

Workforce Planning Framework

Achieving a 'Fit for Purpose' workforce
for now and the future



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The NSW Ministry for Health acknowledges the traditional custodians of the lands across NSW. We acknowledge that we live and work on Aboriginal lands. We pay our respects to Elders past and present and to all Aboriginal people.

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Executive Summary

The NSW Health Strategic Priorities 2019-2020 details how we will:

- keep people healthy
- provide world class clinical care
- deliver truly integrated care.

Within the **Strategic Priorities**, the Workforce Planning and Talent Development branch (WPTD) of the Ministry of Health are tasked with achieving a 'fit for purpose' workforce now and into the future.

Our workforce is our most significant input into the delivery of health services. Having a capable, agile and diverse workforce is critical to ensuring NSW Health is able to deliver safe, quality and standardised care to the people of NSW, regardless of where they work. This includes facilities, multipurpose services or in the community.

Harnessing the expertise within the system, the **Health Professionals Workforce Plan Consultation Report** (August 2019) identified changing population health needs; increasing consumer expectations; rapid technological advances and redefining work; and changing workplaces as four macro-trends that are most likely to impact our workforce now and in the future.

In August 2018, WPTD sought feedback on the discussion paper – “Building workforce planning capability in the NSW Health system” from all health agency Chief Executives, Executives/Directors of Workforce, Allied Health, Medical and Nursing, as well as workforce planners and relevant officers within the Ministry of Health.

These insights were used to guide the development of new initiatives aimed at stabilising the foundations of workforce planning, in alignment with the Health Professionals Workforce Plan 2012-22 and NSW Health Strategic Priorities 2018-19.

Responses received through the consultation process were consolidated into the Building Workforce Planning Capability in the NSW Health System report and resulting Action Plan which has prompted the development of this framework.

The main aim of this framework is to facilitate progression from the Ministry of Health level strategy into Local Health Districts and Speciality Networks, developing local capacity for workforce planning in a range of contexts, utilising a consistent yet flexible methodology which supports a consistent approach to risks and opportunities.

Given that workforce is a critical enabler for implementation of national, state wide and local strategies within each organisation, it is important to identify and consider all relevant strategic plans and directions. Examples have been included in Appendix One of this document.



Discussion Paper	Building Workforce Planning Capability in the NSW Health System
Consultation	Feedback sought from key stakeholders and subject matter experts
Report	Responses were consolidated into the Building Workforce Planning in NSW Health System Report
Action Plan	Highlights six key areas of focus to build workforce planning capability in NSW Health

Our vision

The vision for workforce planning that was agreed from this consultation process is:

Our vision is that those involved in workforce planning across NSW Health will be equipped and enabled to support workforce planning in a proactive, collaborative and systematic way to ensure that NSW Health attracts and retains a fit for purpose workforce across the system with the capacity and capability to deliver first class, patient-centered care now and into the future.

Objective of the framework

The objective of the framework is to outline how together, we will achieve a ‘fit for purpose’ workforce now and into the future.

Shared responsibility

Workforce planning requires collaboration between a range of stakeholders to draw on their knowledge of the service and workforce. It is essential for workforce planning to be integrated with health service planning (service planning), financial planning and infrastructure planning from inception to ensure all plans are aligned and working toward a common outcome.


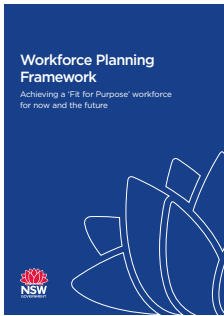

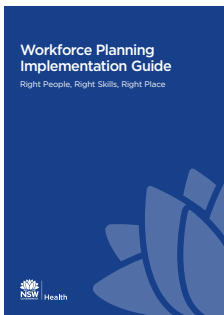
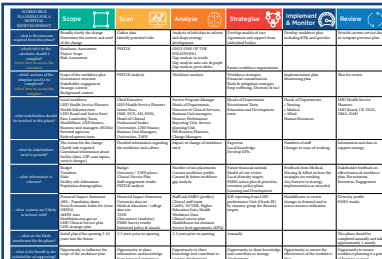
While some LHD/Ns will have dedicated workforce planner roles, others will disperse the workforce planning function. Irrespective of the structure, the effectiveness of the workforce planning process will be dependent on the active contribution of a range of people who have the vision, knowledge and awareness of what will be required and an ability to formulate strategies to achieve it. Consideration should be given to the full range of tasks to determine who is best suited to complete them in each planning context.

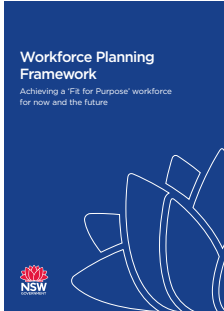
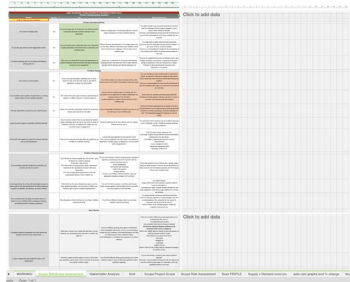

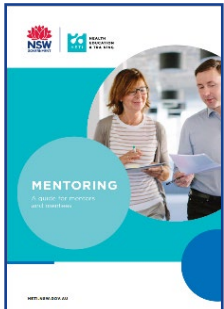
The **workforce planning task matrix** and role definition document can be accessed from the Workforce Planning Portal and may assist with this process.

Key resources

WPTD have partnered with a group of subject matter experts from LHD/Ns who have collaborated to develop an overarching workforce planning framework (this document) and a toolkit of resources. These resources will be released as they become available, enabling the development and practical application of capabilities to enhance the quality of workforce planning.

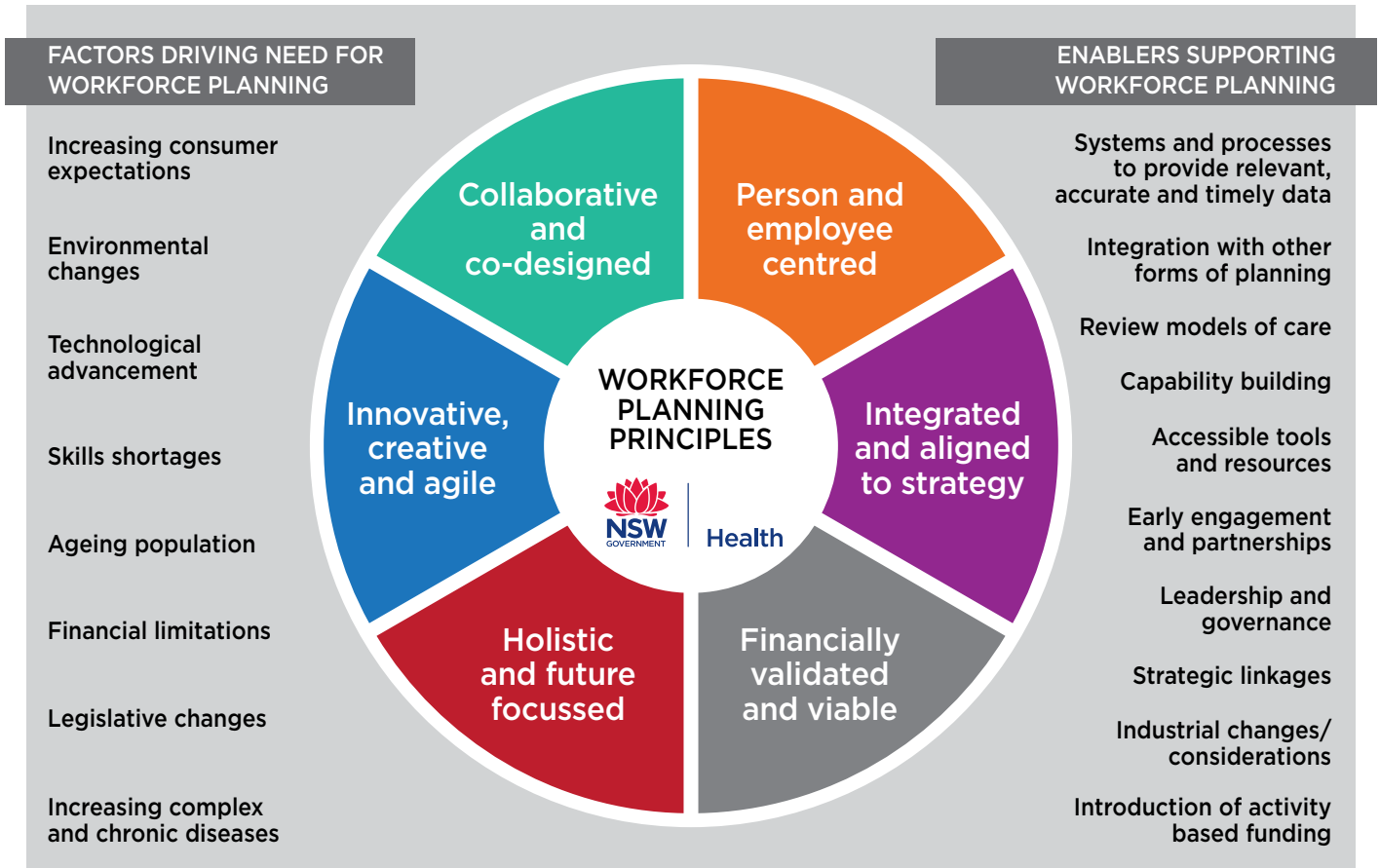
These resources can provide guidance and support for anyone involved in workforce planning – manager/ leaders, clinical/ technical experts as well as specialist workforce planners where they exist.

Resource	Description	Link to resource
Workforce Planning SharePoint (SharePoint)	SharePoint has the latest versions of all resources to support you with workforce planning including those listed in the table here.	
Workforce Planning Framework (the framework)	The Framework outlines how workforce planning fits within the overall context of NSW Health. It highlights the drivers of workforce planning, the principles we will apply to undertake it and the enablers that will support us. It maps the capability requirements for workforce planning to ensure we have the required capability to perform this critical function.	
Workforce Planning Process (the process)	This process outlines the phases of workforce planning. All resources are aligned to the process and colour coded to aid in interpretation.	
Workforce Planning Implementation Guide (the guide)	The Implementation Guide provides step by step instructions to guide your through each phase of the workforce planning process.	
Workforce Planning Matrix (the matrix)	The matrix is a table that links you to relevant resources you can use to support you with workforce planning tasks.	

Resource	Description	Link to resource
Workforce Planning Template (the template)	This document details the type of information to be included in the workforce plan with some explanation of how to locate, calculate and present the information.	
Workforce Planning Calculator (the calculator)	This is a spreadsheet with several tabs for specific calculations that can be used at various stages throughout the workforce planning process. The matrix and template will assist you to determine which tab is relevant for the task you are completing.	
Workforce Planning Community of Practice (the CoP)	This is a network of employees who have some involvement in workforce planning activities who support each other for mutually beneficial outcomes.	
Mentoring: A guide for mentors and mentees	The Mentoring: A guide for mentors and mentees provides support and guidance for both mentors and mentees and can be used to establish mentoring relationships to develop workforce planning capability.	

Our approach to workforce planning – a conceptual framework

Workforce planning for NSW Health is underpinned by six key principles to address the common drivers of workforce planning. The diagram below highlights these drivers of the need for workforce planning, the principles we will apply to address these drivers and the enablers that we will utilise to achieve a 'fit for purpose' workforce now and into the future.



Reasons for Workforce Planning

Workforce planning is an ongoing business-driven and business-owned process designed to develop an understanding of the composition of the current workforce and predict requirements for future workforce. It seeks to manage risks by anticipating workforce supply challenges and it facilitates the development of strategies to address those challenges.

It is about knowing the organisation's business and forecasting how the demand for workforce will evolve, using this knowledge to position the workforce to best deliver business outcomes and manage workforce-related risks.

Workforce planning is a process of identifying the workforce capacity and capability so the organisation has the Workforce it needs to meet its objectives, now and into the future.

It aims to ensure we have a 'fit for purpose' workforce to deliver our strategic priorities, now and in the future. Focusing on the number of employees alone limits an organisation's ability to achieve its vision and goals within available resources.

Levels of Workforce Planning

Workforce planning occurs at three main levels throughout NSW Health.



Strategic, Tactical and Operational workforce planning

	Strategic Workforce Planning	Tactical Workforce Planning	Operational Workforce Planning
What is the intended purpose of this type of workforce planning?	Defines the strategic workforce direction for the organisation, <i>revealing</i> current and <i>anticipating</i> future workforce priorities, risks and opportunities: aimed at optimising health business and clinical outcomes	Defines/ describes the process to identify and address current workforce gaps and future needs, supporting the objectives outlined in strategic workforce and service/ business plans	Focuses on the sustainability of the unit/ service to execute core business/ strategy, implementing tactical plans at the local level – <i>making the tactic operational</i>
At what level(s) would this type of workforce planning be led?	Occurs at the state-wide (Ministry/ Pillars) or LHD/ Speciality Network level	Conducted at the state-wide (Ministry/ Pillars), LHD/ Speciality Network level or sometimes at the individual health service/ facility level	Generally happens at the individual service/ unit/ ward level but may be conducted at the LHD/ Speciality network level
What informs this level of planning?	Based on research, consultation, data and evidence; it enables strategic service/ business plans, sets the workforce direction and implements/ aligns with any relevant overarching workforce strategy	Based on research, consultation, data and evidence, it implements/ aligns with overarching workforce strategy	Transactional activity, guided by tactical plans, focussed on day to day priorities and workforce effectiveness
What type of outcomes arise from this type of planning?	Provides high level direction, without significant detail	Involves programs and strategies which describe how work should be done or outlines a specific program/ project in a specific area/ topic	Uses the strategic and tactical plans to produce and implement local documents like procedures, processes or rosters
Who is involved in this type of workforce planning?	Sponsored and driven by senior leaders across the organisation, led/ facilitated by workforce specialists/ workforce planners where appropriate and conducted with broad collaboration and involvement	Driven by business units involving clinical/ professional leads, more specialist/ technical roles, and may be facilitated by a workforce planner where appropriate	Primarily completed by team managers and/ or human resources/ workforce specialists while direction may be guided by workforce planners where appropriate
What is timeframe is typically covered with this type of workforce planning?	Focussed on a longer term (3- 5 years or even up to 10 years)	Focussed on a medium term (typically 1-3 years)	Focussed on the short term (12 months)
What is an example of this type of workforce planning?	Health Professionals Workforce Plan 2012-2022, an LHD/ SN strategic workforce plan	A state-wide Aboriginal workforce strategy, a clinical workforce strategy for a LHD, a winter bed strategy for a LHD, a rural and remote workforce plan, a talent management strategy for a LHD, engagement frameworks	A facility recruitment process, an LHD staffing pool, a secondment program (within a tactical talent management strategy), rostering analysis and changes
What process should I follow to complete this type of workforce planning?	Workforce Planning Process Workforce Planning Matrix – BAU Workforce Planning Implementation Guide		

Workforce planning strategies

Workforce planning can support an organisation or service to attract, develop and retain a 'fit for purpose' workforce to support execution of the state and local strategic priorities.

The **Health Professionals Workforce Plan Consultation Report** outlines key themes and reform ideas that are driving the need for workforce planning across the system, including:

- Changing population health needs
- Increasing community and consumer expectations
- Rapid technology advances
- Redefining work, the workplace and workforces.

These are common issues that are likely to impact at a state-wide level and these need to be considered along with local issues such as capital development and services redesign when developing strategies to achieve a fit for purpose workforce.

Strategies that can support effective workforce planning include:

- Increasing Diversity
- Learning & Development
- Recruitment
- Retention
- Workforce Redesign
- Role Redesign/Role Development
- Reduce Demand
- "Growing your own" from existing workforce or local people
- Succession planning

The workforce plan may be informed by:

- reviewing models of care to consider alternate ways to deliver the service that may make better use of resources
- attracting talent through development of a strong employee value proposition and recruitment pathways such as provision of work experience, traineeships and career development
- developing talent toward identified future skill requirements, providing opportunities for existing workers to develop these skills
- retaining employees by seeking to understand their desires, preferences and dreams and collaborating with them to explore ways these may be met

- promoting wellbeing for employees to enable them to achieve a healthy work life balance
- promoting positive workplace culture and addressing human resource matters in an efficient and effective manner to create a safe and harmonious workplace
- promoting diversity and inclusion to have the workforce reflect the population it serves and leverage the broader range of skills available to add value to organisational outcomes
- promoting collaboration with research/education facilities to identify new and emerging workforce opportunities.

The relationship between workforce planning and talent management

Workforce planning needs to both inform and be informed by the organisation's talent management approach. Talent Management seeks to optimise the performance and potential of the workforce through a range of strategies deployed throughout the employee life cycle.

These strategies need to align with the overall workforce plan to ensure strategies priorities are achieved.

Aligning Workforce Planning with Service, Financial and Capital Planning

Workforce planning exists within a broader context in NSW Health and needs to align with other forms of planning including:

- service planning
- financial planning
- capital planning.



The implementation of service, capital and financial planning is reliant upon having a 'fit for purpose' workforce. Therefore, workforce planners need to engage in discussions with relevant stakeholders to ensure workforce planning is integrated with all other forms of planning.

Service planning involves collaboration with relevant stakeholders to understand and address the health needs of the community by planning the required infrastructure and services of the future. Service plans are developed at a state, district, hospital or sector level by estimating future health needs through data and policy analysis as well as consultations. These service plans aim to improve service delivery, health outcomes and support the priorities within the LHD/SHN.

Facility planning involves the planning, design, procurement and construction of capital projects. Health Infrastructure are an arm of NSW Health who ensure this is completed for capital projects in NSW valued at \$10 million and above.

Financial planning ensures financial resources are used efficiently and provide value for money.

Traditionally, a significant amount of planning for capital redevelopments occurred before workforce planning is considered. This approach creates a risk in a situation where the lack of workforce planning results in a workforce with insufficient capacity and capability to deliver the service plan. This risk will be mitigated by including workforce planning earlier in the service planning process. Workforce planning should be conducted during the clinical service planning phase to deliver a Workforce Strategy alongside the Clinical Services Plan (CSP). Further information relating to the capital planning process is available from <https://www.hinfra.health.nsw.gov.au/>

Further information relating to Service Planning is provided in Appendix Two: Service Planning.

The need for workforce planning capability

Specialist workforce planners are integral to ensuring NSW Health is able to deliver safe and quality care, now and into the future. Historically, however, there has been considerable variation across the state in terms of where the function sits within the organisation, who is responsible and the volume of resources that are applied.

Operational managers and leaders at various levels of the organisation are ultimately responsible for the clinical and business outcomes, and the workforce which they employ for this purpose. While it is beneficial that they have a thorough grounding in workforce planning principles and activity, especially at the operational and tactical levels, it is ideal to have dedicated workforce planning resources, people who are experts in best practice process who can lead complex processes and build capability within the broader workforce.

Irrespective of the staffing model and who is involved, workforce planning must be collaborative to ensure those in the best position to provide information and make decisions are consulted and have the opportunity to provide input. This not only harnesses their technical and local knowledge to inform discussion and improve understanding, but promotes acceptance of action plans and strategies locally.

Workforce planning capability varies across the state and it is imperative that employees needing to perform the related tasks are able to develop the requisite capability to perform to their potential, as and when required. Articulating the core capabilities and behaviours required for effective workforce planning is a key foundation step in building this specialist skill across NSW Health.

Workforce planning capability set

The next section describes the capabilities and associated behaviours that are required by employees to undertake effective workforce planning to deliver our organisation's core business and strategic objectives. They have been sourced directly from the NSW Public Service Commission Capability Framework which was designed for application by public sector employees. Both the standard set and the Human Resource Professionals occupational specific capability set cover the generic and specialised knowledge, skills and abilities applicable to workforce planning.

This information can be used to identify and analyse capability gaps for employees with workforce planning responsibilities and to inform workforce design, position description development, recruitment, talent development plans and succession planning.

Workforce Planning and Strategy Capabilities (October 2020)

General Capabilities; All Workforce			Occupational Specific Capabilities: Workforce Planning focussed roles		
Personal Attributes	Relationships	Results	Business Enablers	People Management	PSC Human Resources Professionals Capability Set
Display Resilience and Courage: Be open and honest, prepared to express your views and willing to accept and commit to change	Communicate Effectively: Communicate clearly, actively listen to others and respond with understanding and respect	Deliver Results: Achieve results through efficient use of resources and a commitment to quality outcomes	Finance: Understand and apply financial processes to achieve value for money and minimise financial risk	Manage and Develop People: Engage and motivate staff and develop capability and potential in others	Workforce insights: Establish and maintain workforce management systems, data and analysis to support evidence-based decision making. Data Analysis and Insights: Use data skills to collect, interpret and evaluate health (workforce) data while considering the broader strategic context and environment to generate useful insights that enable future focused health services (workforce)
Act with Integrity: Be ethical and professional, and adhere to the Public Sector (and NSW Health) values	Commit to Customer Service: provide customer centric services in line with public service and organisational objectives	Plan and Prioritise: Plan to achieve priority outcomes and respond flexibly to changing circumstances	Technology: Understand and use available technologies to maximise efficiencies and effectiveness	Inspire Direction and Purpose: Communicate goals, priorities and vision and recognise achievements	Organisational design: Define the organisational structures and workforce plans required to support the business in delivering results
Manage Self: Show drive and motivation, an ability to self reflect and a commitment to learning	Work Collaboratively: Collaborate with others and value their contribution.	Think and Solve Problems: Think, analyse and consider the broader context to develop practical solutions	Procurement and Contract Management: Understand and apply procurement processes to ensure effective purchasing and contract performance	Optimise Business Outcomes: Manage people and resources effectively to achieve public value	Workforce strategy: Contribute to defining business objectives, create evidence based workforce strategies to achieve outcomes and guide the organisation through required change
Value Diversity and Inclusion: Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Influence and negotiate: Gain consensus and commitment from others and resolve issues and conflicts	Demonstrate Accountability: Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Project Management: Understand and apply effective planning, coordination and control methods	Manage Reform and Change: Support, promote and champion change, and assist others to engage with change	Research and Investigate: Undertake research to gather evidence and assess validity of information to inform service (workforce) planning responses to complex problems
				Talent management: Develop approaches to proactively manage the supply of diverse leaders, talent and capabilities across the organisation.	Stakeholder Management: Manage consultation with a broad range of stakeholder to inform, influence and negotiate support for evidence based decisions.

NSW Public Service Commission, 2020 *The NSW Public Sector Capability Framework Version2*, <http://www.psc.nsw.gov.au/capabilityframework>

Author Unknown, Date Unknown *Role Profile Health Service Planner*

Australian Taxation Office, 2019, *ATO 'data' related capabilities*, capability@ato.gov.au

Outcomes, benefits and measures of the framework

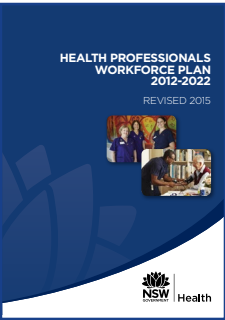

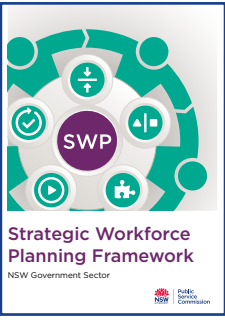
This Workforce Planning Framework has been compiled by the Ministry of Health in consultation with Local Health Districts and Speciality Networks to define and communicate our approach to ensuring the NSW Health workforce is able to deliver safe, quality consistent patient care now and into the future.



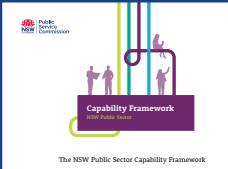
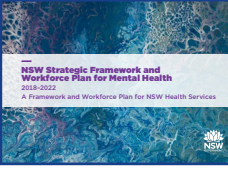

Appendix

Appendix One: Strategic Linkages


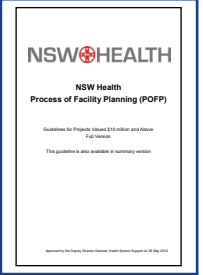
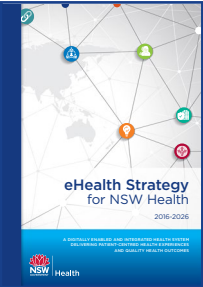
The Workforce Planning Framework supports the vision and objectives within a number of other planning documents and initiatives, and improvements in workforce planning will actively contribute towards successful delivery of the wider health initiatives outlined in these documents.

Below are a list of strategic documents that will assist with aligning the workforce plan to state and organisational strategies. This list is not exhaustive and it is important to consider any other resources that may be relevant.

Document / Initiative	Description	Workforce Planning links
 <p>Health Professionals Workforce Plan 2012-2022</p>	<p>The Plan aims to address the long-term projected workforce needs of NSW Health. It provides the policy objectives and local and collaborative activities to ensure that NSW trains, recruits and retains appropriate numbers of skilled doctors, nurses and midwives and allied health professionals in the appropriate locations.</p>	<p>The Workforce Planning Framework contributes towards a large number of the strategies for action within the Plan, particularly:</p> <ul style="list-style-type: none"> • Integrated and comprehensive workforce planning • Provide effective working arrangements • Develop effective health professional managers and leaders • Recognise the value of generalist and specialist skills • Grow and support a skilled workforce • Effective use of our health care workforce.
 <p>State Health Plan: Towards 2021</p>	<p>The NSW State Health Plan: Towards 2021 provides a strategic framework which brings together NSW Health's existing plans, programs and policies and sets priorities across the system for the delivery of 'the right care, in the right place, at the right time'.</p> <p>The Plan highlights strategies to deliver on health priorities and improved health outcomes, and builds on previous reforms focusing on devolved decision-making, health system integration and increased transparency of funding and performance.</p>	<p>The Workforce Planning Framework contributes towards 'Strategy One: Supporting and Developing our Workforce' through its links to the Health Professionals Workforce Plan 2012-2022 (described above).</p>
 <p>PSC Strategic Workforce Planning Framework</p>	<p>The Strategic Workforce Planning Framework has been developed to assist agencies across the NSW Government sector to better understand and prepare for their future workforce needs.</p> <p>The Framework outlines a practical, principles-based approach to implementing strategic workforce planning, which can be easily adapted to meet the particular circumstances and workforce needs of individual agencies.</p>	<p>The Workforce Planning Framework can be used in conjunction with the Public Service Commission Strategic Workforce Planning Framework when undertaking workforce planning.</p>

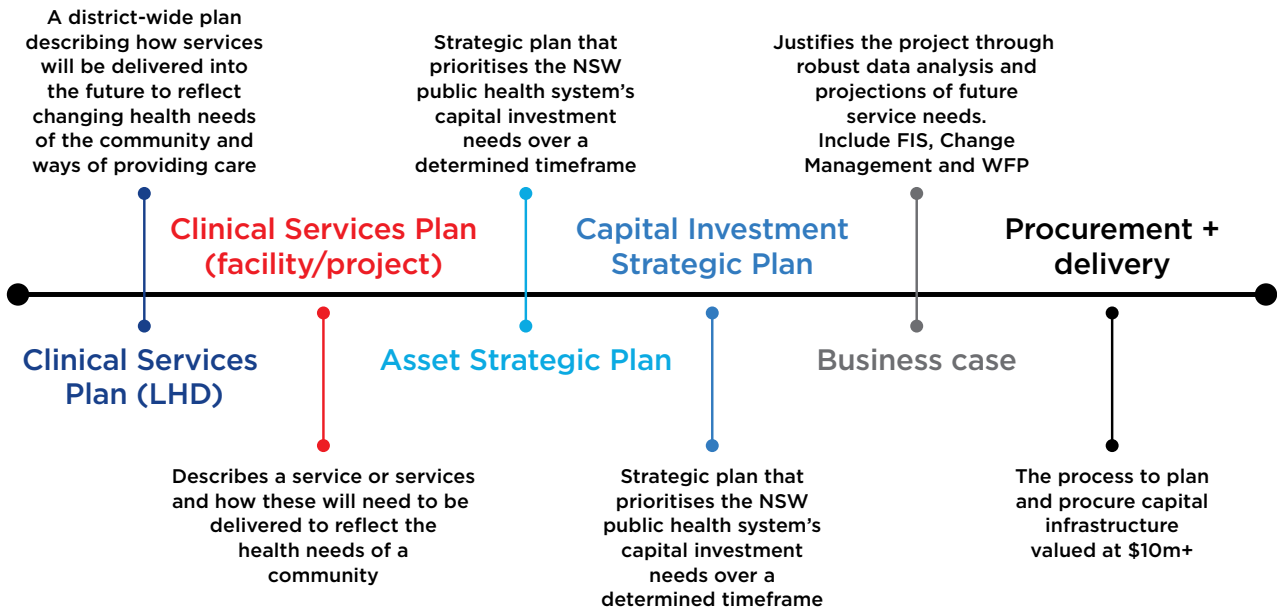
Document / Initiative	Description	Workforce Planning links
 <p>NSW Health Strategic Priorities 2019-2020</p>	<p>The annual Strategic Priorities outline how we work together to achieve our core objectives. It builds on and complements the State Health Plan: Towards 2021 as well as directly aligning with the NSW State Government and Premier's Priorities.</p>	<p>The Workforce Planning Framework contributes towards Strategy 4: Develop and Support our People and Culture</p>
 <p>Health Professionals Workforce Plan Consultation Report</p>	<p>The Health Professionals Workforce Plan Consultation Report (Report) organises the messages emerging from the consultation process with six distinct themes and 18 different reforms ideas sitting under these themes. The Report also summarises key system-wide issues, challenges and blockers that repeatedly emerged as important in impacting the ability of NSW to achieve a fit for purpose health workforce now and into the future.</p>	<p>The Workforce Planning Framework can be used in conjunction with the Health Professionals Workforce Plan Consultation Report to inform of current macro trends including changing population health needs, increasing expectations, rapid technology advances and redefining work, the workplace and workforces to inform workforce planning now and into the future.</p>
 <p>Public Service Commission Capability Framework</p>	<p>The NSW Public Service Capability Framework is a key deliverable against the Public Service Commission's Strategic Priority to develop NSW public sector capability. The Framework provides a common foundation for creating roles, recruiting to roles, managing performance, capability development, career planning and more broadly, workforce planning.</p>	<p>The Workforce Planning Framework can be used in conjunction with the Public Sector Capability Framework, and provides the additional capabilities required of workforce planning staff that is specific to NSW Health.</p>
 <p>NSW Strategic Framework and Workforce Plan for Mental Health 2018-2022: A Framework and Workforce Plan for NSW Health Services</p>	<p>The NSW Strategic Framework and Workforce Plan for Mental Health 2018-2022: A Framework and Workforce Plan for NSW Health Services provides overarching guidance for NSW Health strategic action over the next five years. Strategic actions aim to improve the mental health and wellbeing of people with lived experience of mental illness, the experience of care for their families, carers and supporters and staff experiences.</p>	<p>The Workforce Planning Framework contributes towards achievement of the NSW Strategic Framework and Workforce Plan for Mental Health 2018-2022.</p>
 <p>The NSW Rural Health Plan: Towards 2021</p>	<p>The NSW Rural Health Plan: Towards 2021 aims to strengthen the capacity of rural health services to provide world class connected and seamless care for people living in regional, rural and remote NSW. Building on significant achievements made to date in rural health services, the plan sets directions and strategies to improve rural health services and aligns to the NSW State Health Plan: Towards 2021.</p>	<p>The Workforce Planning Framework contributes toward achievement of Strategy One: Enhance the rural health workforce.</p>

Document / Initiative	Description	Workforce Planning links
 <p>Framework for Rostering in NSW Health 2018-2023</p>	<p>The Framework for Rostering in NSW Health 2018-2023 provides information on the key initiatives that will play a part in maturing rostering across the State over the next five years, from increasing the skills and capabilities of our staff to improving processes and technology.</p>	<p>The Workforce Planning Framework will incorporate the Rostering Capability Framework, mentioned in the Framework for Rostering in NSW Health 2018-2023 and can be used to support operational workforce planning.</p>
 <p>NSW Health Good Health - Great Jobs: Aboriginal Workforce Strategic Framework 2016-2020</p>	<p>The NSW Health Good Health - Great Jobs: Aboriginal Workforce Strategic Framework 2016-2020 is intended to support local health districts, specialty health networks and other NSW health organisations to grow and develop their Aboriginal workforce. Building on the 2011-2015 Framework, it sets out the Aboriginal workforce development priorities and desired outcomes for NSW health for the period 2016-2020 and the key actions that need to be taken to achieve these priorities and outcomes.</p>	<p>The Workforce Planning Framework contributes towards some of the key priority areas:</p> <ul style="list-style-type: none"> • build cultural understanding and respect • attract, recruit and retain Aboriginal staff • develop the capabilities of Aboriginal staff • work with others to achieve workforce priorities • track our achievements and improve results.
 <p>Health Infrastructure Statement of Service</p>	<p>The Health Infrastructure Statement of Service sets out the service and performance expectations for the funding and other support provided to Health Infrastructure, to ensure the provision of equitable, safe, high quality, patient-centred healthcare services. The Statement of Service articulates direction, responsibility and accountability across the NSW Health system for the delivery of NSW Government and NSW Health priorities. Additionally, it specifies the service delivery and performance requirements expected of the Organisation that will be monitored in line with the NSW Health Performance Framework.</p>	<p>The Workforce Planning Framework will develop awareness of the build and redevelopment processes to support the development and deployment of a capable workforce who are able to work with Health infrastructure utilise facilities to delivery high quality patient care.</p>
 <p>Services Planning Guide for health services and infrastructure development and investment</p>	<p>The Service Planning Guide for health service and infrastructure development and investment outlines the process for developing a Clinical Services Plan (CSP). CSPs outline how services will develop over a 5 and 10 year horizon to meet community needs, referencing key service demand drivers, such as changes to population, ageing/demographics, technology changes and community expectations.</p> <p>Where there is a need for supporting capital investment to deliver required service outcomes, the subsequent capital planning process will translate these service developments into infrastructure responses.</p>	<p>NSW Health service planners are accountable for developing CSPs. Health service planners and workforce planners should collaborate during the development of CSPs to identify workforce implications that may arise from prioritised service development.</p>

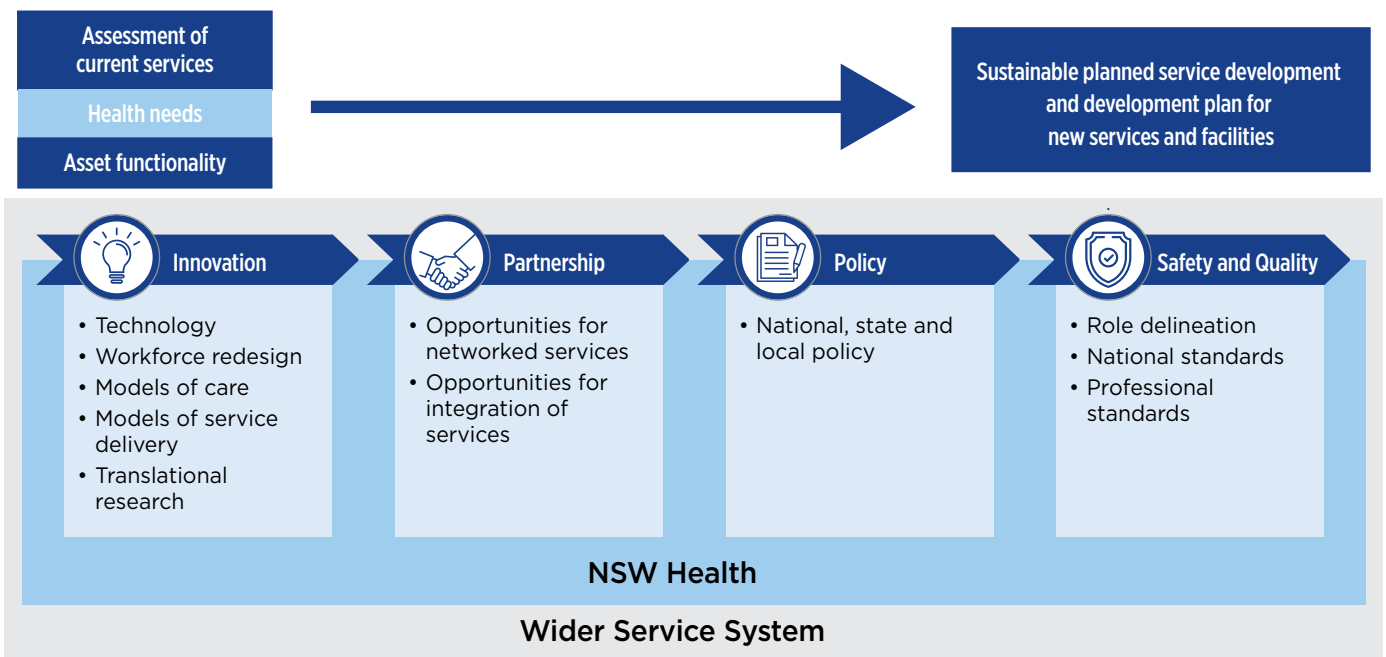
Document / Initiative	Description	Workforce Planning links
 <p>NSW Health Telehealth Framework and Implementation Strategy: 2016-2021</p>	<p>The NSW Health Telehealth Framework and Implementation Strategy: 2016-2021 provides a framework to drive future telehealth activity in NSW. Embedding sustainable telehealth services into the NSW Health system will support delivery of patient-centred care in the right place, at the right time. Telehealth offers benefits for patients, their carers, health care workers and the health system as a whole through improved access, availability, and efficiency of quality health care. Patient-centred, clinician-led telehealth provides an efficient and effective model of care that complements face-to-face consultation.</p> <p>The NSW Telehealth Framework and Implementation Strategy: 2016-2021 also responds to the Strategic Review of Telehealth in NSW finalised in April 2015.</p>	<p>The Workforce Planning Framework contributes toward ensuring the workforce have the capability to embed telehealth into clinical practice.</p>
 <p>NSW Health Process of Facility Planning</p>	<p>The NSW Health Process of Facility Planning outlines the process for planning and procuring infrastructure (for projects valued at \$10m+).</p> <p>Managed by Health Infrastructure, with input from the LHD, the process comprises the following four sequential and inter-connected stages:</p> <ul style="list-style-type: none"> Stage 1 Service Procurement Plan Stage 2 Project Definition Plan Stage 3 Project Implementation Stage 4 Post Occupancy Evaluation. <p>Key refinements during this process include the workforce plan for the facility, change management strategy and communication strategy.</p>	<p>Workforce Planning Framework will emphasise the critical need for alignment between facility, service, business and workforce plans.</p> <p>Please note: this guide is currently under review.</p>
 <p>eHealth Strategic 10 year plan</p>	<p>The eHealth Strategy for NSW Health 2016-2026 is a 10-year program of innovation, investment and implementation identifying key eHealth goals for NSW.</p> <p>Developed in close consultation with Local Health Districts and other NSW Health organisations and their staff, the strategy's implementation is being supported by eHealth NSW.</p>	<p>The Workforce Planning Framework will be enabled by eHealth's delivery of the key focus area: Workforce and Business Management Systems.</p>

Appendix Two: Service Planning

The Service Planning Process Flow



The Service Planning Framework



Glossary

Please note: The Glossary will be refined once we ascertain the key terms and agree on consistent language.

Term	Definition
Activity-Based Funding	Government-provided remuneration for clinical services according to specifically-defined clinical definitions with an associated value
Benchmarking	Using a common factor for comparison between similar entities
Business Case	A formal submission outlining the operational and financial purposes and outcomes of a proposed initiative
Capability	The measure of an individual's ability to achieve the tasks and objectives of their role or service through the application of skills, knowledge and attributes
Capacity	The ability for an individual, organisation or facility to meet output or activity volume requirements
Change management	Planning for, delivering and sustaining people and/or processes from a current state to a different future state
Clinical redesign	Application of process redesign and change management from a patient perspective to improve patient and carer experiences
Clinical Service Planning	Identification of priorities and strategic directions for clinical services or plans to guide delivery of services
Communities of practice	A group of people who share a common interest who come together to learn collectively
Corporate redesign	The process of revising the appearance, function or content of a business or process to accommodate customer's needs
Data sources	A database or model which includes reference to the format, relationship, meaning, source and use of data elements
Demand	The need for a service and/or its provider
Demand management	A planning methodology used to forecast, plan for and manage the demand for products and services
Demographics	Information reflecting the characteristics of a given population such as age and gender profiles, classification and location breakdown
Distribution	Geographical location and spread characteristics of a given population
Employment type	The way in which a worker is employed, for example, ongoing, non-ongoing, non-ongoing intermittent, part time, full time, contractor, consultant
Environment	The political, organisational, policy, people, regulatory, strategic and practical factors which constitute a current or future state in which an entity exists
Environmental scanning	Process of looking more broadly at indicators of external labour supply and influences on demand to understand what the future may look like
Full-Time Equivalent	A key planning metric representing employees hired and/or deployed on a full-time basis or part thereof
Governance	Established and ongoing responsibility, accountability and oversight
Job family	First and highest tier in a hierarchy of job segmentation within a workforce. The purpose is to split the workforce into logical and practical segments to allow for deeper workforce analysis.
Job function	Second tier in a hierarchy of job segmentation within a workforce. A job function is a subgroup of jobs within a job family that require similar skills, capabilities and knowledge. For example, one job function within the job family of 'Administration, facilities and property' might be 'Executive assistants, secretaries and receptionists'.
Job role	Third tier in a hierarchy of job segmentation within a workforce. A job role is a subgroup of jobs within a job function that allows for further refining and grouping of required skills, capabilities and knowledge. For example, a job role within the job function of 'Executive assistants, secretaries and receptionists' (in the 'Administration, facilities and property' job family) might be 'Personal/Executive assistants'.

Term	Definition
Model of care	The way health services are delivered. It outlines best practice care and services for a person, population group or patient cohort as they progress through the stages of a condition, injury or event
Population demographics	Statistical data about the characteristics of a population, such as the age, gender and income of the people within the population
Practice	The delivery of a specific range of clinical services including associated skills and registration requirements
Profession	A paid occupation, especially one that involves prolonged training and a formal qualification
Recruitment	The processes involved with sourcing and hiring new employees
Risk	A potential adverse outcome or the likelihood of an adverse outcome
Role	A description of what a person does
Role design	The determination of job/position duties, responsibilities and interactions
Scenario planning	Method that helps an organisation understand the possible and plausible future business directions and scenarios that may eventuate so as to make flexible long-term plans and identify possible contingency plans
Scope	The range of outcomes, considerations and actions which comprise the subject of a project or initiative
Segmentation	Division into separate parts or sections.
Service	People and infrastructure organised to provide a specific range of care, intervention and/or treatment capabilities
Silo	A system, process, department, etc. that operates in isolation from others
Skill	An ability, acquired through deliberate, systematic and sustained effort, through training and/or experience, to perform tasks within a role that require specific cognitive, technical and/or interpersonal skills
Skill mix	The range of types and levels of ability of a workforce or individual
Skills and capabilities audit	The process of identifying the skills and capabilities of each of your employees, including additional skills and capabilities they may have but are not using in their current position. It may also identify additional factors such as education, licences, certificates and training. Will form the basis for analysing your current workforce supply.
Specialisation	The process of concentrating on and becoming expert in a particular subject or skill
Stakeholder	A person with an interest or concern in something
Supply	The available pool from which resources can be sourced
Supports	Tools, templates, processes, people and organisations which can be drawn upon to support the planning process
System	A collection of processes, tools and actions which are collectively used for a specific purpose
Training	Upskilling, education and instruction for the purposes of enabling staff to perform at a set standard
Trend Information	Based on data from the past that helps predict how the current workforce might change over time. Examples include recruitment, secondments, terminations, vacancies, length of service and leave.
Workforce demand	The workforce an organisation needs to perform its functions and achieve its business objectives now and into the future. Workforce demand is defined in terms of workforce capability, workforce capacity and the alignment of the workforce to the functional business delivery of the organisation (structure).
Workforce management plan (immediate issues)	Deals with immediate and specific workforce issues (such as restructure, conclusion of a significant project or a recruitment campaign for specific skills) and identifies actionable strategies for managing the workforce issues. An organisation may have a number of workforce management plans if it's dispersed across a number of geographic locations or business areas.
Workforce plan	A document produced to capture the key factors considered in developing the strategies and initiatives to mitigate workforce risks

Term	Definition
Workforce plan, operational	Usually covers the next 12 to 18 months and identifies actionable strategies to address a specific workforce gap in the short to medium term
Workforce plan, strategic	Usually covers a three to five-year time horizon, with many organisations focusing on a four-year time horizon aligned to Portfolio Budget Statements. However, if the lead time to fill critical job roles is longer than three to four years, the forecast period may need to extend beyond this.
Workforce planning	A continuous business planning process of shaping and structuring the workforce to ensure there is sufficient and sustainable capability and capacity to deliver organisational objectives now and in the future. To be effective, workforce planning needs to be integrated into an agency or department's strategic planning framework and incorporate strong governance mechanisms, so it can be used to clearly identify the human resource (HR) strategies required to continuously deliver a 'fit for purpose' workforce for now and the future.
Workforce segment	A specific job family, job function or job role within an organisation
Workforce supply, external	Anyone who does not work for your organisation but could do so, now or in the future. External workforce supply is used to reconcile demand and supply if internal workforce supply is not sufficient and/or cannot be developed to meet demand. Supply is defined in terms of skills, capabilities and numbers.
Workforce supply, internal	Everyone in the current workforce. It should also consider future movements in and out of the workforce. This includes full time, part time, casual and contracted employees who are working for or supplying services to the agency or department. Supply is defined in terms of skills, capabilities and numbers.
Workplace Health & Safety	The discipline concerned with protecting the health and safety of all stakeholders in the workplace from exposure to hazards and risks resulting from work activities

