





SWSLHD Education & Organisational Development



Delivery Program & Realignment 2023

Key Drivers

- The SWSLHD Education & Training Review 2022 has key recommendations which have informed the EOD Realignment
- The EOD Framework followed the review and aligns to the key principles moving forward. It also outlines out program of work
- The SWSLHD Workforce Plan 2022-2028 was then launched, and this is the overarching strategy for the LHD to which our forward program will align

Plan Vision	Leading safe, sustainable care for a healthier community			
	Collaboration	Openness	Respect	Empowerment
Strategic Direction	Support and develop our people			
Health Strategic Context	Strategic outcome: Our staff are engaged and well supported (NSW Health Workforce Plan 2022 – 2032) Objective: Equip our people with the skills and capabilities to be an agile responsive workforce			
EOD Intent	Nurture and support a culture of education and organisational development			
	 Promote workforce potential	 Innovative, agile & responsive	 Organisation development & culture	 Strategic collaborations
	<ul style="list-style-type: none"> • Lifelong learning • Learning needs analysis • Career pathways • Performance & talent development • Professional networks 	<ul style="list-style-type: none"> • Predicting workforce needs • Embedding evaluation methodologies • Training delivery modalities • Access to education and training • Celebrating & sharing 	<ul style="list-style-type: none"> • Leadership & management development • Talent & succession planning • Communication framework • Evidence informed workforce culture • Coaching & mentoring 	<ul style="list-style-type: none"> • MoH & HETI collaboration • Academic partnerships • Education provider partnerships • Future workforce partnerships • Education related research

Workforce Plan 2022 - 2028

Plan Vision	Our people are supported to deliver safe, reliable, person-centred care	
	Leading safe, sustainable care for healthier communities	
Experience	The lens through which we plan, make decisions and provide services	
	Support and develop our people	
	Plan for and deliver a workforce that meets the future needs of our community and reflects its diversity	Be the employer of choice for staff who value high quality care
		
	1.1 Plan for a future workforce 1.2 Workforce diversity 1.3 Talent acquisition	2.1 Talent brand 2.2 Employee value proposition 2.3 Workforce retention



Performance Measures	
Employee Matter Employee Engagement Index, Take Action Index over two years	<ul style="list-style-type: none"> • Decrease 5% in PMES Racism result • ≥80% Staff Performance reviews complete • Average time taken to complete recruit

SWSLH Workforce Plan 2022-2028



Objective 1:

Plan for and deliver a workforce that meets the future needs of our community and reflects its diversity.

Focus on future workforce, strategic partnerships, talent management & diversity



Objective 2:

Be the employer of choice for staff who value high quality care

Focus on attraction, selection and retention



Objective 3:

Embed a positive workplace culture that values the wellbeing and engagement of our people.

Focus on culture, recognition, wellbeing, cultural safety, performance and development, WHS,



Objective 4:

Equip our people with the skills and capabilities to be an agile, responsive and resilient workforce.

Focus on learning and development, career pathways, future workforce, leadership, talent & succession and strategic partnerships



SWSLHD Education & Training Review 2022- Recommendations

- Strategic partnerships
- Governance & Evaluation
- Needs Analysis / Alignment to HETI
- Multidisciplinary Teams & Services
- Non – clinical offerings
- Pipeline programs
- Leadership pathways/ Career pathways
- E&T Access and Delivery

Strategic Direction: Room for innovation, agility and risk-taking	Strategic Direction: Lifelong Learning mindset	Strategic Direction: Sharing knowledge and collaborative learning culture	Strategic Direction: Forward thinking leadership	Strategic Direction: Strategic Collaborations
<p>8 Key recommendations in the areas of:</p> <ol style="list-style-type: none"> 1. Establishing reference committees 2. Establishing a comprehensive evaluation framework 3. Implement a system of monitoring and recording for all E&T, including training provided by outside consultants and inservices. 4. Implementing training needs analysis for the non-clinical 5. Exploring traineeships apprenticeships and cadetships opportunities 6. Developing a program to orient staff to NSW Health 7. Develop and/or offer a program dedicated to supporting English language development 8. Develop a program to improve customer service 	<p>8 Key recommendations in the areas of:</p> <ol style="list-style-type: none"> 1. Design and implement an assessment of learning needs and learning styles mapped to professional aspirations at induction and annual performance appraisals 2. Further develop standardised competency frameworks for non-nursing and non-clinical disciplines 3. Ensure learning designers are available to support development of on-line, virtual and face to face training. Consider developing an E&T Hub to support this work 4. Improve availability of clinical nurse educators 5. Implement dedicated Allied Health educators to support, coordinate and facilitate the depth and breadth of education both provided and required 6. Dedicated roles in the development, support and delivery of E&T across all sectors and disciplines, including non-clinical 7. Examine and amend staff classification codes in HETI that dictate the mandatory and recommended training for each staff member 8. Modelling commitment to education through leadership 	<p>8 Key recommendations in the areas of:</p> <ol style="list-style-type: none"> 1. Review and embed processes to ensure the multidisciplinary members are involved in E&T wherever possible 2. Reconsider offering E&T courses with low or no demand 3. Evaluate potential partnership models for delivery of the Enrolled Nurse Training program (Diploma of Nursing). 4. Review and assess the need to maintain being an RTO delivery site. 5. Expand the violence prevention training and review the current train-the-trainer model. 6. Review and establish centralised and coordinated governance over simulation facilities, equipment and staffing (shared resources and maintenance). 7. Review the current E&T simulation offerings. <p>Additional sub -recommendations on new offering and improving access to training</p>	<p>2 Key recommendations in the areas of:</p> <ol style="list-style-type: none"> 1. Consolidate oversight of all leadership programs to avoid duplication and additional use of resources including programs from HETI, CEWD, TYE, Nursing & Midwifery etc. 2. Develop structured E&T programs/ plans for staff with strong clinical or technical knowledge and skills to develop into supervisor, team leader, or head of department type roles. 	<p>5 Key recommendations in the areas of:</p> <ol style="list-style-type: none"> 1. Undertake a comprehensive review of the offerings by HETI, and how they can be used in SWSLHD. 2. Implement targeted feedback from student placements 3. Continue to expand the internal nursing (FAB) facilitation model 4. Develop opportunities for E&T to support the staff who facilitate students 5. Explore non-clinical student placement and apprenticeships

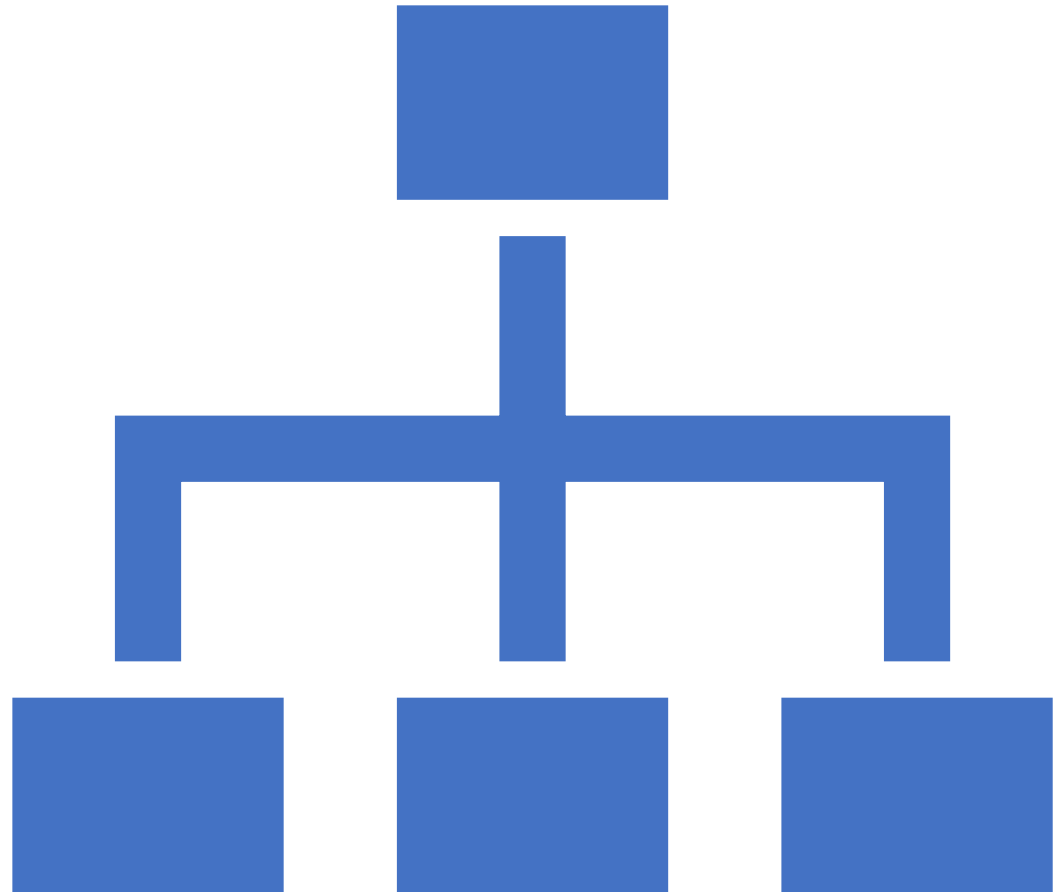
EOD Framework & Operational Plan

Priority 1: Promote workforce potential	Priority 2: Innovative, agile & responsive	Priority 3: Organisational development & culture	Priority 4: Strategic collaborations	Governance, implementation and monitoring
<p>Focus Areas</p> <ol style="list-style-type: none"> 1. Lifelong learning 2. Learning needs analysis 3. Career pathways 4. Performance and development 5. Professional networks and collaborative learning 	<p>Focus Areas</p> <ol style="list-style-type: none"> 1. Predicting workforce needs 2. Embedding evaluation methodologies 3. Training delivery modalities 4. Access to education and training 5. Celebrating and sharing education and training 	<p>Focus Areas</p> <ol style="list-style-type: none"> 1. Leadership & management development 2. Talent & succession planning 3. Communication framework 4. Evidence informed workforce culture 5. Coaching & Mentoring 	<p>Focus Areas</p> <ol style="list-style-type: none"> 1. MoH and HETI collaboration 2. Academic partnerships 3. Education provider partnerships 4. Future workforce partnerships 5. Education related research 	<p>The education and organisational development (EOD) governance structure within SWSLHD will include the creation of reference committees. A new Multidisciplinary Clinical EOD Reference Committee & Corporate and Support Services EOD Reference Committee will be established</p>

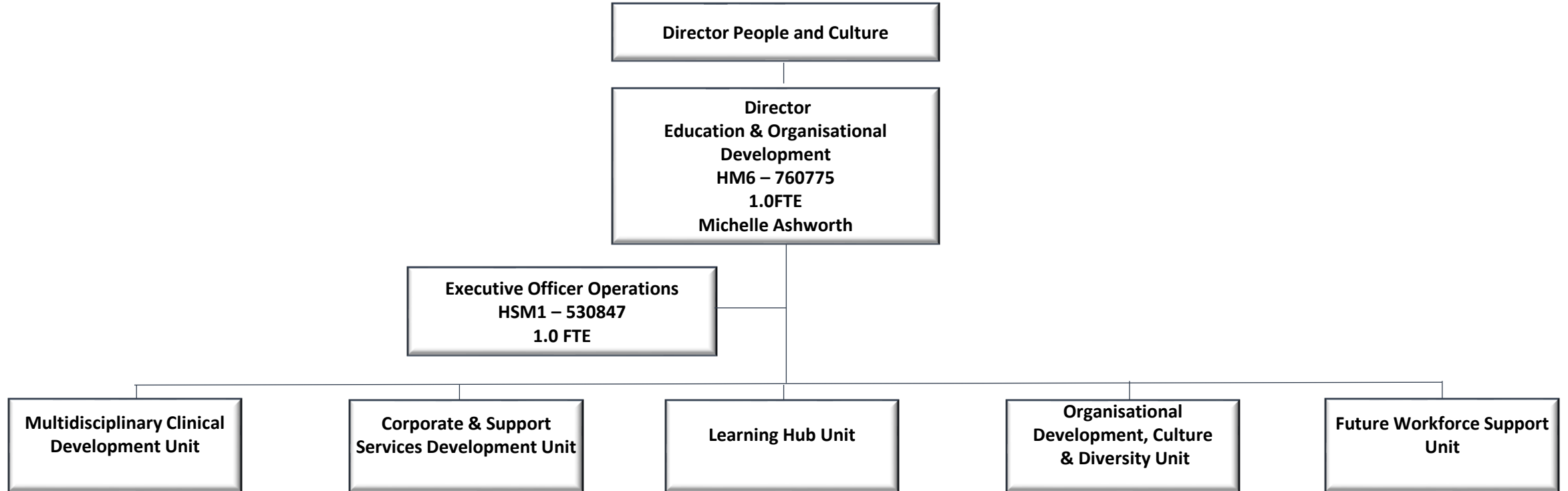
Focus areas informed by the 2022 E&T Review, SWSLHD Workforce Plan and EOD Framework and priorities

Structure 2023

SWSLHD
Education &
Organisational
Development



Tier 1





Consultation

- All staff are being advised of the changes, if any, for their roles over the coming two weeks.
- All staff will receive a letter inviting them to attend a consultation meeting. They will be advised in this invite that they may wish to bring a support person/union representative. The onus will be on the employee to arrange this.
- At the individual meetings staff will receive:
 - a letter outlining the proposed changes to their role, if any,
 - a new Position Description, if relevant, or a copy of their current Position Description
- Following 1:1s a Department meeting will be held to share the entire structure with all staff and a slide pack for each team issued to team members. PDs will also be shared at this point.
- We anticipate all meetings being finalised by Friday 22nd July.
- The feedback period closes 7th August and feedback can be to your Manager, Director EOD or via the MSForms set up <https://forms.office.com/r/7h17jmwYDz>.
- Staff Wellbeing is available for all staff who may need assistance at this time. You may contact SWSS on 8738 4552 for a telephone consultation or to make an appointment.
- Support is also available from the EOD Management team.

EOD Realignment

