

Workforce Strategy 2024 – 2028



Focus Area 1: Best use of Resources (Efficiency)

- Enable existing resources to achieve optimal workforce efficiency, investing in robust workforce planning to identify the ideal workforce composition for the future
- Establish a strong, skilled and balanced workforce to enable service delivery
- Enable all roles to work at top of scope and invest in advance practice roles to deliver care to our community



Focus Area 3: Transforming leadership and development

- Empower leaders, invest in First Nations leaders, and optimise capability to lead diverse, intergenerational teams in demanding, high-change environments
- Invest in education and research, through partnerships across the system, to drive professional fulfilment for our workforce
- Develop both the professional and interpersonal capabilities of the workforce to successfully engage with each other and our community in an evolving health landscape



Focus Area 2: A secure, sustainable talent pipeline

- Embed alternative pipelines of talent, innovative workforce models and invest in our First Nations workforce to secure our pipeline and improve outcomes
- Optimise education partnerships to ensure a work-ready graduate workforce
- Establish a competitive EVP and transform the candidate experience to attract and retain the best and brightest



Focus Area 4: A culture built on inclusion and wellbeing

- Create a safe and healthy environment through proactive, life-cycle approaches to psychosocial wellbeing
- Change the way we work to enable flexible work for current and future generations and be a system leader
- Create a truly inclusive workplace to enhance and promote diversity and improve connectedness for everyone

Measures of Success

Success will be measured using the following indicators:

- Increase in the right workforce (numbers, composition and skill-mix) and a reduction in time-to-hire and time-to-fill KPIs.
- Increase in employee reported satisfaction and engagement
- Increased proportion of Aboriginal and Torres Strait Islander staff.
- Reduced turnover and increased reported capability across leadership positions.

Managing Risk

Achieving this Strategy requires managing the risks that impact both the experiences of people at work and our ability to deliver excellent care. Workforce risks include:

- **Workforce supply:** we need to identify workforce supply avenues in order to continue to provide care to our growing community.
- **Culture:** we must prioritise organisational culture and create a safe, inclusive workplace where people are engaged, productive and committed to provide the best experience for each other and our community.
- **Leadership:** we must grow leadership practice and capability to ensure the future direction of the organisation can be achieved.
- **Skills:** we need to identify and fill skill shortages which could impact the ability to deliver safe, quality care.
- **Technological disruption:** we need to drive a technological adoption culture that plans for and invests in skills to navigate new technology that supports growth and service delivery.

