
Office of the Chief Medical Officer

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Dear Mr Gallagher

Key stakeholder consultation on the DRAFT ACT Health Workforce Strategy 2022-2032

On 8 August 2022, the Minister for Health, Rachel Stephen-Smith, released the *ACT Health Services Plan 2022-2030*. To support the implementation of the ACT Health Services Plan, Minister Stephen-Smith also launched the key stakeholder consultation on the attached *DRAFT ACT Health Workforce Strategy 2022-2032* (Workforce Strategy). Please circulate the DRAFT Workforce Strategy to relevant people in your organisation, as appropriate.

This six-week consultation will close on **22 September 2022**.

The DRAFT Workforce Strategy outlines the priorities to ensure that we develop the capacity and capability of our health workforce to support our growing healthcare system now and into the future. Release of the Workforce Strategy will be followed by the development of the ACT Health Workforce Plan 2023-2033. It is intended that priorities contained in the Workforce Strategy will guide a detailed long term analytical workforce planning process.

As a key stakeholder, we would be particularly interested in your thoughts and comments on:

- The four strategic priorities summarised on Page 11
- Various elements identified under each strategic priority (Pages 14-17)

Feedback and suggestions can be sent to ACTHealthCMO@act.gov.au

To ensure that the feedback received has been captured, a consensus development forum will be held on 3 October 2022. This will be an opportunity to summarise feedback and suggestions received and make any final adjustments to the Workforce Strategy.

Yours sincerely,



Dr. Dinesh K Arya

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Chief Medical Officer

11 August 2022

ACT
Health Workforce
SUSTAINABILITY STRATEGY
2022-2032

DRAFT for consultation August 2022

August 2022

ACKNOWLEDGEMENT OF TRADITIONAL LANDOWNERS

We acknowledge the Traditional Custodians of the land, the Ngunnawal people and respect their continuing culture and connections to the land and the unique contributions they make to the life of this area.

ACKNOWLEDGEMENT OF OUR POPULATION

We acknowledge the contribution of all people who arrived before us and those who have chosen to make the ACT their home and are now part of the community we serve. We respect their continuing culture and the unique contributions they continue to make to our lives and lifestyle that we enjoy today.

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Foreword

The ACT Health Workforce Sustainability Strategy 2022-2032 (Workforce Strategy) sets out a roadmap for the ACT Health workforce to deliver the best possible healthcare to the people of the ACT and surrounding regions. This 10-year strategy identifies priorities and workforce related considerations today and into the future. This strategy will form the basis for long term workforce planning to be undertaken in a structured and informed manner and will enable a focus on developing workforce capability, skills, culture and leadership.

It is anticipated that the structure, size and function of our health workforce will change with exponential growth in technology and the emergence of more sophisticated and effective interventions and models of care. Additionally, health infrastructure developments in the ACT, anticipated changes in population demographics, the changing needs and expectations of our population and health workforce as well as the changing political and socioeconomic environment must remain important considerations as we determine the future shape and size of our future workforce.

A comprehensive environmental scan, a detailed analysis of the current workforce profile and future requirements and a well-executed implementation plan will support this strategy.

Dr. Dinesh Arya
Chief Medical Officer

Executive summary

The Workforce Strategy outlines priorities and key initiatives that will guide health workforce development in the ACT over the next ten years. It will be supported by a structured implementation plan with a focus on sustainability now and into the future.

An annual review process will ensure our workforce strategy and planning remains current and relevant.

The following strategic priorities will guide health workforce development in the ACT:

1. Ensuring the design of our **future workforce** reflects the needs of the community.
2. **Enabling our workforce** through efficient and effective recruitment and retention strategies, good succession planning and opportunities for professional development.
3. Effective **collaboration** across health services and health education providers.
4. Developing a **skilled and highly productive workforce**

Workforce strategy alignment

STRATEGY STRUCTURE

The Workforce Strategy must align with:

- The ACT Health Services Plan 2022-2030 and future Health Services Plans
- ACT Governments health infrastructure and workforce development priorities
- ACT Health's Quality Strategy
- ACT Digital Health Strategy 2019-2029
- ACT Public Health Data Strategy
- Preventative Health Strategy
- Aboriginal and Torres Strait Islander Health Plan
- National and other relevant workforce strategies and plans

The Workforce Strategy has used information from the workforce strategy development project commissioned by ACT Health in 2017. Strategic priorities have also been identified through:

- The independent review into workplace culture (2019, 2020 and 2021)
- Other strategic discussions about workplace needs, demands and expectations
- The development of various ACT government health infrastructure and health services plans.
- Developments in the delivery of healthcare nationally and internationally
- Government commitments, an understanding of changing needs of the population in the ACT and neighbouring areas and changing needs and expectations for the current and future workforce.

The Workforce Strategy includes the expressed needs and expectations of health providers, our existing workforce and consumers of healthcare. Changing needs and expectations will be considered during annual reviews.

Over the last few years, as healthcare delivery activity has increased, our workforce has also increased. This strategy will enable future growth and realignment of workforce to occur in an informed and consistent manner. We will use workforce planning tools to ensure objectivity in decision-making. This will be supported by subjective views and opinions about needs, demands and expectations, culture and other non-tangible supports required. Workforce planning information will be continuously refreshed.

Changes to the workforce profile, size and structure will be informed by objective analysis where possible. Agility, adaptation and reform will be encouraged however, it must be informed by objective evidence. Managed innovation and experimentation are necessary and can deliver significant results, however, this will be tested with objective assessment of value, risk of waste, ineffectiveness and inefficiency.

The Strategy Roadmap

The Strategy Roadmap outlines the different initiatives that will be delivered over the life of this Strategy. The Roadmap provides a structured process and clear timelines for consultation and approval.

Planned reviews have been built into this roadmap to ensure workforce planning continuously considers and makes necessary adjustments for changing demographics, innovation and new technology, new and emerging models of care and changing needs and expectations.

The Strategy Roadmap will be as follows:

2022	Workforce Strategy finalised	Establishment of Workforce Planning Team	Review of available workforce planning data, tools and models	Development of methodology to inform health workforce planning in the ACT	Consultation to develop Workforce Plan (2023-33) initiated	Workforce Annual Plan for 2023 published
2023	First review of workforce planning priorities and initiatives	Need and demand projections	Stakeholder consultation	Revised Workforce Strategy	Workforce Plan (2023-33) published	Workforce Annual Plan for 2024 published
2024 to 2032	Annual review of progress	Workforce planning projection refresh	Stakeholder consultation	Further refinement of Workforce Strategy (as appropriate)	Further refinement of long term plan (as appropriate)	Workforce Annual Plan for the following year published

Strategic priorities

1. Ensuring the design of our **future workforce** reflects the future needs of the community.

Design of our future workforce must first analyse our current situation. This includes identifying gaps, unmet needs and requirements, current workforce configuration and workforce management systems and processes. This must be completed in the context of the ACT public health system wide structural and control mechanisms that exist. Analysis will include non-ACT public health system workforce, anticipated changes in private health system and availability of investment, funding and remuneration arrangements.

Analysis of available data should inform workforce planning and must remain an essential planning function. This will also enable objectivity in relation to workforce realignment options.

2. **Enabling our workforce** through efficient and effective recruitment and retention strategies, good succession planning and opportunities for professional development.

Processes for effective and efficient attraction, recruitment and retention with the elimination of favouritism and nepotism remains a priority. A review of recruitment processes will aim to eliminate time and process waste. Ongoing workforce analysis and annual workforce planning will ensure recruitment strategies consider graduate recruitment and internal skill development as well as role transfers and substitutions, and that these occur in an informed and objective manner.

A review of performance management processes will consider whether these are value-adding. This will be supported through existing public sector-wide opportunities as well as new ACT public health systemwide initiatives that allow effective use of existing talent and development of talent and expertise that the system will need in coming years.

Retention and succession planning will be supported with performance development with an explicit focus on developing the required skills, knowledge base and expertise.

3. Effective **collaborations** across health services, health education providers and other partners.

Effective partnerships will continue with education and training institutions as well as non-ACT public health sector organisation. This includes non-governmental organisations, Commonwealth and other publicly funded health providers and private health system providers. The ACT public health system remains a specialist service provider to people in surrounding NSW Local Health Districts. It also remains reliant on highly specialised services provided in other metropolitan tertiary centres across the country

4. Developing a **skilled and highly productive workforce**

Ongoing professional skills and expertise development will remain a priority. Investment in education and training will occur in a targeted and deliberate manner. The delivery of education and training programs will be informed by analysing the benefit to the individual and the system.

Environmental scan

Developments in healthcare delivery nationally, internationally and locally will continue to guide the Workforce Strategy in identifying priorities and initiatives for a sustainable workforce, including:

- Health Workforce Collaboration 2021-22 Work Plan
- National Medical Workforce Strategy
- Nurse Practitioner 10 Year Plan
- National Aboriginal and Torres Strait Islander Health Workforce Strategic Framework and Implementation Plan 2021-31
- Primary Health Care 10 Year Plan
- National Mental Health Workforce Strategy
- Impact of New Health Technology Framework

The Workforce Strategy will consider the workforce and strategic priorities of the ACT's tertiary hospitals, public and non-public health service providers. Emerging trends will remain important considerations for workforce planning.

Clinician community, consumer and carer participation

It is essential clinicians, community, consumers and carers participate in the planning, design, delivery, measurement and evaluation of systems and services. The development of healthcare delivery systems and processes must be informed by consumer and community experiences. This will ensure healthcare delivery systems are appropriate and meet the needs and expectations of the community.

Well-coordinated and integrated care

With specialisation comes risk of fragmentation. Healthcare delivery systems must offer well-coordinated and integrated care to ensure that ineffective, patchy and fragmented healthcare provision are avoided. It is imperative that available healthcare resources are used optimally without wasting the time of the healthcare consumer, and the healthcare provider. Excessive, unnecessary and inappropriate overprovision must be eliminated, and the focus must be on providing individualised and precise care where possible.

Changing demographics

Both population and health workforce demographics are changing rapidly. In the future, a proportionately higher number of people above the age of 65 years is projected in the ACT. It may become necessary to make changes to investment and funding to better serve the population. An ageing health workforce may also mean a higher proportion of the health workforce exiting the workforce. This will require a balance of younger and more experienced personnel.

Changing work attitudes and culture

The trend of favouring part-time and casualisation of work needs further analysis. Societal, demographic, cultural and lifestyle factors that may be driving work attitudes and culture need to be accommodated as we plan the workforce for the future.

Development in new technology

Technological advancements and innovations will continue to play a critical role in how healthcare is delivered. More automation, access to better information for both healthcare providers and consumers, predictive and precise healthcare, and advanced genomics-driven targeted interventions will require changes in workforce configuration and the skills needed to provide healthcare (1, 2).

Political and socio-economic realities

The healthcare sector continues to remain a priority sector for governments to fund. With increase in demand and expectations, healthcare activity and expenditure has continued to grow. The value and effectiveness of specific healthcare diagnostics and interventions must continue to inform whether healthcare resources are used appropriately and efficiently.

New and emerging models of care

Newer models of care are emerging to provide better, more effective and efficient healthcare. It is inevitable this will require analysis of how the health workforce can adapt to fulfill changing needs for care provision and whether these needs can be best met by new and different roles, and the shape and size of the health workforce. This will require consideration of whether in the future, there are opportunities to deliver health differently with a reconfigured workforce (3, 4).

Workforce planning considerations

Essential competencies

The workforce planning team will include individuals with specific technical data analysis and planning skills. The team will engage with stakeholders and the wider community on all aspects of workforce development priorities.

Accountability

Accountabilities and responsibilities for different aspects of workforce planning will be clear and explicit. Workforce planning will need to consider complexities inherent within the current organisational structure and significant and diverse requirements of different organisations. Any diffusion and confusion about accountabilities and responsibilities will be minimised.

The planning framework

The Workforce Strategy sets out workforce development priorities. It will provide directions for development of annual Workforce Plans. A clear and structured implementation plan will guide specific initiatives to enable strategic priorities to be realised within timeframes.

Data analysis

Workforce planning will be informed by comprehensive and sophisticated data analysis. The data analysis team will have access to necessary planning tools, methods and resources. Data analysis-informed discussion and decisions will be explicit and made objectively with an eye to sustainability.

Leadership and mentoring

Workforce planning will be led as a technical and analytic function. Participatory discussions and decision making will be facilitated. Collaborative leadership will create opportunities for stakeholder engagement, analysis of available objective and subjective information and by efficient and explicit decision-making.

Workforce planning as a facilitator of sustainable healthcare delivery

Ensuring availability of the right size and structure of the workforce remains the most important determinant of provision of sustainable healthcare delivery. This will require effective partnerships and collaboration with stakeholders within and external to the ACT public health system, understanding of societal and activity trends, and continuous readjustments to the models of workforce and healthcare delivery.

A guide to implementation

For each strategic priority, strategic intent has been identified. This will enable development of a sustainable health workforce.

Strategic priorities	Strategic intentions
<p>1. Ensuring the design of our future workforce reflects the future needs of the community.</p>	<ul style="list-style-type: none"> • Workforce analysis and forecasting • Workforce aligned with infrastructure and facilities development • Workforce redesign to meet future priorities • Focus on developing a sustainable workforce • Human resources and industrial relations practices support and sustain the workforce to meet the future needs of the community and the needs and expectations of the workforce • Develop workforce capability to meet a changing healthcare environment
<p>2. Enabling our workforce through efficient and effective recruitment and retention.</p>	<ul style="list-style-type: none"> • Support to explore models of healthcare that allow multidisciplinary, integrated and holistic healthcare to be delivered • Develop a responsive and agile workforce reflecting changing technologies, consumer preferences and healthcare trends • Effective recruitment and retention practices • Focus on succession planning • Implementing strategies to improve health and wellbeing of staff • Capability development
<p>3. Effective collaboration across health services, health education providers and other partners</p>	<ul style="list-style-type: none"> • Community, consumer and carer participation in healthcare design • In partnership with private health providers explore workforce models that complement strengths of both sectors • Working in partnership with educational institutions and providers to develop models of future workforce that are right for the needs and expectations of the community and the workforce, with a focus on the future workforce pipeline. • With effective partnership across the sector develop a workforce that is responsive to changing needs and expectations
<p>4. Developing skilled and highly productive workforce</p>	<ul style="list-style-type: none"> • Capacity development in health care provision and leadership • Focus on culture and values to deliver high quality, collaborative, effective and consumer focussed healthcare • Education, training and development programs must prepare the workforce for evolving models of care. • Increase capacity of individuals with education, training and development support to increase performance and responsiveness

Implementation plan

It is essential that all workforce planning priorities and initiatives progress concurrently.

Regular status checks on the implementation, alongside regular reviews of strategic initiatives will confirm progress against each strategic priority and initiative. Annual Workforce Plans will enable the ACT health workforce to incorporate new considerations and adapt strategic initiatives in response to the changing environment.

Following Implementation set up, all strategic priorities will progress as follows:

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Implementation setup

IMPLEMENTATION ELEMENT	OUTCOME	TARGET EXPECTATION	ORGANISATIONAL RESPONSIBILITY
Workforce Planning Team (WPT)	<p>The WPT will include staff who have expertise in workforce planning and change management. The team will establish a structure work program, identify projects, monitor strategy implementation and ensure the right change is implemented at the right time, with the right support.</p> <p>The WPT will provide leadership, direction, coordination and accountability for Workforce Strategy and Workforce Plan implementation.</p>	<p>There will be a single point of accountability and communication for the Workforce Strategy and Workforce Plan implementation.</p> <p>Structured, coordinated, collaborative and deliberate program and project management and implementation.</p>	Workforce Planning Lead
Effective engagement and communication	Regular communication during planning, implementation and evaluation. Communication will build trust by being clear, engaging, transparent.	Effective engagement and communication about workforce strategy development and planning initiatives.	Workforce Planning Lead
Strengthen Human Resources and workforce planning capacity and capability	Invest in capability and capacity to ensure that required changes can be effectively implemented.	<p>Strong and capable human resources and industrial relations practices.</p> <p>Appropriate resourcing for the implementation of the Workforce Strategy.</p>	ACT Health Directorate & Healthcare provider organisations
Ongoing evaluation	Conduct regular reviews and refresh of the Workforce Strategy and Workforce Plan to ensure strategic adjustments reflect any changes or refresh requirements.	Annual reviews are comprehensive and changes to the strategic directions and plans are documented and approved	Workforce Planning Lead

Strategic priority 1 – The future workforce

IMPLEMENTATION ELEMENT	OUTCOME	TARGET EXPECTATION	ORGANISATIONAL RESPONSIBILITY
Rebuild and leverage workforce analytics	Identify, collect and analyse reliable, recent and applicable workforce planning data to build trust in data reporting. Ensure transparency and allow informed workforce decisions regarding risks, opportunities and growth.	Staffing numbers are informed by national benchmarks and local workforce planning modelling.	ACT Health Directorate
Update workforce projections, review workforce strategy	Improved accuracy of workforce projections as the quality and availability of data improves. Undertake ongoing modelling that reflects the changing labour market and increase student intake to keep pace with demand.	Ongoing investment in workforce modelling to ensure workforce projects are corrected and updated with changing models of care.	Health Workforce Planning Team
Clinician, community and Consumer/carer design and input	Models of care that support integrated and well coordinated care. Workforce models and capabilities within existing, new and emerging models of care are supported (including clinical redesign, incorporation of technology to provide real-time data to the treating clinician, consumer and family directed care, appropriate risk assessments).	Clinicians, community, consumers and carers are involved in all aspects of workforce planning. Develop new models of care with participation of clinicians, community, consumers and carers.	Healthcare provider organisations
Partnerships to address capability gaps	In collaboration with education and training providers, target existing and emergent capability gaps in the current workforce. Infrastructure and other service developments must not progress without workforce impact assessment and a clear strategy to attract and recruit staff.	Conduct an annual workforce needs assessment to identify service, specialty and discipline specific capability gaps. Develop remedial plans in partnership with education and training providers.	Workforce Education and Training Committee
Targeted recruitment aligned to new models of care provision	Tailor recruitment to the changing health requirements ensuring that healthcare provision is effective and efficient.	Develop new and innovative models of care and targeted recruitment occurs to test, support, implement and sustain new models of care.	Healthcare provider organisations
Identification of specific capabilities needed to deliver sustainable healthcare	Identify and develop specific capabilities to ensure sustainable healthcare delivery. For example, capability development to implement new and emerging practices in bariatric care, palliative care, data analytics, digital literacy, new pharmaceuticals, etc.	Each year conduct a workforce needs assessment to identify service specific capability gaps and remedial plans.	Healthcare provider organisations
Maintain a sustainable workforce	Implement efficient and standardised workforce models within the ACT public health system. These should include a reduction in reliance on overtime and agency staff, alignment of staffing models to national benchmarks, and improvement in the availability of the workforce by reducing absenteeism due to sick leave, stress leave and injuries.	Review current workforce policies and practices and clear policies agreed to reduce reliance on overtime and agency staff, reduce absenteeism, stress leave and injuries.	Healthcare provider organisations

Strategic priority 2 - Enabling our workforce

IMPLEMENTATION ELEMENT	OUTCOME	TARGET EXPECTATION	ORGANISATIONAL RESPONSIBILITY
Attraction and recruitment	<p>Develop attraction and recruitment strategies to attract targeted skills and expertise.</p> <p>Priority focus on services and specialties that are depending upon short term and temporary health professionals and very specialised skills as these have the greatest impact on health service delivery.</p>	<p>Recruitment is informed by workforce planning data and projections.</p> <p>Improved retention of staff achieves high performance and maintains team cohesion.</p>	ACT Health Directorate
Focus on improving health and wellbeing of staff	<p>Develop the staff wellbeing framework</p> <ul style="list-style-type: none"> A. The framework will outline selection principles and processes to ensure there is profession/job fit to minimise downstream misfit. B. Prevention and promotion of health (including mental health) of staff to ensure that matters to do with fatigue, healthy rostering, perceived bullying and discrimination are addressed. The framework will also highlight selfcare and self-responsibility components. C. General support available to staff. Availability of peer support, mentoring and pastoral care and support. D. Early intervention. Consider developing a confidential complaints and mentorship cell. E. Effective intervention (and case management). Staff experiencing ill health and/or other difficulties (including professional, behavioural and performance-related) will receive coordinated support. F. Return to work assistance will be available to staff returning to work after a period of ill health, suspension, other interruptions in their clinical or academic practice G. Monitoring and implementing accreditation processes to ensure appropriate education, training and clinical practice support resources. 	<p>Staff wellbeing framework is in place.</p>	<p>Development of Staff Wellbeing Framework as a discrete project with clear accountabilities and expectations.</p> <p>Staff Wellbeing Framework to enable consistent practices across healthcare provider organisations</p>
Staff engagement initiatives	<p>Introduce Human Resources Management informed initiatives.</p> <p>Develop skilled, productive and high performing health workforce with clear focus on staff feeling valued and motivated to contribute to the goals of the local team and the organisation.</p>	<p>Staff climate surveys indicate high level of staff engagement and satisfaction with workforce practices.</p>	ACT Health Directorate
Career pathways framework	<p>Improved employee engagement by promoting the opportunities within the organisation to grow and develop talent. Clinical Leaders and clinical educators develop career pathways for each profession. Activities should be linked and coordinated with overarching career pathways.</p>	<p>Prioritise career pathways for disciplines without a clear career path for development.</p>	Workforce Education and Training Committee
Transition to retirement program	<p>Improved retention of tacit knowledge across the organisation. Improved workforce supply by supported transition to retirement arrangements to allow critical occupations to continue to work in a part time, casual or consulting capacity.</p>	<p>Clear policy is in place regarding transition to retirement program.</p>	ACT Health Directorate
Workforce Transition Plan for large projects including capital works	<p>Develop clear workforce transition plans for every large scale project which identifies:</p> <ul style="list-style-type: none"> • the workforce required (at an occupation and role specific level based on a described model of care) • the impacts on the current workforce • how the current and recruited workforce will deliver the service. 	<p>Project-specific workforce planning teams are formed, and clear workforce plans are approved for all infrastructure projects</p>	Healthcare provider organisations

Strategic priority 3 – Effective collaborations

IMPLEMENTATION ELEMENT	OUTCOME	TARGET EXPECTATION	ORGANISATIONAL RESPONSIBILITY
Effective collaboration with private healthcare providers, Non-Governmental Organisations and primary healthcare providers	Develop formal collaborations with private healthcare providers, Non-Governmental Organisations and primary care providers to improve health and wellbeing of the population across the community.	There is clear focus on strengthening collaboration with healthcare providers outside the ACT public health system.	ACT Health Directorate
New, effective and value adding workforce contractual arrangements with private healthcare providers, Non-Governmental Organisations and other Health Services	<p>Collaborative workforce funding and commissioning models across public and private health providers to achieve care and cost efficiencies.</p> <p>Gain a holistic view of the ACT healthcare labour market and services. This will enable development of evidence informed workforce models.</p>	Collaborative programs with private and other public health providers will enable workforce planning to be comprehensive and workforce strategies to be implemented.	<p>ACT Health Directorate to explore collaborative funding models.</p> <p>Workforce Planning Team to consider workforce implications</p>
Finalise and evaluate new service agreements with ACT Shared Services	<p>Ensure any Shared Services contracts in relation to workforce development and management achieve desired outcomes and achieve value for money.</p> <p>Revise and regularly review and update service level agreements.</p> <p>Establish standards and agreed performance indicators for business support.</p>	There is high level of satisfaction with Shared Services contracts and availability of shared services.	ACT Health Directorate

Strategic priority 4 – Skilled and highly productive workforce

IMPLEMENTATION ELEMENT	OUTCOME	TARGET EXPECTATION	ORGANISATIONAL RESPONSIBILITY
Leadership education and training	Internally develop and deliver the leadership and management competencies development program. Partner with education and training providers to explore opportunities to strengthen leadership and develop capabilities to support new and emerging models the care.	A cohesive and collaborative leadership team working to the same vision, culture and values.	Workforce Education and Training Committee
Develop clinical leaders (including emerging clinical leaders)	Equip clinical leaders (and emerging clinical leaders) to strengthen their leadership skills with the necessary tools and expertise to lead service reform and redesign projects. This will enable them to develop innovative futuristic models of care.	Roll out a clinical leadership program and evaluate to ensure effectiveness.	Workforce Education and Training Committee
Project and financial management training for managers	Leaders promote a positive culture, lead by example and are equipped with necessary project and financial management methods. This will ensure they are confident to lead the organisation through change. Managers understand financial and people accountabilities including driving high performance and managing underperformance.	Project and financial management education and training programs are rolled out and evaluations are completed to ensure effectiveness of training programs Consistent programs across healthcare provider organisations	Workforce Education and Training Committee
Governance and accountability frameworks	Create stronger governance and accountability across the organisation to support leaders in decision making and support the wider workforce to work to their full scope of practice.	Staff climate surveys indicate high level of staff satisfaction with governance and decision-making systems and processes.	Healthcare provider organisations
Develop a high-performance environment	Invest in health innovation and performance improvement initiatives. Review performance development framework to achieve value and invest in individualised performance development.	Review and revise performance development and improvement programs aimed to achieve high performance.	ACT Health Directorate
Continued evaluation of changes in political and socio-economic environment	Use timely and accurate political, socio-economic and customer expectations information, consider workforce data and trending analytics and make workforce planning-related readjustments.	Workforce planning has a high impact in improving patient and consumer outcomes	Workforce Planning Team

Epilogue

To ensure a sustainable health workforce in the ACT, comprehensive, sophisticated and ongoing workforce planning effort is required.

- The 2017 workforce strategy development project included an analysis of demand and supply. Some possible initiatives to inform workforce development in the ACT were also identified.
- Going forward it will be important to test and update this information, re-analyse data, supplement it with informed views and opinion of stakeholders and revisit whether the previous analysis and/or proposed initiatives are still relevant and appropriate.
- Changing demographics in the ACT (5)(6), new infrastructure development, new and emerging models of care, impact of Covid-19 pandemic, government's priorities, available funding as well as changing needs and expectations, will be important considerations to get workforce planning on a sustainable footing.

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