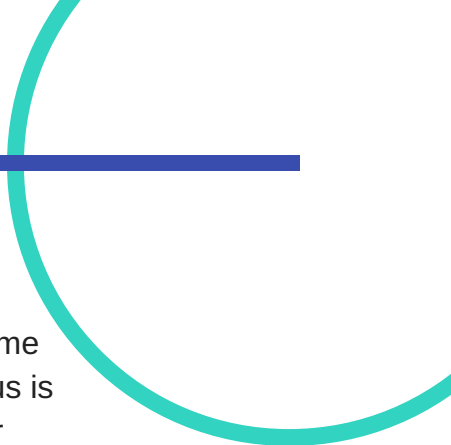# 7 WAYS TO STREGTHEN

workforce planning strategies in a changing healthcare environment
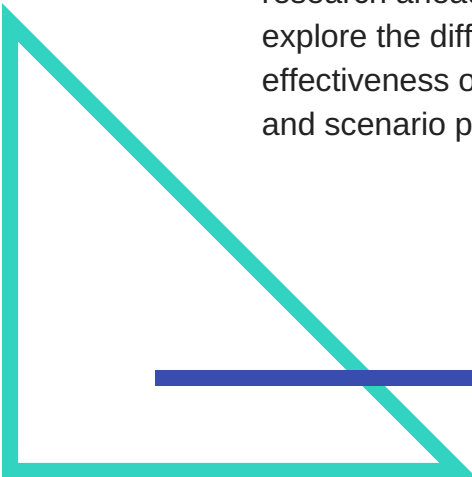
WORKFORCE PLANNING HEALTHCARE 2017

Workforce planning has been a critical focus for the Australian healthcare sector for some time now. But as demands on the current healthcare system continue to grow, this focus is going to become even more important to ensure a sustainable healthcare workforce for Australia now and in the future.

So what's driving change?

There is no doubt an ageing workforce and technological disruption are two of the major factors driving change in the industry. And while there are many measures being taken to improve workforce productivity, many services are still challenged with meeting increased demand for health services and long-term care.

In light of this, below are 7 key ways you can strengthen your workforce planning strategies in a changing healthcare environment. The below 7 steps have been compiled based on research ahead of the **11th Annual Workforce Planning for Healthcare Summit 2017** and explore the different areas healthcare organisations can focus on to maximise the effectiveness of staff through strategic workforce planning, understanding current capability and scenario planning for the future.

1. LINK WORKFORCE PLANNING WITH INNOVATION AND TRANSFORMATION

Workforce innovation and transformation are important, particularly when old ways of working just don't work anymore. But this type of workforce planning can be more challenging from a change management perspective.

The Victorian Department of Health and Human Services (DHHS) have been researching and developing methods to support workforce planners within health organisations to undertake workforce planning that facilitates workforce innovation and transformative change.

Part of the Victorian DHHS' approach is to draw on redesign, systems thinking, strategic foresight or futures thinking and design thinking, with the understanding of how to apply these methods into workforce planning.

Find out more about how the Victoriaan DHHS is linking workforce planning with innovation and transformation **here**
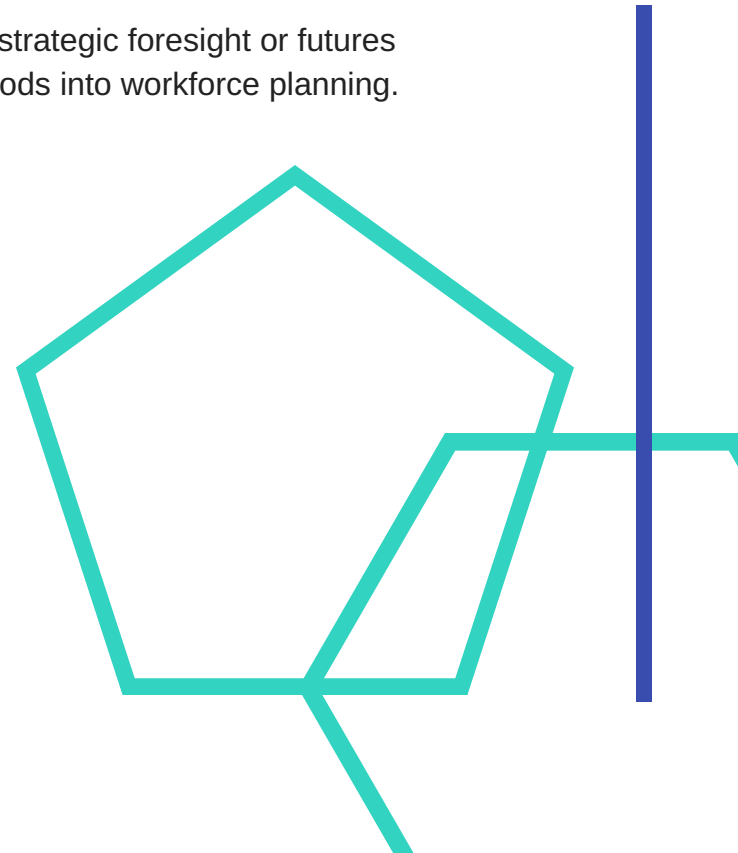
2. IMPLEMENT WELLBEING PROGRAMS

A growing number of organisations are shifting focus to wellbeing initiatives to tackle elements such as the workforce's emotional and mental health, social connectivity, financial education, sense of fulfillment on the job, and many other aspects.

Workplace health and wellbeing programs not only have a positive impact on your employees' wellness, they can also lead to a significant increase in your team's engagement, cohesiveness and overall productivity.

Over the past year, the Peter MacCallum Cancer Centre has been developing personal, professional and educational wellbeing programs to boost the resilience and retention of all staff and workforces at the centre.

Find out more about how they are utilising new technology – such as an app – to ensure staff wellbeing and track staff engagement and retention **here**.

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HEALTHCARE
2017

3. UNDERSTAND CHANGING WORKFORCE DEMONGRAPHICS TO MANAGE CAPABILITY GAPS

It's no secret that a high proportion of Australia's healthcare workforce is ageing. Over the next 10-15 years, there is the potential to lose as high as 20% of the workforce in any given area due to retirement eligibility of the ageing workforce.

This is a challenge that Mercy Hospitals Victoria understand all too well. In 2015, 35 per cent of its nursing and midwifery workforce was over 50 years of age and 13 per cent were over the age of 60. With sick leave rates of this demographic more than 10 per cent, the level of unplanned leave greatly impacted on the organisation's ability to roster adequate numbers of nurses and midwives.

In response, Mercy Hospitals implemented a program to help transition older workers into retirement, including workshops focused on retirement transition, encouraging older workers to collaborate with their managers and helping managers understand the expectations of workers transitioning into retirement across the business.

Find out more about Mercy Health's program and how through valuing end-career workforces, you can better manage your capability gaps **here.**

4. IT'S ALL ABOUT WORKFORCE DATA

Translating a people strategy into business language has become a key ingredient for effective workforce planning in healthcare. At Calvary Public Hospital Bruce (CPHB), the organisation has been on a journey to extract data in people and financial systems in a way that could assist in taking steps further into the future workforce.

The organisation has harnessed a different way of thinking, particularly when it comes to behaviours and attitudes of their future workforce.

Learn more about CPHB's workforce planning project and how they are utilising workforce data to profile workforce behaviours and attitudes to acquire the right team, **here.**

5. MEASURE CLINICAL TRAINING NEEDS

While it is clear that data can provide evidence for strategic decision making and increase the development of your workforce, many organisations are still challenged with its processes.

Drawing on the who, the what, the reasons behind data analysis and how to effectively collect it is critical to help enrich your future workforce and influence data driven decision making for your future workforce clinical needs.

At the **11th Annual Workforce Planning for Healthcare Summit 2017**, Chirag Padalia Director, Workforce Strategy & Analytics at Aurora Health Care (USA) will be leading an interactive workshop which will take you through a detailed, step-by-step roadmap for leveraging metrics and analytics. Find out more **here.**

6. COLLABORATE

With cost constraints on FTE and minimal resources to up-skill and train staff, localised planning and collaboration can help collectively build a successful future healthcare workforce.

Over the last 12 months, The NSW Ministry of Health has developed a strategic focus on localised planning. This involves the engagement and collaboration of the state's local health districts to think more strategically about their future workforce.

Find out more about what's involved with localised planning and how it can influence systems to move forward 'beyond tomorrow' at the **11th Annual Workforce Planning for Healthcare Summit 2017.**

7. ALIGN YOUR WORKFORCE PLANNING STRATEGY WITH CHANGING SERVICE NEEDS

With changing workforce demographics, and ageing population and funding reforms set to transform healthcare, it is important to proactively plan and re-think your workforce strategy to accommodate changes.

Merri Health currently operates across every age and stage of life including specialist aged care, disability and carer support services. In preparation for ongoing funding reform into its operating models, Merri Health is investigating and implementing sustainable alternate models, changing culture and utilising data analytics to monitor employment engagement, which in turn will enhance the public service demands and models of care.

Find out more about Merri Health's Workforce Planning Strategy at the **11th Annual Workforce Planning for Healthcare Summit 2017**. Click **here** for more details.
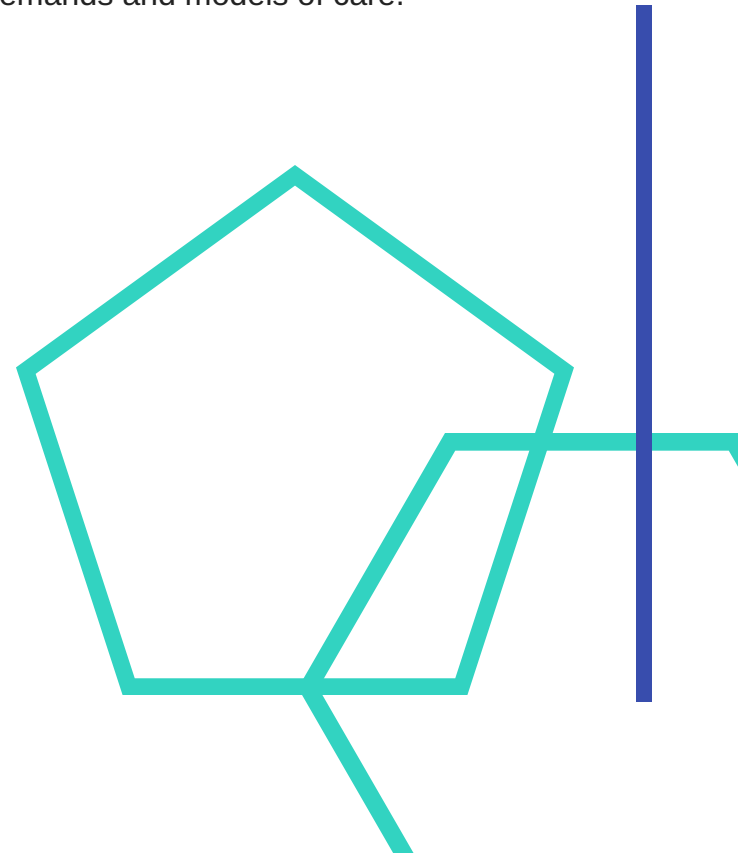
INTERESTED IN LEARNING MORE?

Check out the **agenda** for the **11th Annual Workforce Planning for Healthcare Summit 2017**, taking place in **Sydney** on the **28th – 29th November**. This event will serve as an opportunity to learn how to maximise the effectiveness of staff through strategic workforce planning, understanding current capability and scenario planning for the future.

Key themes to be explored include:

• Changing models of care and the impact on workforce demand analysis
• Increasing your employee's exposure to rapidly changing environments through innovation and adaptability
• Organisational restructuring and its influence on organisational design and strategic workforce planning
• Encouraging conversations on retirements to manage capacity and casual workforces
• Utilising workforce analytics and data for performance measurement and improvement

Find out more by visiting **http://healthcareworkforce.iqpc.com.au** or call **+61 2 9229 1000** or email **enquire@iqpc.com.au**

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