



Health
Northern NSW
Local Health District



Strategic Workforce Plan 2019 – 2024



A healthy workforce supporting a healthy community



NNSW LHD

Strategic Workforce Plan 2019 – 2024

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**1. Creating
a Positive
Workplace
Culture**



**2. Building
Workforce
Capacity
and Enhancing
Capabilities**



**3. Enhancing
Internal
Processes**



**4. Imagining
the Future**

Image by Brett Payne



Health
Northern NSW
Local Health District

A healthy workforce supporting a healthy community



Wayne Jones

Chief Executive

Executive Summary

Northern NSW Local Health District (NNSW LHD) is a complex and continuously changing health organisation, serving a diverse community, across a significant geographical footprint. Our workforce is tasked with supporting our community to achieve positive healthcare outcomes, while navigating the many challenges of the contemporary health environment. The NNSW LHD Strategic Workforce Plan 2019 - 2024 has been developed to lay the foundations for achieving our workforce vision of creating a healthy workforce supporting a healthy community.

The NNSW LHD Strategic Workforce Plan 2019 – 2024 aligns to and builds on the directions set by the NNSW LHD Strategic Plan 2019 – 2024 (Northern NSW Local Health District, 2019) and the NSW Health, Health Professionals Workforce Plan 2012 – 2022 (NSW Ministry of Health, 2015). The planning consultation process captured feedback from frontline clinicians and management from across the organisation. The consultation feedback was collated into key themes from which the workforce strategies were developed, drawing links to overarching documents where possible. The strategic workforce priorities are:

- 1. Creating a Positive Workplace Culture**
- 2. Building Workforce Capacity and Enhancing Capabilities**
- 3. Enhancing Internal Processes**
- 4. Imagining the Future**

Implementation timelines for each priority area have been developed to guide progress over the next five years. The NNSW LHD Executive Leadership Team will be the governing authority responsible for overseeing the implementation and application of the Strategic Workforce Plan. It is intended that operational workforce action plans be developed by Sites/Services/Directorates, that align with the strategic workforce priorities.



Image by Brett Payne





Introduction

NNSW LHD serves the people of the NSW North Coast in the provision of exceptional healthcare. The greatest asset of NNSW LHD is its highly skilled and dedicated workforce who are a part of, and share a deep connection to the community.

To ensure our workforce is able to meet the needs of the growing population and the changing health environment, NNSW LHD will ensure its workforce is supported and strengthened.

Workforce planning is a systematic process that identifies workforce opportunities and develops strategies that align with anticipated future human resource needs to promote achievement of the organisational objectives.

NNSW LHD Strategic Plan 2019-2024 (Northern NSW Local Health District, 2019) sets the overarching strategic priorities and provides organisational direction and context. The NNSW LHD Strategic Workforce Plan sets the scene in terms of current workforce characteristics, local, State and National drivers and challenges. It describes priority focus areas and outlines plans to address future workforce needs.

Development of the Strategic Workforce Plan and supporting framework includes comprehensive workforce data collation and analysis, an extensive consultation process and review of relevant State and LHD level documents.

It is intended that the Plan be used as a tool to inform and guide operational workforce planning under the identified priority areas to support the achievement of future service needs.

Scope

The NNSW LHD Strategic Workforce Plan identifies strategies for the NNSW LHD workforce over a five-year period from 2019 to 2024. The scope of the Plan includes all paid employees across all employment categories. It is intended that the Plan is reviewed and updated periodically to ensure it continues to reflect the organisation's workforce needs.

The Strategic Workforce Plan, while aligning with the strategic priorities of the organisation, describes the higher level strategies required to attract, support and sustain the NNSW LHD workforce.

Responsibility for undertaking detailed operational workforce planning, including the action plan development, will be devolved to Directorate level.

Community Profile

NNSW LHD serves a population of 301,600 residents, distributed across the Ballina, Byron, Clarence Valley, Kyogle, Lismore, Richmond Valley, Tweed and Urbenville (part of Tenterfield) Local Government Areas. Our community consists of:



54,220
children



16,056 Aboriginal
and Torres Strait
Islander people



18,050 adults
aged over 80



29% single
person
households



6.3 million
domestic and
international
visitors come to
this region



Residents
have a higher
potentially
avoidable death
rate compared
to the NSW average



Residents have
a lower life
expectancy
compared to
the NSW
average



Residents are
some of the
most disadvantaged
in NSW in terms
of socioeconomic
indicators

NNSW LHD Overview



VISION

The strategic vision of NNSW LHD is to achieve a healthy community through quality care.



PURPOSE

The NNSW LHD Strategic priorities are critical enablers to achieve the organisation's purpose of 'working together to deliver quality health outcomes across our communities'.



VALUES

The CORE values of Collaboration, Openness, Respect and Empowerment are the foundation on which the services of NNSW LHD are built and underpins the relationships with our patients, carers, the wider community and service partners.



Workforce Profile

The Workforce data collated to make up the workforce profile is based on 2018/2019 Financial Year (FY) figures.



NNSW LHD has a total headcount of 6439 employees



33% of our workforce is over 54 years of age and 22% is under 35 years of age



8 Hospitals, 4 MPS's, 4 Mental Health Inpatient Units, 1 D&A Detox Unit



NNSW LHD has 153 employees that identify as either Aboriginal or Torres Strait Islander



Women make up 75.4% of total workforce



81 employees identify as having a disability



20 Community Health Centres & 2 HealthOnes



There were 950 employee separations during 18/19 FY



955 recruitments and 524 EOIs were processed in the 18/19 FY



304 employees are from racially diverse backgrounds

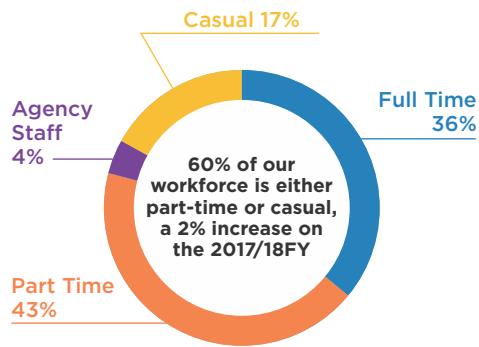


Employee Separations

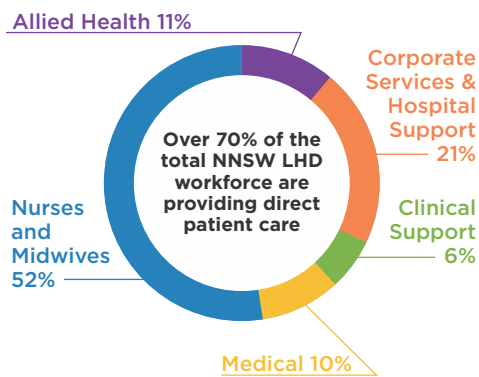
950 employees left NNSW LHD in the 2018/19FY, 135 of which were resignations. To aide future workforce planning, it will be important to understand the reasons our employees are leaving. The new LHD Exit Interview process may provide this information in future.

Of the 950 separations during the 2018/19FY, 275 were Nurses or Midwives, a 12% reduction to the prior FY and 465 were Medical Officers, a 17% increase to the prior FY. Of the 465 Medical Officers recorded, 377 related to Agency Doctor separations.

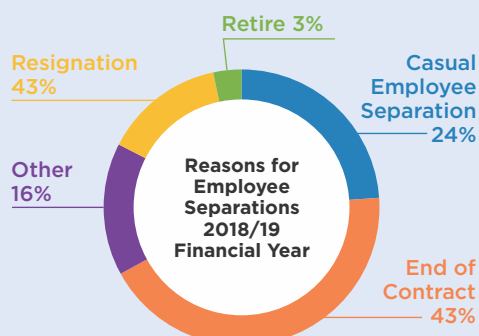
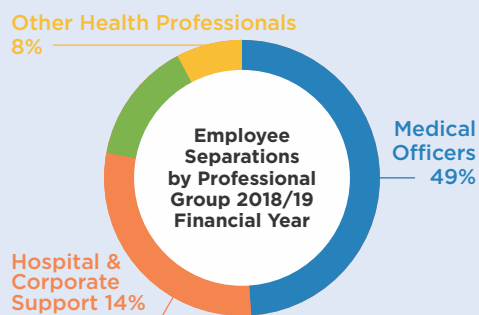
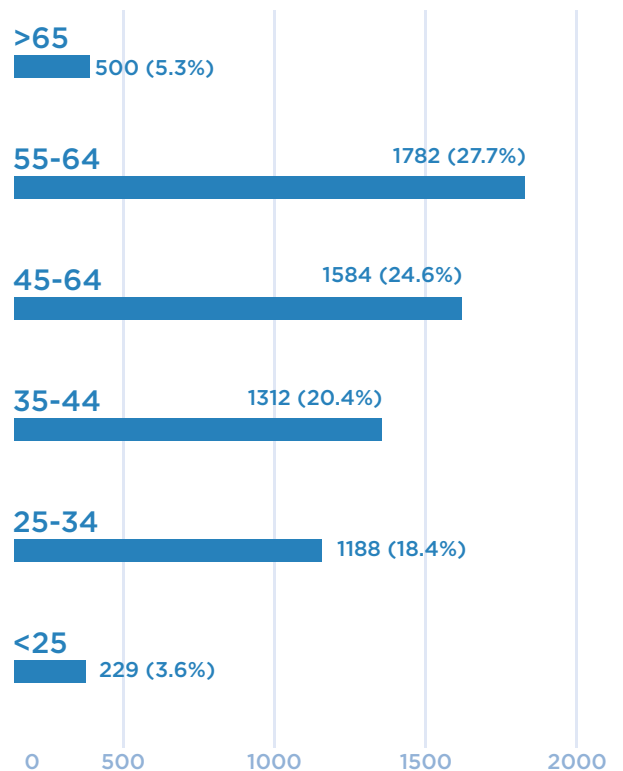
EMPLOYMENT STATUS



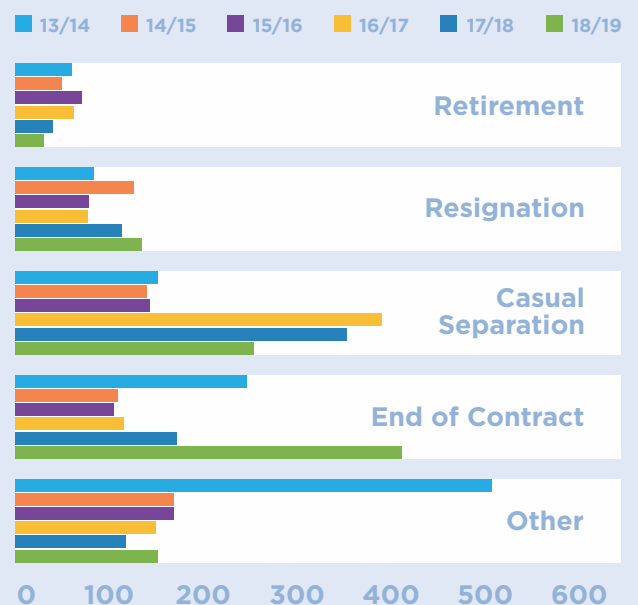
PROFESSIONAL DISTRIBUTION



AGE DISTRIBUTION



EMPLOYEE SEPARATIONS BY FINANCIAL YEAR



Planning Process

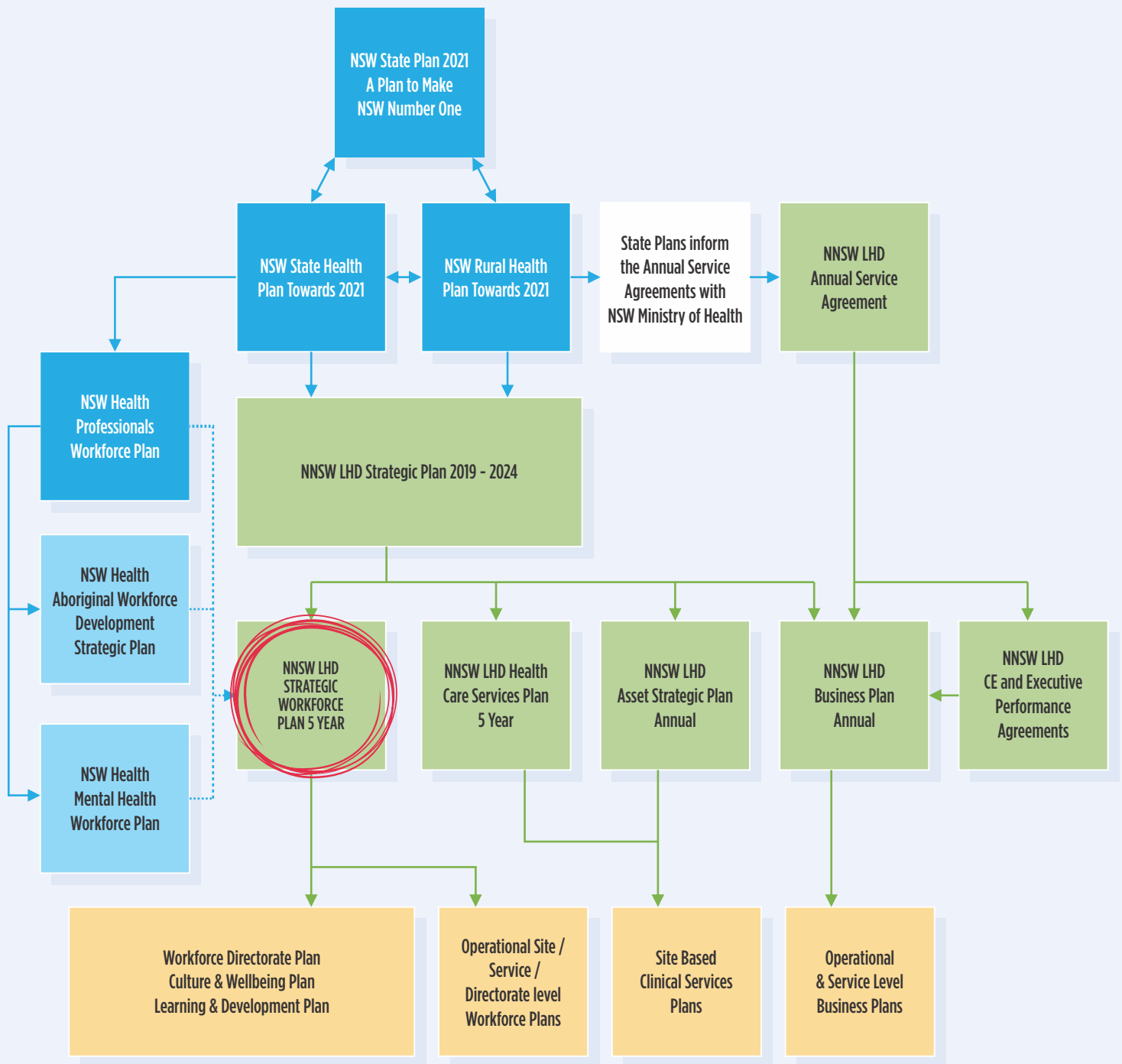
Developing the NNSW LHD Strategic Workforce Plan included review of a number of relevant State, District and Service level planning documents to ensure strategy alignment was achieved. The Plans reviewed included:

- NSW State Health Plan: Towards 2021 (NSW Ministry of Health, 2014)
- NSW Rural Health Plan: Towards 2021 (NSW Ministry of Health, 2014)
- NSW Health Strategic Priorities 2019-2020 (NSW Ministry of Health, 2019)
- NSW Health Professionals Workforce Plan 2012-2022 (NSW Ministry of Health, 2015)
- NSW Mental Health Workforce Plan 2018-2022 (NSW Ministry of Health, 2018)
- NNSW LHD Strategic Plan 2019-2024 (Northern NSW Local Health District, 2019)
- NNSW LHD Aboriginal and Torres Strait Islander Workforce Plan 2016-2020 (Northern NSW Local Health District, Revised February 2019)
- NNSW LHD Nursing & Midwifery Services Strategic Priorities 2018-2023 (Northern NSW Local Health District, 2018)
- Clarence Valley (Grafton) Health Services Plan 2016-2026 (Northern NSW Local Health District, November 2015)
- Tweed Valley Hospital Development Strategic Workforce Plan (Northern NSW Local Health District, April 2019)
- Richmond Clarence Medical Workforce Plan 2019-2026 (Northern NSW Local Health District, 2019)
- North Coast Primary Health Network General Population Needs Assessment (North Coast Primary Health Network, 2018)



Planning Process Relationships

This diagram is a visual representation of where the NNSW LHD Strategic Workforce Plan sits in relation to the other levels of planning undertaken at a State, District and Site/Service level and where the relevant documents are linked.



Workforce Challenges

The consultation process identified a range of workforce challenges to be addressed in the short, medium and long term that will strengthen and position our workforce to meet the community's healthcare needs into the future.



Capital and service development

A number of capital developments are underway or being planned across NNSW LHD, which will have a range of workforce implications including staffing numbers and composition.



Community demographics

Demographic data projections indicate growth in numbers of both children and older people in the Tweed and Clarence Valleys. This will result in significant workforce demands in the specialties of paediatrics, child and family, palliative care, geriatrics, rehabilitation and chronic disease.



Changing models of care

Ensuring that our workforce is appropriately prepared and skilled to deliver care to the community in out of hospital settings with growth in home-based integrated care models.



Technology advances

With rapid technology advances in health care applications, interventions and treatments, and equipment, our workforce will need to be well positioned to adapt and respond, as well as maximise the potential benefits of these changes.



Diversity and inclusion

Improving access and creating a culturally safe workplace is a key consideration in achieving and sustaining a diverse and inclusive workforce and will enable our organisation to reflect the community it serves.



Competition for talent

Proximity to the Queensland border, different Awards and pay rates and regionality will continue to create competition for skilled workforce, this includes Medical, Nursing and Midwifery and Allied Health.



Fiscal pressure

Health services operate in an environment of increasing pressure to meet growing service demands and increase efficiency with constrained financial resources.



Ageing workforce

Recruitment as the workforce retires, or transitions to part-time employment, fitness of the workforce to undertake its role, changes to the workplace to enable older workers to continue in employment.

Workforce Opportunities

In addition to the workforce related challenges faced by the District, development of the Strategic Workforce Plan must consider opportunities to attract and retain a skilled workforce such as:



Geographical
location



Travel



Diversity



Links with
universities



New capital
developments



Consultations

The consultation process was a collaborative approach between the Planning and Performance Unit and Workforce Directorate to develop both the NNSW LHD Health Services Plan and NNSW LHD Strategic Workforce Plan.

The consultations included input from a range of clinical service and stakeholder groups outlining current service challenges, future priorities and models of care, technology considerations and workforce implications. Consultation participants represented both clinical and non-clinical professions and included employees and managers from many frontline services.

The groups engaged in the consultation process include:

- Aboriginal Health
- BreastScreen NSW
- Cancer Care Services
- Child and Family Services
- Community and Allied Health Services
- District Finance
- District Workforce
- Emergency Services
- Health Promotion
- Information, Communications and Technology Services
- Intensive Care Services
- Maternity Services
- Medical Administration
- Nursing and Midwifery Services, Site based and District representatives
- Mental Health
- Palliative Care Services
- Population Health
- Radiology Services
- Rehabilitation Services
- Renal Services
- Site based Executive teams
- Surgical Services

Engagement with external partners

- NSW Ministry of Health
- North Coast Primary Health Network
- Southern Cross University
- North Coast TAFE
- Serco, Clarence Correctional Centre



Strategic Framework

VISION



A healthy workforce supporting a healthy community.

PURPOSE



Working together to attract, lead, develop and empower our workforce to provide quality services to our diverse community.

CORE VALUES



Collaboration

We are committed to working together to achieve best practice outcomes to serve our community.



Openness

We are open in our communication and encourage feedback to help us provide better services.



Respect

We respect and value the knowledge, ideas, differences, skills and abilities of our employees.



Empowerment

We empower our employees with training, education, consultation and by supporting emerging leaders.

STRATEGIC PRIORITIES



Creating a Positive Workplace Culture

- Culture Framework
- Grievance management
- Flexible work practices
- Psychological Wellbeing
- Diversity and Inclusion
- Communication and feedback



Building Workforce Capacity and Enhancing Capabilities

- Capability Framework
- Attraction and Recruitment of skilled talent
- Professional development
- Learning & Development
- Career pathways
- Growing Aboriginal Workforce



Enhancing Internal Processes

- Workforce Planning Framework
- Enhance Workforce reporting
- Rostering best practice
- Timely recruitment
- Align budget to workforce needs
- Explore redesign opportunities



Imagining the Future

- Telehealth Framework
- eHealth Strategy
- Strengthen partnerships
- Explore new models of care
- Explore clinical network opportunities
- Support research and innovation



1. Creating a Positive Workplace Culture

A positive workplace culture exemplifies the NSW Health CORE values of Collaboration, Openness, Respect and Empowerment and links directly to improved health outcomes and performance. Prioritising culture and employee wellbeing will be a key success factor in achieving an engaged, healthy, satisfied and sustainable workforce.

STRATEGIES

TIMELINE

1.1

The principles of the NSW Health Culture Framework should be used to inform and guide the development of a NNSW LHD Culture Framework and Plan. Transforming our organisational culture will require development of strategies that capture the key themes of person centred care, employee engagement, inter-professional communication, valuing our people, fostering innovation, developing and supporting our leaders, creating a safe place to work and a culture of continuous improvement and learning.

1.2

Foster the growth of an inclusive workforce that reflects our diverse community through development of an endorsed NNSW LHD Disability Inclusion Action Plan 2019 – 2023 (Northern NSW Local Health District, 2019).

1.3

To actively support the growth and retention of Aboriginal and Torres Strait Islander workforce into a culturally safe and appropriate workplace, strategies of the NNSW LHD Aboriginal and Torres Strait Islander Workforce Plan 2016–2020 (Northern NSW Local Health District, Revised February 2019) will be fully implemented as a priority.

YEAR 1

- Finalise the development of the Culture Plan, articulate key milestones and governance processes and commence implementation.
- Finalise the development of the Disability and Inclusion Action Plan, develop key milestones and governance processes and commence implementation.
- Continue to progress the implementation of the Aboriginal and Torres Strait Islander Workforce Plan.
- Undertake a gap analysis at an operational level to determine current compliance with the JMO Wellbeing and Support Plan and develop a standardised approach to implementation across the LHD.
- Undertake a review of current status of the Flexible Work Practice policy implementation and develop a plan to address identified gaps.
- Review compliance with the Resolving Workplace Grievance Policy Directive and develop an information and education package to support managers in how to apply the policy and a process for ongoing compliance monitoring.
- Development of a Safety and Quality Account by the Clinical Governance Unit.



1.4

Support and nurture the health and wellbeing of junior doctors by implementing and embedding initiatives outlined in documents such as the NSW Health JMO Wellbeing and Support Plan (NSW Ministry of Health, 2017).

1.5

Implement the principles of the NSW Public Service Commission, Make Flexibility Count Strategic Framework for the NSW Government Sector (NSW Public Service Commission, 2019) and the Flexible Working Change Management Guides to promote achievement of work-life balance and enhance job satisfaction.

1.6

NNSW LHD grievance management processes are compliant with and reflect NSW Health PD2016_046 Resolving Workplace Grievances (NSW Ministry of Health, 2016) to promote growth of positive workplace relationships.

1.7

Other components of the District's planning and organisational structure add to the positive workplace culture. These include the monitoring and evaluating a culture of safety and quality improvement that meet the requirements of the National Safety and Quality Health Services Standards.

YEARS 2 & 3

- Continue to progress implementation of the Culture Plan and monitor via People Matter Employee Survey (PMES) results.
- Continue to progress implementation of the Disability and Inclusion Action Plan and monitor.
- Finalise the implementation of the JMO Wellbeing and Support Plan.
- Implement identified strategies to address gaps in rolling out the Flexible Work Practice Policy.
- Continue roll out of the Resolving Workplace Grievance Policy education and continue to support managers in the application of the Policy.

YEARS 4 & 5

- Finalise the implementation of the Culture Plan and evaluate current progress against strategies and review strategies for the next planning cycle aligning with PMES feedback.
- Finalise the Disability and Inclusion Action Plan implementation and evaluate effectiveness.
- Undertake an audit process to ensure continued compliance with JMO Wellbeing and Support Plan.
- Evaluate and reinforce the Flexible Work Practices principles and processes.
- Evaluate compliance with Resolving Workplace Grievance Policy through audit processes.



2. Building Workforce Capacity and Enhancing Capabilities

NNSW LHD is committed to being recognised as an employer of choice and as a learning organisation, that attracts and retains the most skilled talent. Transformation will also require investment in our workforce that develops our existing employees to reach their full potential through ongoing development opportunities that are underpinned by robust career pathways across all clinical and non-clinical employee groups.

STRATEGIES

TIMELINE

2.1

To enhance the skills and capacity of our workforce to deliver high quality services into the future, consideration should be given to the development and implementation of a NNSW LHD Learning and Development Framework and Plan. This Plan will align with the principles of the Health Education and Training Institute 2020 Strategic Framework, the education and training requirements of the Northern NSW Local Health District Service Agreement and the National Safety and Quality Health Services Standards.

2.2

To develop and implement a NNSW LHD Capability Framework that aligns with the NSW Public Service Commission Capability Framework including the development of consistent position descriptions, that support performance management, and career planning and development.

2.3

To strengthen and enhance Nursing and Midwifery workforce capabilities, the workforce related strategies of the NNSW Nursing and Midwifery Services Strategic Priorities Action Plan 2018-2023 should be fully realised and support ongoing service level workforce planning activities.

YEAR 1

- Develop the Learning and Development Framework and Plan, including key milestones and governance processes and commence implementation.
- Develop the Capability Framework, including key milestones and implementation plan.
- Continue implementing the Nursing and Midwifery Workforce Action Plan.
- Support the uptake of HETI Leadership courses across the LHD through development of an annual plan.
- Support the implementation of the strategies identified in the Research Strategic Plan.
- Develop a marketing strategy and plan for the LHD.



2.4

To build and strengthen leadership capability across all employee groups utilising the Health Education and Training Institute's Leadership and Management Development Pathway.

2.5

To ensure that our site, service and departmental structures support workforce sustainability and professional development for all employees.

2.6

To develop a targeted innovative marketing strategy in consultation with the NNSW LHD Media Unit, that will assist in attracting high quality applicants, for hard to fill specialist vacancies.

2.7

To support the implementation of strategies identified in the NNSW LHD Research Strategic Plan 2019-2024. To build the research skills and capabilities of our workforce, create opportunities for career development, and enrich relationships with educational agencies, healthcare partners and our patients.

YEARS 2 & 3

- Continue to progress the implementation of the Learning and Development Plan, undertaking regular monitoring and evaluation.
- Finalise development of the Capability Framework and commence implementation, including periodic monitoring and evaluation.
- Continue implementing the Nursing and Midwifery Workforce Action Plan with periodic reviews of progress and implementation barriers.
- Continue to support the implementation of workforce strategies identified in the Research Strategic Plan.

YEARS 4 & 5

- Consider development of a formal mapping process to articulate clear career pathways within individual professions, for instance, that will be applied and matched to service structures during redesign or restructure processes.
- Finalise the implementation of the Learning and Development Plan and undertake a review and evaluation to determine current status of priorities in preparation for the next planning cycle.
- Finalise the implementation of the Capability Framework and embed changes into routine practice providing education and relevant procedures to support managers to apply the changes.
- Review and evaluate the Nursing and Midwifery Workforce Action Plan to determine the current status of priorities in preparation for the next planning cycle.
- Review and evaluate the Research Strategic Priorities to determine current status of priorities in preparation for the next planning cycle.



3. Enhancing Internal Processes

The internal structures, systems and processes used by an organisation are designed to support quality service provision and play a significant role in achieving optimal performance and workforce productivity. In order to achieve excellence, NNSW LHD must adopt approaches that are consistent, streamlined and evidence based to support our workforce to reach its full potential.

STRATEGIES

TIMELINE

3.1

To ensure NNSW LHD is prepared to respond to future workforce changes and aligning workforce strategies to organisational goals, consideration should be given to investment in longer term Strategic Workforce Planning aligning with the Public Service Commission, Strategic Workforce Planning Framework.

3.2

Develop and implement detailed Site/Service/Directorate level Operational Workforce Plans to define the specific actions that will be applied to achieve a sustainable workforce.

3.3

Adopt a proactive approach to matching annual budget processes with workforce priorities.

YEAR 1

- Consider investment in Workforce Planning as a longer term resource to aid operational workforce planning, aligning with the strategies of the Health Professionals Workforce Plan.
- Ensure a process is developed whereby workforce priorities are considered during annual budget processes.
- Commence the development of service level Operational Workforce Plans that identify key milestones, governance process and implementation plans.
- Continue to develop the workforce data reporting, aligning with the implementation of state level tool.
- Consider undertaking a review of existing medical support functions to scope the viability of redesigning existing resources into a centralised unit to compliment the EDMS role.
- Undertake a review process within the Workforce Directorate to identify opportunities to improve and streamline workforce systems, developing clear strategies to achieve improved performance and commence implementation.



3.4

Work collaboratively with stakeholders to build workforce reporting and data analysis capabilities to ensure data is presented in a meaningful format, is timely, accurate and accessible and meets the needs of the NNSW LHD Board, Executive Leadership Team, NSW Ministry of Health Service and Performance agreements.

3.5

Embed the Executive Director Medical Services (EDMS) role into the NNSW LHD Executive Structure and explore opportunities to redesign existing medical support functions of recruitment and learning and development into a centralised and standardised model.

3.6

Streamline and standardise workforce policies, procedures and systems, including best practice rostering, recruitment processes, safety and injury management, performance and grievance management.

YEARS 2 & 3

- Continue implementing service level Operational Workforce Plans, undertaking regular progress monitoring.
- Embed revised workforce reporting format into routine practice and annual and monthly reporting cycles of the Executive and Board.
- Continue implementation of the strategies identified in the Workforce Directorate Plan including periodic progress monitoring.

YEARS 4 & 5

- Finalise implementation of service level Operational Workforce Plans and undertake a review and evaluation to determine current status of priorities in preparation for the next planning cycle.
- Review and evaluate the success of the revised workforce reporting to ensure reporting needs are met.
- Finalise implementation of the Workforce Directorate Plan and undertake a review and evaluation to determine current status of priorities in preparation for the next planning cycle.



4. Imagining the Future

The continuous evolution of the healthcare environment requires organisations to rethink traditional healthcare settings, communication mediums and the way human resources are applied. If NNSW LHD is to continue to be successful and respond to our community's future needs, its workforce will need to adapt to new ways of working, using new technologies and embrace a culture of innovation.

STRATEGIES

TIMELINE

4.1

Explore opportunities to expand Telehealth service capabilities in line with the NSW Health Telehealth Framework and Implementation Strategy 2016-2021 and the NNSW LHD Non-Urgent Clinical Telehealth Implementation Plan as a mechanism for sharing expertise, strengthen relationships with healthcare partners and improve access to services for rural communities.

4.2

Implement the workforce capability development strategies identified in the NNSW eHealth Strategy, to ensure our workforce is prepared to respond to future Information Communications and Technology developments.

4.3

Strengthening existing partnership arrangements and exploring new partnership opportunities with primary care services, such as General Practice, Residential Aged Care Facilities, North Coast Primary Health Network, Aboriginal Medical Services and Non-Government Organisations.

YEAR 1

- Finalise development and commence implementation of the NNSW LHD Non-Urgent Clinical Telehealth Implementation Plan articulating priorities, key milestones and governance processes.
- Continue implementation of the eHealth Strategy priorities, undertaking periodic progress monitoring.
- Continue to foster positive working relationships with external healthcare agencies and consider formalising partnership agreements where appropriate.
- Continue to foster collaborative relationships with education agencies to identify opportunities to strengthen and support continued workforce growth.
- Consider developing a formal change management process to support implementation of new models of care that can be applied to a range of clinical services.



4.4

Strengthen and enhance partnership arrangements with education providers, exploring new opportunities to grow our workforce and align curriculum development with emerging healthcare industry needs.

4.5

Support new models of care through workforce redesign opportunities.

YEARS 2 & 3

- Continue implementation of the NNSW LHD Non-Urgent Clinical Telehealth Implementation Plan priorities, undertaking periodic progress monitoring.
- Finalise implementation of the eHealth Strategy priorities and undertake a review to determine current status of priorities in preparation for the next planning cycle.

YEARS 4 & 5

- Finalise implementation of the NNSW LHD Non-Urgent Clinical Telehealth Implementation Plan and undertake a review and evaluation to assess the strategy status and identify emerging priority areas for consideration.

Appendix 1. Workforce Data Tables

2018/19 Financial Year

Professional Distribution

Professional Grouping	No. of Employees	% to Total
Allied Health	717	11.1%
Corporate Services & Hospital Support	1348	20.9%
Clinical Support	394	6.1%
Medical	606	9.4%
Nurses and Midwives	3374	52.4%
Total	6439	100.0%

Employment Status

Employment Type	No. of Employees	% to Total
Full Time	2309	36%
Part Time	2793	43%
Agency Staff	23	44%
Casual	1103	17%
Total	6439	100%

Disability Inclusion

Disability	No. of Employees	% to Total
No	5090	79%
Unknown	1268	20%
Yes	81	1%
Total	6439	100%

Age Distribution

Age Group	No. of Employees	% to Total
< 25	229	3.6%
25-34	1188	18.4%
35-44	1312	20.4%
45-54	1584	24.6%
55-64	1782	27.7%
>65	344	5.3%
Total	6439	100%



Employee Separation by Financial Year

F/Y	Retirement	Resignations	Total
13/14	38	85	1021
14/15	31	128	597
15/16	49	79	565
16/17	42	79	772
17/18	41	114	698
18/19	31	135	950

Reasons for Employee Separation 2018/19 Financial Year

Reasons	No. of Employees	% to Total
Casual employee separation	227	23.9%
End of contract	410	43.1%
Other	147	15.5%
Resignation	135	14.2%
Retire	31	3.3%
Total	950	100%

Employee Separations by Professional Group 2018/19 Financial Year

Professional Group	No. of Employees	% to Total
Medical Officers	465	48.9%
Nurses and Midwives	275	28.9%
Hospital and Corporate Support	136	14.3%
Other Health Professionals	74	7.8%
Total	950	100%

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