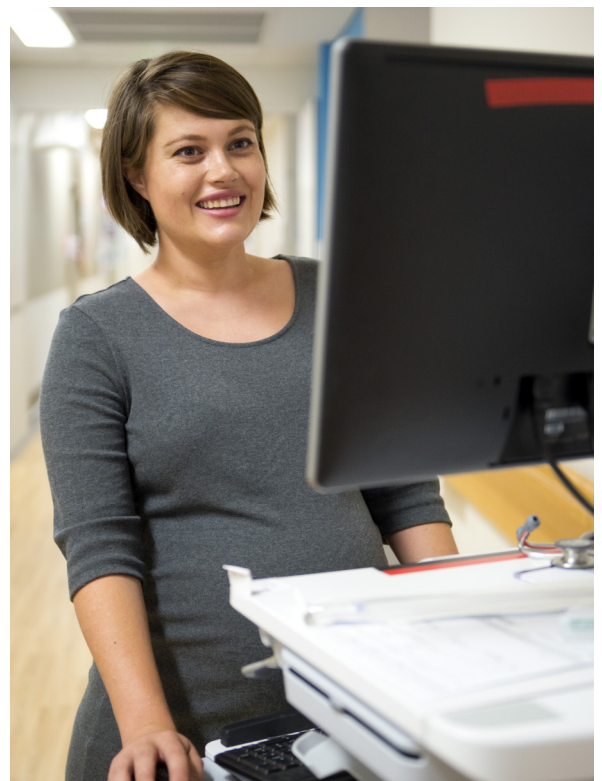
The Group has met numerous times and discussed relevant scenarios, then recommended updates to the 'Maternity, Adoption and Parental Leave' section of the 'Employment Arrangements for Medical Officers in the NSW Public Health Service' Policy Directive, which are currently under consideration.

A resource tool is being developed which provides comprehensive information, advice and tools to support managers when managing parental leave requests and assists employees in balancing the demands of being a parent with the responsibilities of work. The resource tool will bring all the required information into one place and covers the entire lifecycle of parental leave, from planning leave to staying in touch when on leave and returning to work. Numerous real-life scenarios are included.

A Determination was issued in August 2019 regarding a *Non-Standard Condition of Employment Arrangement for Medical Officers on Prevocational or Vocational Training Rotations* which provides when working for a non-NSW Health organisation, under certain conditions as part of a training program, that this period will not break continuity of service for the purposes of paid parental leave.

9.3 Ongoing work

The statewide working group will continue to work on this initiative ensuring that changes to policy and practices are communicated broadly.



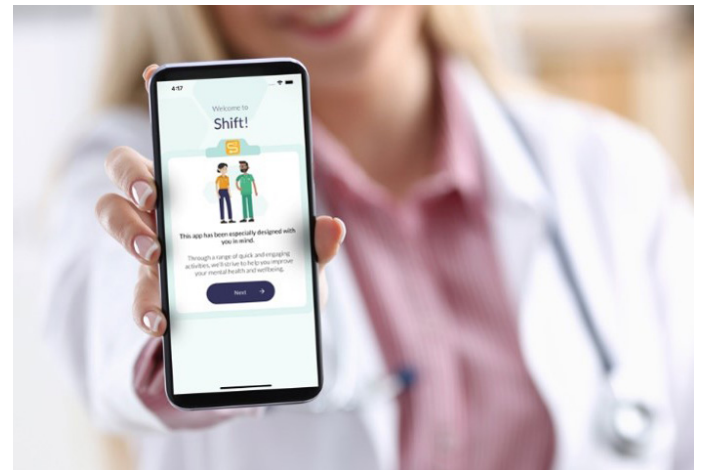
10. Initiative 8:

Black Dog Institute Partnership

10.1 What did we set out to do?

Help prevent the onset and severity of anxiety, depression and suicidal behaviour among the medical workforce by removing a barrier to seeking help.

The Ministry of Health partnered with the Black Dog Institute to pilot prevention, intervention and post-intervention initiatives in NSW Health among the medical workforce, including developing a smartphone app to support JMO mental health and wellbeing.



10.2 What has been achieved?

The Black Dog Institute have been contracted by the Ministry of Health to design, develop and evaluate a smartphone app tailored to the mental health needs of JMOs, known as *Shift*. Providing this information in an app aims to remove some of the barriers that currently exist around JMOs seeking help.

Shift aims to reduce negative emotions, enhance wellbeing and improve work-life balance through a range of content. It was developed in collaboration with NSW Health, doctors in training, and user experience and learning design experts. The consultation process for developing the app included interviews, focus groups and user experience workshops with JMOs to identify their preferences for content and the delivery method.

Shift explores topics including coronavirus concerns, sleep and fatigue, mindfulness, diet and exercise, work-life balance, depression, anxiety, burnout, alcohol and drugs, exams and interviews, adjusting to rural placements, bullying, grief, calling for a consult, feeling inadequate, mandatory reporting and seeking help.

The app was launched in May 2020 via an evaluation study. Volunteer interns, registrars, residents and junior career medical officers were asked to trial the app.

10.3 Ongoing work

- The results of the evaluation will be reviewed, with the intention of making the app available to all JMOs in NSW Health in late 2020.
- There is the potential for a large amount of the content to be used by other staffing groups such as senior medical officers. There is also interest from other jurisdictions in this project and potential for use of the app on a wider scale outside of NSW Health.
- This project will contribute towards the evidence base for whether app-based interventions can improve mental health outcomes and if this is a useful approach for doctors who are often reluctant to seek face to face help and support.

11. Initiative 9:

Develop Local Support Programs

11.1 What did we set out to do?

Provide junior doctors with the information and skills they need to support their own health and wellbeing and that of their colleagues, and to enable effective supervisory relationships.

Working with HETI and Health Agencies, the Ministry set out to develop mentoring and peer support schemes and training modules in areas such as giving constructive feedback, being an effective supervisor, conducting debriefing sessions and managing personal wellbeing.

11.2 What has been achieved?

The Ministry of Health has launched the JMO Be Well Program to support local workforce projects that contribute towards improving JMO wellbeing, training and supervision, and develop an evidence base of effective local workforce innovations that could be replicated across the State.

Over a million dollars of funding was made available to support the JMO Be Well Program, with individual projects able to apply for up to \$80,000 per year. The call out for funding applications occurred during October 2018; 99 applications were received from across the State, with eight projects successfully awarded funding. Further information on these projects can be found at www.health.nsw.gov.au/jmo-be-well

Grace Under Pressure workshops, which are run by the Pam McLean Centre, were piloted at four LHD/SNs with significant success. The workshops include a play which is a verbatim piece exploring unacceptable workplace behaviours, based on real interviews with health professionals. The purpose of the workshop is to start the conversation around building better workplace cultures. The Ministry and interested LHD/SNs agreed to co-fund further Grace Under Pressure workshops, to maximise the impact which was seen from the pilot.

Several specialist medical colleges have developed their own wellbeing plans or enhanced their existing wellbeing activities for the doctors on their training programs. For example:

Australian & New Zealand College of Anesthetists	<ul style="list-style-type: none">• Working with other colleges to develop an aligned approach to doctors' health and wellbeing• Established a doctors' support program to provide confidential and independent counselling and coaching services to all fellows, trainees and IMGs• Formed the Mentoring Working Group to scope and explore options for trainee mentoring framework and resources.
Australian College of Rural & Remote Medicine	<ul style="list-style-type: none">• Undertaken initiatives to review and improve training and assessment processes to ensure they are free from any potential unconscious bias• Established a Respectful Workplaces Working Party to take a whole of College approach to reviewing and identifying any opportunities for improvement• Implemented the first Reconciliation Action Plan process.

College of Intensive Care Medicine of Australia & New Zealand	<ul style="list-style-type: none"> • Conduct a biennial survey of all trainees on behaviour and culture • Establishing a welfare group within the College structure to consider more broadly the issues affecting the wellbeing of Fellows and trainees • Adding modules on respectful behaviour into regular supervisor training.
Royal Australasian College of Physicians	<ul style="list-style-type: none"> • Established a 24/7 confidential help line to support trainees and Fellows • Implemented a <i>Trainee in Difficulty Support Policy</i> • Developed a <i>Physician Health and Wellbeing Strategic Roadmap</i> to influence both the professional and workplace cultures
Royal Australasian College of Surgeons	<ul style="list-style-type: none"> • Developed and delivered online and face to face “Operating with Respect” training • Revised and strengthened complaints management process, increasing external security and demonstrating best practice • Instigated memoranda of understanding with other colleges and employers which confirm the principles of respectful working.

Indicators from the 2018 Your Training and Wellbeing Matters Survey (for JMOs) show

- A five-point increase in JMOs who believe that their hospital/training site supports junior doctor training
- A four-point increase in JMOs who believe that their hospital/training site values their health and wellbeing

Indicators from the 2018 Your Training and Wellbeing Matters Survey (for JMO Supervisors) show that

- 80% of JMO Supervisors know where to go in order to obtain support in dealing with an underperforming JMO
- 81% of JMO Supervisors would recommend their hospital/training site as a great place for JMOs to work and train

Indicators from the 2018 Your Training and Wellbeing Matters Survey (for JMO Management and Education Support Staff) show that

- 81% of JMO management and education support staff believe their hospital/training site has effective processes in place to manage a trainee in difficulty
- 84% believe their hospital/training site values JMO health and wellbeing

11.3 Ongoing work

- The eight JMO Be Well projects will continue to roll out as many of them are three year projects.
- Findings from the projects will be shared across Health Agencies and may be picked up by other Health Agencies for statewide roll out where they are shown to be delivering a benefit.
- Health Agencies and Medical Colleges will continue to design and implement new initiatives and improve existing support structures for JMOs, as per their locally defined Actions Plans and the results of the Your Training and Wellbeing Matters Survey.

12. Initiative 10:

Communications and Education Campaign

12.1 What did we set out to do?

Increase awareness and take up of existing support programs.

The Ministry set out to conduct a communications and education campaign to increase the awareness and utilisation of existing support services and programs. Current evidence indicates that junior doctors are not aware of the range of programs available to assist them, such as the Doctors Health Advisory Service, the JMO Support Line, the Medical Benevolent Association of NSW and Employee Assistance Programs.

12.2 What has been achieved?

The JMO Support Line was promoted through a social media and marketing campaign in order to raise awareness. This has included providing all Health Agencies with JMO Support Line lanyards, wallet cards and posters. The Line was evaluated, and participants strongly endorsed it across several key elements.

A 'Performing Under Pressure' (PUP) program was developed in collaboration with Converge International to support JMOs to thrive by working with a coach who specialises in solution focused coaching and positive psychology. JMOs can access the program on a referral basis through their LHD/SN. PUP was evaluated at the end of 2018 and all those who took part gave it a score of 10 out of 10 for likelihood to recommend. Participants of the program will continue to be followed up for their views on the program and on any improvements.

User experience of the NSW Health Map My Health Career website was enhanced by introducing new functionality and an improved look and feel. Health Agencies actively promoted their Employee Assistance Programs.

The 2018 Your Training and Wellbeing Matters Survey shows a seven-point increase in JMOs who are aware of the JMO Support Line and a four-point increase in JMOs who are aware of the NSW Health Map My Health Career website.

12.3 Ongoing work

- The JMO Support Line will continue to be promoted to all junior doctors.
- The Performing Under Pressure program is funded to the end of 2021 with the option to continue for a further two years.
- Information about support services available will be provided in the smartphone app for JMOs that is being developed by the Black Dog Institute (refer to Initiative 8).
- Support services including the Doctors Health Advisory Service, Lifeline, the Are You OK website and beyondblue are promoted on the Ministry of Health's website, the JMO smartphone app and MedApp.



13. New Initiative:

Review of Trainees in Unaccredited Positions

13.1 What are we setting out to do?

Make recommendations that aim to improve the wellbeing of trainees in unaccredited positions.

The Ministry set out to examine the experience of trainees working in unaccredited positions in the NSW Health system, identify issues, and make recommendations to improve the wellbeing and training experience of these doctors.

13.2 What has been achieved

In 2019 the Ministry began a review of trainees in unaccredited positions which looked at hours worked, supervision and training requirements, wellbeing and support provided to this cohort of junior doctors.

Trainees in unaccredited positions for the purposes of the Review were broadly defined as doctors in their third postgraduate year or greater (PGY3+) who are not enrolled in a medical college training program and are engaged under the Public Hospital Medical Officers Award or the Public Hospital Career Medical Officers Award. The Review considered trainees in unaccredited positions working in metropolitan and rural facilities in the different specialty areas.

An advisory committee was convened to provide advice and assist with developing recommendations. The committee included representation from the Ministry of Health, AMA, ASMOF, HETI and JMO management from LHD/SNs.

13.3 Ongoing work

The Ministry consulted on a series of draft recommendations in August 2020. The recommendations will be finalised in 2020 and this will inform further work to be undertaken.

14. Conclusion

The JMO Wellbeing and Support Plan has made significant achievements during 2018 and 2019.

- Legislative changes were made to the mandatory reporting requirements.
- Rostering practices and safe working hours were improved.
- Four new online training modules were developed to support those who do JMO rostering.
- Two new safe working hour standards were introduced at the start of the 2018 clinical year.
- The Your Training and Wellbeing Matters Survey was conducted in November 2017 and November 2018.
- The JMO Recruitment Governance Unit (JMORGU) was established in October 2017.
- JMORGU has been actively working with specialist medical colleges to progress initiatives.
- A statewide working group with JMO representation was established to lead work on the review of parental leave policies and practices.
- A Determination was issued in August 2019 regarding a Non-Standard Condition of Employment Arrangement for Medical Officers on Prevocational or Vocational Training Rotations.
- The Black Dog Institute was sponsored by the Ministry of Health to design, develop and evaluate a smartphone app tailored to the mental health needs of JMOs.
- The Ministry of Health launched the JMO Be Well Program.
- Grace Under Pressure workshops were conducted in several LHD/SNs with significant success.
- The JMO Support Line was promoted through a social media and marketing campaign in order to raise awareness.
- A 'Performing under Pressure' program was implemented.
- A review of trainees in unaccredited positions has commenced.

Implementation of the Plan has included significant work, not only to finalise the initial recommendations, but to also monitor ongoing progress and pursue new bodies of work. The initial project is now an ongoing body of work that includes:

- Implementing the new mandatory reporting legislation in NSW
- Monitoring the new statewide electronic claims system for unrostered overtime and call-backs
- Finalising the Discharge Documentation Policy Directive
- Monitoring the Rostering Capability Framework online learning modules specific to medical rostering
- Reviewing the need for new safe working hour standards
- Monitoring the LHD/SNs usage of the 14/10 Safe Working Hours Dashboard
- Reviewing data from the JMO Supervisors and JMO Management and Support Staff Surveys to identify any potential new statewide projects to support roles.
- Considering the Medical Board of Australia's *Medical Training Survey* (MTS) and its ongoing alignment with NSW Health requirements.
- Working with eHealth and HealthShare NSW to develop strong service level agreements for the delivery and continuous improvement of JMO bulk recruitment.

- Analysing the JMO Recruitment Feedback Survey and feedback information and reporting on issues, to inform future strategies and promote improved JMO recruitment practices.
- Undertaking work to support good JMO recruitment practices including providing information on good recruitment practices to panel members and convenors, providing JMOs with information on how to address poor recruitment practices and participating in forums to address poor recruitment practices.
- Continuing to work with colleges and specialties to roll out length of training contracts.
- Implementing the JMO Wellbeing app and supporting Black Dog Institute research into its effectiveness.
- Monitoring the JMO Be Well projects and facilitating the sharing of findings across Health Agencies.
- Continuing the JMO Support Line and the Performing Under Pressure program.
- Developing recommendations regarding trainees in unaccredited positions.



