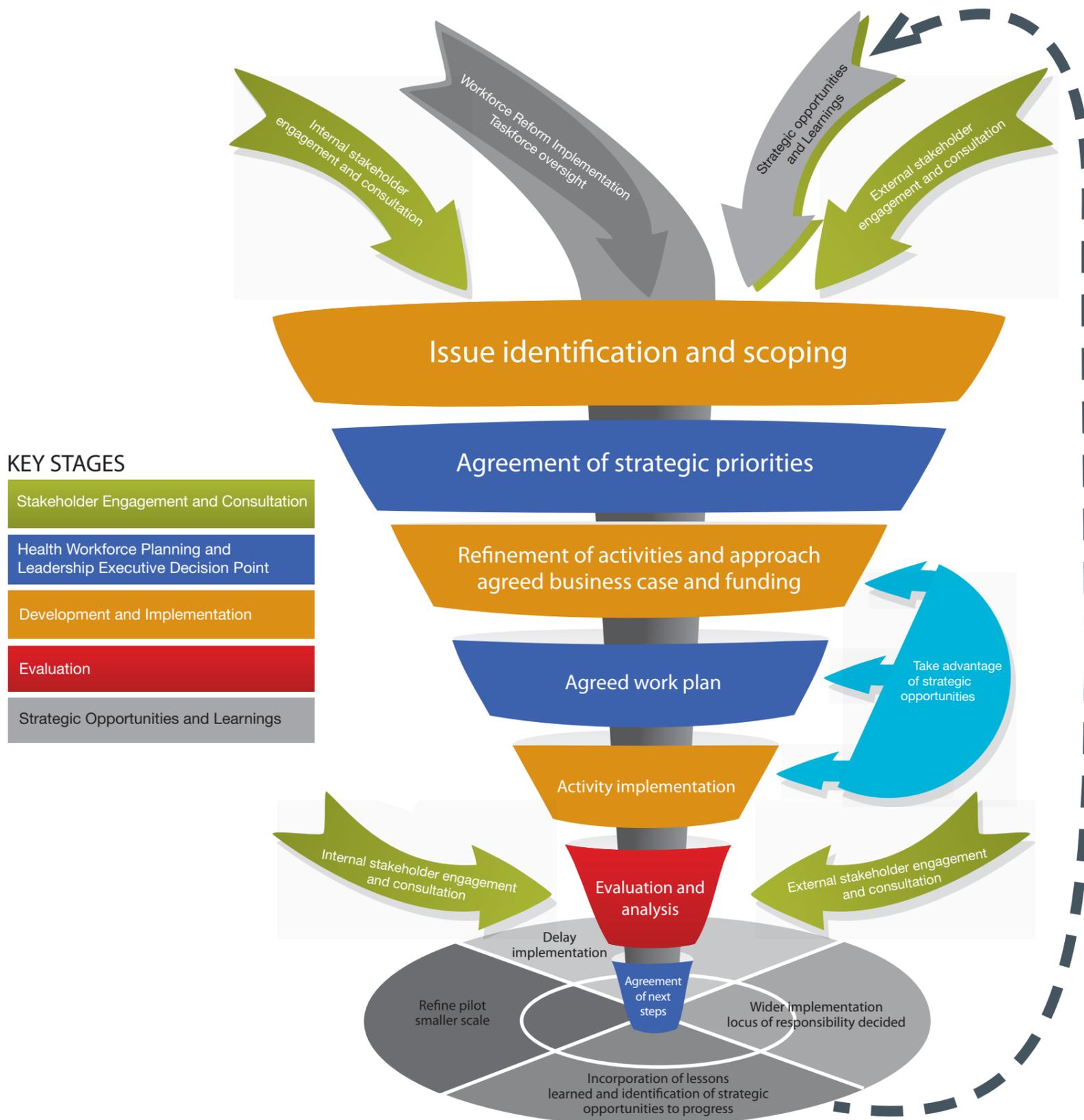


Workforce Innovation and Reform Roadmap



Overview

Victoria's health system faces many challenges and pressures, including an ageing population and the increasing burden of chronic disease. However, evolving models of care and technologies create new opportunities for us to develop and grow our health system to meet future demands

Victoria's health workforce continues to play a critical part in the overall success of the state's health system. In line with the Victorian Health Priorities Framework 2012–2022, the Department of Health (the department) is focused on supporting innovative approaches to expanding service, workforce and system capability, as well as increasing the system's financial sustainability and productivity.

The department's Workforce Innovation and Reform Roadmap (the Roadmap) provides a complete process framework supporting idea generation, project execution and guidance for wider implementation of proven successful models within the sector.

Workforce Innovation and Reform Roadmap (continued)

The Roadmap also incorporates regular communications, stakeholder engagement and consultation to capture the contributions made by all Victorians to address the challenges facing our health system, and to shape a dynamic and responsive health system for all.

The Workforce Reform Implementation (WRI) Taskforce will set and oversee the statewide strategic priorities for the Roadmap. The WRI Taskforce membership comprises expertise and experience in:

- health service provision
- workplace reform
- medical, nursing and allied health leadership
- health workforce planning.

Health Workforce Australia's National Health Workforce Innovation and Reform Strategic Framework for Action 2011–2015 will inform the Roadmap. Approved by the Australian Health Ministers' Conference on 4 August 2011, the framework and priority areas for action guides the workforce responses required to facilitate the Australian Government's National Health Reform program.

Issue identification and scoping

The critical first step of the Roadmap is to consult with the sector and understand the full scale and scope of health workforce issues in Victoria. As part of the effort to identify issues, the department regularly seeks views from a range of external stakeholders including:

- health service CEOs
- health service networks
- individual health practitioners
- consumers of health services.

Data and evidence are also collated at this stage to quantify issues and support the case for change.

To understand the issues facing Victoria's health workforce, the department also regularly facilitates consultation with other government departments at a state and national level, regulatory bodies, accrediting bodies, professional associations, and the education and training sector. Using the intelligence gathered, the department – through the Health Workforce Planning and Leadership Executive (HWPLE) and the WRI Taskforce – determines its strategic areas of focus.

The areas of focus are identified using a range of assessment criteria, including evidence to support meaningful change, either through productivity and efficiency gains, the ability to increase capacity in the health workforce to meet unfulfilled demand, or sustainability of the proposed workforce model(s).

Refinement of approach and agreeing the business case

Following agreement of the broad strategic areas of interest, the department refines these goals to clarify and document the approach to implement the work (for example, through expressions of interest, requests for quotation and research plans).

This culminates in approval of the business case to proceed with the program of work. The business case brings together information about the program costs, benefits, timing and risks, so that:

- the overall value for money and achievability of the program can be assessed, including its strategic value
- appropriate management decisions can be made about its viability at completion.

Further consultations and validation are also undertaken with stakeholders at this stage to support the business case.

Approval of the business case represents a key decision gate in the Roadmap process, whereby the department can now approach the sector to submit proposals for project funding.

Activity implementation

This stage focuses on project execution and implementation of activities to achieve the strategic priorities set by the department.

The sector is invited to make submissions to the department through a range of channels, including expressions of interest and requests for quotation.

Contracts are established with the department that build in mechanisms for evaluation, applying the Victorian Innovation and Reform Impact Assessment Framework (VIRIAF). The VIRIAF is based on the National Impact Assessment Framework developed by Health Workforce Australia in 2011, linking the high-level national framework to work happening on the ground in Victoria, to enable workforce projects to be evaluated using a standardised approach.

Other project management activities performed at this stage include:

- scope and schedule management
- communications
- risk and issue management
- change control management
- progress reporting.

Evaluation and analysis

Evaluation is an essential element of the Roadmap. The VIRIAF measures the success of new and innovative roles, and also measures how the overall activity aligns with the strategic areas of interest of the department and broader departmental priorities.

At this stage, the department will also reach out to the sector to share the successes and lessons learned from completed projects, and to gather further information on whether the project was a success, and if it is appropriate for broader implementation, when all factors are considered.

The evaluation and analysis undertaken at this stage will inform the department's policy positions and shape the options for next steps in the Roadmap.

Next steps

Having determined the benefits realised, the department's HWPLE and WRI Taskforce will make a decision regarding next steps, such as further implementation, either on a larger scale, further small-scale piloting or delay.

Some projects may need to be closed where evidence suggests:

- failure to continue to meet strategic objectives
- limited chances of future success.

The HWPLE also determines responsibility for further implementation in consultation with impacted parties. A supporting business case will be developed before further activity commences.

Incorporating the lessons learned and identifying strategic opportunities for future reform provides an important feedback loop for the Roadmap.