

Workforce Innovation

Workforce Redesign: Implementing Change

Strategy

Background

The availability of a suitably skilled workforce is essential to sustain an effective human services system into the future. Over the past two years the department has funded a number of pilot projects in a variety of settings through stage one of the Better Skills Best Care (BSBC) strategy. The strategy seeks to encourage health services to explore innovative ways of working to improve the recruitment and retention of health professionals, provide better outcomes for patients, promote greater work satisfaction and to contribute to more efficient and sustainable services.

A number of pilot projects were undertaken in health and community services across the state to examine locally based opportunities for workforce innovation. These pilots trialled support (vocational education and training – VET) and professional (higher education) roles in acute, subacute, community, outpatients and residential settings, however the roles can be adopted in settings other than these.

The program has been successful in examining new ways of working and encouraging health services to make the full use of the existing staff competencies and capabilities, most of which fall within existing scope of practice. The outcome represents a substantial step forward for workforce redesign by opening the door to change, and making best use of the current workforce pool.

Next Steps

The next step is to inform the broader health sector of the roles piloted. Health services may then wish to consider these roles within their local context, for local implementation where appropriate. The *Workforce redesign: implementing change* strategy has therefore been developed to raise awareness, facilitate uptake of the roles and to remove barriers to workforce change, and therefore assist health services that wish to adopt the roles. The strategy includes the following elements:

Raise Awareness

Information about the roles trialled will be made available through a series of activities and events.

- **Final project report**, to provide an overview of the initiative and outcomes achieved.
- **Showcase event** open to all health services on 22 May at Sofitel Melbourne, including keynote address by international speaker, Prof. James Buchan, and presentations by pilot sites.
- **Presentations** by the department and project sites at various local, interstate and international conferences.
- Regular **newsletters** to provide updates on workforce redesign.
- **Publication grants** for pilot sites to assist with development and publication of journal papers.

Facilitate Uptake

An implementation package is available to support sites that wish to adopt the roles piloted through stage one. The package includes:

- **Education & training grants** to support skill acquisition related to new roles.

- **Resource Kit** including sample position descriptions, a training directory and guidelines and protocols developed by sites to support the roles.
- **Workshop series: Making workforce redesign happen in your health service**, providing practical support, tips and advice on everything you need to know on workforce redesign.

Remove the Barriers

The department will also work with health services to remove or minimise the barriers to embedding the roles across the health sector.

- **Address systemic barriers** to workforce redesign that may restrict uptake of roles such as regulatory, industrial and funding frameworks and models.
- **Integrate new competencies** in existing curricula where necessary
- **Change management** training to help organisations resolve cultural and organisational barriers.

For more information

To access the support described above, or to understand more about the Better Skills Best Care redesign strategy, please visit the website at: www.dhs.vic.gov.au/workforce/ or contact the Better Skills Best Care team on workforce@dhs.vic.gov.au.