



**Outcomes:**

- *Active commitment to improving the health of people living in the Torres Strait and Cape York*
- *Empathetically led sustainable rural and remote health workforce; fostering wellbeing, connectedness, collaboration and striving for excellence*
- *Performance and effectiveness realised through achievement of individual, work unit and HHS-wide goals*

**Growing the future workforce – building local capacity and increasing the representation of Aboriginal and Torres Strait Islander people in the health workforce**

**Community engagement:**

- Realising opportunities for secure/sustainable employment of Aboriginal & Torres Strait Islander people (in partnership with other organisations)
- Active and authentic engagement with community leaders
- High school work experience program
- Careers fairs (external and organised internally)

**Traineeships:**

- Increase involvement of Aboriginal & Torres Strait Islander people in formal training
- School-based traineeship program
- Explore partnerships with other departments and organisations to offer apprenticeships and traineeships

**Universities & VET providers:**

- Encouragement of Aboriginal & Torres Strait Islander students to explore employment opportunities with TCHHS
- Clinical placements
- Partnerships to influence education for rural and remote practice

**Recruiting for today & the changing world of work**

**Contemporary attraction and recruitment practices:**

- Value proposition – what we expect, what is on offer & knowing what you're going to

Recruitment strategies to attract Aboriginal & Torres Strait Islander people to positions across all streams

**Recruitment for excellence and fit:**

- Manager confidence and capability
- Contemporary job design & up-to-date role descriptions
- Looking for relevant qualifications & evidence of excellence
- Suitability for remote practice, cultural competence and commitment to health outcomes of Aboriginal & Torres Strait Islander people in the Torres and Cape

**Preparation for rural and remote isolated practice:**

- Tailored orientation and induction to rural and remote practice, prior to commencement

**Creative responses to supply challenges:**

- Collaboration with NGOs and other Government departments ie Education, QAS & Police

**Building and retaining an effective, highly skilled, future focused and engaged workforce**

Organisation design and development; connecting workforce with strategy

People management practices are aligned with and support the desired future:

- Succession planning and transition to retirement programs
- Consider innovative approaches to flexible work arrangements, particularly in the most challenging or remote locations

Preparation and support for remote and isolated practice

- Effective use & tailoring of TCHHS, QH, CRANA+ and other resources

Effective use of Health Practitioners and Nurse Practitioners

**Highly skilled and effective leaders:**

- Development programs to effectively transition remote clinicians to remote managers
- Non-clinical leadership skills identified, recruited for, performance recognised and actively managed
- Productive staff/manager relationships and recognition of high performance
- Confidence and ability to appropriately respond to inappropriate behaviour and poor performance in a timely manner

Collaboration with other departments/agencies to find creative solutions to workforce challenges

**Inclusion of Aboriginal & Torres Strait Islander people:**

- Aboriginal & Torres Strait Islander Leadership Forum – *nothing about us without us*
- Active and authentic inclusion of Aboriginal & Torres Strait Islander people and perspectives in decision making
- Build capability of Aboriginal & Torres Strait Islander Health Workers and implement a program to support transition to Health Practitioner

Active encouragement of and support for movement across streams, particularly of Aboriginal & Torres Strait Islander employees, and in areas of skill shortage



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**Responses to the challenges we face**

<ul style="list-style-type: none"> <li>• Leadership and high performance management development program (including clinician to manager transition, &amp; leadership career development pathways for Aboriginal &amp; Torres Strait Islander employees)</li> <li>• Developing Aboriginal &amp; Torres Strait Islander people for management &amp; leadership</li> <li>• Change management and change leadership skills development</li> <li>• Explicit focus on living by TCHHS Values to create a shared sense of purpose, cohesion and collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• TCHHS strategic workforce plan, aligned with the philosophy of the Model of Care</li> <li>• TCHHS Aboriginal and Torres Strait Islander Workforce Strategy and accompanying implementation plan</li> <li>• Workforce designed for the delivery of effective primary health services, and multidisciplinary ways of working</li> <li>• All stream future-focused staff development strategy</li> <li>• Collaborative and coordinated approach to strategy development including stream specific workforce strategies</li> <li>• Service planning anticipates and includes corporate resource requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Practice of evidence-based management and evidence-based strategic HRM, including effective use of data/business intelligence to inform decision-making</li> <li>• Effective use of, rather than compliance with performance development and capability success processes; clarity about responsibilities, accountabilities and recognition of high performance</li> <li>• Effective preparation for remote and isolated practice</li> <li>• Creation of a safety culture; cultural, psychological and physical</li> </ul>
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**Capabilities we need**

<ul style="list-style-type: none"> <li>• Ability to build productive relationships and effectively work with disagreement and conflict</li> <li>• People leadership, particularly in a remote and isolated context</li> <li>• Functional review, job analysis and design</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding of what motivates people to change and ways of working with ambiguity and resistance</li> <li>• Growth mindset &amp; intrinsic motivation</li> <li>• Strategic planning, including workforce planning</li> <li>• Strategic and operational HR</li> </ul>	<ul style="list-style-type: none"> <li>• Operational management; HR, finance, assets etc</li> <li>• Digital literacy</li> <li>• Ability to extract and make effective use of data, and understanding of metrics and analytics</li> </ul>
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**Indicators of change & success**

<p><b>Workforce supply</b></p> <ul style="list-style-type: none"> <li>• Vacancy rates &amp; time to fill</li> <li>• Applicant quality &amp; quantity</li> <li>• Community engagement activities, including careers fairs</li> <li>• Clinical placement experience</li> <li>• Formal partnerships with vocational education providers, TAFE and universities (traineeships &amp; influence of curriculum)</li> </ul> <p><b>Workforce profile</b></p> <ul style="list-style-type: none"> <li>• Increase in number of Aboriginal &amp; Torres Strait Islander employees (all streams)</li> <li>• Increase in number of Health and Nurse practitioners</li> <li>• Alignment with the philosophy of the Model of Care</li> </ul>	<p><b>Skilled, and confident workforce</b></p> <p>Participation in and satisfaction with learning &amp; development opportunities:</p> <ul style="list-style-type: none"> <li>• Clinical Excellence Qld (clinician leadership programs)</li> <li>• Stream specific development programs and training pathways</li> <li>• AO &amp; OO Employee Training &amp; Development Education Incentive Fund</li> <li>• SARAS – particularly in areas of skills shortage</li> <li>• Learning Gateway development opportunities</li> <li>• Day-to-day job skills &amp; knowledge including use of digital platforms</li> </ul> <p>Effective orientation program – remote &amp; isolated practice</p>	<p><b>Workplace climate</b></p> <ul style="list-style-type: none"> <li>• Plans and initiatives developed through cross stream collaboration and engagement with staff at all levels and locations of TCHHS</li> <li>• Working for Qld survey results</li> <li>• Retention – reduction in number of undesirable exits</li> <li>• Complaints, grievance and disciplinary rates</li> <li>• Injury rates and WorkCover claims</li> <li>• HHS of choice for clinical rotation</li> <li>• Valued Aboriginal &amp; Torres Strait Islander Leadership Forum</li> </ul> <p><b>Partnerships</b></p> <ul style="list-style-type: none"> <li>• Collaboration with NGOs, other agencies and departments</li> </ul>
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**COURAGE**

**ACCOUNTABILITY**

**RESPECT**

**ENGAGE**