# Workforce Strategy

Monash Health

Employee Forum, 15 August 2023

# A plan for our people

Monash Health is developing a new workforce strategy, to support our current workforce and develop our teams of the future.

**1**

Supporting our current workforce

**+**

**2**

Developing our future workforce

# Environmental scan reveals common themes...

We've reviewed the published research from here and overseas to help formulate our strategic themes to make sure we are aligned with the best in the world.

The themes we identified were:

**Invest in your people**
A focus on employee wellbeing and improving the employee experience.

**Workforce redesign**
Flexibility, optimising scope of practice and realigning where care is provided.

**Enhancing culture and diversity**
A diverse and inclusive workforce with trust in leadership.

**Training and development**
Entry pathways for students, partnerships with education providers and upskilling workforce.

**Foster innovation**
Adopting new ways of working, thinking and models of care, assisted by technology and driven by data.

**Planning**
Integrating workforce planning with strategic planning.

# We asked for your feedback

**Suggestion Box**

**Virtual Drop in Sessions**

**Local Area Meetings**

## Passionate about Monash Health?

Share your ideas about how to make it even better.

**We'd love to hear from you as we develop our next workforce strategy.**

Use the QR code to access our virtual suggestion box

# What you've shared with us so far…

1,700 employees across our sites, areas, departments and disciplines provided fantastic feedback. Through your feedback, we identified the following key themes:

## Flexibility

Work-life balance is important to you. You'd like to see flexible arrangements for shift allocation, taking leave, and working across teams and sites.

## Equity, Inclusion and Wellbeing

You want a supportive, inclusive work environment that celebrates diversity, recognises and values each individual's distinct perspectives and contributions, and promotes kindness, wellbeing and meaningful connections among team members.

## Strong leadership and support

You want your leaders to lead with kindness and respect. Leadership should inspire, support, challenge and champion autonomy, ownership, and growth.

## Professional development

You would like more learning, development, and advancement opportunities to support your personal and professional growth and enhance your leadership capabilities. Supervision, coaching, training and mentoring opportunities are essential to job satisfaction and achieving your full potential.

## Innovation

You want to work for an organisation that tries new things, embraces innovation and drives positive change through forward-thinking solutions. Improved systems and technology are important to you, as are improved physical spaces and your work environment.

# What you've shared with us so far...

# Our purpose

**Creating a culture and environment where our people thrive and deliver excellent health care**

# Our pillars

## Belonging

*Working in supportive, healthy and safe teams with work-life balance and flexibility.*

## Innovation

*Embrace cutting edge initiatives, foster innovation and drive positive change through forward thinking solutions that align with our purpose.*

## Leadership

*Leaders who inspire, challenge and support high-performing teams through kindness and respect.*

## Growth

*Embrace a culture of lifelong learning where curiosity thrives, to support personal and professional growth.*

# Belonging

*Working in supportive, healthy and safe teams with work-life balance and flexibility.*

**Intent**

We foster a kind and inclusive culture that celebrates diversity, promotes meaningful connections among team members, and values the unique contributions each person brings.

**Objectives**

- Champion a culture where diversity is celebrated and maximised to create better outcomes for our patients

- Create opportunities to build our diversity talent pipelines

- Invest in initiatives that make Monash Health a happier and healthier place to work

- Adopt an organisation-wide approach to flexible work arrangements

- Enhance a holistic approach to reward and recognition which is relatable, measurable and has lasting impact

# Innovation

*Embrace cutting edge initiatives, foster innovation and drive positive change through forward thinking solutions that align with our purpose*

## Intent

We encourage innovation and a proactive approach to problem-solving by consistently exploring creative solutions. We embrace and implement these novel approaches to improve productivity and generate positive outcomes for our community.

## Objectives

- Transform recruitment to meet the expectations of employees

- Rebuild rostering and workload management to support more flexible working arrangements

- Innovative technology adapted into new and shared workforce models and roles

- Leverage data-driven visibility, insights and analytics to strengthen decision-making processes

- Broaden the range of skills and responsibilities within professional practices, enabling individuals to contribute to a wider scope of work

- Establish and develop new pathways for recruitment

# Leadership

*Leaders who inspire, challenge and support high-performing teams through kindness and respect.*

## Intent

We empower our workforce to excel through a balanced leadership approach that champions autonomy, ownership, and growth, while challenging our employees to push beyond limits and achieve new heights of success.

## Objectives

- Cohesive and collaborative leadership teams, who have a minimum set of core capabilities

- High-performing teams who have effective systems, processes and people

- Mentoring tailored to the needs and objectives of our employees and organisation

- Opt-in role rotations to offer development for our people in different interest areas

- Adopt an organisation-wide approach to identify and develop successors for leadership positions

- Seek real-time, actionable feedback and insights from our employees

# Growth

*Embrace a culture of lifelong learning where curiosity thrives, to support personal and professional growth*

## Intent

We provide opportunities for learning, development and enhancement. We encourage personal and professional growth, empowering individuals to thrive while contributing to our success.

## Objectives

- In partnership with education providers, target existing and emergent capability gaps in the workforce

- In partnership with our employees, develop focused scopes of practice for clinical roles

- Influence the training curriculum to ensure students have the skills we require for the future

- Employee upskilling and reskilling programs that are personalised, accessible and integrated ('grow your own')

- High-quality student pathways to build health workforce supply

- Create exciting career pathways to retain talent

# First-year actions

# Delivery underway: first-year actions

- Review and develop policies and guidelines supporting flexible working.

- Develop safety and wellbeing initiatives that make Monash Health a happier, safer and healthier place to work through the 'Be Well' program and the health, safety and wellbeing strategy.

- Share data across the organisation to ensure transparency of gaps and projected workforce needs.

- Review recruitment and onboarding systems and processes and develop a centralised recruitment model.

- Implement mechanisms to seek real-time, actionable feedback and insights to drive our initiatives.

- Finalise and align the eight priority professional group workforce plans.

- Develop an action plan outlining strategic initiatives and milestones for the upcoming years.

- Proactively research, investigate, prioritise and replicate workforce initiatives to enhance patient care.

- Implement the 10 targeted workforce initiatives focused on retention.