



Health and Community Services Workforce Council Inc

Local Innovation: workplace reform experiences across the Community Services & Health industries

*NDS Communities of Practice
Conference*

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Wallis Westbrook*

Underpinning a sustainable future for Queensland

Workforce Development or Reform?



Until recently workforce development meant training and professional support focussed on the needs and priorities of the individual worker. (Supply side reform)

More contemporary workforce development thinking and practice focuses on the need for organisational and systems reform... including the needs of the individual. (Demand side reform)

**No capacity building without workforce reform...
including workforce development**

Workforce Development or Reform?



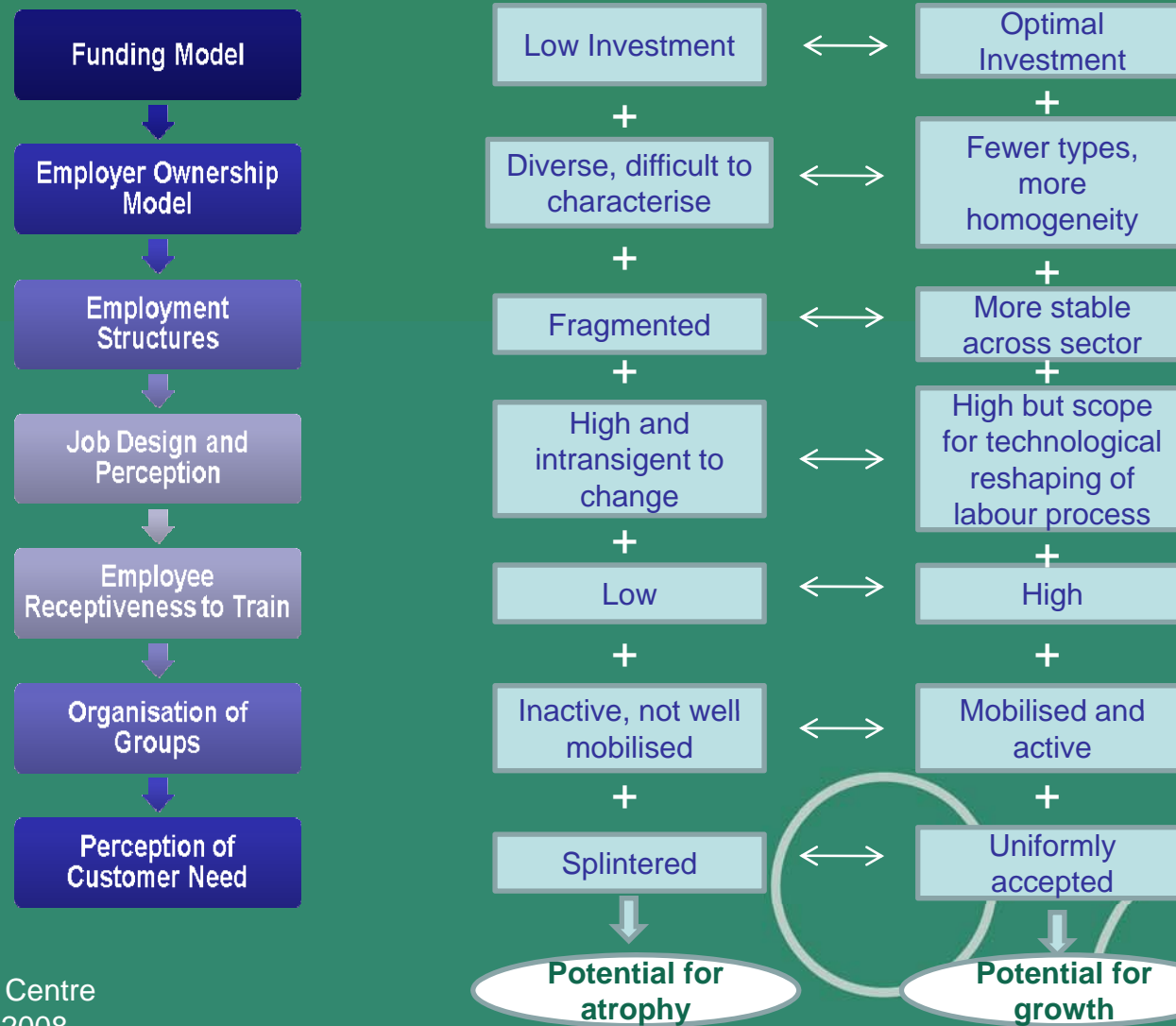
My concern is that it (*workforce reform*) will only be more of the same, more training the same way, and more employment the same way, when we really need root and branch change. We need to train and employ (*and organise*) in quite new ways.

John Menadue, Health Sector Reform part 1: Workforce Reform 2005

Develop a more streamlined and focused approach to projecting future workforce requirements. This might be achieved by better use of resources available to undertake the projections and more transparency in relation to the impact of policy settings on future workforce requirements.

Productivity Commission Report on Australia's Health Workforce 2005

Pre-Conditions for Skills Growth or Recession



The World Health Organisation recently identified five core competencies required for delivering effective health care for chronic conditions:

- Patient/*client* centred care
- Partnering (linking patients, providers and communities)
- Quality improvement
- Knowledge of information and communication technology
- Understanding the public health perspective moving from individual to whole of community care.

Models for a Sustainable Future



- **Systemic Strategies**
- **Organisational Strategies**
- **Team and Individual Strategies**

Underpinned by three broad and integrated principles:

Best Practice – commitment by workers, organisations, policy makers and funders to achievement of high quality practice involves ensuring support and maintenance of systems and structures facilitating best practice and encouraging flexibility for new and improved techniques and work practices.

Effectiveness – availability of high quality accessible services of established efficacy meeting the needs of a diverse range of client groups and populations.

Sustainability – enduring mechanisms to secure human, financial and other resources required for the delivery of high quality services.

Models for a Sustainable Future



Principles Levels	Best Practice	Effectiveness	Sustainability
System	<p>Dissemination of evidence-based best practice & strategies for practice improvement.</p> <p>Support for cutting edge research to improve work practices.</p>	<p>Opportunities for & access to professional development.</p> <p>Wide dissemination of information on best practice.</p>	<p>Provision of sufficient funding to ensure high quality services.</p> <p>Availability of skilled & qualified workers</p> <p>Structured career paths</p>
Organisation	<p>Development of Org. policies, procedures & culture that support & encourage evidence-based best practice, innovation & work practice change.</p>	<p>High Quality Services meeting client needs</p> <p>Policies, procedures & resources to support & improve work skills and abilities</p>	<p>Capacity to recruit and retain staff.</p> <p>Capacity to access sufficient funding for high quality service delivery.</p>
Team/ Individual	<p>Willingness and capacity to access, implement & sustain work practice change & improvement based on best evidence</p>	<p>Capacity to apply skills & knowledge to practice.</p> <p>Ability to engage in effective team work.</p> <p>Awareness & capacity to implement, best practice</p>	<p>Capacity to access sufficient resources (human, infrastructure, supervisory) to work effectively & maintain well being</p>

Irish Health Service

The Skills Project – support staff

- improved health outcomes
- increased skills and career progression
- establishment of new roles, job redesign and career matrix
- focus on direct service roles and their supervisors
- collaboration across industrial, workplace & industry
- management of education and training providers
- evaluation and new work areas
- www.skillproject.ie

BlueCare and St Andrews Hospital

Allied Health Assistant Project

- Multi-agency collaboration
- Funding imperatives
- Internal champions
- Work re-organisation and cultural change
- Managing supervision and delegation
- Training support and integration
- Long term sustainability

Regional HRM network Logan Ipswich

- Out of regional child protection SFS forum
- Shared commitment to solve tough problems
- Collaboration across community orgs & govt service providers
- Long term sustainability & statewide at local level rollout
- Connection to other initiatives (Peakcare Mentoring)

Cairns Indigenous workforce & training pilot

- 11 non-govt orgs
- Identified recruitment shortage but available labour pool
- Pooled resources enable training & recruitment co-ordination
- 22 workers commenced Cert IV Protective Care (April 08)
- 12 new indigenous cadets in Cert III Comm Serv Wk.
- Focus on creating recruitment and career pathways in providers

The health and community services workforce structure is clearly at the end of its design life.

The whole system is built around... demarcations. It is certainly not built around patients' needs.

What will cause a breakthrough - a staff crisis, sinking morale, unbearable workloads or escalating costs?

John Menadue, Health Sector Reform Part 1: Workforce Reform 2005

Thank You

Questions

Wallis Westbrook

Health & Community Services Workforce
Council Inc.

wwestbrook@workforce.org.au

07 3234 0190