

Moyne Health Services Workforce Strategic Framework 2022 – 2025

Version 1 September 2022

Version 2 December 2023

Acknowledgements

Moyne Health Services acknowledges the Traditional Custodians of the land, the Gunditjmara People and Eastern Maar Nation and pay our respects to Elders past, present and emerging. We acknowledge and respect their continuing culture and the contribution they make to the life of this area.

Moyne Health Services would like to acknowledge the valuable participation of all employees, as well all external stakeholders, who have contributed to the development of Moyne Health Services Workforce Strategic Framework 2022-2025.

Accessibility

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CEO Forward

I am pleased to present Moyne Health Services first Workforce Strategic Framework 2022-2025. The Workforce Strategic Framework reaffirms Moyne Health Services commitment to build the right number and appropriately skilled mix of staff, to deliver high quality health care services to the local community and surrounding areas.

The health care landscape has been in an evolving piece of tapestry, which was complicated by the emergence of the COVID-19 pandemic. Accordingly, the COVID-19 pandemic has demonstrated that health service priorities and demands can change suddenly, with significant impacts on the health workforce. Additionally, there is currently a global shortage of health workers and in particular nurses¹.

Moyne Health Services is now in a climate where it is experiencing challenges in attracting and retaining the health workforce required to support the services it provides to the community.

Essentially, how Moyne Health Services attracted and retained the workforce in the past has changed. This has provided Moyne Health Services with an opportunity to reimagine and redesign how we attract and retain our workforce, so we can continue to work towards and achieve the health services six priority areas and continue to deliver a high level of health care services to the local community.

This Strategic Framework will set out our vision for recruitment and retaining staff, building partnerships with local training organisations to develop new employment pathways, meeting our legislative requirements for achieving workforce equity and diversity targets, fostering the health service to be nimble and flexible in the current environment and anchoring our Values into every element of the employee experience.



Katharina Redford

Chief Executive Officer

Our Environmental Context

Service Area

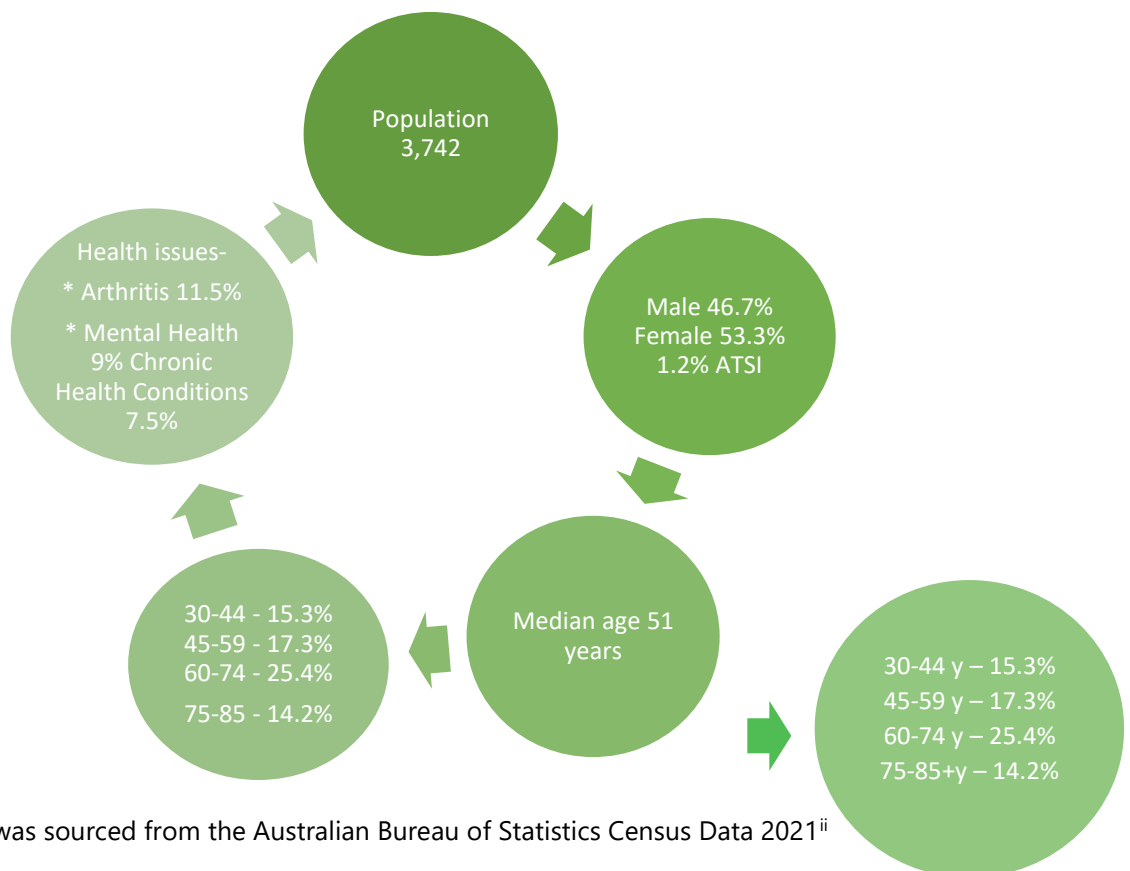
Port Fairy is situated in the Shire of Moyne, 28 kilometres west of Warrnambool.

Moyne Health Services provides a range of services to the people living in Port Fairy, Koroit, and the surrounding towns.



Population Demographics

The diversity of Moyne Shire in terms of population and demographics is evolving.



Information was sourced from the Australian Bureau of Statistics Census Data 2021ⁱⁱ



The population is dispensed amongst 20-30 different communities in the Shire, with considerable disparity between communities. Some communities are experiencing growth in population through the rezoning of farming land to residential, leading to an increase in families and young children, whereas in other communities there is a concentration of an ageing population.

Service Profile

Moyne Health Services is regarded as one of Victoria's oldest hospitals, which was established in 1849. The health service employs more than 230 people and operates a 12-bed acute hospital, 82 Aged Care beds, urgent care centre, primary and community care services and allied health services.

Moyne Health Services main site is in Port Fairy and has satellite offices in Koroit and the CBD of Port Fairy.

Moyne Health Services provides a wide range of services, including:

Acute Services:

- General Medicine
- Palliative Care
- Urgent Care

Dietetics and Nutrition

Health Promotion

Health Education

Health Literacy

Audiology

Physiotherapy

Radiology

Diabetes Education

Residential Aged Care

Community Home Packages

Short-term Restorative Care Program

Continence Consultation

District and Community Nursing

Occupational Therapy

Social Support

Podiatry

Speech Pathology



Moyne Health Services

This Strategic Workforce Framework will enable Moyne Health Services to build an integrated approach between business and workforce planning, as it provides an overview of how we plan to address our workforce challenges and embrace opportunities. This Framework represents our commitment to supporting and providing a highly skilled workforce to provide the best care – every person, every time to the community living in the Port Fairy area.

Purpose and Values

Best Care – Every person, Every time

 <p>C Collaboration Less me, more we.</p>	 <p>A Accountability Own it. Do it.</p>	 <p>R Respect Everyone matters.</p>	 <p>E Excellence Better, best, brilliant.</p>
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Priority Areas



Organisation Structure

The Moyne Health Services organisational structure is a traditional functional structure. Over the past five years, the structure has matured to pivot around accountability. Critically, departmental lines are more clearly established which supports the functional structure to maximise a department's expertiseⁱⁱⁱ. Essentially, the maturing structure is supporting the complexity of the growth, occurring in the business and fosters alignment with the business strategy.

To provide the range of services, Moyne Health Services is required to complete a successful accreditation in the following standards to be recognised as a verified registered provider:

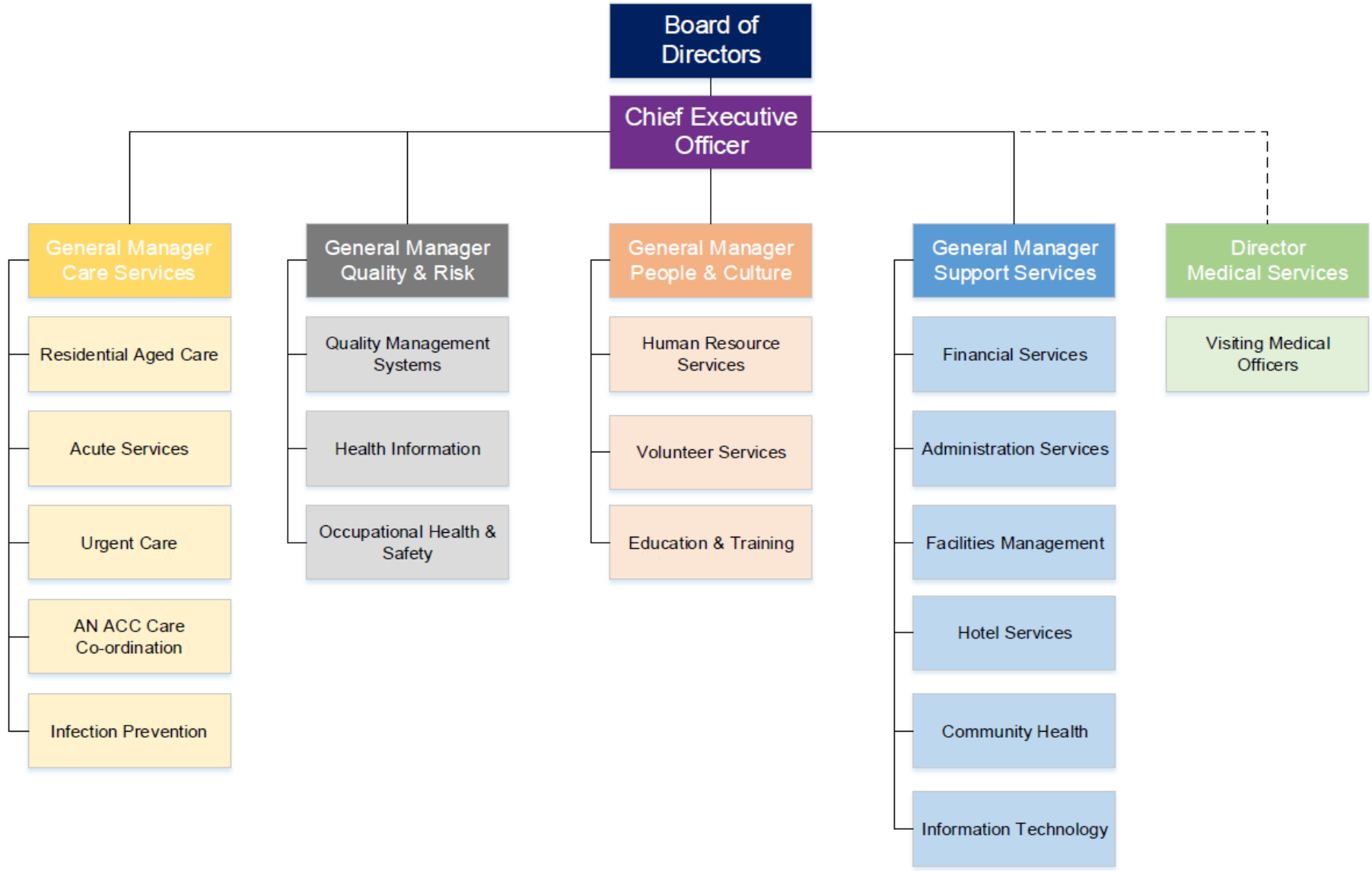
- Aged Care Quality Standards
- NDIS Practice Standards
- National Quality Standards

Each set of standards have clear expectations of the organisations responsibility to ensure there is an appropriate skill mix of staff, to facilitate the provision of care to the population who access the services. Critically, with the structure pivoting around accountability, this provides clear insight into required resource to support the achievement of the standards and the business objectives.

Essentially, the standards influence how the organisation's structure is designed and provides clarity around the lines of accountability. To support accountability in the departments, tailored position descriptions have been crafted to identify the inherent

qualifications, skills, knowledge, and attributes which are required for each role and mirror best practice. Additionally, the standards also guide the organisation with the required policies and procedures to provide accountability to the employees and supports the achievement of the priority areas and business objectives.

This maturing structure allows for the easy identification of the necessary skills sets and knowledge banks and processes and systems required to maintain an integrated approach to achieving the business objectives.



Workforce Planning Principles

The Workforce Strategic Framework will be underpinned by Moyne Health Services, eight Workforce Planning Principles.

Workforce Planning Principles	Overarching Lens
<ul style="list-style-type: none"> Integrating workforce planning, with business planning 	Analysing workforce and business needs to achieve connection of people and business outcomes
<ul style="list-style-type: none"> Collaboration and consistency in workforce planning processes 	Interdepartmental connections to foster cross-functional insights through collaboration
<ul style="list-style-type: none"> Analysis and data management 	Unpacking the metrics which affect the business and determine future workforce needs
<ul style="list-style-type: none"> Connection and partnership with education providers to "Grow our Own" 	Fostering collaboration and partnerships
<ul style="list-style-type: none"> Being flexible and adaptive to changing workforce needs and challenges 	Integrating traditional and nontraditional staffing models
<ul style="list-style-type: none"> Embedding learning and development 	Accountability in maintaining learning and development
<ul style="list-style-type: none"> Proactive management of critical roles 	Robust succession planning across all layers of the organisation
<ul style="list-style-type: none"> Reimagining how health care roles can be staffed 	Understanding future possibilities

We will recruit quality staff, who deliver the best healthcare and relate to Moyne Health Services values and culture. The healthcare workforce, and its development need to be adaptive and responsive to new models of care and technology, including information systems and planned and projected service demand.

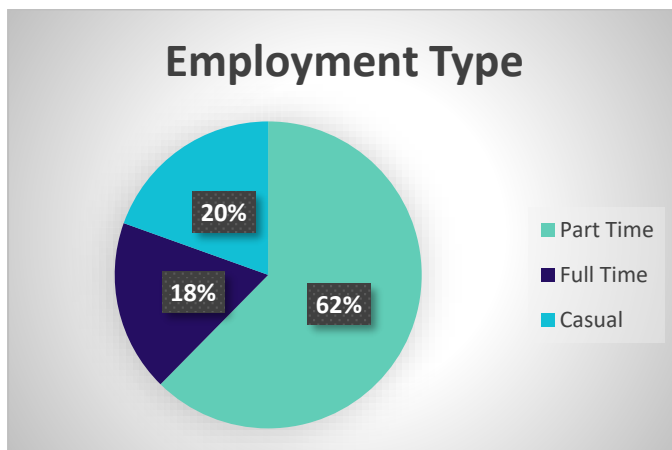
Policy and Legislative Framework

There are several legislative Acts, which Moyne Health Services are obliged to abide by, as well as Government initiatives and Industrial Relations Agreements that will influence this workforce plan. The following are some that are currently relevant:

- Nurses and Midwives (Victoria Public Sector) Enterprise Agreement 2020-2024
- Health and Allied Services, Manager and Administrative Workers (Victoria Public Sector) Enterprise Agreement 2021-2025
- Allied Health Professionals (Victorian Public Sector) Enterprise Agreement 2020-2021
- Reconciliation Action Plan
- Supply Nation
- Gender Equality Action Plan
- *Public Service Act 2008*
- *Workers Compensation and Rehabilitation Act 2003*
- *Industrial Relations Act 1999*
- *Workplace Health and Safety Act 1995*
- *Anti-Discrimination Act 1991*
- *Gender Equality Act 2020*
- *Aged Care Act 1997*
- Aged Care Quality Standards
- *Safe Patient Care (Nurse to Patient and Midwife to Patient Ratios) Act 2015*
- Moyne Health Services Strategic Plan
- *National Disability Insurance Scheme Act 2012*

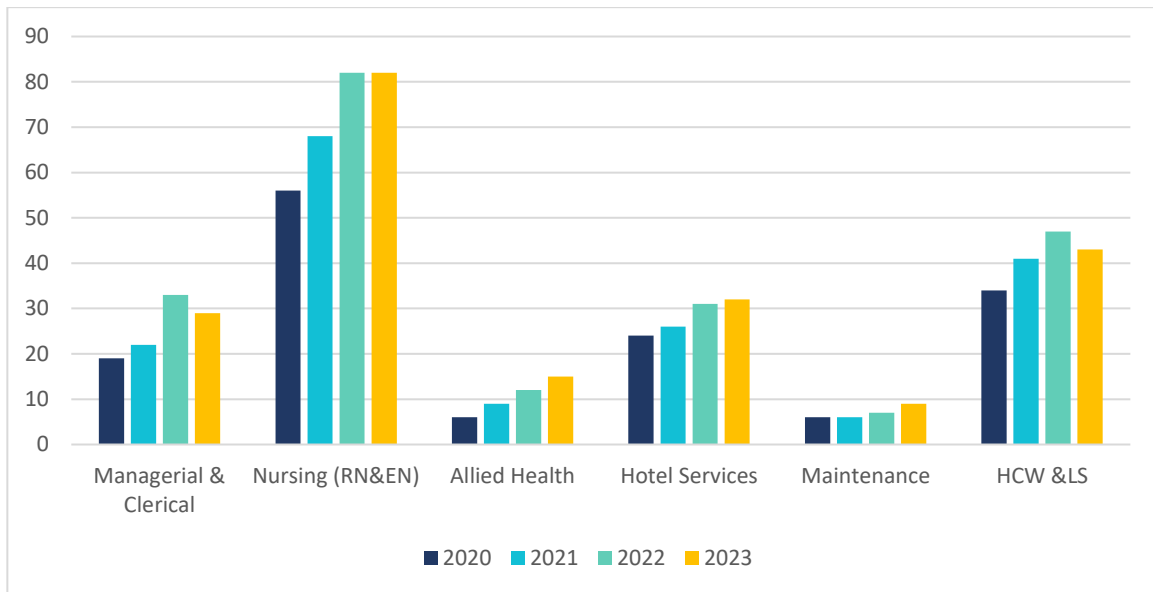
Current Workforce Profile

Moyne Health Services requires a diverse workforce, for both clinical and non-clinical roles. The total workforce headcount, as of 30th June 2023 was 210 employees.



Occupation Group	MHS Headcount
Managerial & Clerical	29
Nursing – RN & EN	82
Allied Health	15
Hotel Services	32
Maintenance	9
HCW & Lifestyle	43
MHS Total	210

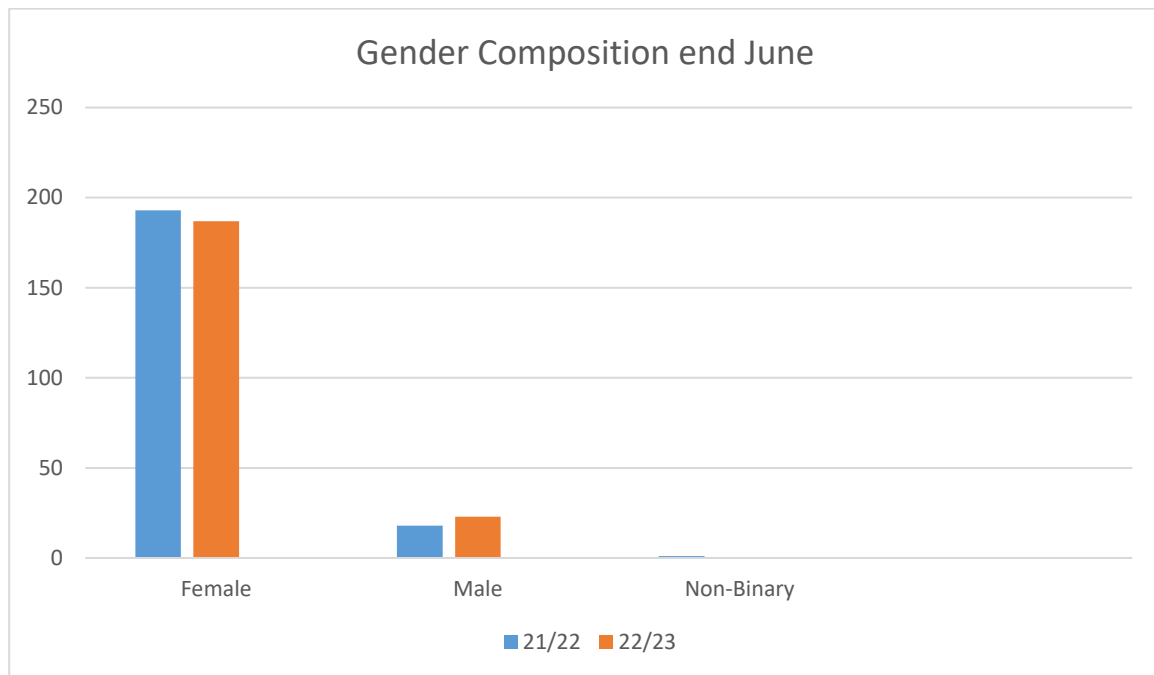
Headcount by Occupation 30th June 2020 – 30th June 2023



The growth and maintenance in headcount from 2020 (145 staff), 2021 (172 staff), 2022 (212 staff) and 2023 (210 staff), demonstrates the growth of the business and the emergence of a climate people appreciate. However, this data does not capture the recruitment and resignations in the YTD period, which causes the end total to fluctuate throughout the YTD period. Part of this growth in headcount, relates to the right infrastructure being engaged to support the business moving into the future through the creation of additional management, administration, and care positions.

Demographics by Gender

Moyne Health Services staff are predominately female. Accordingly, this is in line with the data from the Australian Bureau of Statistics, which states on average 77.9% of the health care workforce are female^{iv}. However, at the end of the 22/23 financial year, there was a slight increase in the employment of males.

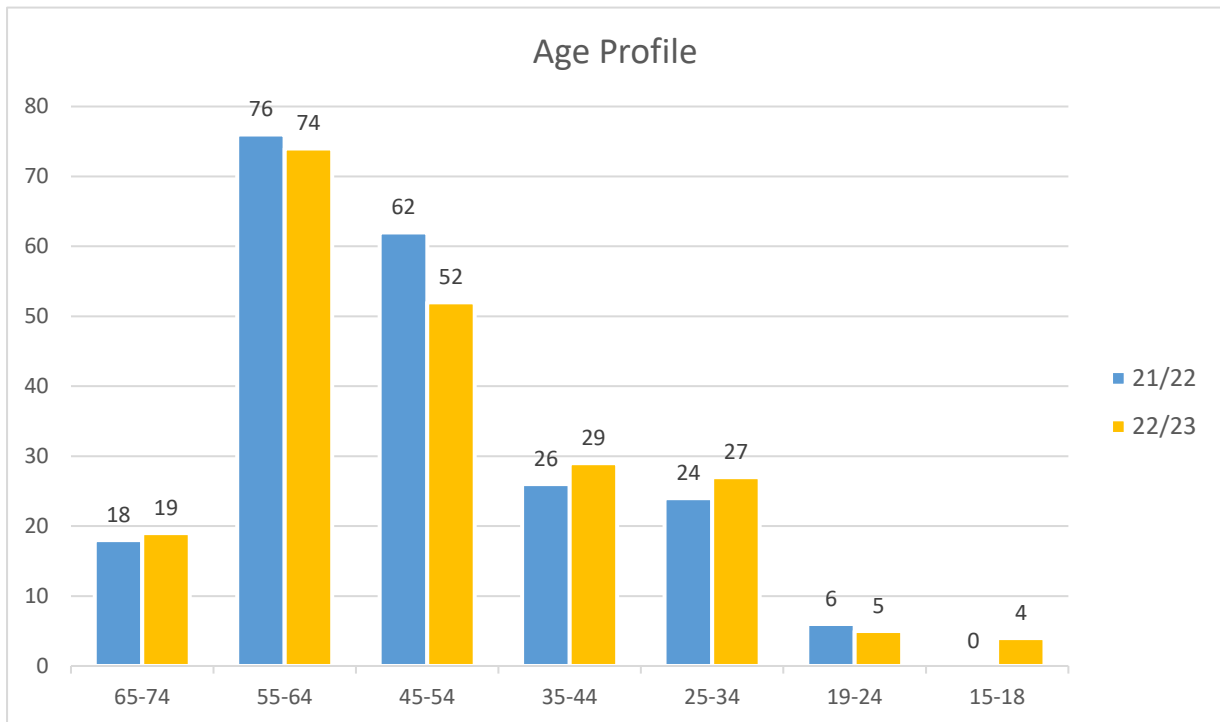


The employment of male staff has occurred across a variety of departments including, Hotel Services, Learning and Development, Maintenance, Health Care Workers, Registered Nurse and Allied Health.

Staff Profile

A key challenge for Moyne Health Services is the ageing workforce. Additionally, there were external pressures applied to the recruitment pipeline, such as reduction in overseas workers, the pressures of the pandemic and reduced uptake of people enrolling into nursing studies, which affected the Moyne Health Services recruitment campaigns.

However, there has been a slight change in the age demographics, with a reduction in representation of the 55-64 and 45-54 age groups and an increase in representation in the 35-44, 25-34 and 15-18 age groups. Anecdotal feedback suggests there has been a positive shift in the culture of the organisation, current staff attracting new recruits through “word of mouth”, recognition of workplace stability post pandemic and the retirement of older staff have contributed to the shift in the age demographics.



The unemployment rate in June 2022 fell to 3.5 per cent, which meant less people were unemployed and this created a tight labour market and placed a high demand for engaging and retaining workers^v. The global COVID pandemic has been normalised within the fabric of the work environment and is not having the same impact on the health industry, which seen high levels of burn out, fatigue and nurses leaving the industry.

At the end of June 2023, the unemployment rate remained at 3.5 per cent. Modelling conducted by the Health Workforce Australia in 2014, predicted a projected shortfall of 85,000 nurses by 2025 or 123,000 by 2030^{vi}. This has created a particularly competitive environment, among the local health services seeking to recruit staff.

Graduate Nurse Program

Historically, Moyne Health Services was part of a collaborative Graduate Nurse Program. This entailed a partnership with Portland District Health and Western District Health Services, where the graduates would spend four months at each health service. However, in the tight labour market, health services were offering

employment opportunities to the graduates, which saw them leave the program early, without completing their rotation at Moyne Health Services.

Accordingly, in line with our vision of reimagining and redesigning how we manage our workforce, Moyne Health Services has left the partnership and embarked on developing our own contextualised graduate nurse program.

The program will be tailored around the graduates experiencing working in the Acute Area, Belfast House and Moyneyana House and two speciality blocks in either District Nursing or Urgent Care. Ideally, from this program graduates would gain significant insight into Moyne Health Services and seek ongoing employment.



Key Workforce Challenges

Currently, there are workforce challenges which are being experienced across the whole health industry and are not specific to Moyne Health Services. Furthermore, it is projected the proportion of the population aged 65 and over will almost double by

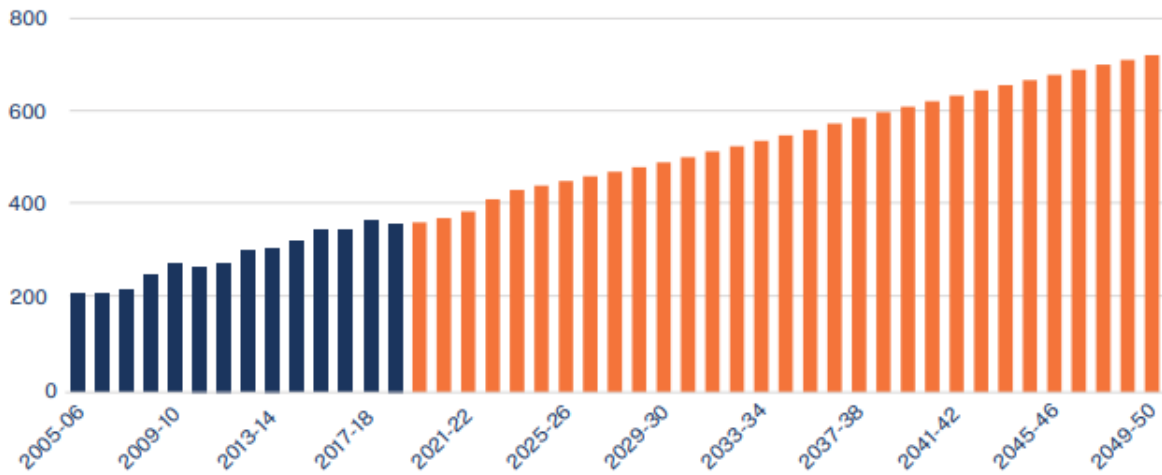
2047.^{vii} Critically, with the population ageing, this leads to an increased demand for health services. Additionally, older Australians are generally living longer, however, their health is complicated by chronic health conditions that require health care intervention.^{viii}

Key challenges Moyne Health Services is currently experiencing, include, but are not limited to:

- Service demands continue to increase to meet the needs of the ageing population, who are living longer with increasing prevalence of complex chronic diseases
- Poor perception of career opportunities and working in aged care
- COVID-19 exposed and worsened the health care workforce crisis
- Health care workers have experienced burnout, fatigue and stress
- From October 2023, mandated care time allocation of an average of 200 minutes for each resident each day, with 40 minutes of care being provided by a Registered Nurse
- *Safe Patient Act 2015*, nurse to patient ratio in Aged high care residential homes and the application of the rounding method
- Ageing workforce and workforce attrition
- With increased complex chronic health diseases, the workforce requires specialised skills and knowledge to deliver care
- Increased cost of the rental and home buying market
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Crucially, modelling conducted by Deloitte in 2021 estimated the total required workforce for 2019-20 was 364,100 workers and in 2049-50 it was projected, 721,800 workers would be required in the health industry.^{ix}

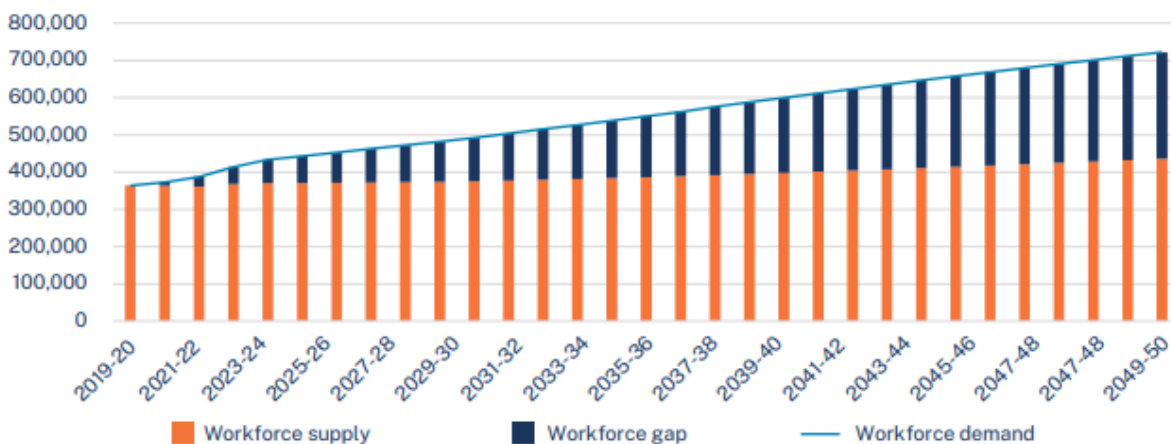
Figure 4. Estimated workforce size and future demand projections (000)



Source: National Skills Commission, Care Workforce Labour Market Study, September 2021. Modelling by Deloitte Access Economics, 2021. Demand projections are headcounts not FTE.

However, in the same modelling the projected forecast for the number of workers required in the care and support workforce, is complicated by the emergence of a workforce shortage. Accordingly, it is projected by 2025-26 there will be a shortfall of 80,990 workers and will increase to 285,800 by 2049-50.^x

Figure 6. Projected workforce gap 2019-20 to 2049-50 (headcount)



Source: National Skills Commission, Care Workforce Labour Market Study, September 2021; Deloitte Access Economics 2021

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- ^{ix} Aged Care Workforce Action Plan: 2-22-2025, <<https://www.health.gov.au/sites/default/files/documents/2022/03/aged-care-workforce-action-plan-2022-2025.pdf>>
- ^x Workforce Australia, National Care and Support Workforce Strategy, <<https://www.dese.gov.au/workforce/resources/national-care-and-support-workforce-strategy>>