

Workforce Strategic Plan

2023 to 2028





Contents

Acknowledgement

Sydney Local Health District extends its appreciation to every person who has contributed to the development and design of our Workforce Strategic Plan 2023 to 2028.

Thank you to all our staff who shared their stories with us.

Produced by: Sydney Local Health District – Workforce Services

If you would like more copies of this Plan, please contact us or download a copy from our website:

slhd.health.nsw.gov.au

Contact us: Sydney Local Health District
Phone: 02 9767 6596
Email: SLHD-WorkforcePlanning@health.nsw.gov.au

Write to us: Sydney Local Health District
PO Box M30 Missenden Road, NSW, 2050

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Acknowledgement of Country

Sydney Local Health District acknowledges that we are living and working on Aboriginal land. We recognise the strength, resilience and capacity of Aboriginal people on this land. We would like to acknowledge all of the traditional owners of the land and pay respect to Aboriginal Elders past and present.

Our District acknowledges *Gadigal*, *Wangal* and *Bediagal* as the three clans within the boundaries of the Sydney Local Health District. There are about 29 clan groups within the Sydney metropolitan area, referred to collectively as the great *Eora Nation*. *Always was and always will be Aboriginal Land*.

We want to build strong systems to have the healthiest Aboriginal community in Australia.

Together under the Sydney Metropolitan Partnership Agreement, including the Aboriginal Medical Service Redfern and in collaboration with the Metropolitan Local Aboriginal Land Council, Sydney Local Health District is committed to achieving equality to improve self-determination and lifestyle choices for our Aboriginal community.

Ngurang Dali Mana Burudi – A Place to Get Better

Ngurang Dali Mana Burudi — a place to get better, is a view of our whole community including health services, Aboriginal communities, families, individuals and organisations working in partnership.

Our story

Sydney Local Health District's Aboriginal Health story was created by the District's Aboriginal Health staff.

The map in the centre represents the boundaries of Sydney Local Health District. The blue lines on the map are the Parramatta River to the north and the Cooks River to the south which are two of the traditional boundaries.

The *Gadigal*, *Wangal* and *Bediagal* are the three clans within the boundaries of Sydney Local Health District. They are three of the twenty-nine clans of the great *Eora Nation*. The centre circle represents a pathway from the meeting place for Aboriginal people to gain better access to healthcare.

The Goanna or *Wirriga*

One of Australia's largest lizards, the goanna is found in the bush surrounding Sydney.

The Whale or *Gawura*

From June to October pods of humpback whales migrate along the eastern coastline of Australia to warmer northern waters, stopping off at Watsons Bay the traditional home of the Gadigal people.

The Eel or *Burra*

Short-finned freshwater eels and grey Moray eels were once plentiful in the Parramatta River inland fresh water lagoons.

Source: Sydney Language Dictionary



Artwork

Ngurang Dali Mana Burudi — a place to get better

The map was created by our Aboriginal Health staff telling the story of a cultural pathway for our community to gain better access to healthcare.

Artwork by Aboriginal artist Lee Hampton utilising our story.

Foreword

The greatest resource and most significant investment of Sydney Local Health District (the District) is its amazing workforce. This Workforce Strategic Plan is a key enabling plan to the District’s strategic vision “*to achieve excellence in healthcare for all*”. It is our District’s responsibility to work with and support our workforce to provide the best possible care to our patients and the community we serve.

This strategic plan has been developed during an extraordinary time for the District, but also for our state, the country and the world. The District has played a critical role not only in New South Wales Health’s (NSW Health) COVID-19 response, but also in supporting critical services during the devastating floods and bushfires which continue to ravage New South Wales. Our experience from these events have shown us how agile and flexible our local health district can be.

The District is enormously proud of the special contribution our workforce makes to keep our health system operating each and every day, including in times like these, when the need is greater than ever.

Our strategy sets out five strategic priorities for building the future health workforce for the District. It offers a strategic pathway for building the system necessary to support, strengthen, and enable our workforce to deliver sustainable, high-quality patient and family-centred healthcare into the future. The five strategic priorities are:

- 1. Attracting and retaining a skilled workforce who put patient wellbeing at the heart of everything they do
- 2. Growing and enabling a sustainable workforce that meets our community needs now and for the future
- 3. Cultivating a positive workplace culture promoting strong leadership, creativity and innovation
- 4. Building our workforce that represents the diverse community we serve, supporting an inclusive workplace for all our staff to truly belong
- 5. Unlocking our full potential – keeping our staff healthy and well

This strategic plan offers the District the opportunity to strategically position and develop our workforce so that it is fit for purpose over the next five years. Doing nothing, or continuing to do what we’ve always done, is not an option and risks our future.

This strategic plan is already being brought to life with a range of practical workforce initiatives and there are more to implement over the coming months and years. We will regularly review and measure our progress, and change direction when needed to ensure we achieve our ambition of having the right people with the right skills, in the right places at the right time providing excellence in health and healthcare for all. It provides a clear and innovative blueprint which proudly articulates the District’s strong commitment to its current and future workforce.

We acknowledge and appreciate the contribution of all employees and other stakeholders in the development of this strategy.



Dr Teresa Anderson AM
Chief Executive
Sydney Local Health District



The Hon John Ajaka
Board Chair
Sydney Local Health District



About Sydney Local Health District

The District is one of the top performing local health districts in Australia. The District is located in the centre and inner west of Sydney.

It comprises the local government areas of the City of Sydney (western part), Inner West Council, Canterbury-Bankstown (Canterbury part), Canada Bay, Burwood and Strathfield. It covers a geographic area of approximately 126 square kilometres.

The District includes principal referral hospitals at Royal Prince Alfred Hospital (RPA Hospital) and Concord Repatriation General Hospital (Concord Hospital or CRGH), a major metropolitan hospital at Canterbury, the aged care and rehabilitation specialist hospital at Balmain, the tertiary oral health facility, Sydney Dental Hospital and RPA Virtual Hospital, the first virtual hospital in New South Wales. The District has comprehensive community-based health services ranging across child and family health, community nursing, oral health, mental health, aged care, chronic care, drug and alcohol services, sexual health, population health, health promotion, Aboriginal health and multicultural health.

Our District is responsible for the health and wellbeing of almost 740,000 people living within our boundaries, as well as many more from rural and remote parts of New South Wales and Australia. We also care for more than a million people who come into our District each day to work, study and visit.

The District is one of the most densely populated local health districts in New South Wales, forecasting a further 5 per cent increase in local population by the conclusion of this plan in 2028.

The District celebrated 10 years since its formation in 2011, with a clear focus on healthcare that transforms to meet the changing needs of the community. The District’s 15,000 staff are dedicated to caring for our patients, their families and the community.

The District is known for our remarkably diverse workforce, world-class clinical services and culture, cutting-edge research, leading staff education and training, strong clinical and corporate governance, and financial accountability.

Over the past decade, there have been many breakthroughs, innovations and challenges – none more so than the COVID-19 pandemic.

The District has been at the forefront of the state’s response to COVID-19 with staff caring for critically ill patients in intensive care and hospital wards. Our staff have been leading the way developing new systems and models of care; responsible for establishing the New South Wales vaccination centre at Sydney Olympic Park; working at testing clinics, surveillance sites, special health accommodation (quarantine) as well as developing a range of communication tools to support this very important work for our community and vulnerable populations.

Our culture is a key focus for our District as we celebrated the highest engagement index (67 per cent) and highest culture index (65 per cent) of any local health district in New South Wales in the 2022 People Matter Employee Survey.

The District has now officially opened the \$341 million stage one redevelopment of Concord Hospital; the \$750 million redevelopment to transform RPA Hospital has been fast-tracked; the RPA Health One at Green Square is in the process of opening and planning for the redevelopment of Canterbury Hospital is underway as well as the stage 2 redevelopment of Concord Hospital.

Investing in the expansion of wellbeing programs to support all staff and exploring opportunities for the development of new initiatives will be required. The District has appointed Australia’s first Chief Medical Wellness Officer to drive cultural and systemic change

in health, and to reduce stress and burnout among junior and senior doctors. The program, branded MDOK, is dedicated to empowering all medical staff with the skills to care for their own health, manage traumatic events and mentor younger staff. Building upon the innovative work undertaken by the MDOK program, the District is exploring opportunities to expand wellbeing programs and services to all District staff.

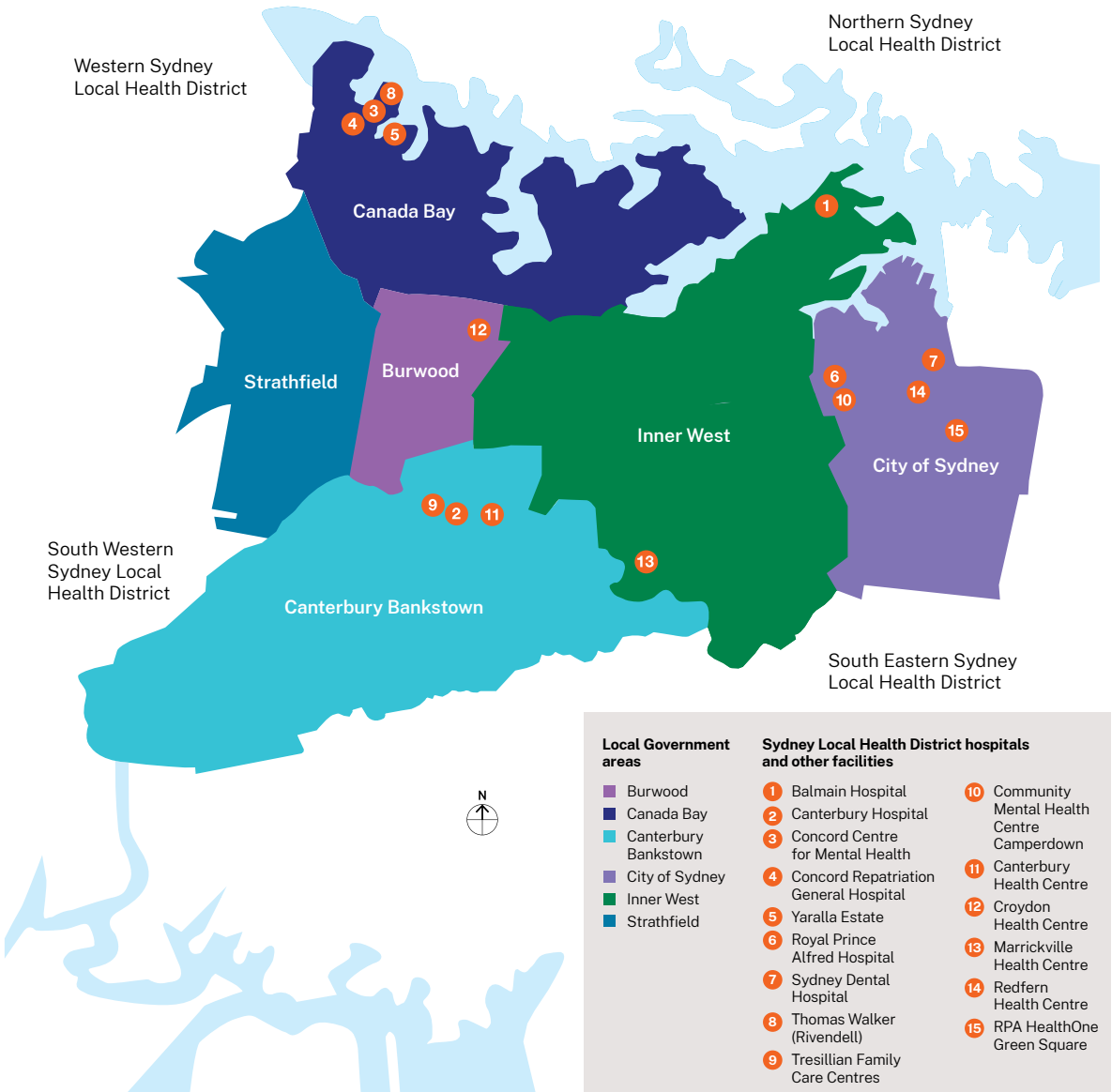
The District has a blueprint for delivering healthcare into the future, which includes new models of care, digital innovation and large-scale infrastructure projects to meet the needs of our growing community.

Looking to the future, there are significant opportunities ahead for our local health district to achieve its vision. This includes investment in preventative health, care in the community, in the home and through virtual health services. This needs to be driven by a person-centred approach to healthcare, enabling people to have more control over their own health.

Future models of care and preventative approaches are indicating a shift from acute to chronic care and community settings, transitioning from hospital inpatient models to ambulatory and out of hospital care services. Greater integration of multidisciplinary teams, an increase in allied health capacity, and new and emerging roles are anticipated. The role of support staff will be integral to ensuring clinician care and time is optimised to enhance patient care and clinical outcomes.

To support this planned shift in healthcare delivery, we need to unlock the full potential of our staff, cultivating confidence in their skills and capabilities to fit with our future vision for healthcare delivery, and build flexible workplace environments for them to thrive.

Our local health district will continue to be informed by advances in research, innovation and digital technology and underpinned by an outcomes focused lens that will deliver a financially and environmentally sustainable District, with a commitment to being carbon neutral by 2030.

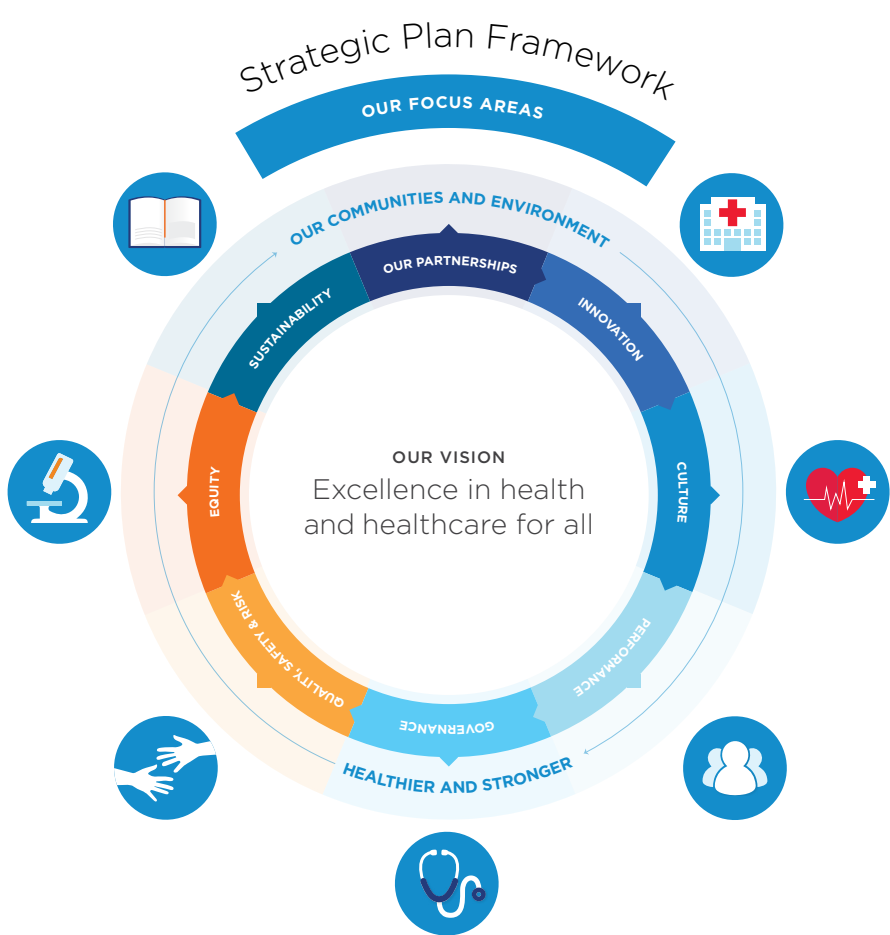


Our vision and strategic plan

Excellence in health and healthcare for all

The Sydney Local Health District Strategic Plan 2018-2023 was officially launched in 2019, setting the roadmap for our organisation over the next five years. It outlines our priorities and our strategic focus areas.

These reflect the strategic directions of NSW Health (keeping people healthy, providing world class clinical care and delivering truly integrated care) and our CORE values (collaboration, openness, respect, empowerment).



Our strategic focus areas



Our communities and environment

- Engaged, empowered and healthy communities
- A healthy built environment
- Equitable care
- Focus on prevention



Our patients, families, carers and consumers

- Care is patient and family centred
- Patients can access care as close to home as possible



Our services

- Responsive integrated, culturally safe and competent multidisciplinary services



Our facilities

- High quality facilities with leading edge technology to meet future demand
- Information communication technology that better supports performance and personalised care
- A sustainable health system



Our staff

- Empowered and resilient workforce
- Employees supported to deliver the highest quality care
- A diverse workforce within a culturally safe and competent health system



Our research

- Promote a positive research culture, informed by best evidence and the consumer and community experience
- Accelerate research translation to improve healthcare delivery and patient outcomes
- Strengthen collaborations with academics, scientists, researchers and industry partners



Our education

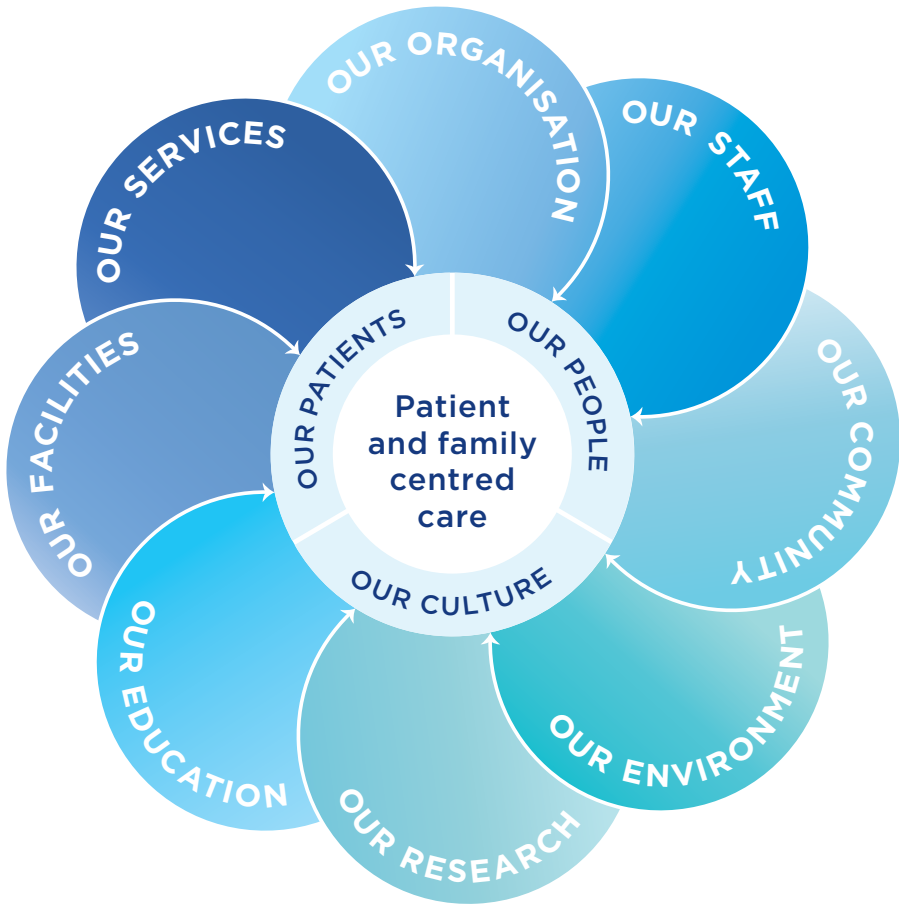
- Foster a culture of innovation, change management and collaboration
- Evidence-based education and training
- State of the art education facilities

Patient and family-centred care

People are at the heart of everything we do in the District.

Our patient and family-centred approach to delivering healthcare for our community, consistently elevating the human experience in our community, provides a sound framework for our decision making and day-to-day business. This is possible because of the incredible team of people in the District and the work that they do every day.

This is our culture.



Our values

Our CORE values of collaboration, openness, respect and empowerment underpin our culture of patient and family centred care from how we interact and support our patients and with each other.

Collaboration	Openness
We work in collaboration with out patients/clients, communities, our colleagues, employees and with other agencies and services	We have transparent, clear, honest processes which feature strong community consultation processes.
Respect	Empowerment
We value our diverse communities and respect cultural differences. We respect and celebrate the rights and culture of Aboriginal communites, the traditional owners of the land. We treat patient/clients, carers, colleagues and employees compassionately, fairly and positively. We uphold privacy, dignity and social justice. We are committed to employment, human and health rights.	Our communities are empowered to contribute to the health system, to be self-reliant, resilient and to assume greater control over their health and social circumstances. Our patients, carers and families are empowered in decision-making about care. Our staff are supported to participate in the workplace and their views and opinions are valued and influential.

Highlights and achievements

from the previous SLHD Workforce Strategic Plan

Meeting health service needs	<ul style="list-style-type: none"> Sydney Local Health District (the District) COVID-19 response – mobilising, surging and supporting our workforce during a global pandemic. Designing and implementing future workforce requirements of Concord and RPA Hospital to support the redevelopment programs of their facilities. Successful implementation of various workforce specific plans for small and critical workforces.
Developing and managing for performance	<ul style="list-style-type: none"> Implementation of the Performance and Talent System (PAT) in the District. New resources developed and implemented to support the Performance Development Framework in the District. Staff Services established and implemented in RPA Hospital and District Services. “Looking after you” theme aligned with the Staff Services branding.
Strengthening workforce systems	<ul style="list-style-type: none"> Realignment of Workforce Services structures to meet the District’s business needs. Enhanced workforce data and reporting systems with implementation of corporate analytics enabling “single source of truth” data. Implementation of Recruitment and Onboarding system (ROB) and HealthRoster. Dynamic and supportive research culture through strategic leadership.

Embedding equity and CORE values	<ul style="list-style-type: none"> Employ-My-Ability program - a partnership between the District and JobSupport with the program being recognised with several awards including a Prime Minister’s Award, Premier’s Award and various NSW Health Awards. Established new partnerships with Disability Employment Service providers WISE employment and the Paralympic program to promote diversity and inclusion and facilitate sustainable employment opportunities for people with disability in the District. Inaugural Aboriginal Workforce Forum held in 2019 for the District Aboriginal workforce to close the gap on Aboriginal health outcomes through the creation of new identified roles. “Ready for Working in Health” program developed to support the intake of Aboriginal traineeship placements in administration, cleaning and assistant in nursing qualifications. Traineeship intake doubled to 40 placements in 2019. Achieved Level 2 accredited carer employer in 2021, the only local health district in the state to deliver this level of accreditation in health.
Promoting organisational performance	<ul style="list-style-type: none"> Workplace Culture and Safety Action Plan developed and implemented in consultation with front line clinical and non-clinical staff. The District records highest culture index and employee engagement score when compared to local health districts across NSW Health in 2019, 2021 and 2022. New suite of fortnightly and monthly workforce reports developed for local executive and senior leadership teams to improve workforce organisational performance in the District. Launch of the Management Accountability Framework including an electronic toolkit, coaching service and 360 degree feedback tool.

About our Workforce Strategic Plan 2023 to 2028

Workforce planning is the systematic process for identifying and addressing the gaps between the workforce of today and the needs of tomorrow

Workforce planning and redesign processes are key to the future of health care delivery and ongoing sustainability. These processes in the District are robust, innovative and adaptable to ensure the principles of value based healthcare are realised and the most efficient distribution of roles occurs in alignment with new models of care.

The purpose of our five-year Workforce Strategic Plan is to cultivate and support a highly capable, flexible, sustainable and future focused workforce to deliver health outcomes that matter to our patients, their families and our community.

This plan sets out five strategic priorities for building the future health workforce for the District. It offers a strategic pathway for building the systems necessary to support, strengthen, and enable our workforce to deliver sustainable, patient and family centred healthcare into the future.

1. Attracting and retaining a skilled workforce who put patient wellbeing at the heart of everything they do
2. Growing and enabling a sustainable workforce that meets our community needs now and for the future
3. Cultivating a positive workplace culture promoting strong leadership, creativity and innovation
4. Building our workforce that represents the diverse community we serve, supporting an inclusive workplace for all our staff to truly belong
5. Unlocking our full potential – keeping our staff healthy and well.

We know our patients will have the best experience of care when staff have a great experience in providing that care. The services we provide must focus on positive human experiences and support principles of collaboration, openness, respect and empowerment (CORE values) in partnership with patients, carers, our staff and the wider community.

To be successful, we must be collaborative, evidence-based, and accountable. We must embrace inclusion and diversity, and be culturally responsive. We must continue to grow workforce capabilities to enable this, and to ensure we have the adaptability and resilience in our workforce to flex when needed.

We must attract, develop and retain employees with critical capabilities needed for our future success.

Our workforce needs to be knowledgeable, skilled and well trained in providing modern health care. They need to work in a safe, respectful, healthy and productive environment in order to flourish and reach their full potential. Working with our staff to enable and enhance this environment is a key part of this strategy.

This strategy offers the opportunity to strategically position and develop our workforce so that it is fit for purpose over the next five years in a rapidly changing landscape across NSW Health and healthcare more broadly.

We will regularly review and measure our progress against this Plan, to ensure we have the right people, in the right places, with the right skills, at the right time.

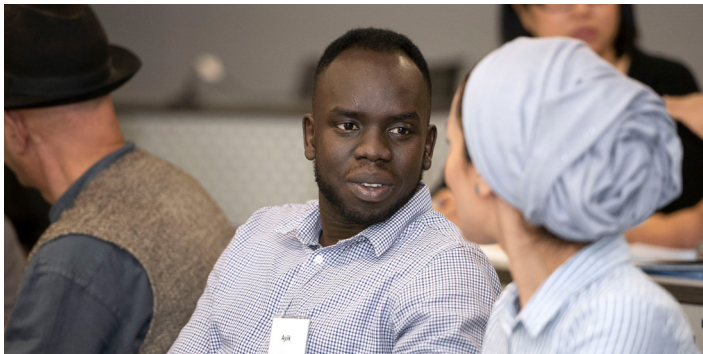
As individuals, we should be very proud to work in the District.



Guiding principles

- Ensure a culture of patient and family-centred care that delivers quality, evidence-based practice, research and innovation.
- Be brave and aspirational, developing practical solutions with significant impact, which build towards the long term vision.
- Use the current and future needs of our workforce and community as a basis for developing recommendations.
- Ensure that solutions are created collaboratively with our stakeholders and include clear roles and accountability.
- Apply an evidence-based approach wherever possible, drawing on workforce data and information from all stakeholders.
- Design solutions that enable a flexible workforce to continually adapt to dynamic health care trends.
- Ensure equity, access and inclusion.
- Cultivate cultural and psychological safety for all members of our workforce.
- Consider and incorporate the changing attitudes and expectations of our new and emerging workforce.

We will regularly review and measure our progress against this Strategic Plan, to ensure we have the right people, in the right places, with the right skills, at the right time.



The planning process

The Sydney Local Health District Workforce Strategic Plan is aligned with the SLHD Strategic Plan 2018-2023, ensuring the workforce of the District meets the service needs of its community as well as people across New South Wales and interstate who access its highly specialised tertiary and quaternary services.

This Strategic Plan has been developed through an inclusive consultation process involving the Board, Executive, staff and our community.

Over ten virtual consultation sessions were conducted in the first half of 2021, involving nearly three hundred staff who participated in providing feedback – noting this was being held as our District was actively responding



to the COVID-19 pandemic. Feedback from these sessions informed the strategic priorities being developed and has been incorporated into this Strategic Plan.

In addition, a consultation session was held with the Chief Executive and District Executive group and three profession specific sessions were held with allied health, medical and nursing professional groups. The outcomes of these consultations have been integrated into this Strategic Plan.

The District's workforce strategic planning process also included:

- a review of state and national policies, plans and guidelines related to health workforce planning and management
- a review of enabling plans that impact on our workforce
- a review of data on the current workforce profile and demographic data
- a dedicated consultation forum including external stakeholders
- an "open for feedback" period within the District – an invitation for all staff to provide feedback regardless of where they work or in what capacity they are employed

Contributing to broader workforce actions in New South Wales

This strategy has been designed to align with and contribute to the achievement of key NSW Health priorities by incorporating broader workforce specific actions, including:

NSW Health Workforce Plan – To support the New South Wales healthcare system as it addresses long-term trends and short-term challenges that have emerged as a result of recent significant global events, including the COVID-19 pandemic as it connects to our workforce.



Future Health – The roadmap for our health system to achieve NSW Health’s vision. It sets priorities across the system to help guide the next decade of care across the state, while adapting to and addressing emerging demands and challenges.

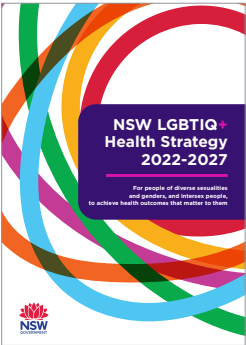
Elevating the Human Experience – Provides a blueprint for what the state’s health system can do together, in partnership with patients and carers, to consistently create positive, personalised experiences.



Value-based Healthcare – A key principle for NSW Health that means continually striving to deliver care that improves health outcomes that matter to patients, experiences of receiving care, or providing care, and efficiency of care.

NSW Health Aboriginal Health Plan – Aboriginal people still experience poorer health outcomes and lower life expectancy than non-Aboriginal people. This Plan aims to work in partnership with Aboriginal people to achieve the highest level of health possible for individuals, families and communities.

Diversity, Inclusion and Belonging Guide – Provides direction for NSW Health organisations to ensure local diversity initiatives aligns with, and delivers diversity and inclusion goals set out in the Premier’s Priorities.



NSW LGBTIQ+ Health Strategy – Provides direction to all NSW Health organisations and staff to deliver the best care to LGBTIQ+ people and work with them to achieve optimal health and wellbeing as well as a truly inclusive health system in the state. This includes the health, wellbeing and safety of our staff who are LGBTIQ+.

NSW Virtual Care Strategy – Provides virtual care as a complement to existing services that streamlines the experience of both groups providing and receiving care. It guides NSW Health to sustainably scale and embed options of virtual care that are both value based and consumer/clinician friendly. Implementing this strategy will contribute to a world-class, digitally enabled health system.

COVID-19

The COVID-19 pandemic confirmed the need for a workforce strategy with a particular focus on collaboration between professionals and coordinated services. There was a strong coordinated response to the pandemic in the District, reflected by key committees and working groups that were quickly set up to deal with workforce demands and surge requirements. The response to the pandemic highlighted the value of a more agile and flexible workforce, as well as the value of remote working and technological solutions with strong support for rpavirtual and other telehealth services.

The challenges faced during the pandemic highlighted the need for a workforce strategy that provides overarching strategic priorities that can guide responses to emerging issues. Immediate issues included protecting the workforce from viral transmission, overwork, and mental health impacts of the pandemic. Elective procedures and health services were deferred and resources were channeled into other roles supporting the COVID-19 health response. Longer-term issues included managing the disruption to training programs, overseas recruitment, and the impacts to migration and population growth. Understanding the long-term impact of the COVID-19 virus on those infected may also impact on models of care and demand for particular types of services in areas hardest hit.

This Strategic Plan provides for collaborative effort to address the uncertainty and pressures brought about by crises, such as seasonal bushfires, climate change and pandemics such as COVID-19. While COVID-19 is the domestic and global event that has required immediate action and consideration, our workforce strategy needs to prepare for a range of potential events that may impact workforce capacity.

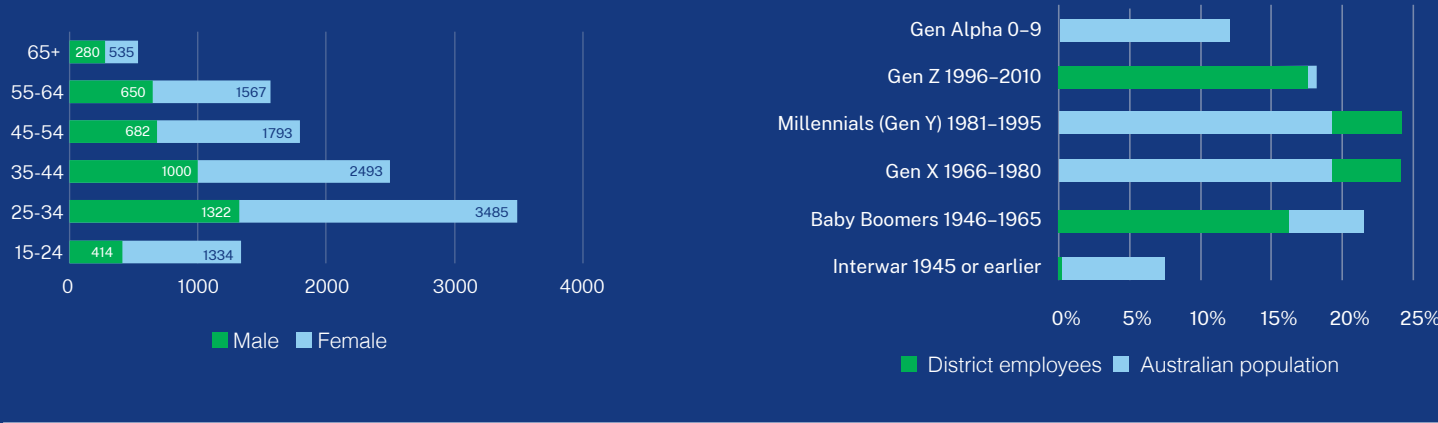
The COVID-19 pandemic significantly expedited the District’s use of digital technology... to new ways of working that previously we may not have thought possible



The COVID-19 pandemic significantly expedited the District’s use of digital technology in a shift from face to face to virtual care and supported our staff to innovate and adjust to new ways of working that previously we may not have thought possible. A concentrated effort in supporting an uplift in the digital and data analytics skillsets of staff will be required to continue to transform our workforce and service capability.

Who are we?

Sydney Local Health District (the District) has a large and diverse workforce of over 15,000 health workers



Our workforce strategy at a glance



Defining the future workforce

We will empower the workforce with an environment where capability, innovation, autonomy and motivation can flourish to better enable the delivery of progressive and safe services for our patients, their families and our community.

In the evolving landscape, our workforce will adopt new models of care, and develop new skills, roles and ways of working.

Contemplating the future of healthcare service delivery, the following image of a contemporary, health workforce emerges. This workforce:

- notices what our patients need and prefer, and safely responds



Digital literacy and adaptability to change will be key skills for the future

- is adaptable, agile, resilient and digitally skilled
- works to their optimum scope of practice
- is clinically and culturally capable
- respects and represents our diverse communities and colleagues
- embraces professional learning and development opportunities
- invests in personal wellbeing
- contributes to a positive and energetic workplace culture

We are mindful that the emerging workforce may be differently motivated from previous generations, requiring different opportunities for skills development, meaningful work, flexible employment conditions, greater career mobility and enhanced work-life balance.

Digital literacy and adaptability to change will be key skills for the future.

We recognise the fundamental role that culture plays in our work environments, the way we work, and on patient outcomes.

We are committed to the integral role we must play in building a positive culture across our local health district.

Workforce Services

Our workforce services team leads the delivery and governance of a wide range of employee engagement strategies and workforce service functions.

Strategies include change management, workforce reporting, diversity and inclusion, employee health and wellbeing, employee relations, industrial relations, performance development and management, recruitment and retention, workforce planning, workforce strategy and culture.

Service functions include employee transaction processing, workforce management, reporting and compliance, payroll support, rostering best practice, and salary packaging.



Our workforce vision

“To enable excellence in healthcare delivery through a workforce culture of connection, innovation and performance”.

This artwork depicts the District’s Aboriginal workforce. The Aboriginal workforce is the connection to community.

The painting represents the District working with Aboriginal people for the Aboriginal community.

The bronze centre circle and the lines going out and the bronze circles represent the District and its many facilities.

The red circles in the centre circle and on the rest of the painting is the Aboriginal workforce, threaded throughout the District working and connecting with community.

The painting reiterates the importance of working together to make change as Aboriginal workforce is ‘everybody’s business’.



Our workforce goals

For our workforce:

- To treat our patients, their families and carers with dignity, compassion and respect, with a focus on elevating the human experience.
- To be recognised by the community and by peers as a highly-skilled and innovative workforce that is committed, accountable and valued.
- To create a positive and enriched workplace where our employees are valued, motivated and connected to their work, their colleagues and the vision of the District.
- To ensure diversity, equity, belonging and inclusion are at the forefront of our hearts and our thinking. Ensuring a culturally safe and happy workplace for all.

For our workforce services:

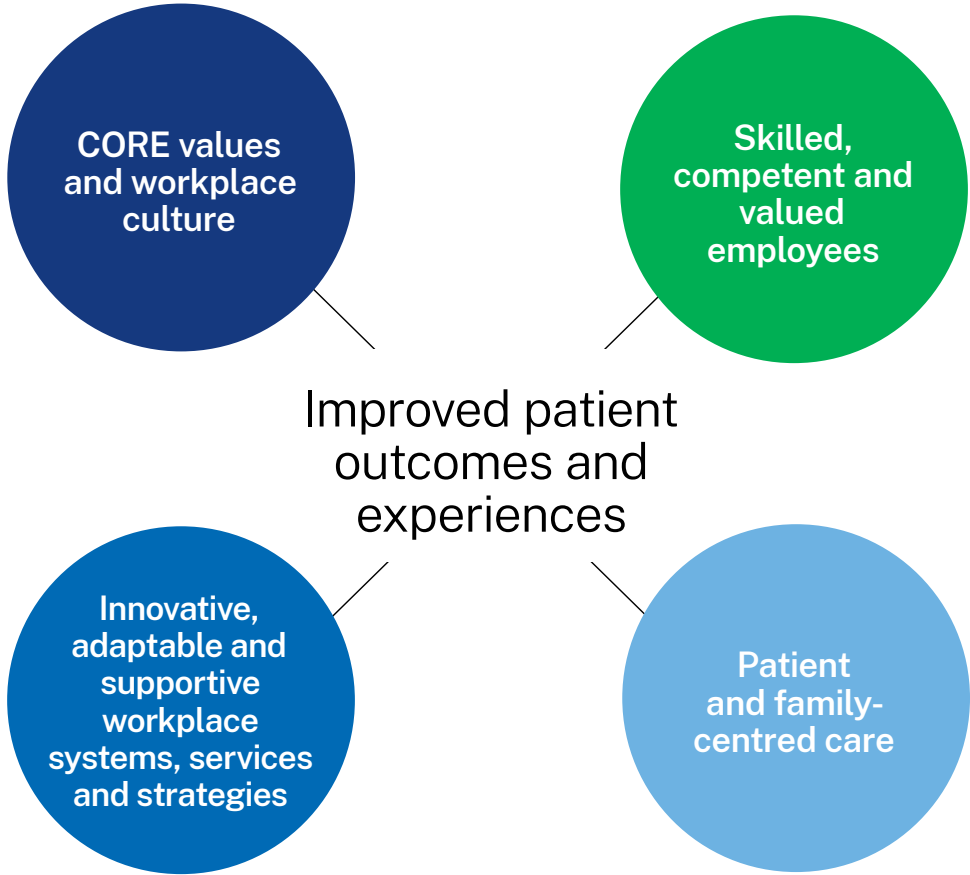
- To use innovation and workforce services best practice to strategically match workforce supply with demand, while building workforce capacity.
- To work with current and future employees of the District to ensure they have the skills and necessary support to undertake their role effectively, and to cope with and manage change.
- To achieve a positive workplace culture in collaboration with our workforce by developing strategies that nurture, value and showcase our CORE values.
- To ensure workforce systems are in place to enable all employees to perform at their highest level.
- To embody the Workforce Services theme: **looking after you**

... ensure diversity, equity, belonging and inclusion are at the forefront of our hearts and our thinking

Our workforce culture for patient and family-centred care in the District

Our workforce strategic plan for the District is built around ensuring workforce planning and management activities are focused on the delivery of effective patient and family-centred care, elevating the human experience. Essential to achieving this is a highly competent workforce led by a comprehensive workforce strategy that will be enabled by our CORE values and related systems

to improve workplace culture and employee engagement. The outcomes of this strategy ultimately will be a positive workplace culture that ensures the attraction and retention of employees, excellence in service delivery and improved patient outcomes, as illustrated below.



Strategic Priority 1

Attracting and retaining a skilled workforce who put patient wellbeing at the heart of everything they do

Outcome	How will we get there?
Improve workforce planning, redesign and sustainability	<ul style="list-style-type: none"> Embed a comprehensive, scalable, and agile workforce planning framework that drives dynamic and tailored optimisation. Build sustainable, insightful, and integrated workforce planning through the improved use of data, information, and technology. Develop and implement workforce planning tools and resources that guide workforce supply and demand for future redevelopments or service planning. Develop innovative strategies to attract identified but small critical workforces.
Attract and retain a skilled workforce	<ul style="list-style-type: none"> Investigate opportunities to improve recruitment processes to attract and retain high quality staff now and into the future. Develop and embed a strong employee value proposition for working in our District and align this proposition with our recruitment process. Promote careers in health through collaboration with high schools, VET sector and universities. Ensure the development of workplace guidelines that maximise flexibility and support people with experience re-entering our workforce. Review workforce management practices and promote flexible working arrangements to strengthen attraction and retention strategies. Promote opportunities for professional development including leadership and secondment opportunities.
Our workforce embraces patient and family centred care	<ul style="list-style-type: none"> Implement workforce initiatives that encourage and promote patient and family-centred care across all hospitals and services in our District. Support the implementation of “Elevating the Human Experience: A guide to action for patient, family, carer, volunteer and caregiver experiences”.
Workforce planning is enabled by accessible and accurate workforce data	<ul style="list-style-type: none"> Develop a workforce data roadmap to improve access to and use of workforce data analytics to inform future strategic and operational decisions. Improve workforce data quality, collation and workforce reporting to promote standardisation. Upskill key workforce segments to create base-level capability to interpret, use and report workforce data to inform effective decision-making.
Our workplace provides fair opportunities for all staff and a systemic approach to talent management	<ul style="list-style-type: none"> Implement the NSW Health Talent Strategy 2022-2032 vision. Review and implement success profiles of pivotal workforce groups. Identify, develop, and retain high-potential staff. Develop succession management strategies to build talent pipelines for critical and hard to fill roles. Establish a standardised approach to enable progressive pipelines of emerging talent.
Enabling plans <ul style="list-style-type: none"> NSW Health Workforce Plan 2022-2032 Elevating the Human Experience – Our guide to action for patient, family, carer, volunteer, and caregiver experiences Future Health – Guiding the next decade of care in NSW 2022-2032 NSW Health Talent Strategy 2022-2032 SLHD Strategic Plan 2018-2023 	

Strategic Priority 2

Growing and enabling a sustainable workforce that meets community needs now and for the future

Outcome	How will we get there?
Shaping our workforce for the future, enabling a contemporary workforce aligned to the needs of the community	<ul style="list-style-type: none">Design an approach for prioritising emerging workforce areas that will be required to sustain future workforce needs.Support staff to meet changing service demands and to adapt to new models of care, new technology, new roles and changing work practices e.g., trauma informed care, social care, culturally appropriate care, robotics, contract management.Commit to leading, supporting and progressing strategies that position our future health workforce to be skilled and responsive to patient needs; sensitive to the role of emerging technologies and changing models of care; and delivered efficiently with the best use of resources.Progress employment models that demonstrate effective utilisation of the workforce and showcase new workforce models.
Turning challenges into opportunities – positioning our workforce to address future challenges	<ul style="list-style-type: none">Drive collaborative, interdisciplinary service models, and clinical education/training frameworks and practices that support the emerging picture of future healthcare.Proactively monitor and respond to the workforce needs of professional groups, including medical specialists, nurses, midwives, dentists, allied health practitioners and others.Improve the reliability and integration of workforce data, systems and streamlined planning models that inform short, medium and long term planning and management of our workforce.Improve the capacity, accessibility, and sustainability of our workforce to support new and emerging services in our District.
Our workforce is flexible and can respond in an agile way during times of crisis, e.g. surge demand	<ul style="list-style-type: none">Review the impacts of COVID-19 on our workforce, focusing particularly on lessons for responding to any future public health crisis.Implement a surge reserve strategy that supports greater use of mobility and agility of resources as a workforce management tool during times of crisis.Implement a framework and District-wide governance to enable an agile and flexible workforce model that rapidly responds to changing health care needs.Explore opportunities to redesign, test and pilot new workforce models to reflect and respond to emerging health care needs.
Building a technology enabled workforce utilising the latest innovations in digital health	<ul style="list-style-type: none">Enhance digital skills of our clinical and non-clinical staff and foster the next generation of digital health workforce.Explore necessary workforce capabilities required to deliver agile virtual healthcare and integrate into current and emerging roles.Develop and standardise virtual care capabilities to ensure our workforce can fully integrate new technology into service planning.Collaborate with the District’s Centre for Education and Workforce Development to embed virtual capabilities into mainstream training programs and curriculums.
Supporting capability growth through education and training opportunities	<ul style="list-style-type: none">Develop programs and processes that foster a culture of workplace learning to ensure continual development of skills and capabilities of our workforce.Measure and assess workforce capability against the NSW Public Service Capability Framework for non-clinical positions.Develop tools and resources that enable our workforce at all levels to inform and plan their learning and career pathways.In collaboration with the Centre for Education and Workforce Development, proactively develop line management capability to ensure District-wide engagement in performance improvement and managerial excellence.

Continued focus on professional development to build on and establish our talent	<ul style="list-style-type: none">Support annual performance reviews that constructively facilitate open communication between managers and staff to further grow and develop our individuals and our services.Explore opportunities to build a pipeline of future talent that are future-ready, who will put patients first.Critically analyse levers to enable greater workforce mobility within our District to support talent development.Build a culture where individual mobility is recognised and rewarded as an important enabler of organisational performance.
Expanded scopes of practice for clinicians meets local community need	<ul style="list-style-type: none">Investigate how existing and emerging roles are meeting local health needs and identify opportunities to embed across the District.Develop, test, and evaluate pathways for new and emerging roles demonstrating workforce capability and supply is incorporated in redesign.Grow our workforce capability in virtual care to confidently integrate new technologies and treatment advances into clinical practice.
Providing a positive experience for staff leaving the organisation and to collect feedback about their experience working in our organisation to create a better place to work	<ul style="list-style-type: none">Develop and implement a fond farewell strategy to leverage opportunities to retain staff and provide a positive experience for staff leaving our organisation.Develop processes that recognise the contributions of staff leaving our organisation, and to thank them for their service.Collect and analyse feedback from staff leaving the organisation to develop strategies in retaining our skilled workforce and to create a better place to work.
Enabling plans <ul style="list-style-type: none">NSW Health Workforce Plan 2022-2032Future Health – Guiding the next decade of care in NSW 2022-2032NSW Health Virtual Care Strategy 2021-2026SLHD Strategic Plan 2018-2023SLHD Digital Health Strategy 2022-2027	

Strategic Priority 3

Cultivating a positive workplace culture promoting strong leadership and innovation

Outcome	How will we get there?
Strong voices and leadership are heard across our District	<ul style="list-style-type: none">Develop strong, visionary, and inspirational leaders dedicated to exceptional patient and family-centred care and positive performance.Develop leadership at the middle management/team level to initiate and instigate improvements with accountability measures which reflects the SLHD Management Accountability Framework.Expand leadership programs to facilitate the expansion of positive workplace culture and engagement.Ensure quality and safety is at the core of our organisational culture and that our workforce understand our goals and accountabilities.
Our CORE values lead the way to inspire new success	<ul style="list-style-type: none">Ensure the CORE values are clearly articulated in all plans and policies and that guidelines are embedded in practice when dealing with patients, other staff, the public and the community.Cultivate a shared culture of CORE values, and strengthen people centred, connected, innovative and flexible ways of working to inspire success.Promote an inclusive and supportive culture driven by clear organisational values that reflect how people behave.Embed CORE values and the NSW Health Workplace Culture Framework in our District to cultivate a positive and productive workplace culture.
Reflect and incorporate staff feedback	<ul style="list-style-type: none">Review and respond to People Matter Employee Survey results and incorporate feedback into the Workplace Culture and Safety Action Plan on an annual basis.Reinvigorate “You Said. We did” transforming our staff feedback into executed actions.
Creativity and innovation	<ul style="list-style-type: none">Regularly harness staff ideas for creativity, innovation, and improved patient and family-centred care, e.g. The Pitch, think tanks, Innovations Symposium.Promote and support workplace activities that encourage innovative practices in daily healthcare service delivery.Encourage and recognise good research practice, both clinical and non-clinical, in all areas of work.
We value and recognise the contributions of our workforce	<ul style="list-style-type: none">Recognise success and high-performing staff.Provide awards to recognise high-quality, innovative employee performance.Implement collective service awards for long serving employees working in NSW Health.
Enabling plans <ul style="list-style-type: none">NSW Health Workforce Plan 2022-2032SLHD Strategic Plan 2018-2023	

Strategic Priority 4

Building a workforce that represents the diverse community we serve, supporting an inclusive workplace for all of us to truly belong

Outcome	How will we get there?
We have a diverse workforce at all levels of our District that reflects the community we serve	<ul style="list-style-type: none">Develop and implement a District-wide diversity, inclusion and belonging action plan that aligns with the NSW Health Diversity, Inclusion and Belonging Guideline.Implement training on diversity, inclusion and belonging to address racism.Develop innovative recruitment and retention strategies to achieve increased workforce participation that is representative of our community, to include:<ul style="list-style-type: none">AboriginalCultural and linguistically diverse (CALD)LGBTIQ+DisabilityGender balance (for some professions)Mental healthOlder peopleDevelop strategies to support a culturally safe and respectful workforce.Align best practice and foster connection across our diversity programs and initiatives to promote our District as an employer of choice.Develop tailored support strategies to assist skilled overseas workforce to transition into the Australian workforce for suitably identified roles.
Our Aboriginal health workforce is valued and respected for their contribution in Closing the Gap	<ul style="list-style-type: none">Implement the SLHD Aboriginal Workforce Action Plan working towards 3.43% workforce participation with a further 3.43% representation across all salary bands.Continue to build on and embed the success of the Good Health Great Jobs strategy now and into the future.
We have a balance of women in senior leadership roles	<ul style="list-style-type: none">Achieve at least 50% representation of women in senior leadership roles.
Our CALD workforce and staff with disabilities are supported to ensure they can do their best work	<ul style="list-style-type: none">Implement the SLHD Disability and Inclusion Action Plan working towards 5.6% workforce representation.Continue to develop partnerships with disability support organisations that will lead to improved recruitment and long term employment outcomes for people with a disability.
We have a range of employment strategies to attract and retain New South Wales veterans and refugees	<ul style="list-style-type: none">Explore and develop opportunities in our District for New South Wales veterans to recommence meaningful employment that values the skills and embraces the experiences gained from military services.Develop and implement employment strategies in our District to place refugees into meaningful and productive work.
Improve awareness and support for employees who are carers in our workforce	<ul style="list-style-type: none">Implement strategies from the Carers (Recognition) Act, 2020 that support a carers workforce.Develop and implement a plan to achieve Level 3 carer and employer accreditation, building on current Level 2 accreditation.

Enabling plans	
<ul style="list-style-type: none">NSW Health Workforce Plan 2022-2032NSW LGBTIQ+ Health Strategy 2022-2027NSW Health Diversity, Inclusion and Belonging GuidelineNSW Veterans Strategy 2021-2024Elevating the Human Experience – Our guide to action for patient, family, carer, volunteer and caregiver experiencesSLHD Strategic Plan 2018-2023	<ul style="list-style-type: none">SLHD CALD Health Strategic Plan 2022-2026SLHD Disability Inclusion Action Plan 2021 - 2025SLHD Aboriginal Workforce Action Plan 2023 - 2028SLHD Aboriginal Health Strategic Plan 2018 - 2022NSW Carer (Recognition) Act 2010 – Implementation Guidelines for Public Sector Organisations, July 2022NSW Health Recognition and Support for Carers Key Directions 2018 - 2020

Strategic Priority 5

Unlocking our full potential – keeping our staff healthy and well

Outcome	How will we get there?
We cultivate and encourage a healthy and safe workplace for all	<ul style="list-style-type: none">• Develop and implement a holistic District-wide wellbeing strategy enabling our staff to reach their full potential and thrive.• Promote and support flexible employment opportunities and practices, enabling a responsive and adaptable workforce.• Invest and expand District-wide wellbeing programs and activities for our workforce to promote a safe, supportive and healthy work environment.• Grow management capability in supporting and championing staff wellbeing.• Promote safe, respectful workplaces through campaigns about expected workplace behaviours and values.• Strengthen current processes for grievance management to address workplace complaints, bullying, harassment, and discrimination.
Employee wellbeing is central to everything we do	<ul style="list-style-type: none">• Support workforce safety and wellbeing through education, lifestyle, social and support programs.• Develop and implement wellbeing strategies to support vulnerable workforces e.g. floods, hardship, family issues, domestic violence.• Implement a wellbeing leadership program to ensure leaders have the skills to support resilience in the workplace.• Promote strategies that recognise and support staff who have carer responsibilities.• Promote the importance of good mental health to reduce the burden of mental illness in our workforce.
We encourage our staff to access accrued leave ensuring a rested and healthy workforce	<ul style="list-style-type: none">• Ensure staff have reliable and fulfilling access to recreational leave, reinforcing a well-minded and effective workforce.• Support managers with new and innovative tools that assist in contemporary workforce planning and design.• Develop healthy teams through the effective management of leave and rostering best practices.
Enabling plans <ul style="list-style-type: none">• NSW Health Workforce Plan 2022-2032• SLHD Strategic Plan 2018-2023• SLHD Rostering Best Practice, Policy Compliance Procedure, July 2018	

Implementation and realising success

This strategic plan provides a framework that unites a broad range of objectives, opportunities and pathways for effective workplace planning across Sydney Local Health District (the District). As with any strategy, the implementation pathway will be critical.

The strategies within the plan offer a clear pathway to realise our vision and priorities for the future health workforce.

As we proceed with implementation, we will maintain the same consultative and collaborative approach that was considered with the development of the plan. We will also retain our clear focus on consolidation, innovation, and improvement as we work to build the health workforce for the future in the District.

We will establish governance and review mechanisms to guide implementation and ensure that our strategies continue to represent responsive, best practice solutions in emerging contexts. This will include the ongoing development and refinement of specific implementation plans and approaches that can evolve and respond to the changing nature of health service delivery in New South Wales.

We will monitor our progress in relation to the commitments that we have articulated and examine our success in line with the outcomes proposed in the plan.

Strategic outcomes and successful delivery of this strategy means:

1. Our workforce is efficient, effective, and high-performing and our patients value being at the centre of everything we do
2. We attract the best people, and our employment processes are flexible and fit for purpose

We will... retain our clear focus on consolidation, innovation, and improvement as we work to build the health workforce for the future in the District

3. We have the right people, with the right skills, in the right place, at the right time
4. We understand what we need in our workforce and invest in it to build a strong health workforce for the future
5. Our leaders are enablers who coach and develop their teams to be resilient and adaptable
6. We have the right technology, digital leadership, and capabilities to provide a sustainable health system that delivers outcomes that matter most to patients and our community, is personalised, invests in wellness, and is digitally enabled

The District is committed to implementing this plan and recognises the great opportunities ahead to empower and build a strong future health workforce for our patients and our community.

References

1. NSW Carer (Recognition) Action 2010 – Implementation Guidelines for NSW Public Sector Organisations, July 2022

2. NSW Health Recognition and Support for Carers Key Directions 2018 - 2020

3. NSW Health Diversity, Inclusion and Belonging Guideline

4. NSW Health Rostering Resource Manual - Version 2.1

5. NSW Health, Allied Health Workforce Macro Trends Report, May 2022

6. NSW Health, Elevating the Human Experience – Our guide to action for patient, family, carer and caregiver experiences, 2021

7. NSW Health, Future Health – Guiding the next decade of care in NSW 2022-2032, May 2022

8. NSW Health, Health Professionals Workforce Plan, 2012 – 2022, revised 2015

9. NSW Health, NSW Health Talent Strategy 2021 – 2031

10. NSW Health, NSW LGBTIQ+ Health Strategy – For people of diverse sexualities and genders, and intersex people, to achieve health outcomes that matter to them, 2022 – 2027

11. NSW Health, NSW Virtual Care Strategy – Connecting patients to care, 2021 – 2026, February 2022

12. NSW Health, Workforce Plan 2022 – 2032

13. NSW Health, Workforce Planning Framework – Achieving a “Fit for Purpose” workforce now and the future, September 2020

14. NSW Veterans Strategy, 2021 – 2024

15. Public Service Commission, Strategic Workforce Planning Framework –Government Sector, February 2019

16. Sydney Local Health District Aboriginal Health Strategic Plan, 2018 – 2022

17. Sydney Local Health District Aboriginal Workforce Action Plan, 2023 – 2028

18. Sydney Local Health District Digital Health Strategy 2022-2027

19. Sydney Local Health District Rostering Best Practice – Policy Compliance Procedure, July 2018

20. Sydney Local Health District Culturally and Linguistically Diverse Health Strategic Plan, 2022 – 2026

21. Sydney Local Health District, Staff Engagement Report – Workforce Strategic Plan and Sydney Education Strategic Plan, April 2021

22. Sydney Local Health District Strategic Plan, 2018 – 2023

23. Sydney Local Health District Sydney Education Strategic Plan, 2023 – 2028

24. Sydney Local Health District Workforce Strategic Plan 2016 - 2020

25. Sydney Local Health District Year in Review 2020 – 2021

