

Western Sydney Local Health District (WSLHD)

Aboriginal Workforce Plan

Bangabangun Budyari - in Dharug language - we will work good together.

BUILDING A STRONGER HEALTH SYSTEM IN WSLHD - 2022-2026



Health
Western Sydney
Local Health District

Acknowledgements

Western Sydney Local Health District (WSLHD) recognises the Darug people as the traditional custodians of the lands where our District is located, and we pay our respects to Aboriginal and Torres Strait Islanders ancestors and Elders, both past and present.

We recognise the Diversity of nations, language, cultural practices, and spiritual beliefs across NSW, and more broadly Australia. To this end throughout this document we use 'Aboriginal' to encompass all Aboriginal and Torres Strait Islander people.

We would like to acknowledge and sincerely thank all the people that contributed to this plan and generously shared their experiences, knowledge, and ideas.

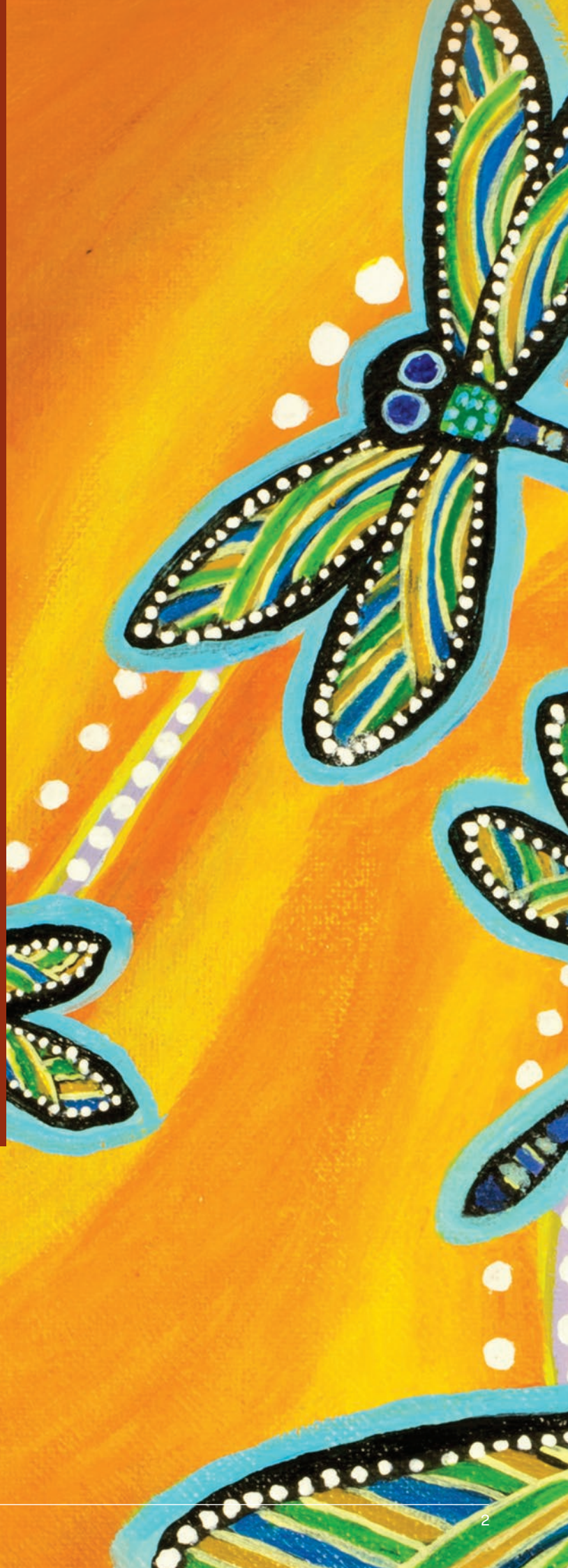
Bangabangun Budyari - in Dharug language - we will work good together.

This is the ethos of the new Aboriginal Workforce Plan 2022-2026. Western Sydney Local Health District will work better with our communities to provide more opportunities and ensure equitable access to the highest quality health care. It is through partnerships across a range of services and our local communities, we will enhance pathways into the District and ensure all our staff experience a greater wellbeing. Our Aboriginal and Torres Strait Islander friends, family and communities are catalysts for greater health outcomes and employee experience, and we will continue to build strong relationships to see the Aboriginal Workforce Plan come to fruition.

WSLHD has consulted with Dharug language speakers and have been granted permission to incorporate their language in our Plan. Special thank you to

Nicole Winters
Corina Norman (Darug Corporation - Dharug Language Group)
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Erin Wilkins
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Artwork by Leanne Tobin. Leanne's artwork reflects the vibrancy and transitional motions of the dragon-flies as they move through their journey of life.



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Foreword from the Chief Executive

OUR VISION

Western Sydney Local Health District's vision is to be a trusted partner with our community, delivering modern, cutting edge health care to make Western Sydney the healthiest place to live in NSW.

Our goal is to provide equitable access to safe, high quality care underpinned by NSW Health CORE Values: Collaboration, Openness, Respect and Empowerment.

“Thank you to all staff and those that were able to contribute to the workshops and complete the survey, as it greatly enhanced the understanding of what is required within the District to achieve this plan's outcomes.”



I am incredibly proud to present the Aboriginal Workforce Plan for 2022-2026, which details the specific actions we, the Western Sydney Local Health District (WSLHD), are going to take to increase our Aboriginal and Torres Strait Islander workforce. It is imperative that we do so, because when our workplace meets appropriate representation, we can better meet the needs of our patients and staff.

This is a renewal of the 2015-2020 Aboriginal Workforce Plan. As part of the consultation phase, the team from Organisational Development and Learning engaged with Bendelta and together collaborated results from the People Matter Engagement Survey (PMES) 2021 and Aboriginal Staff Survey 2020, with workshops and surveys of all areas of WSLHD. Further, the team collated state, national and international bodies of evidence.

The plan aligns with other key state and national priorities such as the Good Health - Great Jobs strategy by the Ministry of Health, which aims to increase the representation of Aboriginal people in the NSW Health staffing to 3%. Further, the National Closing The Gap targets on socioeconomic factors like employment.

We have included not only targets and actions to undertake relating to workforce, but we have also placed incredible emphasis on workplace culture and wellbeing. This Focus Area aligns with other areas of the District's culture initiatives including the Culture Statement and strategy.

GRAEME LOY
CHIEF EXECUTIVE
WESTERN SYDNEY
LOCAL HEALTH DISTRICT



Our Place. Our People

In 2020 Western Sydney defined its culture vision for the District in our new Culture Statement.

Our **culture statement** describes our shared aspiration for how we should all work together and feel coming to work at WSLHD each day. It celebrates what makes us unique and guides the way we behave and make decisions. It applies to every individual and team at WSLHD.



This is who we are

Our community of staff and the Western Sydney community that we serve. We are diverse and growing in numbers, in maturity, and in impact. Our growth is built on our commitment to learning, development, change and continuous improvement.

This is what we do and the mindset that we bring

We are kind, supportive and trusted in our service to our community and each other. We are caring and compassionate towards our patients, their families and carers, and to our colleagues and ourselves.

This is the way we work together

It guides the way that we treat each other and describes how we should all feel coming to work at WSLHD every day. It acknowledges our CORE values and our connections to each other, to the information and resources we need, and to our sense of purpose.

Our Place. Our People. is the title of our WSLHD Culture Program. It is about recognising our shared sense of community, ways of working and our identity as WSLHD.

By living our culture statement, we can create a positive shared work environment in Western Sydney (Our Place) and strengthen our connections with each other and our community (Our People).

Our Place. Our People. was the title nominated by the Westmead Redevelopment Team as part of a District-wide naming competition. The culture statement was developed based on inputs from the Executive Leadership Team, Culture Reference Group, People Matter Employee Survey, and other inputs from a variety of staff across WSLHD.

NSW health uses Aboriginal as an encompassing statement and preferred use to Aboriginal and Torres Strait Islander as it recognises Aboriginal people as the first people of NSW.¹

“ The development of the new Aboriginal Workforce Plan is aligned with the Culture statement for the District to ensure we achieve an integrated approach when developing workforce plans to improve our overall workplace culture. ”

¹ https://www1.health.nsw.gov.au/pds/ActivePDSDocuments/PD2005_319.pdf

Executive Summary



Western Sydney Local Health District (WSLHD) has an aspiration to reduce the disparities of health and employment outcomes for Aboriginal and Torres Strait Islander people of western Sydney. To achieve this, we aim to be a leader in growing, developing and retaining our Aboriginal and Torres Strait Islander workforce.

This plan recognises the importance of the cultural knowledge, life experiences, unique skills and knowledge held by Aboriginal people to the successful delivery of quality health services. We believe investing in the growth of our Aboriginal Health Workforce is critical to achieving positive health outcomes for Aboriginal people across our Health District.

The burden of disease among Aboriginal and Torres Strait Islander people is 2.3 times that of non-Indigenous Australians. Mental health and chronic diseases such as cancer, cardiovascular disease, respiratory diseases, diabetes and kidney disease are areas of particular concern. A large part of the disparity in health outcomes between Indigenous Australians and non-Indigenous Australians is explained by disparities in social determinants, in particular income, employment and education.

In many cases, Indigenous Australians also have lower access to health services than non-Indigenous Australians, for a range of reasons including barriers such as cost and a lack of accessible or culturally appropriate health services. For Indigenous Australians to have better health outcomes, improvements in the health system and determinants beyond the health sector are required.²

“ WSLHD endeavours to increase the number of Aboriginal people employed to 3% by 2026. ”

The Bureau of Health Information reported when an Aboriginal patient engaged with a health service that had an Aboriginal clinician and/or support, they were 70% more likely to engage again.³ Thus, increasing their compliance to treatments and reducing the potential negative outcomes. This statement alone shows the level of contribution Aboriginal staff members have on health outcomes for Aboriginal patients.

NSW Health has set a target of 3% of all employees being from an Aboriginal background. Currently, WSLHD currently employs 1.65%. The National employment data shows significant opportunity for WSLHD to successfully grow the Aboriginal workforce, given the Western Sydney area supports higher employment and the social and healthcare industries are the preferred careers of Aboriginal people. The National data also highlights an opportunity in working education bodies to develop tertiary and other health education pathways, which opens doors for employment.

WSLHD endeavours to increase the number of Aboriginal people amongst staffing to at least 3% by 2026. By increasing staff who identify as Aboriginal and/or Torres Strait Islander, the District takes action on decreasing the health and education disparities identified by both the State and National policies outlined below. The target is aligned to multiple priorities and supports the representation of the local Aboriginal population of western Sydney.

Continued on next page.

² Aboriginal and Torres Strait Islander Health Performance Framework 2020 summary report

³ https://www.bhi.nsw.gov.au/nsw_patient_survey_program/Aboriginal-patient-experience

Executive Summary Cont.

For WSLHD to achieve a 3% Aboriginal staff representation, it must be diligent with forward workforce planning on a regular basis. This approach will define the in-year goals and provide transparency for all staff to ensure everyone is working to achieve this shared goal.

WSLHD is committed to building pathways for Aboriginal people to progress in the District or enter the health workforce. Forward workforce planning ensures equitable access for talent and aligning workforce development plans across WSLHD, thus meriting diversity across all health professions including non-clinical and leadership.

The Aboriginal Workforce Plan 2022 has a key focus on cultural respect and safety and more work will be undertaken to partner with our Aboriginal employees, leaders and stakeholders to improve cultural competence across WSLHD.

This work is a high priority and is strongly supported by WSLHD Board and the Chief Executive and this plan reinforces the ongoing commitment to make real and sustained progress in developing a future fit Aboriginal workforce at WSLHD.

The HPF (2020) shows highlights significant opportunity for WSLHD to working more closely with education bodies and younger Aboriginal students to develop tertiary health education pathways which lead into successful employment following study completion (See pg. 10)

The Aboriginal Workforce Plan 2022 aligns with the following strategies which ensures WSLHD provides a comprehensive and integrated approach to delivering a health system which is responsive, accessible and culturally safe.



⁴ <https://www.health.gov.au/sites/default/files/documents/2020/12/national-aboriginal-and-torres-strait-islander-health-workforce-strategic-framework-2016-2023.pdf>

⁵ <https://www.psc.nsw.gov.au/sites/default/files/2020-10/Aboriginal-Employment-Strategy-2019-2025.pdf>

⁶ https://www1.health.nsw.gov.au/pds/ActivePDSDocuments/PD2016_053.pdf

⁷ <https://apo.org.au/sites/default/files/resource-files/2016-01/apo-nid256721.pdf>

Background

Western Sydney Local Health District is a NSW Health entity and as a result this plan is informed by both National and State government priorities relating to Aboriginal employment.

Closing the Gap

In 2020, the Council of Australian Governments (COAG) and the Coalition of Aboriginal and Torres Strait Islander Peak Organisations (Coalition of Peaks) worked in partnership to review and redevelop the previous National Closing the Gap Agreement.⁹ Committing to 16 socioeconomic targets, two of these directly relate to employment as outlined below.

National Agreement on Closing the Gap employment-related targets

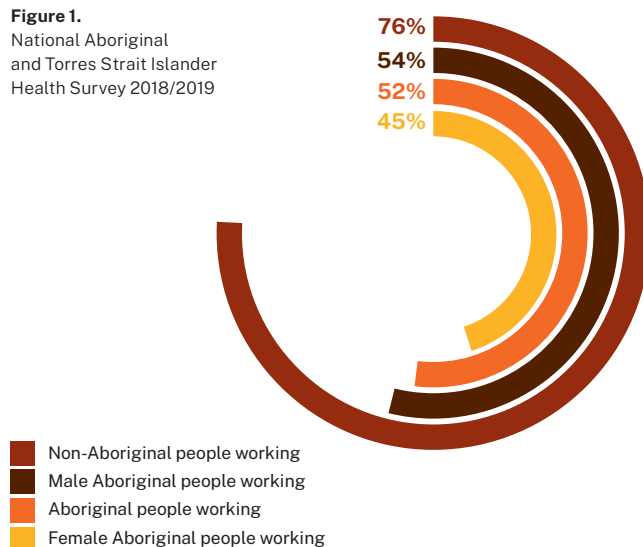
Target 7: By 2031, increase the proportion of Aboriginal and Torres Strait Islander youth (15–24 years) who are in employment, education or training to 67 per cent: compared with a 2016 ABS baseline level of 57%.

Target 8: By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25–64 who are employed to 62 per cent.: Compared to a 2016 ABS baseline of 51%.

The following figures represent the current socioeconomic factors for Aboriginal people.

Figure 1. Employment data further highlights the gap in employment outcomes for Aboriginal and non Aboriginal people. Varying in some cases up to 50% reinforcing the need for identified pathways into employment.

Figure 1. National Aboriginal and Torres Strait Islander Health Survey 2018/2019



⁸ https://facs-web.squiz.cloud/_data/assets/pdf_file/0007/725857/Western-Sydney-District-Data-Profile.pdf

⁹ <https://coalitionofpeaks.org.au/wp-content/uploads/2021/04/ctg-national-agreement-apr-21-1-1.pdf>

Background Cont.

Figure 2. Shows that on a National level, healthcare is not a leader in employing Aboriginal people, despite being a major industry in Western Sydney.

Figure 2.
Employment parity for Aboriginal people

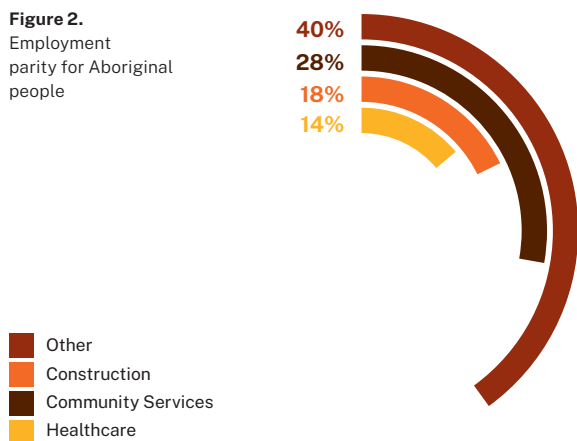
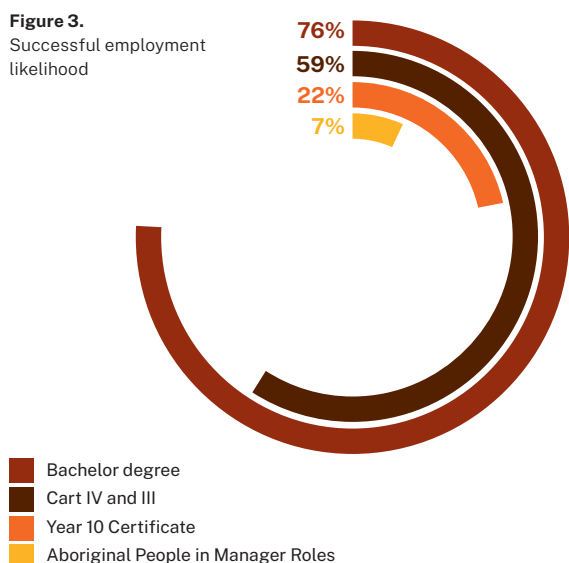


Figure 3. Below data shows that a Bachelors degree and Vocational Education increases employability. Highlighting the need to promote qualifications related to Health within the Aboriginal community. There is also an opportunity to investigate school scholarships to support Aboriginal people to complete Year 10 and subsequently form a relationship with Health and potentially move into further study. The data also highlights that despite the qualifications held Aboriginal people are under-represented in management roles.

Figure 3.
Successful employment likelihood



Health Performance Framework 2020 Summary Report

Since 2006, Aboriginal and Torres Strait Islander Health Performance Framework (HPF) reports have provided information about Indigenous Australians' health outcomes, key drivers of health and the performance of the health system. The summary report for 2020 provides further context on both employment and education outcomes for Aboriginal people and both are relevant when understanding the current context for the forward priorities in this plan.

Demographics

The Indigenous population is relatively young. In 2016, about

**1 in 3 (34%)
Indigenous Australians
(274,300) were aged
under 15,**

compared with fewer than

**1 in 5 (18%)
non-Indigenous
Australians.**

“ 30.2% of Aboriginal people in Greater Western Sydney have attained higher education and the major fields of study are Management (21%), Society and Culture (20%) and Health (9.2%).¹⁰ **”**

¹⁰ <https://www.westir.org.au/new/images/IPGWS.pdf>

Background Cont.

Employment

As reported in the Health Performance Framework 2020 summary report for many Indigenous Australians, there is a conflict between family responsibilities and finding and keeping a job (Venn & Biddle 2018). A recent study found that education, disability, and having spent time in prison were the most important factors underlying labour force participation (Dinku & Hunt 2019).

Nearly 2 in 5 (38%) Indigenous Australians in remote areas who were unemployed reported a lack of any jobs at all as a barrier to finding work, compared with 1 in 5 (22%) in non-remote areas.

Education

There has been a significant shift in Aboriginal people obtaining tertiary education over the past decade indicating a potential shift in focus from encouraging Aboriginal people to complete further study to encouraging Aboriginal people to complete further study to work in Health.

- The proportion of Indigenous Australians aged 20–24 who had attained at least a Year 12 or equivalent qualification increased from 45% in 2008 to 66% (73,900) in 2018–19.
- The proportion of Aboriginal and Torres Strait Islander adults aged 20–64 whose highest educational qualification was a certificate III or above increased from 27% (66,600) in 2008 to 45% (183,500) in 2018–19, mainly due to increased attainment of certificate III or advanced diploma qualifications:
- The proportion whose highest educational qualification was a certificate III or advanced diploma increased from 21% in 2008 to 37% (150,900) in 2018–19.
- The proportion whose highest educational qualification was a bachelor degree or above increased from 5.7% (14,100) in 2008 to 8.1% (32,800) in 2018–19.

National and State Priorities

National Health Aboriginal Workforce Strategic Framework

The National Health Workforce Strategic Framework (2016–2023) was developed with the specific goal to ensure that Australia has a health system that delivers clinically appropriate care that is culturally-safe, non-discriminatory and free from racism, high quality, responsive and accessible for all Aboriginal people. This current WSLHD Aboriginal Workforce Plan 2022 has been designed to align with the National Aboriginal Health Workforce Strategic Framework principles.

These principles have also been endorsed by NSW Health with the national and state proposition being the growth of an Aboriginal health workforce requires a focus on centrality of culture and respecting cultural knowledge, expertise and the skills of Aboriginal health professionals, investing in evidenced based plans which support culturally safe work practices and ensuring the ongoing development of Aboriginal employees providing career pathways that grow Aboriginal leadership capability to shape health care services.

NSW Health Aboriginal Workforce Strategic Framework

A critical component of strengthening the Aboriginal health workforce is that Aboriginal people in the health sector is proportional to the composition of the population. As a result, NSW Health has set a goal that health services should be establishing Aboriginal workforce targets that, at a minimum, meet parity with the local Aboriginal population rate for the purpose of representation across the workforce. In support of this NSW Health launched Good Health–Great Jobs Aboriginal Workforce Strategic Framework 2016 – 2020 to guide an increase in the Aboriginal health workforce with the renewed document soon to be released providing a new 10-year plan to further guide Aboriginal Workforce development across NSW.

The high level outcomes of the Good Health–Great Jobs Aboriginal Workforce Strategic Framework 2016 – 2020 are not dissimilar to the National Health Workforce Strategic Framework (2016–2023) with a key focus on cultural respect and a culturally safe work environment, leadership commitment to workforce growth and development, collaborative partnerships and evidenced based decision making.

Background Cont.

Cultural Respect Framework

Growing an Aboriginal workforce requires a culturally respectful workplace culture.

The Cultural Respect Framework 2016-2026 is a renewal of the previous Cultural Respect Framework for Aboriginal and Torres Strait Islander Health 2004-2009 and as outlined in the document, it commits the Commonwealth Government and all states and territories to embedding cultural respect principles into their health systems; from developing policy and legislation, to how organisations are run, through to the planning and delivery of services. Cultural Respect is defined in the framework as:

“Recognition, protection and continued advancement of the inherent rights, cultures and traditions of Aboriginal and Torres Strait Islander people.”

The framework should underpin the delivery of quality, culturally safe, responsive health care to Aboriginal and Torres Strait Islander people and contribute to progress made towards achieving the Closing the Gap targets agreed by the Council of Australian Governments (COAG).

The framework was developed for the Australian Health Ministers’ Advisory Council (AHMAC) by the National Aboriginal and Torres Strait Islander Health Standing Committee (NATSIHSC) and is linked to a number of national and state priorities.

Key Documents for reference:

- National Aboriginal and Torres Strait Islander Health Plan 2013 – 2023.
- NSW Implementation Plan for the National Aboriginal and Torres Strait Islander Health Plan 2013-2023.
- National Aboriginal and Torres Strait Islander Health Performance Framework.
- The National Aboriginal and Torres Strait Islander Health Workforce Strategic Framework 2016-2023.
- National Aboriginal and Torres Strait Islander Health Workforce Strategic Framework and Implementation Plan 2021-2031.
- NSW Health Good Health - Great Jobs: Aboriginal Workforce Strategic Framework 2016 - 2020.

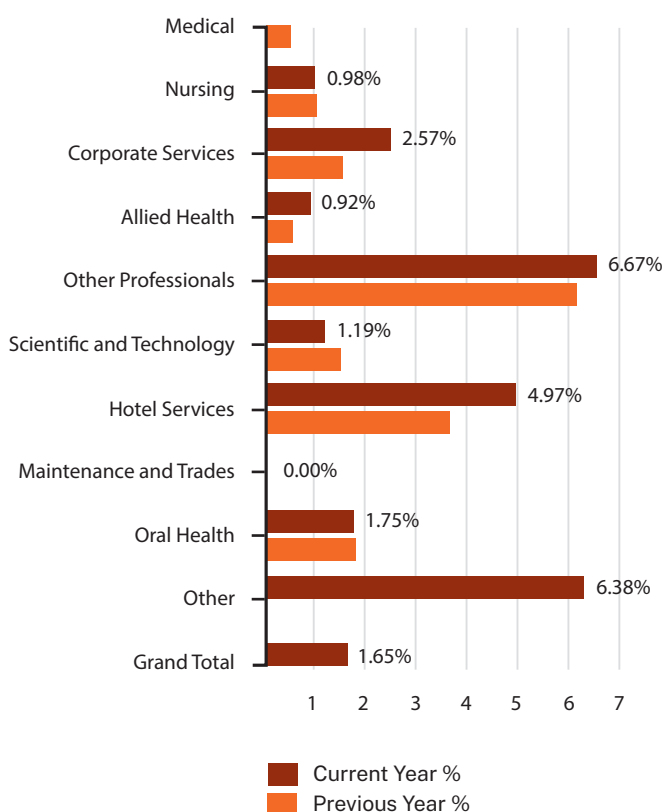


Progress so far

The previous Aboriginal Workforce Plan 2015 – 2020 committed to increasing the overall representation of Aboriginal employees to meet and exceed the 2.6% benchmark. At the time of launching this plan the current employment rate of employees who identify as Aboriginal people was at 193 employees, which equates to 1.65% of the organisation. The NSW Health state-wide target is to reach a minimum of 3% of the workforce identifying as Aboriginal whilst aiming to parity with the local Aboriginal population.

While there is work to close the gap on this target, Western Sydney does have the highest Aboriginal workforce across NSW since Aboriginal workforce targets were established. This would indicate there are strengths to build on in taking forward the initiatives outlined in this plan.

Aboriginal Staffing % across divisions



Western Sydney Local Health District Aboriginal Workforce Plan 2015-2020 Achievements

The objective of the previous Aboriginal Workforce Plan 2015 – 2020 was to focus on workplace areas where there were significant numbers of Aboriginal clients, where the benefits of employing Aboriginal staff would make direct impact on patient experience. There was also a focus on improving health promotion and prevention plans by creating new roles at multiple levels.

The plan had three main goals:

- **Goal 1** - We will work with Aboriginal communities and Aboriginal employment agencies to seek people with the skills we need to join our teams.
- **Goal 2** - We will improve the ways we guide and support our current Aboriginal staff, using career planning and training to strengthen skills and provide opportunities.
- **Goal 3** - We will continue to enhance our knowledge and understanding of Aboriginal culture, customs and heritage through the NSW Health Respecting the Difference Aboriginal cultural training.

Progress was made in the following areas:

Goal 1 – Achieved, and ongoing.

- Engagement and collaboration with Aboriginal Employment agencies to address some of the District’s staffing deficits which arose in the wake of COVID-19.

Goal 2 – Achieved, and ongoing.

- Establishment of the **Aboriginal Public Health Traineeships and Aboriginal Health Management Internships**. These higher education pathways provide external and internal Aboriginal staff the opportunity to undertake career development and lead into other opportunities within the District.
- Successful continuation of the **Aboriginal Allied Health and Nursing and Midwifery Cadets** and the **Aboriginal Nursing and Midwifery Cadet program**.

Goal 3 – Achieved, and ongoing.

- Successful delivery of the Respecting the Difference training to a large majority of staff. We have achieved over 80% of the District completing RTD training.

Overall, since 2015 the Aboriginal Workforce Plan (2015-2020) increased WSLHD’s Aboriginal employment from 0.9% to 1.5% in 2020.

Workforce Plan Renewal

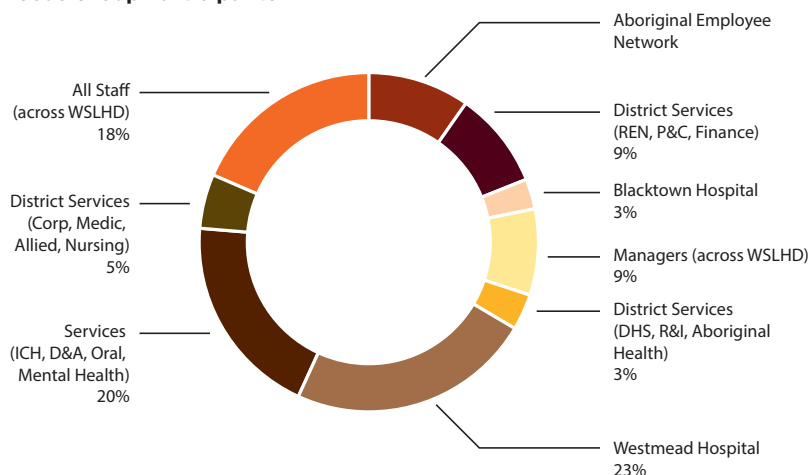
Consultation

The Aboriginal Workforce Plan 2022 requires an all staff led approach. Therefore, we conducted focus groups from all areas across WSLHD in late 2021.

Focus Groups

A total number of 120 WSLHD employees participated in focus groups between November 3 and November 18, 2021. Focus groups workshopped on ideas to improve cultural inclusion, developing, and retaining Aboriginal staff members. The key themes were extrapolated and given back to participants for any further clarification and comment.

Focus Group Participants



Questionnaire

The Aboriginal Workforce Plan survey opened on November 8, 2021 and closed on November 18, 2021. The survey was open to all staff across WSLHD and received a total number of 218 responses. The survey was primarily focused on understanding people’s thoughts on attracting, recruiting, developing and retaining WSLHD’s Aboriginal and Torres Strait Islander workforce.

People Matter Engagement Survey (PMES) 2020

Every year the People Matter Engagement Survey is delivered across all state government agencies. The results for WSLHD in 2020 highlight the need for more proactive work to improve our workplace environment for our Aboriginal employees with the data showing their experience at work is less satisfying than other demographics.

People Matter Engagement Survey (PMES) 2020	Report Total	Male	Female	Non-binary	Aboriginal and Torres Strait Islander people	People with disability	People who identify as LGBTIQ+	People who speak a language other than English	15-35 years	35-54 years	55+ years
Employee engagement	61	65	62	r	56	57	57	64	61	63	65
Wellbeing	64%	70%	66%	r	62%	54%	59%	68%	64%	68%	69%
Role clarity and support	64%	68%	65%	r	60%	58%	59%	69%	65%	67%	67%
Inclusion and diversity	64%	70%	65%	r	55%	55%	59%	65%	67%	67%	67%
Teamwork and collaboration	58%	65%	59%	r	49%	51%	52%	62%	60%	61%	60%
Learning and development	52%	57%	54%	r	45%	41%	44%	57%	55%	55%	55%
Senior managers	45%	53%	45%	r	43%	40%	40%	50%	47%	49%	46%
Communication and change management	49%	55%	49%	r	46%	43%	43%	55%	50%	52%	50%
Employee Voice	58%	65%	58%	r	52%	51%	57%	61%	60%	62%	59%

At least 5 percentage points lower than report unit
 At least 5 percentage points higher than report unit
 Within 5 percentage points of the report unit
 r = below privacy

Workforce Plan Renewal Cont.

Literature Search

To support themes from consultation, develop further understanding and shape forward priorities, a literature search was conducted and reviewed the following:

- National and State documents relating to the existing NSW and WSLHD Strategies.
- Academic journals and relevant strategies in Australia, New Zealand, the UK, the US and Canada.

In scanning literature across the globe, we are pleased to confirm that the key focus areas of the plan align closely to other progressive First Nations Health Workforce Strategies.

This includes alignment to the National Aboriginal and Torres Strait Islander Health Workforce Strategic Framework (2016-2023); NSW Public Sector Aboriginal Employment Strategy (2019-2025) and NSW Health *Good Health – Great Jobs* Aboriginal Workforce Strategic Framework.



Aboriginal Workforce Plan 2020-2025 at a glance

FOCUS AREAS

1

ORGANISATIONAL COMMITMENT AND PLANNING

Create a footprint of both identified and targeted roles across the District to ensure we offer diverse roles and broad career opportunities for Aboriginal people and we have the right plans in place to fill these roles. This transparency and planning will also better support our leaders to play a critical role in owning and driving this plan to build our future Aboriginal Workforce.

2

CULTURAL RESPECT & SAFETY

Continue to build a culturally respectful and safe work environment for all Aboriginal employees to thrive. This objective enhances the workplace for all staff and will develop and maintain cohesiveness between each other and improving the patient experience.

3

ATTRACT, RECRUIT AND RETAIN

Improve the employee experience for our Aboriginal workforce by using recruitment and onboarding processes that are culturally appropriate for Aboriginal people. Review and redevelop processes and practice across the employee lifecycle, from advertising and onboarding to talent development.

4

PARTNERSHIPS & COLLABORATION

Build formal partnerships with local recruitment and education organisations to develop and implement strategic talent programs.

5

EVIDENCE BASED DECISION MAKING

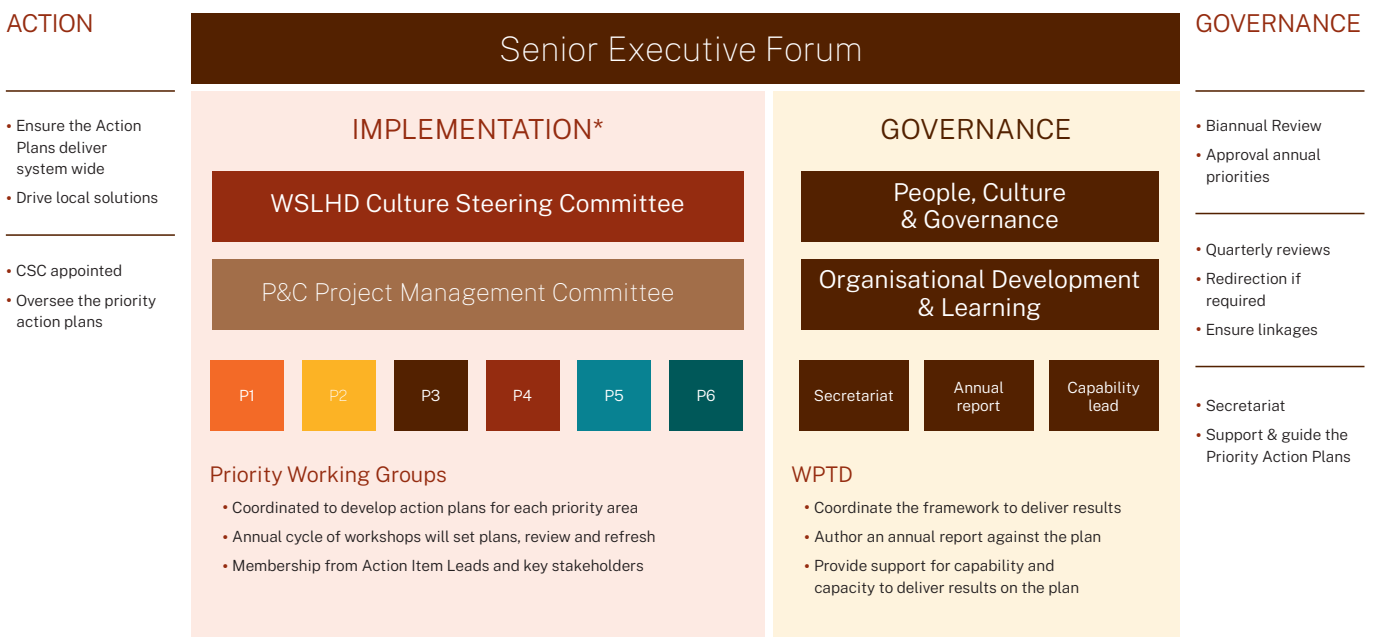
Implement effective workforce planning and reporting mechanisms to inform future workforce decisions for Aboriginal employees.

Governance Framework

This Aboriginal Workforce Plan will be overseen at a strategic level by the Western Sydney Local Health District whose role will be to ensure the initiatives within this plan are coordinated at a system wide level with effective change management and Executive sponsorship.

Each of the focus areas will have a working group to oversee progress on the initiatives. The working group will be responsible for developing their project scope and delivery plan and then meeting monthly on progress. The working group will be required to report progress to the People and Culture (P&C) Workforce Committee.

Governance and Implemented Framework



*Includes terms of reference for groups, collaboration vertically and horizontally, and follow tight, loose, tight with health system stakeholders

FOCUS AREA 1.

Organisational Commitment and Planning

For Western Sydney Local Health District (WSLHD) to achieve the desired outcomes here within the Aboriginal Workforce Plan, a governance framework is required.

The governance framework is made up of Tier 1-3 stakeholders. This type of structure ensures accountability, support and coordination District wide, and delivered from the leaders within the organisation.

This initiative aligns to the NSW public sector Aboriginal Employment Strategy 2019-2025 Element 3.¹¹

ACTIONS	ACTIONS	BY WHO	BY WHEN
1. Establish governance mechanisms to oversee the Aboriginal Workforce Plan 2022-2026 (AWP 2022) and implementation plan.	1.1 Provide clarity on role and responsibilities for the delivery of the Aboriginal Workforce Plan and improve reporting on the plan's progress.	Director People & Culture (Exec. Sponsor) supported by Director Organisational Development & Learning	Q1 2022
	1.2 New approval mechanisms via the People & Culture Project Management Committee will ensure decisions regarding the implementation of the Aboriginal Workforce Plan are made at the right time by the right people.		
	1.3 Ongoing oversight of the implementation plan by the WSLHD Culture Steering Committee, Chaired by the Chief Executive, will continue with quarterly reporting.	REN	
	1.4 Progress reporting will occur to the WSLHD Audit & Risk Committee and the WSLHD Board quarterly.	MoH	
	1.5 Each Focus Area will have Project Charter in place, outlining key activities, budget and resourcing, approved by Director People & Culture to support implementation.		

The workforce plan will include data and information about service delivery and give strength to proposals for further support and results will be available online. This focus area aligns with the following state plans: NSW public sector Aboriginal Employment Strategy 2019-2025 2.3 Element 3 Knowing our Aboriginal workforce and planning for results¹¹ and the NSW Aboriginal Health Plan 2013-2023, Strategic Direction 2: Building the evidence.¹²

TASK	ACTIONS	BY WHO	BY WHEN
2. Produce an Aboriginal Workforce Plan informed by a workforce analysis, which clearly identifies roles across the District to inform the work required to attract, recruit, develop and succession plan for these roles.	2.1 The Aboriginal Workforce Plan will be developed and will be the leading document to inform other Focus Areas within this plan.	Aboriginal Workforce Coordinator	Q2 2022 then annually inform forward budgeting processes and reviewed annually
	2.2 The Aboriginal Workforce Plan will be shared with employees for feedback via "listen and learn sessions" to ensure the plan not only addresses service needs but also needs of our Aboriginal staff members.		
	2.3 The Aboriginal Workforce Plan will be published online by the Aboriginal Workforce Coordinator with quarterly progress reporting via the Governance Framework outlined in Focus Area 1 Task 1.		
	2.4 A comprehensive report against the Aboriginal Workforce Plan will be provided to People & Culture Project Management Committee and Culture Steering Committee (CSC) to support implementation decisions.		
	2.5 The Aboriginal Workforce Plan will enable activity to be targeted ensuring Departments with gaps are supported to embed opportunities. Support such as grants writing, workforce planning and/or manager capability training.		

¹¹ <https://www.psc.nsw.gov.au/sites/default/files/2020-10/Aboriginal-Employment-Strategy-2019-2025.pdf>

¹² <https://www.health.nsw.gov.au/aboriginal/Publications/aboriginal-health-plan-2013-2023.pdf>

FOCUS AREA 2.

Cultural Respect and Safety

Establishing cultural respect and safety is paramount for WSLHD, therefore all focus areas have aligned to the Culture Respect Framework 2016-2026¹³ and have been designed to deliver a safer and accessible environment for staff. This focus area is aligned to the Key Priority 2 of the NSW Health's Respecting the Difference Aboriginal Cultural Training Framework.¹⁴ Learning and sharing assists in the development of our organisation and underpins cultural respect and understanding. WSLHD aims to ensure that Aboriginal staff have access to workforce resources and those resources are meeting their needs. Further, WSLHD aims to support managers and staff to learn more about Aboriginal culture and staffing through training and services available.

TASK	ACTIVITY	BY WHO	BY WHEN
1. Support priorities from the Culture Respect Framework 2016-2026¹³ and design WSLHD programs and initiatives to increase cultural understanding and respect.	1.1 Develop a cultural mentoring program for Aboriginal employees.	Aboriginal Workforce Coordinator	Q4 2023
	1.2 Development of a cultural guide to working with Aboriginal employees and communities.		
	1.3 Collaborate with OD&L department to embed non-accredited cultural education into programs such as Manager Capability, Cert IV in Leadership and Management etc. which focuses on topics such as intergeneration disadvantage, impacts of colonisations or trauma informed practices etc. This will be an addition to the Respecting the Difference Training ¹⁵ .		
	1.4 Build and update an Aboriginal Cultural Information SharePoint on OurPlaceOurPeople, which contains key cultural events and updated newsletters.		
	1.5 Achieve Aboriginal representation on the Mentoring and Coaching Panel to provide advice and guidance on working with Aboriginal employees.		
2. Investigate resources available and what may be required for Aboriginal staff and others to access Human Resources support	2.1 Investigate and explore the need for human-resource-based support for Aboriginal staff members, such as advocacy, mediation, conflict resolution and escalation.	Aboriginal Workforce Coordinator	Q1 2023
	2.2 Development of management guide to ways of working with Aboriginal employees and Cultural Supervision identified for managers where appropriate.		
	2.3 Establish culturally-safe exit interviews with aggregate reports available for the Workforce Champions, and sequentially to the Governance framework.		
	2.4 Investigate embedding Equity Officers for Aboriginal staff to access regarding HR information, advice and policies.		
	2.5 Investigate the need and scope the installation of an identified role within HR.		

“We need a dedicated web portal or HR person to guide people through the application process.”

¹³ <https://apo.org.au/sites/default/files/resource-files/2016-01/apo-nid256721.pdf>

¹⁴ https://www1.health.nsw.gov.au/pds/ActivePDSDocuments/PD2016_053.pdf

¹⁵ https://www1.health.nsw.gov.au/pds/ActivePDSDocuments/PD2011_069.pdf

FOCUS AREA 3.

Attract and Recruit

WSLHD will be an employer of choice for the Aboriginal community in Western Sydney. This initiative is about building the awareness and the skills for future candidates to enter the workforce. This focus area is aligned to the NSW Health Aboriginal Workforce Strategic Framework 2016-2020, Priority 5.¹⁶

TASK	ACTIONS	BY WHO	BY WHEN
1. Review and re-develop current recruitment processes including advertising, selection and onboarding to identify opportunities to streamline applicant requirements, maximise partnerships with recruitment providers and build capability of line managers.	1.1 Develop promotional material, specific to Aboriginal people in a range of roles that will be promoted through NSW Health, media and stakeholders. 1.2 Creation of an alternative portal for Aboriginal people, one that is culturally appropriate and assists in applying for roles. 1.3 Review and de-develop the recruitment guide. This will supporting hiring managers navigate recruitment portal/s and advertising of identified and targeted roles. 1.4 Listing of identified and/or targeted roles on the WSLHD intranet and OurPlaceOurPeople SharePoint. 1.5 Review recruitment process and identify opportunities to streamline applicant requirements, maximise partnerships with recruitment providers and build capability of line managers. 1.6 Deliver Manager Information Sessions on the end to end recruitment process. 1.7 Development of an Aboriginal Employee Value Proposition and promote through NSW Health, media and stakeholders.	WSLHD Aboriginal Workforce Coordinator and Recruitment	Q1 2023
2. Build formal relationships with employment providers to facilitate recruitment outcomes aligned to the Aboriginal Workforce Plan	2.1 Establish formal partnerships with recruitment agencies to facilitate the filling of identified and/or targeted roles and integrate into the recruitment process to maximise opportunities to fill the role and reducing the need to readvertise. 2.2 Together with stakeholders, develop opportunities to expose Aboriginal people to the range of careers available at WSLHD through Open days, Career Expos, Career talks, Mentoring programs, Excursions and simulated experiences involving employees from varied units and roles.	WSLHD Aboriginal Workforce Coordinator and Recruitment	Q4 2022
3. Build formal relationships with education providers to facilitate talent pathways for Aboriginal students.	3.1 Partner with education institutions to promote existing talent programs such as Graduates, Trainees, Cadets and Mentoring programs at the time these become available. 3.2 Establish a WSLHD Scholarship to support students to complete Year 11 and Year 12 studies promoting WSLHD as a potential employer whilst establishing relationships early.	WSLHD Aboriginal Workforce Coordinator and Recruitment	Q4 2022

¹⁶https://www1.health.nsw.gov.au/pds/ActivePDSDocuments/PD2016_053.pdf

FOCUS AREA 3 cont.

Retain

WSLHD values the contribution Aboriginal staff members provide and will support the development of such talent. WSLHD will provide opportunities to progress in careers and map out learning pathways. WSLHD will conduct a review of the current performance management procedures to ensure there is maximum support offered to the staff member and management. This initiative is aligned to the Cultural Respect Framework 2016-2026, Domain 3: Workforce Development and Training.¹⁷

TASK	ACTIONS	BY WHO	BY WHEN
1. Develop and implement talent and succession plans to support the roles identified in the Aboriginal Workforce Plan and the career aspiration of our current Aboriginal Workforce	1.1 Ensure all Aboriginal employees have in place a performance and professional development plan aligned to operational needs and career aspirations. 1.2 Develop a talent program that supports progression of Aboriginal employees across position classifications and recognition of years of experience for current employees to move into other positions within the District. 1.3 Ensure where succession plans exist, Aboriginal staff are offered leadership development opportunities such as higher duties, secondments or key projects.	Aboriginal Workforce Coordinator and Facility/Service HRD	Q2 2023
2. Develop and identify Career Development and Leadership opportunities for Aboriginal staff	2.1 Ensure Aboriginal employees are participating in the Manager Capability and VET Leadership & Management Programs. 2.2 Ensure the District pathway programs are filled to capacity with support mechanisms in place to achieve at least a graduation rate of 90% from the APTHI, Aboriginal Allied Health Academy, Cadets and Traineeships programs. 2.3 Establish Aboriginal Coaches and Mentors as part of the WSLHD Coaching and Mentoring Framework.	Aboriginal Workforce Coordinator, REN role and Facility/Service HRD	Q4 2022
3. Lead a WSLHD review of the Aboriginal Health Worker Award to inform recommendations to MOH to ensure the Awards remains competitive in attracting a future workforce.	3.1 Review of the Award conditions. Develop a report to the CSC for approval, then on to the Industrial Relations (IR) at Ministry of Health (MoH) on behalf of WSLHD. 3.2 Develop an Award toolkit. In collaboration with IR, MoH and WSLHD Human Resources, develop an award tool kit for hiring managers to negotiate award wages with the preferred candidates. 3.3 Exploring of the other awards. The award tool-kit will support hiring manager to explore other awards and classification to best suit their needs.	Aboriginal Workforce Coordinator and Industrial Relations	Q3 2023



¹⁷<https://apo.org.au/sites/default/files/resource-files/2016-01/apo-nid256721.pdf>

FOCUS AREA 4.

Partnerships and Collaboration

In alignment with the National Aboriginal and Torres Strait Islander Health Workforce Strategic Framework (2016 - 2023), building partnerships with the following organisations and programs, WSLHD will further meet the needs of the western Sydney Aboriginal community. The partnerships provide opportunities in employment earlier in people's lives and/or developing people's career readiness.

WHY?	HOW?
<p>EARLY INTERVENTION PROGRAMS</p> <p>Works with Years 9-12 as a mentor and career development planning. WSLHD can be a point of career development planning and builds the District's profile within the western Sydney Aboriginal community.</p>	<p>Collaborating on student development through traineeships and cadetships.</p> <p>Attending career expos and schools for career talks.</p> <p>Opening the health system for students to come and experience careers.</p>
<p>PRE-EMPLOYMENT PROGRAMS</p> <p>These organisations provide pre-employment skills to Aboriginal people. From applying for jobs and conducting interviews, to support with other skills such as computer literacy.</p>	<p>From the workforce analysis (see Focus Area 1), determine the skills required and desired. Develop a package to be delivered by the pre-employment programs.</p>
<p>WSLHD PROGRAMS</p> <p>The training programs are already established and has had graduates move into employment with the District.</p>	<p>Promotion of the career path through the Aboriginal cultural SharePoint (see Focus Area 2 - 1.3), through employment agencies and universities.</p>
<p>EMPLOYMENT AGENCIES</p> <p>Employment agencies allow unique access to the western Sydney Aboriginal communities. These organisations have a relationship and are able to breakdown many barriers when getting people into the workforce, such as payment for short courses, ticket qualifications etc.</p>	<p>WSLHD will engage the employment agencies as per vacancy and for other opportunities such as traineeships to a cohort. Employment agencies will be added to a contact list, available for hiring managers to engage with and increase the likelihood of filling a vacancy.</p>
<p>UNIVERSITY/SCHOLARSHIP PROGRAMS</p> <p>Universities and TAFE are institutions of higher education. Universities in western Sydney provide entry pathways for Aboriginal people to gain more skills and knowledge, specific to their desired careers. Universities are able to promote WSLHD to Aboriginal students of western Sydney as a career.</p>	<p>Building relationships allows WSLHD to access students to promote cadet and traineeships to ensure a pathway is set before they graduate. Early exposure ensures WSLHD becomes an employer of choice.</p>

FOCUS AREA 5

Evidence based decision making

WSLHD will capture and contribute to the bodies of evidence related to Aboriginal Workforce. WSLHD will be leaders in recruiting and developing Aboriginal talent. This focus area aligns with the following state plans: NSW public sector Aboriginal Employment Strategy 2019-2025 2.3 Element 3 Knowing our Aboriginal workforce and planning for results (1). NSW Aboriginal Health Plan 2013-2023, Strategic Direction 2: Building the evidence (2).

TASK	OUTCOMES	BY WHO	BY WHEN
<p>1. Develop internal capability via workforce metrics to inform the development and delivery of programs to support the Aboriginal Workforce Plan</p>	<p>1.1 Collaborate with WSLHD workforce informatics and MoH to build an accessible dashboard on the metrics of both position and demographic data to inform the delivery of the Aboriginal Workforce Plan. Dashboard to include:</p> <p>Position data - Identified/Targeted roles</p> <ul style="list-style-type: none"> • Status (filled/vacant) • Grades/Location Job role/ Job Family • Successors (if any) • Total % roles by grade, job family, job stream, location <p>Workforce data</p> <ul style="list-style-type: none"> • Age, gender, Fulltime, part time, casual, Qualifications held • Total undertaking further study / internal development programs <p>1.2 Continue to report to the Culture Steering Committee on Aboriginal representation across the District.</p>	<p>Aboriginal Workforce Coordinator</p> <p>Deputy Director People Culture</p> <p>REN</p>	<p>Q4 2022</p>
<p>2. Implement an annual process to review the external data available to workforce to inform the ongoing development and delivery of programs to support the Aboriginal Workforce Plan.</p>	<p>2.1 Conduct an annual review of existing research and plans to inform the ongoing development and delivery of programs to support the Aboriginal Workforce Plan. An annual report to be produced to the Culture Steering Committee.</p> <p>2.2 Review the annual Aboriginal and Torres Strait Islander Health Performance Framework and produce a report to the Culture Steering Committee outlining recommendations which may inform or impact on the delivery of the Aboriginal Workforce Plan.</p> <p>2.3 Review external plans and/or research related to Health, Services or Workforce to retain currency with any changing workforce requirements and action accordingly.</p>	<p>Aboriginal Workforce Coordinator</p> <p>REN</p>	<p>Q1 2023</p>

ACRONYMS	TERMS
AWP	Aboriginal Workforce Plan 2022-2026
WSLHD	Western Sydney Local Health District
HR	Human Resources
IR	Industrial Relations
IAHA	Indigenous Allied Health Australia
AES	Aboriginal Employment Services
CSC	Culture Steering Committee
APHTI	Aboriginal Public Health Traineeships Initiative
MoH	Ministry of Health
OD&L	Organisational Development and Learning
P&C	People and Culture
VET	Vocational Education and Training
REN	Research and Education Network





Health
Western Sydney
Local Health District



WESTERN SYDNEY
LOCAL HEALTH DISTRICT
PO Box 574
Wentworthville NSW 2145
+61 2 8890 9902
WSLHD-OfficeoftheCE@health.nsw.gov.au
www.wslhd.health.nsw.gov.au



FACEBOOK
@WesternSydneyHealth



TWITTER
@WestSydHealth



LINKEDIN
Western Sydney Local Health District



INSTAGRAM
@humansofthehospital



YOUTUBE
Western Sydney Health

Document produced by Department of People and Culture
WSLHD-Culture@health.nsw.gov.au