

OUR HEALTHCARE FUTURE

HEALTH WORKFORCE 2040

IMPLEMENTATION REPORT



2023

ACKNOWLEDGEMENT OF COUNTRY

The Department of Health Tasmania respectfully acknowledges Tasmanian Aboriginal people as the traditional custodians of the land on which we live, work, and play and pays respect to Aboriginal Elders past and present.

Recognition statement

Tasmanian Aboriginal peoples' traditional lifestyle promoted physical and emotional health and wellbeing, centered around Country, Kin, Community and Spirituality. Aboriginal people continue to value the importance of culture, community connection and being on Country as vital components of health and wellness. Through colonisation, Aboriginal people experienced displacement and disconnection, which has significantly affected their health and wellbeing. We recognise that Aboriginal people are the knowledge holders and provide best practice in promoting health and wellbeing for Aboriginal people. We acknowledge and learn from the ongoing work of Aboriginal organisations in ensuring continued health and wellness. We commit to working in partnership with Tasmanian Aboriginal communities and health leaders now and into the future to improve health and wellbeing.

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REPORTING ON HEALTH WORKFORCE 2040

The purpose of this Implementation Report is to provide an update on the progress of Health Workforce 2040 in 2022-23¹. It also outlines how Health Workforce 2040 remains relevant into the future as the health workforce environment continues to shift.

Health Workforce 2040 includes 41 actions across six focus areas that aim to improve Tasmania's health workforce. These focus areas are:

- 1. Shaping the workforce**
- 2. Education and training**
- 3. Fostering innovation**
- 4. Enhancing culture and wellbeing**
- 5. Effective working arrangements**
- 6. Planning.**

This Implementation Report provides an update on each of the 41 actions, and describes them as being 'On track', 'Some progress' or 'Not started'.

Workforce reform is a cross-sectoral effort with everyone playing a role in building and designing the workforce we need to support the health needs of Tasmanians, and the assignment of actions across these focus areas is reflective of this responsibility. Similarly, contribution to the achievements against these action areas has been made by many both within the Department of Health, and our health planning and service delivery partners in the Australian Government, private, community and education sectors. The Health Workforce Planning Unit acknowledges the efforts and achievements by all those who have contributed.

Tasmania's health workforce is large and diverse providing health care to Tasmanians in their homes, in local communities, in specialised outpatient settings and in our large acute hospitals. Health Workforce 2040 is a long-term strategy that aims to improve our workforce through strategies to develop staff, recruit efficiently and build a positive workplace environment.

This Implementation Report finds that, since the Health Workforce 2040's release in 2021, significant progress has been made against the actions and next steps. In 2024, a review and refresh of Health Workforce 2040 will commence to ensure new challenges and opportunities within the Tasmanian health service and broader health environment are identified and addressed.

¹ September 2022 – September 2023. Some 2022-23 outcomes are interlinked with 2021-22 outcomes and have therefore been reported.

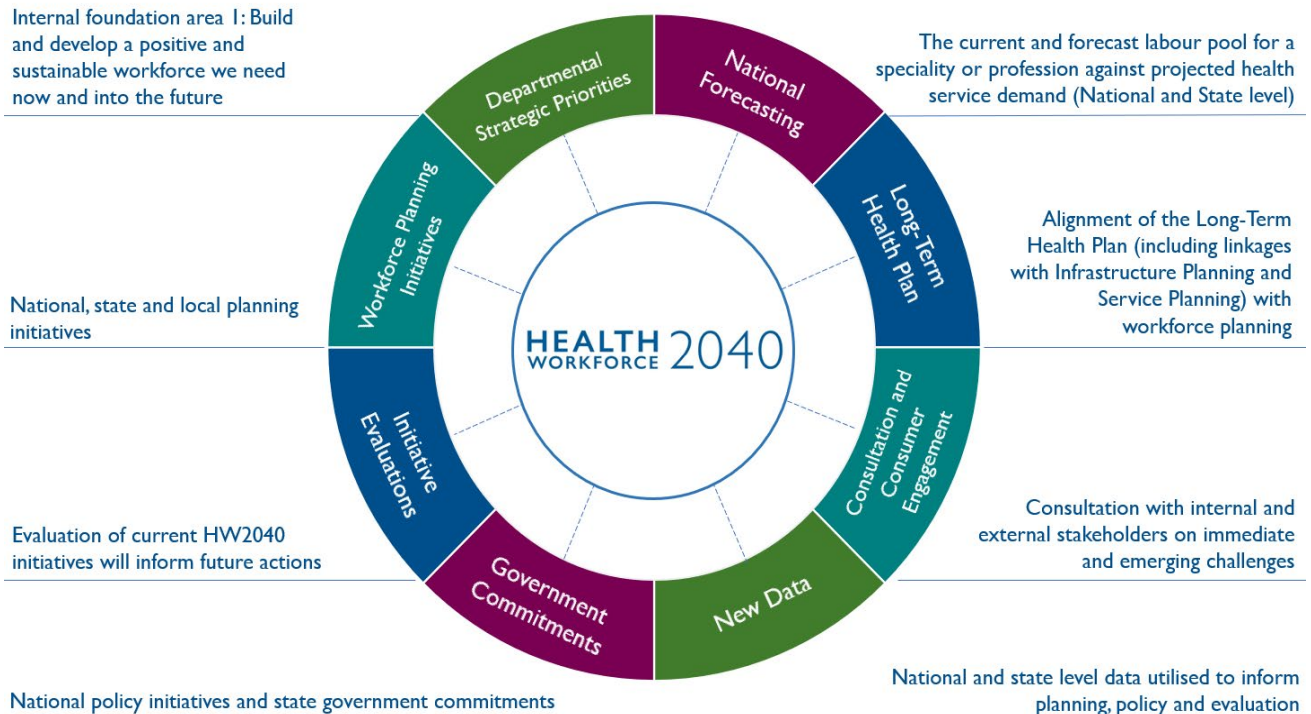
HEALTH WORKFORCE 2040 REFRESH

Health Workforce 2040 was released in 2021 as Tasmania’s first comprehensive health workforce strategy and a starting point for better understanding our existing health workforce. As strategic actions are completed and challenges and environments change, we will continue to respond to and be proactive in addressing new workforce barriers and maximising opportunities.

The health and care workforce is the largest growing workforce in Australia’s labour market. Australia’s health system is ranked among the most equitable in the world, however, increasing healthcare demand and workforce shortages are placing stress on our systems and workforce, with these shortages predicted to increase. The increasing demand on services in Tasmania is largely driven by an ageing population living longer with more complex problems, increasing multi-morbidity, rising costs of treatment, increasing patient expectations and emerging technologies.

Evaluating and refreshing Health Workforce 2040 will need to consider the range of internal and external influences on the health workforce environment.

Influences in reviewing and updating Health Workforce 2040



While Tasmania's health workforce continues to grow, innovation will be key to its sustainability moving forward. Changed ways of working, flexible models of care that promote interprofessional practice, expanded scopes and assistant roles, and innovative career pathways will need to be considered in future planning, as will trends towards part-time work and flexible work arrangements. As the health workforce makes up an estimated two thirds of the overall health budget², coordinated planning and deployment of the workforce is essential to maintain sustainable services. Opportunities and barriers to attracting and retaining staff will influence not only workforce planning, but the way services are delivered.

The national environment

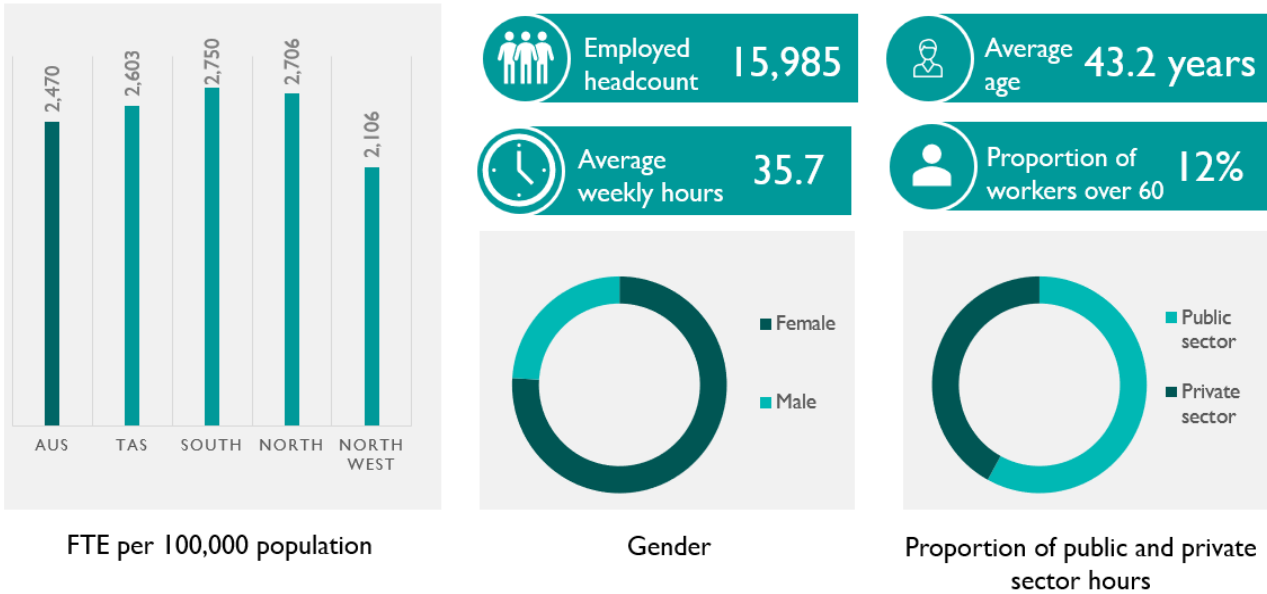
A renewed focus on health workforce at a national level saw the introduction of the Health Workforce Taskforce (HWT) in August 2022. Reporting through Health Chief Executives Forum (HCEF) to the Health Ministers Meeting (HMM), the taskforce comprises key senior health representatives from each state and territory. The HWT provides advice and recommendations and coordinates and progresses health workforce priorities as identified by HMM through the development and implementation of a suite of short, medium and long-term strategies. The outcomes and actions from the HWT workplan are expected to be of significant benefit for Tasmania across all health professions and support the implementation of Health Workforce 2040, therefore, it is important that future iterations of the Strategy leverage from, and align with, the national policy environment.

Australia has a large range of data sets, at both a national and state level, that can be better utilised to inform planning, policy and evaluation. HWT is undertaking work to identify gaps in workforce data, undertake national workforce planning, develop planning projections and facilitate data-sharing arrangements which in turn will improve the quality of the data products and projections. This work, coupled with data analysis and planning at a local level, helps identify potential workforce gaps and provides the opportunity to develop and implement plans to minimise such gaps.

As such, Health Workforce 2040 is a living document, with its actions and policy considerations responsive to changes in the environment, including planning inputs, workforce reform, training intakes and pathways, skilled immigration, population levels and workforce supply demand, allocation and distribution. The refresh will commence in 2024 to ensure that the Strategy remains contemporary and responsive to new workforce barriers and opportunities.

² Australian Government - Health Workforce Australia 2014, Australia's Future Health Workforce – Doctors report, Health Workforce Australia, Adelaide, SA, viewed 24 Apr 2024, [Australia's future health workforce: doctors](#)

HEALTH WORKFORCE DATA SNAPSHOT 2022



Source: National Health Workforce Data Set including Tasmanian Unit Record Data (2022), ABS population data (2023), includes public and private sectors, registered professions.


Tasmania's health workforce is continuing to grow, with an increase in headcount of 1,824 since 2019. Average weekly hours have increased by 1.3 hours per week and the average age of workers has declined by 1.7 years to 43.2 years. Tasmania's health workforce is comparable in size per capita to other jurisdictions, however, this is overlaid by health workforce shortages, at a state and national level, particularly for experienced professionals. In addition, the need for better geographical distribution of clinicians continues to be a challenge for the sector.

WORKFORCE HIGHLIGHTS

There have been many workforce highlights in 2022 and 2023 to reflect on. Progress has been made on the actions that are included in Health Workforce 2040, and there has also been workforce achievements and milestones reached outside of these actions. By continuing to celebrate the highlights, even when faced with challenges, we will help to create a collaborative working environment that encourages innovative solutions and sharing of learnings.



57 North West UTAS nursing graduates were employed at hospitals within the region



162 scholarships were awarded through the Nursing and Midwifery Scholarship Program


Over 15 500 Departmental employees completed Child Safeguarding Training to safeguard and protect all children in the Department's care

Dermatology accredited registrar training has been re-established, ready for training to start at the Royal Hobart Hospital in 2024

Departmental Values were developed (Compassion, Accountability, Respect, Excellence) to unite us and provide a shared purpose at work each day.

The Department of Health increased its workforce by **468 Full Time Equivalents** over one year to October 2023 – **an increase of 3%**

The Tasmanian registered medical practitioner and nursing and midwifery workforces, both grew by **approximately 4% from 2022 to 2023**



The 2023 Leadership 2040 annual conference was another success, with **160 delegates** joining together to learn and reflect on the theme of People – Safety – Systems

An additional **97 Ambulance Tasmania staff** were made permanent in 2023 to support additional and expanded stations

75 senior employees have now completed the intensive Aspire Leadership Development Program – with **120 more enrolled for 2024-25**

The Leadership 2040 Online Community was established by the Department in 2022 and now has **500 members**, connecting public and private health leaders and emerging leaders across the state

The Rural Medical Workforce Centre opened at the Mersey Community Hospital in October 2023

The **\$1.125 million Allied Health Scholarship Program** was introduced, attracting **45 allied health graduates** to areas of workforce need across the State



FOCUS AREA 1 | SHAPING THE HEALTH WORKFORCE

In 2040, Tasmania’s health workforce will be better aligned with the needs of the community, with an appropriate mix of generalist and specialist services and a fair distribution of the workforce in the North West.

Item	Action	Lead	Progress	Summary
I.01	Develop a North West health workforce plan that is responsive to health service demands and aligns with <i>Health Workforce 2040</i> focus areas.	HWPU	ON TRACK	<p>The North West Principal Officer (Workforce Planning), appointed in 2022, continues to work with Senior Managers on regional workforce challenges.</p> <p>Following a procurement process, a consultant has been appointed to complete the North West Workforce Plan alongside the Principal Officer.</p> <p>The Plan will align with and complement the Long-Term Plan for Healthcare in Tasmania 2040 and the North West Hospitals Master Plans.</p>
I.02	Develop local North West career pathways in nursing and midwifery.	THS	ON TRACK	<p>UTAS Cradle Coast campus students receive first priority for clinical placements, followed by North West resident students studying through Central Queensland University, Charles Darwin University and Charles Sturt University.</p> <p>Graduate nursing positions at the North West Regional Hospital, Mersey Community Hospital, District Hospitals and Community Nursing have been offered to 57 graduates from across the region.</p> <p>Clinical Nurse Educators are now employed at district hospitals to support whole of community placements.</p>

Item	Action	Lead	Progress	Summary
I.03	Increase medical training opportunities and recruitment in the North West by optimising accredited training programs and developing end to end training pathways from early career to specialist practitioners.	CQRA, THS	ON TRACK	<p>The hours of the Director of Clinical Training in the North West (and North) have been increased to allow for greater support and supervision of junior doctors.</p> <p>The Rural Medical Workforce Centre, located at the Mersey Community Hospital, opened on 13 October 2023. The State's rural training hub will coordinate training posts for trainee rural doctors. Recruitment for trainee Rural Generalist positions in 2024 is underway.</p>
I.04	Develop a statewide mental health workforce strategy and action plan to reflect international and national trends and local needs.	SMHS	ON TRACK	<p>The Statewide Mental Health Workforce Planning and Development team is established with full staffing levels, all appointed permanently.</p> <p>The Statewide Mental Health Services Roster Office has been established, with work underway to secure additional resources.</p> <p>The 2024 Statewide Mental Health Services Recruitment Plan has been developed, supported by an Action Plan that includes:</p> <ul style="list-style-type: none"> - reviewing unit establishments to identify unfilled positions - introducing Professional Development Workshops for Statewide Mental Health Services leadership, known as the 'Tapping into the Talent in Tasmania' program - developing models of care that reflect a diverse workforce inclusive of peer workers and enable professionals to work to their full scope of practice, in line with national standards, and in a supportive and safe environment, and - introducing a scholarship program to support employees gain interstate postgraduate qualifications not currently provided in Tasmania.

Item	Action	Lead	Progress	Summary
I.05	Grow professional development opportunities and specialist capability for health professionals working in rural and remote services.	OCNM	ON TRACK	<p>The Nursing and Midwifery Scholarship Program, implemented in 2022, has seen 162 scholarships awarded. A review of scholarship structure is underway to support capability development for rural and remote areas and those with identified workforce needs.</p> <p>Five scholarships were awarded (two more than the previous year) through the 2023 Ida West Aboriginal Health Scholarships. A review of the scholarship marketing initiatives is underway to encourage more participants in the future.</p>
I.06	Employ more health professionals to provide services across Tasmania rather than in a single facility or region.	P&C	SOME PROGRESS	<p>The Department has committed to support and enable a flexible and agile workforce through exploring reforms to legislation and employment policy and frameworks that will enable this. The Department will work with the Department of Treasury and Finance on whole of government employment policy changes.</p> <p>The new Salaried Medical Professionals (Public Sector) Agreement includes a new statewide Out-of-Region Support Allowance for Specialist Medical Practitioners who provide support to services in other regions for short periods of time. This will attract our existing workforce to assist in other regions.</p>
I.07	Rebuild the rural generalist workforce in rural and remote Tasmania to align the workforce with community health needs	CQRA, P&C, THS	ON TRACK	<p>A further Tasmanian Rural Generalist Pathway Coordination Unit contract is now in place until June 2026. A request to make the Director Rural Pathways, Tasmanian Rural Generalist Pathway Coordination Unit Project Coordinator and Project Support Officer permanent was endorsed.</p> <p>The John Flynn Prevocational Doctor Program, aimed at increasing rural primary care rotations for hospital-based doctors, commenced at the start of</p>

Item	Action	Lead	Progress	Summary
				<p>2023 with a Federation Funding Agreement for 80 rotations across January 2023-January 2026.</p> <p>The State Service Management Office (SSMO) approved an Agency specific recruitment program, linking medical training requirements to State Service employment practices. The approved recruitment program allows Registrars to be employed on a fixed-term basis for the length of their training (up to six years) to enable completion of an accredited Specialist Training Program as prescribed by the relevant medical college.</p> <p>The Department is also engaged in the National 'Unleashing the Potential of our Health Workforce – Scope of Practice Review' that is examining the available evidence about health professionals' ability to deliver on their full scope of practice in primary care.</p>
I.08	Support the development of the Allied Health Rural Generalist (AHRG) Pathway.	CAHA	SOME PROGRESS	Building on the AHRG Pilot Project, the Department is continuing its collaboration with UTAS to establish the AHRG pathway in Tasmania.

FOCUS AREA 2 | EDUCATION AND TRAINING

In 2040, education and training will be aligned with identified workforce priorities and career pathways. The health workforce will be supported with training and education at all stages of their career and will engage in lifelong learning.

Item	Action	Lead	Progress	Summary
2.01	<p>Work with education providers to:</p> <ul style="list-style-type: none"> • improve workforce supply through the development of training pathways • improve access to professional development opportunities • design placement plans to align with career opportunities and workforce priorities. 	CQRA and CAHA	ON TRACK	<p>The Training, Education and Workforce (TEW) Subcommittee of the Clinical Executive Committee was established in 2021 and continues to facilitate collaboration across sectors with membership including the Department of Health, UTAS, TasTAFE, Postgraduate Medical Education Council of Tasmania, Calvary Healthcare, Healthscope and Aged and Community Based Support. The TEW Subcommittee met six times in 2023 and welcomed various guest speakers including the Commonwealth’s Acting First Assistant Secretary of Health Workforce Division to discuss the National Workforce Environment and Professor Mark Cormack to consult on ‘Unleashing the Potential of our Health Workforce’, the national independent review of scope of practice.</p> <p>TasTAFE has increased Diploma of Enrolled Nursing intakes to three per year in the North West to increase the training pipeline of Enrolled Nurses in this region.</p> <p>The Cradle Coast UTAS campus has completed their simulation suites for undergraduate nurse training in the North West region.</p>

Item	Action	Lead	Progress	Summary
				The Department of Health collaborated with UTAS and supported their successful application to receive 20 additional medical Commonwealth Supported Places in regional Tasmania. Universities with existing medical schools were selected through a competitive grants process.
2.02	Develop employment and training pathways in aged care nursing, mental health nursing and midwifery to meet current and future service needs supported by an advanced practice framework. This may include direct entry midwifery programs, Advanced Diploma of Nursing programs for Enrolled Nurses and Nurse Practitioner candidate pathways.	OCNM	ON TRACK	<p>The Nurse Practitioner Candidate Pathway is under development. Moving forward from the introduction of the policy in 2022, work has commenced to map a framework that will guide and support the introduction of new Nurse Practitioner candidate positions, including costings for potential scholarships.</p> <p>Work is progressing to partner with an education provider to deliver customised education to enrolled nurses who live and work in Tasmania.</p> <p>A concept paper and framework to implement a Registered Undergraduate Student of Nursing and Midwifery (RUSON/M) has been developed and endorsed by the Nursing and Midwifery Leadership Subcommittee. The role of RUSON/M has been included in the 2023 Enterprise Bargaining Agreement process. Reconstitution of the statewide Midwifery Advisory Group in October 2023 will support development and implementation of RUSOMs.</p> <p>Work is progressing on introducing Assistants in Midwifery to health services. A concept paper and initial research on Assistants in Midwifery has been drafted.</p>
2.03	Develop a statewide supervised practice framework for	OCNM	ON TRACK	Following the implementation of the Supervised Practice Framework in 2020, demand for formalised re-entry to practice support continues for Registered Nurses, Registered Midwives and Enrolled Nurses.

Item	Action	Lead	Progress	Summary
	nurses and midwives returning to practice or seeking to change their context of practice.			<p>An expansion of the refresher program offerings to attract nurses and midwives to return to the profession with a focus on areas of workforce need is progressing. An Enrolled Nurse refresher trial was conducted in early 2023, with evaluation findings to inform future models.</p> <p>Fifty Australian College of Midwifery ‘Refresher Package’ scholarships will be offered to support midwives in the North West to re-skill and work safely.</p> <p>A three-year Expanded Support Program for early career nurses and midwives has been developed. The model is currently being trialed, with evaluation to follow. Broader implementation of the program is expected in 2024.</p>
2.04	Develop networked training programs in Tasmania to improve self-sufficiency and distribution, in consultation with colleges.	CQRA	ON TRACK	<p>Work is progressing in several medical specialty areas to introduce and build specialty training networks, including basic physician training, anaesthetics, and psychiatry. This is being achieved through the introduction of new and expanded models of supervision and co-operation across health services.</p> <p>The Department of Health, through membership of the National Health Workforce Taskforce, is also engaged in a range of national initiatives in collaboration with the Australian Medical Council (AMC)</p> <p>to improve engagement with Medical Colleges and increase the focus on workforce planning, selection and training programs to meet workforce needs.</p>

Item	Action	Lead	Progress	Summary
2.05	Better coordination of the Specialist Training Program positions in Tasmania to support specialties and regions in greatest need.	CQRA, P&C, THS	ON TRACK	<p>The appointment of the Principal Advisor, Medical Workforce in August 2023 has provided direction and leadership for the development of strategic medical workforce initiatives for the State. The Principal Advisor Medical Workforce is collaborating with medical colleges and Commonwealth agencies on medical training reforms, including the review of the Specialist Training Program.</p> <p>Support has been provided to the Australasian College of Dermatologists to re-establish Specialist training in Tasmania through the Flexible Approach to Training in Expanded Settings (FATES) program. Funding to establish the training to be based at the Royal Hobart Hospital has been granted with Specialist Medical Staff recruited to undertake the training. Accredited Registrar training will commence in 2024.</p> <p>Stakeholder engagement with medical colleges and the Commonwealth has improved the alignment of training posts to areas of medical workforce need.</p>
2.06	Provide more medical specialty training in rural and regional areas of Tasmania.	CQRA	ON TRACK	<p>The Tasmanian Government has partnered with the Australian Government to deliver the Single Employer Model (SEM) for GP Registrars, including rural generalist trainees, improving recruitment and retention of GPs in rural areas. Up to 20 registrars, employed by the Department of Health, will experience rotations in community GP practices as well as the hospital system.</p> <p>The Department's new Rural Medical Workforce Centre – located at the Mersey Community Hospital – was officially opened on in October 2023. The workforce centre is a collaboration between the Tasmanian Government and UTAS designed to support the training, recruitment</p>

Item	Action	Lead	Progress	Summary
				and retention of doctors and health professionals in the north-west and beyond. It will play a central role in driving Tasmania's Rural Generalist Pathway and coordinating Tasmania's Single Employer Model pilot, which is aimed at supporting the recruitment and retention of the next generation of GPs.
2.07	Ensure staff and consumers involved in clinical trials are qualified by education, training, and experience in the conduct of research and clinical trials.	CQRA	ON TRACK	<p>The Research Governance Office has provided several education and training opportunities for researchers. Some of these sessions, such as the training for the Research Ethics and Governance Information System have been online while others have been face-to-face. Further face-to-face sessions are planned for 2024.</p> <p>The Research Governance Office has secured access for Department of Health staff to the Australian Clinical Trials Education Centre (A-CTEC), where they may undertake online educational modules including the mandatory Good Clinical Practice training.</p> <p>The Research Governance Office has liaised with the Tasmanian Collaboration for Health Improvement (TCHI) and Statewide Library Services to discuss the development of an online Research module for early career researchers. where they may undertake online educational modules including the mandatory Good Clinical Practice training.</p>

FOCUS AREA 3 | FOSTERING INNOVATION

In 2040, Tasmania will embrace new and innovative health workforce roles and models to respond to the changing needs of communities. The health workforce will be confidently using technology to drive innovation and harnessing the benefits to support health service delivery and quality.

Item	Action	Lead	Progress	Summary
3.01	Progress innovative health workforce models aligned with health service needs and organisational priorities.	CQRA	ON TRACK	<p>DoH continues to progress workforce models that support innovative health service delivery that better meets community health needs.</p> <p>There are now four Urgent Care Clinics (UCCs) across the State to provide medical care for illnesses or injuries that can be managed without a trip to the emergency department but cannot wait for a regular appointment with a GP.</p> <p>The Royal Hobart Hospital’s (RHH) Hospital@home program continues to develop and has expanded its “virtual ward” from 12 to 22 beds. In addition to the virtual admitted wards, Hospital@home’s rapid response arm works closely with primary care providers and Residential Aged Care Facilities to coordinate rapid in-home interventions to patients experiencing exacerbation of health issues, to provide hospital-level care in their own homes. The care is provided by an interdisciplinary team made up of medical, nursing and allied health professionals as well as pharmacists.</p> <p>The Virtual Care Program, established in April 2023, also continues to grow and improve its home-based and virtual patient-centered care. Under the theme of ‘Right Care, Right Place, Right Time’, the expansion of intermediate care supported by Virtual Care Technology is a key reform area that will provide better and more appropriate care for patients and reduce pressure on hospitals.</p>

Item	Action	Lead	Progress	Summary
				Tasmania's new Statewide Palliative and End of Life Care Policy Framework was launched in November 2022. The new framework will guide palliative care service development over the next five years, including building the capacity of the workforce to provide equitable access to quality palliative and end of life care.
3.02	Establish service models that enable health professionals to work to their full scope of practice.	THS	ON TRACK	<p>An Advanced Practice Framework was developed and endorsed by the Nursing and Midwifery Senior Leadership Subcommittee in 2021. Further work on the toolkit to support implementation will recommence in 2024. The toolkit will support managers to identify nurses who have the potential to enhance service planning, workforce design and delivery via Advanced Practice Nurse roles; and provide guidance for development of Advanced Practice nurses in rural and remote services.</p> <p>Collaborative work with the Virtual Care project team is progressing to develop policy initiatives for the creation of innovative service models to deliver nursing and midwifery care.</p> <p>The Department is actively contributing to the National Scope of Practice Review commissioned by the national Department of Health and Aged Care. This review has a key focus of optimising the use of the health workforce across a stretched primary care sector by empowering coordinated teams of multidisciplinary healthcare professionals to work together to their full scope of practice. Findings of this review are expected in late 2024.</p>
3.03	Grow the current Enrolled Nurse	OCNM	ON TRACK	An Enrolled Nurse Strategy has been developed for Tasmania. The Strategy has 14 actions to advance capability and capacity of the Enrolled Nurse workforce. Implementation of the actions will commence in 2024.

Item	Action	Lead	Progress	Summary
	workforce to achieve the agreed industrial level of 25 per cent where clinically appropriate.			
3.04	Grow midwifery continuity of care models that support improved access to midwifery outreach services and greater integration of General Practice.	OCNM	ON TRACK	<p>The North West Maternity Services Transition Project has undertaken a detailed analysis of current models of care. A Service Delivery Model Framework has been developed for the North West Maternity Services which outlines all proposed future models of care. This includes greater access to continuity models of care, and more equity of access for women, including in outreach areas for both antenatal and postnatal services. In addition, there is interest from the General Practice workforce in the North West to engage in shared-care models.</p> <p>A Tasmanian Midwifery Strategy that includes an evaluation of Models of Care availability and accessibility is under development. The Strategy will identify educational pathways which support recruitment to Midwifery led continuity of care. The development and implementation of this Strategy will be further supported by the statewide Midwifery Advisory Group.</p> <p>A People Strategy has been developed for the North West Maternity Service, including an option for all current Health Care midwives to transition into Department of Health continuity models of care with salary matching. A recruitment strategy is in development for the North West Maternity Services, with aspects targeted directly to the Midwifery Group Practice model of care.</p>

Item	Action	Lead	Progress	Summary
3.05	Develop a workforce that confidently uses digital health technologies to deliver health and care.	ICT	ON TRACK	<p>The Digital Health Transformation program has advanced Horizon 1 projects of the Strategy to build digital foundations for Horizon 2, increase access to systems and expand key health workforce capabilities. One crucial component of Horizon 1 in the Health ICT Strategic Plan 2023-2025 is the uplift of the health workforce professions. This element is also a key component of the Digital Health Transformation Strategy, combining efforts to advance the capabilities of the healthcare workforce.</p> <p>The Health ICT Strategic Plan 2023-2025 has been endorsed. This plan is aligned to the Horizons of the Digital Health Transformation Strategy to provide a common schedule. This timeframe introduces the ability to undertake shorter term reviews of the Health ICT Strategic Plan, making it more accommodating to change as the Digital Health Transformation continues in parallel.</p>

FOCUS AREA 4 | ENHANCING CULTURE AND WELLBEING

In 2040, the Tasmanian public health sector will be a workplace of choice. A collaborative statewide working environment will celebrate success and encourage positive risk taking and sharing of learning. Health leaders will drive a culture of high quality, safe, person-centered service delivery. Promoting and supporting the health and wellbeing of the health workforce will be a priority.

Item	Action	Lead	Progress	Summary
4.01	Develop a better understanding of people’s workplace experience in the Department of Health – including bullying and discrimination – and use outcomes as a basis for improvement in workplace culture.	P&C	ON TRACK	<p>The One Health Culture team released the CARE values for the Department to support the development of a productive, inclusive, and safe work environment. The values of <i>Compassion, Accountability, Respect</i> and <i>Excellence</i> ensure high-quality experiences and outcomes within our teams and for the Tasmanian community.</p> <p>The Department’s Managing Psychosocial Hazards Procedure has been released and will assist staff in understanding, preventing, and managing psychosocial hazards in the workplace.</p>
4.02	Support the development of Statewide Clinical Networks and other engagement mechanisms that provide an opportunity for	PPPR	ON TRACK	<p>The Tasmanian Clinical Steering Committees and Clinical Networks commenced in 2023, engaging and empowering clinicians from across the health system to work together and with others to inform and improve service delivery design through evidence-based practice to promote patient focused and sustainable healthcare.</p> <p>The review of governance structures of clinical networks continues to be monitored to ensure it is improved and integrated into clinical</p>

Item	Action	Lead	Progress	Summary
	employees across the regions to share lessons learned and collaborate in joint planning, training, and workforce opportunities.			engagement. It will also be considered in the summary report of the Tasmanian Clinical Network's activity. The Tasmanian Health Senate has been established, providing independent evidence-based advice to the Department and Ministers for Health on issues of statewide, strategic importance to the health system. The Senate works alongside the Tasmanian Clinical Networks.
4.03	Ensure all Department of Health employees complete a comprehensive orientation program tailored to their role.	P&C	ON TRACK	Work on aligning current orientation modules with the One Health Culture program is underway. A review into the current program has been conducted with stakeholder consultation expected to take place in 2024. The Department's Safeguarding Children and Young People training was introduced in 2023. Since introduction, the training has been completed by more than 15,500 employees, which equates to more than 98 per cent of all staff.
4.04	Progress the major hospitals within the THS to Pathways to Excellence recognition.	THS	SOME PROGRESS	All elements of the Pathway to Excellence framework are being utilised to inform strategic planning for Nursing and Midwifery. Evidence is routinely compiled and updated in preparation for the application of the Pathway to Excellence accreditation. Collaborative work continues to progress shared governance models in all three regions.
4.05	Increase the employment rates of Aboriginal	CQRA, PHS	ON TRACK	The Aboriginal Health Worker Traineeship program has been established, and aims to:

Item	Action	Lead	Progress	Summary
	Tasmanians in the health workforce.			<ul style="list-style-type: none"> - improve the way we work as a government organisation - contribute to strengthening the sector - expose more Tasmanian Aboriginal people to a career in health - contribute to better health outcomes. <p>As the program is still in its first year, it will be important to be responsive to any emerging challenges, flexible in its delivery and build on opportunities for improvement.</p> <p>The Tasmanian State Service <i>Aboriginal Employment Strategy to 2022</i> was first launched in June 2019 as a whole-of-service approach. The Department of Health is contributing to the drafting of the updated strategy.</p> <p>The Improving Aboriginal Cultural Respect Across Tasmania's Health System Action Plan is in progress. Business units across the Department are pursuing actions lead by the plan.</p>
4.06	Promote gender equality and inclusivity within the health professional workforce.	HR	ON TRACK	<p>The Department has established the Sex and Gender Reform Working Group to determine how data and information is captured and shared by corporate and clinical systems now and into the future.</p> <p>The Department has adopted the Australian Bureau of Statistics Standard for Sex, Gender, Variations of Sex Characteristics and Sexual Orientation Variables. Due to the large number of systems across the Department, full adoption will take time.</p> <p>Work has commenced on the creation of Department's Diversity, Equity and Inclusion Framework as a focus area of the One Health</p>

Item	Action	Lead	Progress	Summary
				Culture program. This framework will align with the Department's CARE values.
4.07	<p>Develop leadership capability by:</p> <ul style="list-style-type: none"> identifying clinical leaders across health professional groups establishing strong mentoring programs increasing female representation in leadership roles. 	CQRA, P&C, OCNM	ON TRACK	<p>The Leadership 2040 program was established in 2022 to bring emerging health leaders together from across professions and from the public, private and community sectors.</p> <p>In 2023, the Leadership 2040 Online Community reached a milestone of 500 members – with members from a diverse range of organisations and professions. The 2023 conference program included an event in Ulverstone, as well as the second-annual Leadership 2040 event in Hobart that was attended by 160 leaders and emerging leaders across the health sector.</p> <p>Nursing and Midwifery leadership is being developed through several programs:</p> <ul style="list-style-type: none"> The Nursing Now early career leadership program, developed in 2020. In 2023, 20 nurses completed the course, a total of 67 since commencement. The Leading for Tomorrow Today mid-career leadership program is a customised leadership program developed in 2022 which has been completed by 82 nurses and midwives, 56 of those in 2022. An Executive Nursing and Midwifery Leadership Masterclass, facilitated in May 2023, attended by 49 nurse and midwifery leaders. <p>The Aspire Leadership Development Program, introduced in 2022, has supported 72 of the Department's emerging leaders develop skills in several key areas including strategic thinking and problem solving.</p>

Item	Action	Lead	Progress	Summary
				The Elevate Management Development Program, introduced in 2023, provides the opportunity for managers to develop their non-clinical management skills in areas such as planning, delegating, financial and people management, engaging with risk and problem-solving and communication. One-hundred and fifty-three participants have completed this program to date.

FOCUS AREA 5 | RECRUITMENT AND EFFECTIVE WORKING ARRANGEMENTS

In 2040, Tasmania’s public health workforce will be supported by a framework for employment that is fit for purpose, with efficient and effective recruitment processes. The Tasmanian public health sector will be a workplace of choice

Item	Action	Lead	Progress	Summary
5.01	Investigate challenges in recruitment processes in the public health workforce.	DoH	ON TRACK	<p>The Department has released two new guides to simplify and streamline end-to-end recruitment processes:</p> <ul style="list-style-type: none"> - Position Management Guidelines - Information Guide for Hiring Managers. <p>Health workforce challenges have been a strong focus at the national level in 2022-23. In 2023, National Cabinet endorsed the final report of the <i>Independent Review of Overseas Health Practitioner Regulatory Settings</i>. This report makes 28 recommendations to reform and streamline regulatory settings, making them simpler, faster, and cheaper for overseas trained health professionals to move to and work in Australia.</p> <p>Tasmania has actively contributed to the development of the report and will continue work on key implementation activities through the Health Workforce Taskforce (HWT).</p>
5.02	Support clinical leaders to recruit	P&C	ON TRACK	<p>Nine additional Administrative Assistants continue to support clinical leaders across the three regions – Hospitals North, Hospitals South and Hospitals North West.</p>

Item	Action	Lead	Progress	Summary
	efficiently and effectively.			<p>The Department is working closely with the Department of Home Affairs on upskilling clinical leaders' knowledge of international recruitment, skilled visas, and visa management. A series of webinars, presented in 2023, provided an overview of visas, visa conditions, sponsor obligations, skilled visa updates and allied health pathways.</p>
5.03	Align employment arrangements with training requirements of medical specialist trainees.	CQRA and HWPU	ON TRACK	<p>The State Service Management Office (SSMO) has granted approval for the establishment of an Agency specific recruitment program, linking medical training requirements to state service employment practices.</p> <p>The program is approved for the following categories:</p> <ol style="list-style-type: none"> 1) Medical Intern – fixed term employment for up to two years to complete prevocational training program, effective from January 2024. 2) Resident/Unaccredited Registrar - fixed term employment for up to four years. 3) Registrar – fixed term employment for up to six years to enable completion of accredited Specialist Training Program as prescribed by relevant specialist college (also known as a length of training contract). <p>The Prevocational Framework Working Group (PFWG) brings together, in partnership, Departmental medical education and training representatives from each region of the state and the Postgraduate Medical Council of Tasmania (PMCT).</p> <p>This partnership recognises that both the PMCT and the Department of Health are responsible for the implementation of the new National</p>

Item	Action	Lead	Progress	Summary
				<p>Framework for Medical Internship which is scheduled to commence in 2024.</p> <p>Tasmania, on advice of the PFWG, decided to implement a staged approach with the new framework introduced to PGY1 from January 2024. The PFWG will continue to ensure that all parties are aligned and positioned to support the rollout of the new framework over the coming years.</p>
5.04	Leverage Tasmania's brand (Brand Tasmania) to attract health professionals to work in Tasmania.	CQRA and P&C	SOME PROGRESS	<p>The Department is partnering with Brand Tasmania on the development of marketing materials to support interstate and international recruitment campaigns. Several health professionals have volunteered to share their experiences in relocating to Tasmania to be featured in the materials.</p> <p>Pilot marketing materials have been trialled in November 2023 at the London Job Fair, with a 25 per cent increase in registrations of interest to work with the Department of Health.</p>
5.05	Partner with the private sector and educational institutions for shared recruitment and employment strategies.	CQRA and HWPU	SOME PROGRESS	<p>The Training, Education and Workforce Subcommittee (TEW) continues to provide a forum for the Department, TasTAFE, the University of Tasmania, and the private sector to discuss end-to-end training, recruitment, and employment strategies.</p> <p>The Department continues to partner with the University of Tasmania with conjoint appointments, providing education and leadership for both organisations.</p>
5.06	Improve the current structure and content of industrial	P&C	ON TRACK	<p>The Department participated in several productive bargaining processes in 2022-2023 resulting in the registration of four new public sector agreements:</p>

Item	Action	Lead	Progress	Summary
	instruments for simplicity, clarity, and ease of use.			<ul style="list-style-type: none"> - Allied Health Professionals Public Sector Unions Wages Agreement 2022 - Medical Practitioners (Tasmanian State Service) Agreement 2022 - Nurses and Midwives (Tasmanian State Service) Agreement 2023 - Radiation Therapists Agreement 2022. <p>In addition to improvements to pay and conditions, the Allied Health and Medical Practitioner agreements include structural changes to address recruitment and retention issues, supporting graduates and trainees with better career pathways to build the workforce of the future.</p> <p>The Medical Practitioners Agreement includes a shared commitment to adopt a range of initiatives that will support the future implementation of the Department's strategic priorities.</p> <p>In addition, the Department contributed to whole-of-Government working groups to improve the Tasmanian State Service Employment Directions.</p>
5.07	Reform the employment framework to meet demand most efficiently for services and facilitate the development of innovative health workforce models.	P&C	ON TRACK	<p>A Job Families Framework is being introduced across the Department, to reduce the number of Statements of Duties used and simplify the creation of new positions. Each job role will have a job profile outlining the job complexity, scope of impact and responsibility, providing consistency and simplifying recruitment processes.</p> <p>The Job Family Framework will provide a structure that is meaningful for career development, outlining succession pathways, informing learning and development, and workforce planning.</p>

Item	Action	Lead	Progress	Summary
5.08	Review accommodation options that support the recruitment and retention of health professionals and students in rural Tasmania.	CQRA and INFRA STRU CTUR E	ON TRACK	A review of current accommodation policy and practice was undertaken, along with statewide employee consultation to better understand challenges and opportunities. In response, the statewide Employee Residential Accommodation Support Policy has been released to support accommodation provision consistency and efficient recruitment processes.

FOCUS AREA 6 | PLANNING

In 2040, Tasmania’s public health sector will have accurate workforce data to inform evidence-based decision and policy making and to provide more effective and efficient procedures.

Item	Action	Lead	Progress	Summary
6.01	Develop system capability to automate data extraction from the National Health Workforce Data Set (NHWDS).	CQRA	SOME PROGRESS	<p>A staged approach to enabling automated data extraction from the National Health Workforce Data Set is underway.</p> <p>Automation and dashboard process and development work will continue into 2024.</p>
6.02	Develop and implement a system for capturing clinical placement activity across all health professions to support the move towards Activity Based Funding for Teaching and Training.	CQRA	SOME PROGRESS	<p>A preliminary analysis of scope, business drivers, procurement process and funding source options has been completed. The concept brief has been endorsed by the Department’s Information Communication and Technology Committee.</p> <p>The Systems Development Project will commence once a funding source is approved.</p>
6.03	Update public sector human resources systems to identify the	CQRA and P&C	ON TRACK	<p>Ongoing collaboration between health workforce planning and the Human Resource Information System (HRIS) Project Team is continuing to ensure the new system will support workforce planning into the future – including the easy identification of employees’ health</p>

Item	Action	Lead	Progress	Summary
	health profession of employees.			profession, and greater analytical insights for leave and vacancy management. Data cleansing, remediation and migration is currently underway in preparation for the first release stage of HRIS.
6.04	Implement automated registration verification for all registerable health professionals employed in the public health workforce.	CQRA and P&C	ON TRACK	HRIS will allow employees to record their professional registrations and memberships on their employee profile. An integration with Ahpra will provide real time verification of that data. Non-Ahpra registrations will be verified by a manager or administrator prior to the information being added to the employee's profile.
6.05	Support statewide operational workforce planning.	HWPU and P&C	ON TRACK	<p>The Department continues to collaborate with priority workforce areas at the state and national level to ensure priority workforces are identified early and responses planned.</p> <p>Operational workforce planning across the state is supported by the development of Health Workforce 2040 Data Profiles highlighting trends in Tasmania's healthcare workforce. Data profiles for nursing and midwifery, medical and allied health professions in 2021 have been developed, demonstrating several key statistics including headcount and full time equivalent (FTE), average age and hours worked, percentage of employees in the private versus public sector, and professional FTE per 100,000 population, allowing health services to plan for areas of workforce need.</p> <p>The Health Workforce Planning Unit continues to provide operational areas with specialised workforce and data advice, including:</p> <ul style="list-style-type: none"> - Statewide Pharmacy Operations - Emergency Department Review

Item	Action	Lead	Progress	Summary
				<ul style="list-style-type: none"> - Maternity - Ear, Nose and Throat Specialists <p>The Long-Term Plan for Healthcare in Tasmania 2040.</p>
6.06	Work with federal, state and territory governments and agencies to ensure Tasmania is well placed to contribute to, and benefit from, national health workforce policy, planning and information sharing.	HWPU	ON TRACK	<p>Tasmania's Department of Health is continuing to work with the Australian Government, jurisdictions, and other stakeholders in the implementation of the <i>National Medical Workforce Strategy (2021-2031)</i>.</p> <p>The Department is an active participant in the National Health Workforce Taskforce (HWT) on workforce and employment reforms, including the National Maternity Workforce Review, the National Nursing Workforce Strategy, and the National Allied Health Workforce Strategy.</p> <p>Tasmania contributed to the Independent Review of Health Practitioner Regulatory Settings (also known as the 'Kruk Review') to help ease health workforce shortages while maintaining high standards in health care quality and patient safety. The Review presented several recommendations to streamline and simplify health practitioner regulation, with an aim to ease skills shortages in critical health professions. Implementation of recommendations has commenced; Tasmania will continue to contribute through HWT.</p>

ACRONYMS

ABS	Australian Bureau of Statistics
A-CTEC	Australian Clinical Trials Education Centre
AHRG	Allied Health Rural Generalist
AMC	Australian Medical Council
CAHA	Chief Allied Health Advisor
CARE	Compassion, Accountability, Respect, Excellence
CQRA	Clinical Quality, Regulation and Accreditation
DoH	Department of Health, Tasmania
FATES	Flexible Approach to Training in Expanded Settings
FTE	Full Time Equivalent
GP	General Practitioner
HCEF	Health Chief Executives Forum
HMM	Health Ministers Meeting
HR	Human Resources
HRIS	Human Resource Information System
HWPU	Health Workforce Planning Unit
HWT	Health Workforce Taskforce
ICT	Information and Communication Technologies
OCNM	Office of the Chief Nurse and Midwife
P&C	People and Culture (formally known as Human Resources or HR)
PFWG	Provocational Framework Working Group
PHS	Public Health Services
PMCT	Postgraduate Medical Council of Tasmania
PPPR	Policy, Purchasing, Performance and Reform
RHH	Royal Hobart Hospital
RUSON/M	Registered Undergraduate Student of Nursing and Midwifery
SEM	Single Employer Model
SMHS	Statewide Mental Health Service
SSMO	State Service Management Office
TCHI	Tasmanian Collaboration for Health Improvement
TEW	Training, Education and Workforce Subcommittee
THS	Tasmanian Health Service
TSS	Tasmanian State Service
UCC	Urgent Care Clinic
UTAS	University of Tasmania



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