



A Truly Great Place to Work

Wide Bay Hospital and Health Service

Workforce Strategy

2023-2026





Contents

.....	1
Message from the Chief Executive.....	3
A vision for our workforce	4
The Workforce Strategy	4
Our vision	4
Our purpose.....	4
Our workforce priorities.....	4
Our commitment with First Nations peoples	4
Our commitment to Human Rights	4
Strategic workforce planning and performance.....	5
A year in review	5
An integrated planning approach	7
Workforce challenges and opportunities	8
Challenges.....	8
Opportunities	9
The Workforce Strategy	10
Achieving our goals	14
Implementation	14
Supporting Resources	15
Monitoring and Governance.....	15
Workforce Strategy on a Page.....	16
Glossary.....	17
References	18
WBHHS Resources	18
Additional Resources	18

Wide Bay Hospital and Health Service Workforce Strategy 2023–2026

Version control

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Wide Bay Hospital and Health Service respectfully acknowledges the Traditional Custodians of the land and water on which we work and live. We pay our respects to Elders and leaders past, present and emerging.



Message from the Chief Executive

At WBHHS, we are committed to cultivating a workplace that not only thrives on excellence in patient care but also recognises the pivotal role of our dedicated and compassionate staff in shaping a healthier community.

The Wide Bay Hospital and Health Service (WBHHS) Workforce Strategy 2023-2026 serves as our compass, guiding us towards a future where our workforce is nurtured, strengthened, and future-proofed to meet the ever-evolving needs of our community.

At the heart of this Strategy lies our unwavering commitment to living out our values – creating a safe and inclusive culture that fosters a sense of belonging for all our staff members. We understand that a supportive work environment not only enhances the wellbeing of our team but also contributes to better patient outcomes.

By ensuring that each individual feels valued and respected, we foster a sense of unity that permeates through our organisation, enabling us to deliver compassionate care to all.

By providing opportunities for professional growth and development, we equip our team with the tools to embrace change, respond to challenges, and innovate in their respective roles. A skilled workforce not only enhances the quality of care but also plays a vital role in advancing healthcare practices to benefit our community.

By aligning our efforts with key strategic documents and frameworks, such as the Queensland Health Workforce Strategy 2032, we strive to remain at the forefront of workforce development and management.

Through strategic workforce planning and performance evaluation, we aim to build a workforce that reflects our values of Collaboration, Accountability, Respect, and Excellence (CARE – Through Patients' Eyes) in every interaction with our patients.

As we embark on this transformative journey, we extend our gratitude to all the individuals who have contributed their expertise, insights, and dedication to the development of this Strategy. Together, we will forge ahead, creating a workforce that not only meets the needs of the present but also embraces the challenges of the future with compassion and resilience.

I am confident that the WBHHS Workforce Strategy 2023-2026 will serve as a guiding light, leading us towards a brighter and healthier future for our staff, patients, and community. Our aim is that WBHHS is "A truly great place to work".

Debbie Carroll

Health Service Chief Executive

Wide Bay Hospital and Health Service



A vision for our workforce

The Workforce Strategy

Wide Bay Hospital and Health Service (WBHHS) is committed to nurture, strengthen and future-proof our workforce to ensure **care, connection, compassion** for all.

The *WBHHS Workforce Strategy 2023-2026* (Strategy) outlines our commitment to make WBHHS a truly great place to work by:

- living out our values to create a safe and inclusive culture where all staff can feel safe and a sense of belonging
- shaping an agile and skilled workforce, empowered to work to their full potential and scope of practice for the benefit of our community
- embedding contemporary people management practices that nurture a sustainable and fit for purpose workforce

Our vision

To nurture, strengthen and future proof workforce.

Our purpose

To provide a truly great place to work, where staff are supported to compassionately care and connect with our community.

Our workforce priorities



Our commitment with First Nations peoples

WBHHS acknowledges the Traditional Custodians of the lands and waters on which we work and live. We pay our respects to Elders and leaders past, present and emerging.



Our commitment to Human Rights

We respect, protect and promote human rights in our decision-making and actions.



Strategic workforce planning and performance

WBHHS continues to strive to build a sustainable, educated and valued workforce to meet our current and future needs and to strive towards an organisational culture that reflects our values of Collaboration, Accountability, Respect and Excellence (CARE), Through patients' eyes.

A year in review

Recruitment initiatives

During the 2022-2023 year, attraction and retention initiatives continued via attendance at several job fairs and expos, both virtual and in-person, including the Brisbane Careers Expo, Brisbane and Sunshine Coast TS Expos, Fraser Coast Jobs Expo, and the Rural Doctors Association of Queensland Conference in Gladstone.

WBHHS representatives also attended several local high school careers information sessions aligning to the Bundaberg Jobs Commitment program, which provides career advice, resume writing and mock job interview support to local high schools.

Promotional videos accompany all job advertisements on the Smart Jobs website and other social media platforms such as LinkedIn. Media materials promoting living and working in the Wide Bay are provided to all job applicants and specialised vacancy advertising materials are routinely developed for critical, hard to fill vacancies.

Performance management

As required by the *Public Sector Ethics Act 1994*, the *Code of Conduct for the Queensland Public Service* has been in place since 2011 and applies to all WBHHS staff. Queensland Health policies and procedures provide for the *Performance Management Framework* including mandatory requirements for orientation, induction and training, and performance management, in alignment with the Public Service Commission *Positive Performance Management Directive 15/20*.

Leadership programs have continued to be delivered in partnership with the Centre for Leadership Excellence including the Step Up and Lead program, Lead for Performance program and Management Essentials program. The equivalent market value of these is over \$400,000, not including participants in state-wide programs.

A refreshed performance appraisal and development tool has been implemented, the Performance and Development Plan (PDP). Individual, team and organisational benefit as well as tangible value will be derived through high quality PDP practices, aligned to the WBHHS core values.

The COVID-19 pandemic response and significant workforce challenges have impacted on the PDP compliance rate, which as at 30 June 2022, was 58%, while WBHHS continues to strive towards improving the PDP compliance rate, it is recognised, BPA Analytics data and working for Queensland staff surveys. organisations demonstrate this result is equal to these benchmarks

Health, safety, and wellbeing

Throughout 2022-2023, WBHHS has continued its health, safety and wellbeing journey with initiatives aimed at continuing to improve safety and staff wellbeing. Whilst efforts focused on the pandemic response, staff wellbeing is a key responsibility of the organisation and has driven development of a draft *Wellbeing Framework*, *Moral Injury Framework*, and establishment of a Staff Wellbeing Group to deploy immediate and longer term supports for our staff under challenging pandemic conditions.

To date, initiatives developed following staff feedback have included expansion of outdoor break spaces for staff, distribution of care packages to work units, and additionally, the



organisation has reconvened a Fatigue Working Group in response to the unprecedented pressures the pandemic has placed on our organisation. The group will apply a systems-focused lens to better understand how our operations and actions impact the functioning and subsequent fatigue of all staff.

Contractor management

Management of contractors within the organisation has been a priority area. Workplace Safety and Wellbeing have partnered with Building Engineering Maintenance Services (BEMS) to expand the use of the existing online Contractor Management System (Rapid Global) kiosks to our rural sites at Mundubbera, Gayndah, Monto, and Biggenden with additional kiosks proposed for Gin Gin, Eidsvold and Childers over the next 12 months. This innovation utilises a data-driven platform to capture and manage contractor documentation and activity, allowing pre-authorised workers to interact with the CMS via a kiosk terminal at entry to a facility, enter details of work being performed and provide details of any high-risk work permits required.

Pipelines of talent

WBHHS has continued its commitment to training and graduate programs, including:

- Nursing graduate intake program across all WBHHS facilities, including rural facilities
- Allied Health Rural Generalist Pathway
- Medical graduate intake program across Bundaberg, Hervey Bay and Maryborough Hospitals
- Workplace-Based Assessment program, offered through Hervey Bay Hospital, which delivers continuous assessment of an International Medical Graduate's skills in a hospital setting over the course of a year, rather than in a one-off exam
- Medical Training program, in partnership with tertiary institutions and Learned Colleges during the 2020-21 year.

Incident reporting

The organisation actively encourages the reporting of all workplace incidents to reinforce staff safety, and the identification and management of risks. It was pleasing to see continued safety improvements in most divisions across the WBHHS, with less incidents and lower WorkCover average leave rates.

Employee Assistance Provider

Our Employee Assistance Provider, Converge International, has continued to partner with WBHHS to deliver confidential personal coaching and short-term counselling services to all staff covering a range of personal and work issues. Converge International also partnered with WBHHS towards planning the 2022- 2023 delivery of monthly webinars covering a range of staff wellbeing topics which staff can access via live Webinars or via recorded sessions at a time convenient to them.

Staff engagement

WBHHS engaged with its workforce through several initiatives such as the Your Voice, Our Future staff engagement survey and the Working for Queensland survey. From these initiatives, it was identified that staff held a strong desire for further opportunities to contribute to the development of the organisation. Using this knowledge, WBHHS held a number of showcases for staff over the 2020-2021 year. Following collation of the feedback and themes from the showcases and subsequent consultation on a proposed new organisational structure, a new organisational leadership structure was implemented in March 2022, realigning the structure and leadership positions to a facilities-based leadership model which was overwhelmingly supported by staff.

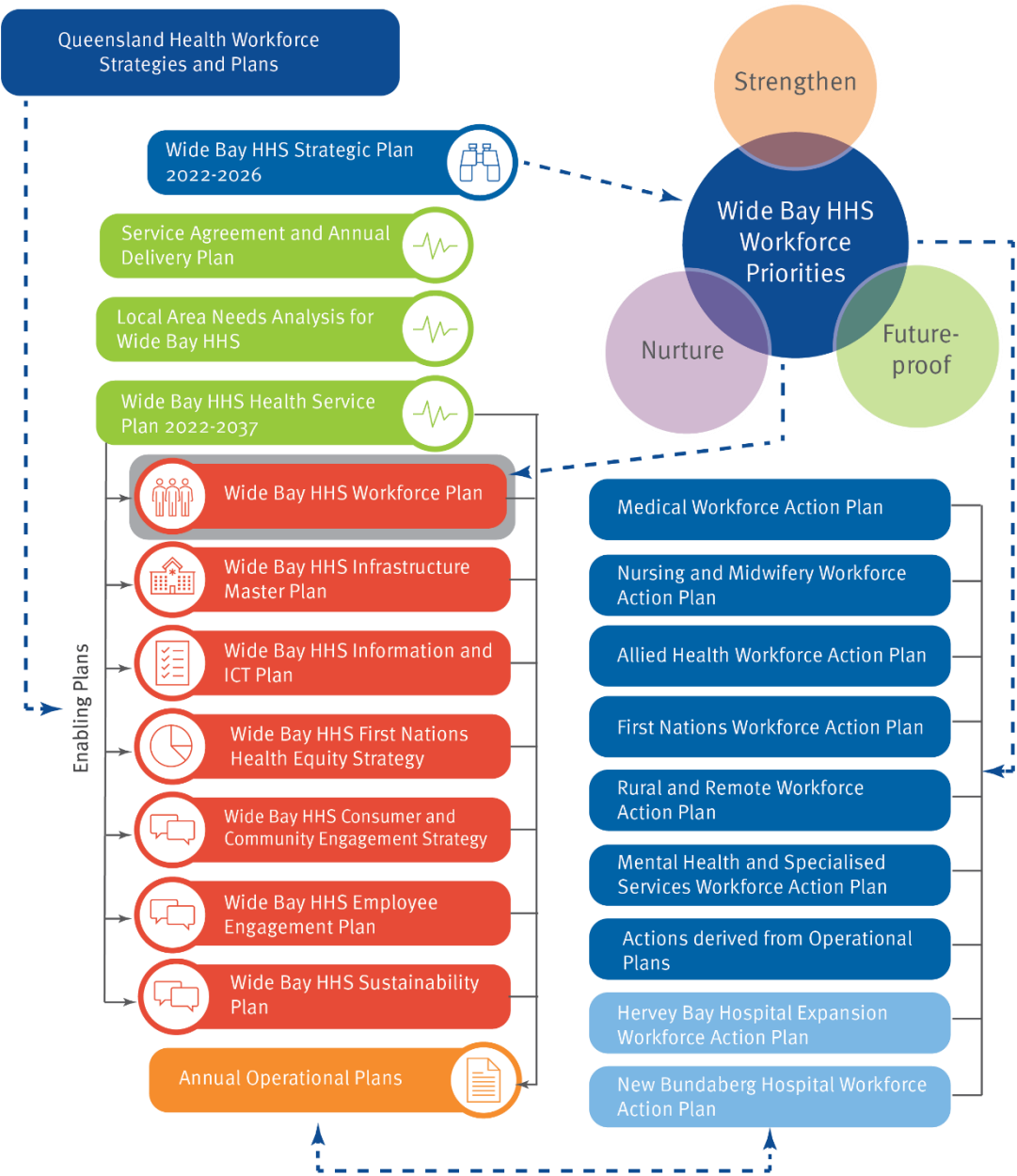
The WBHHS Clinical Council was also established as an advisory forum to the Hospital and Health Service. The clinical council aims to provide advice to improve clinician engagement, advocate for staff health and well-being, and provide evidence based clinical advice to the Health Service Chief Executive (HSCE) and Board.

An integrated planning approach

The purpose of the *Strategy* is to effectively respond to the needs of our community and meet the workforce aspirations of WBHHS. Care has been taken to ensure that the *Strategy* aligns with other key strategic documents including the *Queensland Health Workforce Strategy 2032*, and a variety of broader professional workforce strategies and policies.

Development of the *Strategy* is an integral part of the *WBHHS Planning Framework* (Figure 1) and is informed by the *WBHHS Strategic Plan 2023-2026* and *WBHHS Health Service Plan 2022-2037*. The *Strategy* provides a framework for all, enabling professional, directorate and operational workforce action plans. Our workforce priorities across all action plans will target three key areas to Nurture, Strengthen and Future-proof our workforce. This approach ensures we continue to work towards our strategic objective to strengthen our workforce to provide care, connection, compassion for all.

Figure 1 - Integrated Workforce Planning Framework





Workforce challenges and opportunities

Wide Bay Hospital and Health Service faces significant workforce challenges now and in the coming years. An understanding of these challenges has and will enable us to develop targeted programs which mitigate future workforce risk and work to nurture, strengthen and future proof our workforce. The challenges and opportunities presented have been identified through workforce profiling, analytics and valued stakeholder input through health service planning processes.

Challenges

Our community

Population growth across the Wide Bay, low socio-economic population and an ageing population are driving service expansion which requires workforce capacity and capability uplifts. WBHHS continues to experience high rates of co-morbidities, chronic disease, mental health problems, and rates of cancer incidence within the community which requires the provision of in-demand, highly skilled, clinical specialists. The added challenge of reduced availability and affordability of housing impacts WBHHS's ability to attract and secure temporary and permanent staff. There is also a siloed workforce approach between public and private providers within the community which causes disjointed services and workforce constraints, specifically in rural and remote area. Attracting and retaining highly qualified staff in rural and regional areas is an ongoing issue, impaired by the fractional nature of the rural workforce.

Increasing demand for services

WBHHS is currently experiencing increasing service demand pressures due to various factors, including physical infrastructure limitations, funded bed constraints, a growing and ageing local population and limited primary care services. These demand pressures were compounded by the presence of COVID-19, impacting patient complexity, workforce capacity and delays to some elective services.

Despite the planned increase to certain services, Department of Health activity projections and scenario modelling completed as part of the WBHHS planning process (2022-

2037) highlight the increasing gap between the demand for services and the existing infrastructure in the region to meet this need. This increase in demand will place additional pressure on WBHHS, particularly at the major facilities of Bundaberg and Hervey Bay where the demand for services in the region has already outgrown the existing infrastructure.

Institutional racism

Racism and discrimination are enduring barriers felt by the First Nations community. Feedback from consultation with Wide Bay mob and organisations highlighted that racial stereotyping and discrimination contributes to hesitancy for First Nations peoples to access and engage with WBHHS. The *WBHHS First Nations Health Equity Strategy 2022-2025* aims to eliminate racial discrimination and institutionalised racism to ensure staff, patients and the community feel safe and respected.

Attraction and retention

WBHHS has experienced an increase in turnover in recent years. Although turnover was impacted by COVID-19 vaccination mandates, the workforce still grew as a whole (including temporary and casual appointments). The resulting impact and pressure placed on recruitment has resulted in long-standing vacancies, lengthy recruitment processes and ongoing challenges in regional and rural areas. This has led to an increased use of casual and premium cost workforce such as agency and locum medical staff to fill the gaps. The attraction, recruitment and retention of the anticipated workforce requirements represent a significant challenge for the HHS, which will be impacted by predicted shortages in the Australian health workforce.



Opportunities

Nurturing our workforce

WBHHS is currently developing and monitoring several initiatives intended to support the capacity, capability, design, diversity, culture and wellbeing of our workforce.

Wide Bay Wellbeing is a WBHHS initiative to provide information and support to create a workplace culture and environment that values and promotes programs that will assist with improving the physical and mental wellbeing of employees. Values are the core beliefs, philosophies and principles that underpin our organisation. They are integrated into our everyday practices and drive our behaviours.

Developing and strengthening our leadership, workforce capability and culture is a critical priority for our organisation. It enables us not only to provide solid pathways for staff to enhance their skills and develop their career prospects, but also to enable the delivery of our operational objectives and, ultimately, our provision and continuity of quality care.

Design

There are many opportunities to redesign, develop and support the workforce. New roles will be developed to meet workforce demands. We will apply a human-centred design process and a commitment to positive employee experience and engagement. We will design workforce models of care to accommodate for the demographic differences and health needs across WBHHS including enhancing partnership with private providers, explore shared workforce opportunities and innovative multidisciplinary team-based workforce models.

First Nations workforce

WBHHS will aspire to eliminate racial discrimination and institutional racism within the organisation. The *WBHHS First Nations Health Equity Strategy 2022-2025* aims to ensure WBHHS has robust and appropriate policies and

procedures that clearly support staff experiencing racial discrimination and institutional racism. Policies, procedures and resources will be developed to educate staff and consumers about racism, encourage them to call out incidences of experienced racism and discrimination, and ensure a restorative justice culture is built within WBHHS.

Diversity and inclusion

Building a diverse workforce that is representative of our community is a high priority for Wide Bay, considering gender, ethnicity, age, sexual orientation, generation and disability. This *Strategy* supports our commitment to strive to build a workforce that reflects the community we serve, which will lead to better employee experiences, better patient care and improved decision making.

Attract, retain and sustain

A recent audit was undertaken on recruitment processes and has provided a number of recommended enhancements to improve attraction and retention. WBHHS will work toward enhancing the use and function of onboarding systems for line managers and supporting timely recruitment processes which are monitored and measurable.

WBHHS will nurture a diverse and sustainable workforce by providing opportunities for new starters, support centralised recruitment workforce models for high impact occupational groups, provide ongoing learning and development, research opportunities, succession planning and grow partnerships with providers to secure a future talent pipeline .

Workforce Planning

WBHHS will prioritise workforce planning and forecasting in line with the scenario *Service Plan* growth to 2026/27 and beyond. Detailed workforce planning will occur for all new and current major capital projects including the new mental health inpatient unit at Hervey Bay and the shell space above the Hervey Bay Hospital Emergency Department.



The Workforce Strategy

At Wide Bay Hospital and Health Service, our vision is to nurture, strengthen and future proof our workforce, providing a truly great place to work, to ensure **care, connection, and compassion** for all.

Through implementation of this *Strategy*, we will strive to achieve the workforce objectives defined in the *Strategic Plan 2022-2026*:

- Build a workforce that is culturally safe and responsive.
- Target and grow workforce capabilities focusing on partnerships with other private/NGO and education providers.
- Foster a continuous improvement and learning environment.
- Expand WBHHS Wellbeing Program.
- Ongoing development of Regional Medical Pathway.
- Expand graduate intakes and implement targeted succession planning.

To achieve these objectives, we have identified the following three key priorities areas, determined by challenges and opportunities derived from workforce profiling, analytics, and stakeholder input, which will form overarching pillars for the strategies:

1. Nurture our workforce
2. Strengthen our workforce
3. Future-proof our workforce.

This approach ensures we continue working towards our WBHHS strategic objective to nurture and future proof our workforce to provide care, connection, compassion for all.

Figure 2 – WBHHS Workforce Strategy priorities





Nurture our Workforce

Objective

Live out our values to create a safe and inclusive culture where all staff can feel safe and a sense of belonging.

We aspire for our workforce to feel supported, engaged, connected, and sensitive to the needs of our diverse community.

Our workforce lives our values every day. They engage in collaborative teamwork, are accountable and act with integrity. They are respectful, value diversity, display excellence and are proud of what they and their colleagues achieve.

We are committed to improving the employee experience across the employee life cycle through enhancement of the WBHHS wellbeing program. We will reward and recognise staff living out our values and identify and sustain employee engagement activities to boost staff engagement.

We will cultivate trusted and compassionate leaders that support and steer the WBHHS towards achieving our strategic and operational objectives.

Building a diverse workforce that is representative of our community requires support, planning and monitoring. We will prioritise the efforts to eliminate institutional racism, improve cultural safety, respect, and recognition.

We will better inform, support and embed a positive workplace to shatter the stigma relating to mental health, providing a safe environment where people with lived experience who enter our workforce do not feel stigmatised or experience stigma relating to mental health.

Strategies

- Cultivate compassionate and visionary leadership, capable of navigating challenges and driving a culture of high performance and accountability.
- Embed our values, cultural capability and belonging into all that we do.
- Nurture a safe and positive culture, building confidence and trust within our workforce and make WBHHS a truly great place to work.
- Prioritise the health and wellbeing of our workforce and cultivate a supportive environment.



Strengthen our Workforce

Objective

Shape an agile and skilled workforce, empowered to work to their full potential and scope of practice for the benefit of our community.

A low socio-economic, aging and growing population is driving service expansion which requires workforce capacity and capability uplifts. We will strive for an agile workforce which adapts to emerging models of care and clinical practice.

In order to meet emerging pressures, we will focus on securing and retaining clinical staff to meet the demand of new subspecialties and Level 5 services. This strategy aims to align with the *National Medical Workforce Strategy 2021–2031* which seeks to address attraction and retention issues through better medical workforce planning.

Prioritising accessible, quality professional development opportunities for our workforce is important to support lifelong learning and continuous improvement. We will empower our workforce by providing opportunities to

undertake professional development activities in amongst workloads and supporting staff to work to top of skill level and scope of practice.

Furthermore, leveraging partnerships with providers and agencies (e.g. NDIA) to develop shared training models support us in developing contemporary healthcare practice within our current and future workforce. and employment models will bolster rural workforce development through student training, clinical placement networks and early career professional support.

We acknowledge the demographic challenges of WBHHS and will strive to make our rural services an attractive and truly great place to work. Developing innovative workforce models and adapting in response to workforce supply challenges will support increase workforce capacity to meet community need.

Strategies

- Enhance workforce capability and design to align with emerging demand, models of care and technology.
- Maximise the potential of our workforce through opportunities for professional and personal development.
- Strengthen existing and new partnerships that develop and grow our workforce.
- Design and create innovative roles and service approaches that maximise the value of our workforce, including our critical workforces, roles and in particular issues facing our rural workforce.



Future Proof our Workforce

Objectives

Embed contemporary people management practices that nurture a sustainable and fit for purpose workforce.

WBHHS aspires to be a truly great place to work. This strategy will ensure we develop, nurture, and promote a workforce that is engaged and sensitive to the needs of our diverse community.

The development of the New Bundaberg Hospital will provide an enviable workplace that encourages our experienced and talented health professionals to stay and will attract new talent to our health service.

Our student and trainee workforce will be supported and nurtured to develop along their learning pathway and will be retained post-graduation

Management of fatigue, workloads and turnover rate impacts on recruitment processes, leaders and culture. Our people management practices will develop, nurture and promote a workforce that delivers safe and quality care to our community and will replenish and grow in response to demand.

We will leverage partnerships with providers and agencies to develop shared employment models in order to bolster rural workforce development through student training, clinical placement networks and early career professional support

Long standing vacancies and workforce shortages can often be driven by limited resource availability and an aging workforce. This strategy will ensure succession planning will be put in place for all key leadership roles.

This *Strategy* is enabled by the delivery of detailed action plans targeting each strategy. This integrated planning approach ensures we continue to work towards our strategic objective to nurture, strengthen and future-proof our workforce and underpins the success of the strategies implemented across all focus areas. In order to measure the success of the strategies, workforce data will be accessible, accurate and timely and workforce planning will be robust, supported and integrated across the service.

Strategies

- Our workforce can replenish and grow in response to demand.
- Our people management practices develop, nurture and promote a workforce that delivers safe and quality care to our community.
- Our career development programs recognise emerging talent and succession opportunities including our student and trainee workforce who are supported along their learning pathway and are retained post-graduation.
- Cultivate a system-wide focus and integrated approach to workforce processes and planning which support the viability of the health workforce across Wide Bay.

Achieving our goals

Implementation

WBHHS Workforce Strategy Action Plan

The WBHHS will bring together a *Workforce Strategy Action Plan 2023-2026* to support the implementation of the *WBHHS Workforce Strategy 2023-2026*.

WBHHS’s directorates will bring the plan to life, working together in the development of workforce actions plans for each directorate. Action plans will have clear intent and include tailored initiatives addressing the local challenges and opportunities, ensuring that our workforce has the right skills, at the right time to deliver the short-term and long-term business objectives of WBHHS.

Our Executive, senior leaders and managers will play a critical role in enabling the workforce of the future. Through effective leadership, they will actively engage with workforce planning

activities to enable the business to prepare for the future.

The workforce action plans will be revised annually over the life of the *Strategy* as shown in Figure 3, allowing for an opportunity to refresh and refine initiatives to address workforce challenges and opportunities informed by operational planning and via performance management forums.

These action plans include nursing and midwifery, First Nations, allied health, medical, operational, and support services, as shown in Figure 4.

Figure 3 – Strategic Workforce Planning Timeline

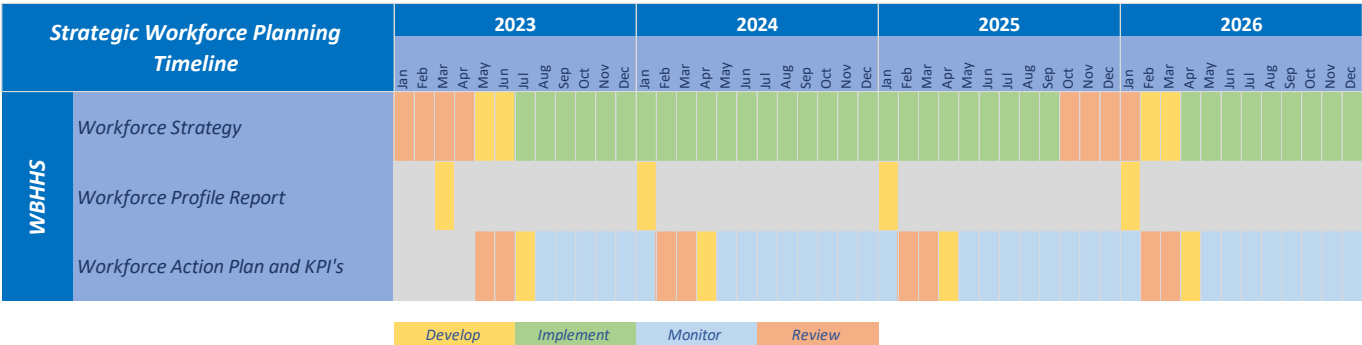
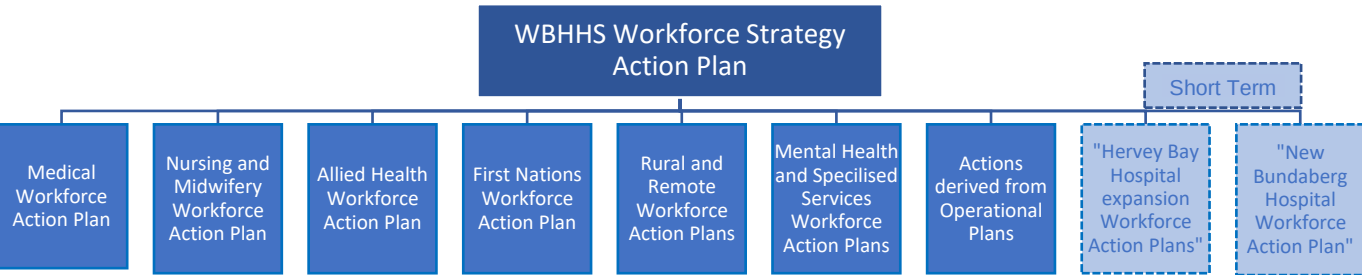


Figure 4 - Integrated Workforce Strategy Action Plans



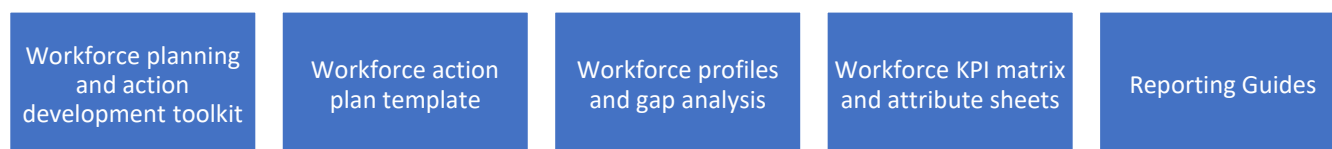


Supporting Resources

To enable an integrated workforce planning environment, workforce planning tools and resources have been established to provide a consistent approach to develop, implement,

monitor and revise workforce strategies and action plans, as identified in Figure 5. Tools and resources are available on QHEPS via the WBHHS, HR, Workforce Planning & Analytics page.

Figure 5 – Workforce Planning Resources



Monitoring and Governance

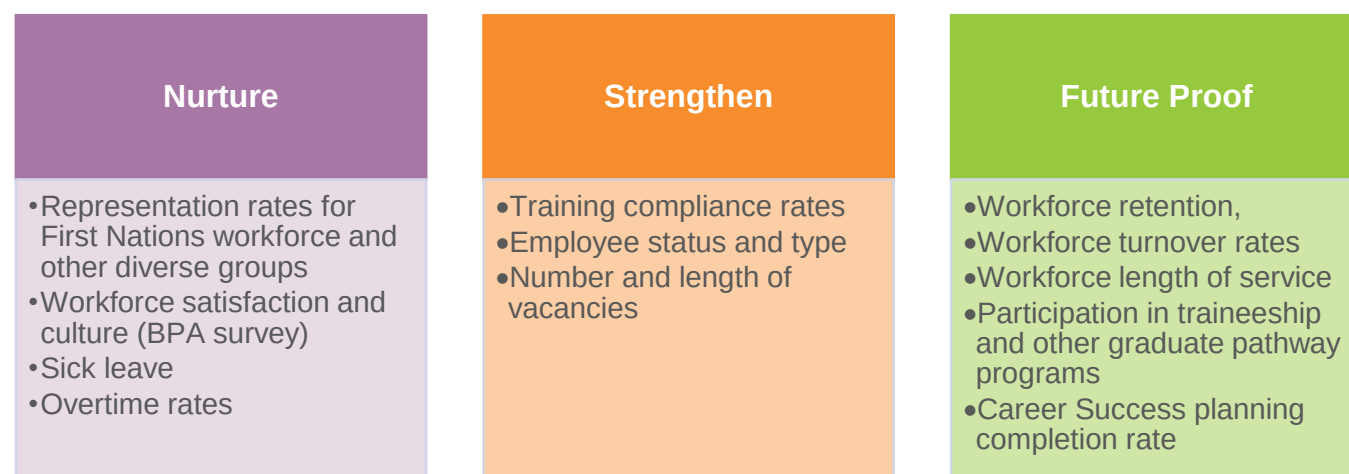
Strong governance mechanisms will support the implantation of our *Workforce Strategy* and action plans.

Monitoring and evaluation of progress in relation to the workforce strategy and action plans is important to measure our success. A newly established Executive Workforce Committee and the overarching Executive Board Committee

will oversee the implementation of actions through progress reporting of endorsed key performance indicators (KPI) and deliverables.

Appropriate performance indicators will be used to measure the effectiveness of the initiatives and success of the *Workforce Strategy* including, but not limited to those identified in Figure 6.

Figure 6 – Performance Indicators





Nurture and Future proof our workforce

Wide Bay Hospital and Health Service Workforce Strategy 2023-2026

Our Vision

To nurture, strengthen and future proof our workforce

Our Purpose

To provide a truly great place to work, where staff are supported to compassionately care and connect with our community.

Workforce priorities	 Nurture our Workforce Live out our values to create a safe and inclusive culture where all staff can feel safe and a sense of belonging.				 Strengthen our Workforce Shape an agile and skilled workforce, empowered to work to their full potential and scope of practice for the benefit of our community.				 Future-proof our Workforce Embed contemporary people management practice that nurture a sustainable and fit for purpose workforce.											
	Leadership	Belonging	Safety	Wellbeing	Design	Development	Capability	Capacity	Attraction	Management	Retention	Sustainability								
	1. Cultivate compassionate and visionary leadership, capable of navigating challenges and driving a culture of high performance and accountability. 2. Embed our values, cultural capability and belonging into all that we do. 3. Nurture a safe and positive culture, building confidence and trust within our workforce and make WBHHS a truly great place to work. 4. Prioritise the health and wellbeing of our workforce and cultivate a supportive environment.				1. Enhance workforce capability and design to align with emerging demand, models of care and technology 2. Maximise the potential of our workforce through opportunities for professional and personal development. 3. Strengthen existing and new partnerships that develop and grow our workforce 4. Design and create innovative roles and service approaches that maximise the value of our workforce, including our critical workforces, roles and in particular issues facing our rural workforce				1. Utilise innovative and contemporary talent acquisition models that satisfy the current and future workforce needs. 2. Embed contemporary people management practices that foster a culture of openness, transparency, and shared accountability 3. Embed programs that support the workforce through the complete employee life cycle. 4. Cultivate a system-wide focus and integrated approach to workforce processes and planning which support the viability of the health workforce across Wide Bay											
	• We have trusted leaders that steer the organisation towards achieving our strategic and operational objectives. • Our workforce is engaged, connected, feels supported and is sensitive to the needs of our diverse community. • Our workplaces provide a safe space where people are empowered to speak up and be heard • Wellbeing practices are supported and embedded into our work and workplaces.				• Our workforce is agile and adapts to emerging models of care and clinical practice. • Our workforce values lifelong learning and continuous improvement. • Our partners support us in developing contemporary healthcare practice within our current and future workforce. • Our workforce can innovate and adapt in response to workforce supply challenges				• Our workforce can replenish and grow in response to demand. • Our people management practices develop, nurture and promote a workforce that delivers safe and quality care to our community • Our career development programs recognise emerging talent and succession opportunities including our student and trainee workforce who are supported along their learning pathway and are retained post-graduation • Our Workforce processes and planning are robust and integrated into the system wide planning cycle and support a viable and sustainable workforce.											
WBHHS Priorities	Optimise and transform Enhance and transform health services to improve patient outcomes				Equity and access Services delivered are equitable and accessible to the community				Embed technology Increase access to virtual care through embedded technology				Foster partnerships Partner with diverse stakeholders to better serve the community				Nurture and future-proof workforce Strengthen our workforce to ensure care, connection and compassion for all			
What does success look like?																				
Objectives and Strategies																				



Glossary

This glossary has been designed to cover both terminology specific to workforce planning and to Queensland Health. Where possible, definitions remain consistent with those in the *Queensland Health Services Plan 2011–2026*.

Capability	The knowledge, experience, skills, abilities, behaviours and attitudes required to effectively perform a function or activity
Capacity	The ability or potential ability of the workforce to achieve a given goal. This will be dependent on a range of factors including the workforce size, skill mix, scope of practice and capability.
Career Pathways	A pathway that allows an existing health professional to move into another (usually related) health disciplinary area by undertaking whatever training is required to achieve the qualification and practice standards of the new area. This may occur at the same qualification level (i.e. horizontal career pathway) or at a higher level (i.e. vertical pathway)
Chronic disease	A diverse group of diseases, such as heart disease, cancer and arthritis that tend to be long-lasting and persistent in their symptoms or development. Although these features also apply to some communicable diseases (infections), the term is usually confined to non-communicable diseases.
Critical roles	Roles which are vital to the continuity of service delivery, difficult to recruit and have a long lead time to become fully productive.
Cultural capability	To encapsulate the values and the skills which enable us all to live and work effectively in a multicultural and globalising context.
Hospital and Health Service (HHS)	In Queensland Health, 17 Hospital and Health Services have been established throughout the State which each include a range of hospitals and community health services aimed at improving the health of that region's population.
Gap Analysis (workforce)	The gap between the current or anticipated workforce demand and the current or anticipated workforce supply.
Health Professionals	A person who has completed a course of study in the field of health and who spends the majority of their time working in the area of clinical practice, that is, the diagnosis, care and treatment (including recommended preventative action) of health consumers.
Indigenous	Refers to First Nations people
Models of care	A model of care outlines best practice patient care delivery through the application of a set of service principles across identified clinical streams and patient flow continuums.
Priority Areas	Areas that have been identified as a priority in workforce planning due to workforce shortages. These areas may cover clinical speciality areas, targeted regional/remote areas, and targeted client care/ community areas.
Scope of Practice	Practice that a health professional is educated, competent and authorised to perform.
Succession Planning	A process whereby training, and planning has occurred to ensure the key roles within the organisation can be filled by existing employees when the current people in those roles retire, resign or take leave.
Sustainability	A combination of factors to manage the size and composition of the workforce, retain and manage the workforce and skill the workforce over a long period of time. Workforce sustainability considers among other things: • Workforce Policy- including funding training initiatives and skilled • immigration • Recruitment- schools and university based initiatives • Retention- training, flexible remuneration, working patterns and lifestyle • considerations • Resources and Support Mechanisms – to support industry and • corporate level initiatives.

References

WBHHS Resources

Strategic Plan 2022-2026

Service Agreement and Annual Delivery Plan

Annual Report 2021-2022

Local Area Needs Analysis for Wide Bay HHS

Health Services Plan for Wide Bay HHS 2022-2037

Workforce Plan 2019-2022

Infrastructure Master Plan

Information and ICT Plan

Health Equity Strategy 2022-2025

Consumer and Community Engagement Strategy

Employee Engagement Plan

Sustainability Plan

Workforce Profile 2022

Medical Workforce Plan

Nursing and Midwifery Workforce Plan

Allied Health Workforce Plan

Additional Resources

Queensland Health Strategic health workforce planning framework

Advancing health service delivery through workforce — A strategy for Queensland 2017–2026

Metro North Hospital and Health Service Workforce Plan 2022-2032

The National Medical Workforce Strategy 2021-2031

Medical Practitioner Workforce Plan for Queensland – a 10 year plan

Allied Health Workforce Plan 2022-2026

Office of the Chief Nursing and Midwifery Officer Strategic Plan to 2026

Wide Bay Hospital and Health Service