

Workforce Plan 2022 -2028



Foreword

Our people are the backbone of our organisation. We build the care we provide on their expertise, dedication and compassion.

It is through our people that we achieve our vision of leading safe, sustainable care for healthier communities.

In the South Western Sydney Local Health District Strategic Plan 2022–2027, one of our five strategic directions is to Support and Develop our People. This plan outlines how we will achieve this goal.

When we support and develop our people, helping them to realise their potential, we are ensuring we deliver safe, quality care and positive experiences to our patients and consumers.

By enabling our people's growth and celebrating their innovations, we position ourselves to provide the healthcare of the

future and to respond to the needs of our community.

Through a positive workplace culture, valuing collaboration, innovation and wellbeing, we become an employer of choice for staff who value high-quality care.

As we launch the South Western Sydney Local Health District Workforce Plan 2022–2028, we continue to live and work with COVID-19. The COVID-19 effort has shone a light on the capabilities of our people. When faced with the challenges of the pandemic, they responded with ingenuity, resilience and dedication.

We are incredibly proud of our people and all of their achievements.

This plan recognises the immense value of our people and gives us as an organisation a foundation to support our staff as they care for the people of south western Sydney.



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Executive Summary

‘Support and develop our people’ is one of the five key strategic directions for our District in the **SWSLHD Workforce Plan 2022 – 2028**. This is essential for us to bring to life our vision of ‘leading safe, sustainable care for healthier communities’.

South Western Sydney Local Health District (SWSLHD) is a large and complex organisation with a broad range of functions and operations delivered by a diverse range of disciplines. Therefore, developing our workforce requires planning and focused attention to attract, develop, retain and recognise the talented staff who work across our District.

The **SWSLHD Workforce Plan 2022 – 2028** defines four objectives and fourteen priorities which align to the needs of the communities we serve and are underpinned by SWSLHD philosophy of Transforming Your Experience (TYE). The four objectives are:

- 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
- Embed a positive workplace culture that values the wellbeing and engagement of our people
- Equip our people with the skills and capabilities to be an agile, responsive and resilient workforce.

This plan expands on these objectives, providing priorities and responsibilities. Measures of success are also included for each of our actions.

Finally, the governance, implementation and monitoring of the plan is presented, outlining the corporate governance and regularity of reporting.

The **SWSLHD Workforce Plan 2022 – 2028** is one of the key documents required of Standard 3 of the NSW Health Corporate Governance and Accountability Compendium. It is essential in setting the strategic direction of the organisation and its services.

The Plan was developed with reference to a number of key documents including but not limited to:

- **NSW Health Future Health: Guiding the next decade of care 2022 – 2032**
- **NSW Health Workforce Plan 2022 – 2032**
- **NSW Health Talent Strategy 2022 – 2032**
- **SWSLHD Strategic Plan 2022 – 2027**

Introduction

Our workforce is our greatest asset. Developing a skilled and capable workforce who are passionate about supporting their communities is vital in delivering our vision of **leading, safe sustainable care for healthier communities.**

Our community of almost 1.1 million people is supported by a workforce of approximately 17,000 staff. To support the growth of our community, SWSLHD is experiencing significant redevelopments at Campbelltown Hospital, Mental Health Services, the Liverpool Hospital & Academic Precinct and is in planning for the redevelopment of Bankstown-Lidcombe Hospital. This growth in services provides opportunities for the current and future workforce of SWSLHD.

This Plan has been produced in strategic alignment with the **NSW Health Future Health: Guiding the next decade of care 2022 – 2032**, the **NSW Health Workforce Plan 2022 – 2032** and the **NSW Health Talent Strategy 2022 – 2032**. It was also informed by the **SWSLHD Strategic Plan 2022 – 2027**. The Plan adapts the strategic actions and objectives of NSW Health to the context of SWSLHD and the communities we serve.

COVID-19 highlighted the importance of having our workforce ready and able to adapt to significant change. The depth and breadth of talent revealed through this challenging time places our District in a unique position to re-imagine healthcare into the future, continually improving the safe, high-quality, consistent care we provide to our community.



SWSLHD Workforce Profile

SWSLHD has a large and complex workforce. In addition to the medical, nursing and allied health workforces commonly associated with healthcare, there is a general services workforce, corporate workforce, with numerous staff focusing on research and innovation and volunteers.

SWSLHD has a workforce of 17,084 in headcount. This workforce is made up of a number of professional groups disciplines.

The top four professional groups are:

- Nursing –6,857 staff (40%)
- Medical –2,708 staff (16%)
- Corporate Services & Hospital Support –2,341 staff (14%)
- Allied Health –1,902 staff (11%)

Of the workforce, 43% (7,359) work in a full time permanent capacity, with 18% (3,135) permanent part-time and 12% casual (2,097).

Detailed table and definitions are available in Appendix 1.

A key influence on the employment status of staff are their ages and life stages.

Across the workforce over 50% are 50 years and under (73%) and more than a quarter (26.8%) are over the age of 51 years, with 10.6% over the age of 61 years.

With 73% of staff 50 years and under there is the potential for both female and male staff to access provisions for maternity and paternity leave. It could be postulated that this is reflected in the employment status with 54% of staff in fulltime roles, and more than a third (34%) working as agency, casual and part-time.

Within allied health there are 23 disciplines

- counselling
- orthoptics
- radiology
- diversional therapy
- pharmacy
- sexual assault workers
- nuclear medicine technology
- physiotherapy
- speech pathology
- nutrition and dietetics
- podiatry
- social work
- occupational therapy
- psychology
- other
- radiation therapy

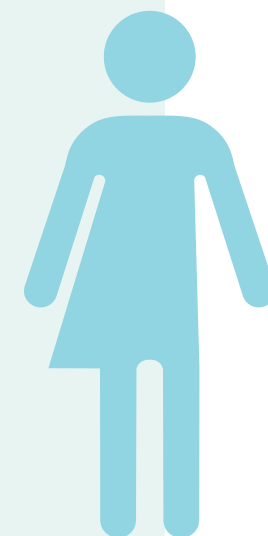
The largest allied health disciplines are social workers (20.0%), radiographers (15.6%), occupational therapists (13.0%) and physiotherapists (12.9%). The diversity of allied health disciplines creates a breadth in diversity in the multidisciplinary teams providing care for our patients and consumers.



73%
50 years and under



27%
Over the age of 51
of which 11% are over
the age of 61



Diversity in the Workforce

It is important to ensure the diversity in the workforce reflects the diversity of the community we serve. This includes aboriginal people, people living with a disability, and people with English as a second language.

Aboriginal workforce

There are currently 373 (2.2%) staff members employed at SWSLHD who identify as Aboriginal and/or Torres Strait Islander. SWSLHD has a stretch target of 3.5%. Across the professional groups the largest area of employment is the corporate services and hospital support (32.2%), with 25.2% in nursing.

In addition to increasing our Aboriginal workforce profile a key challenge is ensure that this workforce is representative across all levels, as there is currently a concentration in entry level roles.

Staff living with a disability

There are currently 132 (0.8%) staff members who have identified as having a disability with 18 (13.6%) of those staff requiring reasonable adjustment in the workplace. The Public Services Commission target of people with a disability is 5.6% by 2025, with SWSLHD currently below 1% this is an area that is reflected in this Plan.

Staff with English as a second language

Almost one third (32%) of our workforce speak English as a second language.



2.2%

Identify as Aboriginal



0.8%

Staff with disability



32%

Staff with English as their second language

Retaining our staff

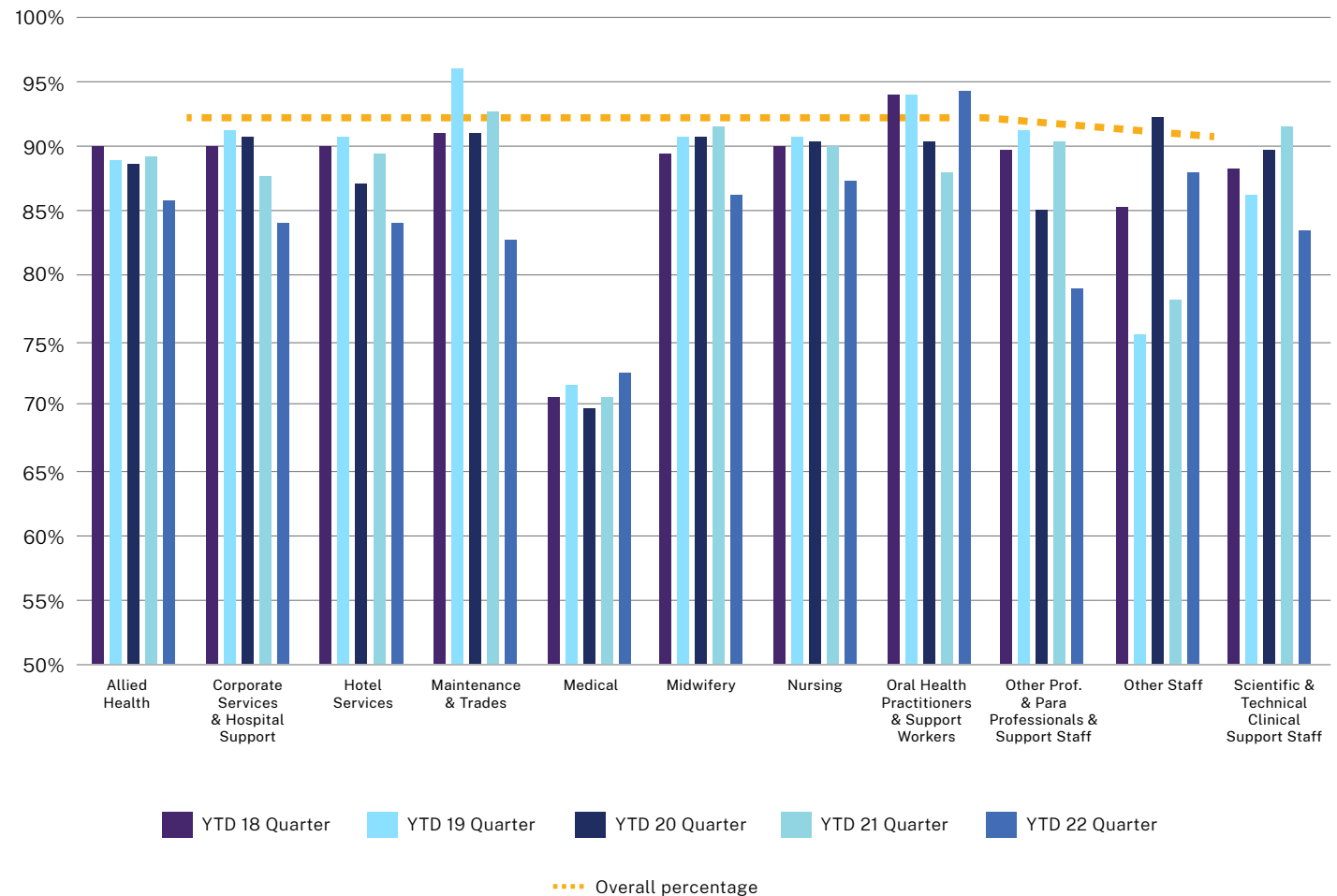
The retention rates for the last five financial years (FY2017/18 to FY2021/22) has fluctuated, with an overall reduction in staff retention from 87.3% to 82.4%. These figures represent separation of staff from SWSLHD and exclude internal staff movements.

The professional group with consistently high retention rates is the oral health practitioners and support workers. Medical retention rates have remained stable, noting the lower retention % is influenced by the rotation of junior medical officers across whole of NSW Health.





The professional groups with the greatest reduction in staff retention are the maintenance and trades from 96% (FY2018/19) to 83% (FY2021/22); and other professional and para professional and support staff with a drop from 90% to 79% over the last two years.

Understanding staff movement is an area of focus of this Plan to ensure we retain and attract talented staff.

SWSLHD Percentage Retained in Professional Groups



SWSLHD Workforce Plan 2022 - 2028

NSW Health Workforce Plan Vision	Our people are supported to deliver safe, reliable, person-centred care driving the best outcomes and experiences.			
SWSLHD Vision	Leading safe, sustainable care for healthier communities			
<i>transforming your experience</i>	The lens through which we plan, make decisions and provide care			
Strategic Direction	Support and develop our people			
Objectives	<p>Plan for and deliver a workforce that meets the future needs of our community and reflects its diversity</p> 	<p>Be the employer of choice for staff who value high quality care</p> 	<p>Embed a positive workplace culture that values the wellbeing and engagement of our people</p> 	<p>Equip our people with the skills and capabilities to be an agile, responsive and resilient workforce.</p> 
Priorities	<p>1.1 Plan for a future workforce 1.2 Workforce diversity 1.3 Talent acquisition</p>	<p>2.1 Talent brand 2.2 Employee value proposition 2.3 Workforce retention</p>	<p>3.1 Positive workplace culture 3.2 Workforce wellbeing 3.3 Workplace safety 3.4 Managing for effective performance</p>	<p>4.1 Promote workforce potential 4.2 Innovative, agile and responsive 4.3 Organisational development 4.4 Strategic collaborations</p>

SWSLHD Performance Measures

- Increase $\geq 5\%$ in People Matter Employee Survey (PMES) in Culture Index, Take Action result and Engagement Index over two years
- Decrease 5% in PMES Racism result
- $\geq 80\%$ Staff Performance reviews completed
- Average time taken to complete recruitment ≤ 40 days
- $\geq 3.5\%$ Aboriginal workers across all workforce bands
- Increase in employment of Aboriginal Health Practitioners
- 5% decrease in number of workplace injury claims

Our Objectives, Priorities and Actions

Objective 1:

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

Description

SWSLHD plans for a workforce that meets the ever-changing and complex needs of the communities it serves. Our workforce planning and modelling must take into account the future care requirements of our communities and our future redevelopments. Coupled with recruitment strategies, these plans provide a solid framework to enable us to continue to build a diverse workforce across priority populations and be reflective of our communities.

Why is this a priority?

Our workforce is our biggest asset. The combined skills, capabilities, traits, backgrounds and experiences of more than 17,000 people support our patients and consumers. By ensuring our workforce is reflective of the people who live in south western Sydney, we are building a service where the needs of all our communities are met. Guiding and shaping such a vast and important asset requires focused attention and planning to support the delivery of safe, quality consistent care and healthier communities.



Objective 1:

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

Priorities	Actions	Executive Sponsor(s)	Measure	Timeframe
1.1 Plan for a future workforce	1.1.1 Align workforce planning with service planning	EDP&C	Development of SWSLHD Workforce Planning Framework	2023
		General Managers and Service Directors	Documented crisis workforce plans to manage sudden surges in workforce demand	2024
	1.1.2 Develop a workforce modelling strategy	EDP&C	Development of a workforce modelling strategy	2024
			Predictive modelling implemented in workforce planning process	2025
	1.1.3 Use workforce analytics to inform workforce planning	EDP&C	Workforce analytics dashboard developed	2023 Quarterly reporting
	1.1.4 Explore future workforce roles to align with changes in care delivery	EDP&C General Managers and Service Directors	Alignment of workforce plans, modelling and service delivery data to predict future skill gaps and train or attract those skills.	2025
	1.1.5 Facilitate future workforce partnerships through strategic collaborations	EDP&C	Annual review of key partnerships	Annual
1.1.6 Develop workforce plans that support clinical and non-clinical service priorities	EDP&C	Workforce plans align to clinical and non-clinical service priorities & activity levels	Each plan aligned to clinical service priorities and their respective timeframes	
1.1.7 Develop workforce plans that support redevelopment	EDP&C	Workforce plans align to redevelopment timelines and clinical service requirements	Each plan aligned to respective redevelopment timelines	



Priorities	Actions	Executive Sponsor(s)	Measure	Timeframe
1.2 Workforce diversity	1.2.1 Integrate priority populations into workforce planning	EDP&C	Workforce plans to include modelling on <ul style="list-style-type: none"> - Aboriginal workforce - Multicultural workforce - LGBTIQ+ - Workforce refugee population 	2024 2025 2026 2027
	1.2.2 Develop and implement a Disability Employment & Support Plan	EDP&C	The Disability Employment and Support Plan is developed and implemented Employment of those living with a disability is increased.	2025 Annual
	1.2.3 Implement an inclusivity strategy that reduces unconscious bias and addresses racism and other forms of discrimination	EDP&C	≥5% decrease in racism topic questions (PMES) over two years Achieve at least 50% representation of women in senior leadership roles	Annual 2025
	1.2.4 Apply recruitment and talent management processes and frameworks that promote a diverse workforce	EDP&C General Managers and Service Directors	5% increase in diversity topic questions (PMES) over two years	Annual

Objective 1:

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



Priorities	Actions	Executive Sponsor(s)	Measure	Timeframe
1.3 Talent Acquisition	1.3.1 Implement contemporary recruitment practices that adapt to workforce needs	EDP&C	End to end recruitment timelines are within NSW Health policy requirements.	Annual
	1.3.2 Further develop the recruitment business partner model	EDP&C	Formal evaluations to inform further development of the model	Biennial
	1.3.3 Refresh the onboarding strategy to drive staff engagement	EDP&C	Staff feedback, retention data, exit survey data reflects improvement	Annual
	1.3.4 Develop recruitment strategies to address critical workforce shortages	EDP&C	Development of recruitment strategies	As per workforce plans

Our Objectives, Priorities and Actions

Objective 2:

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

Description

Our District is recognised as an employer of choice. This is supported by our talent branding and employee value proposition

Why is this a priority?

As the largest employer in south western Sydney, it is key to our success that we meet the expectations of our staff, patients and consumers. To do this, we need to construct authentic connections with our staff and communities by explicitly defining and communicating what it is like to work in our District and how we value staff for their contributions.



Objective 2:

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



Priorities	Actions	Executive Sponsor(s)	Measure	Timeframe
2.1 Refresh our talent brand	2.1.1 Define and market the District's talent brand	EDP&C	Develop the talent brand	2024
			Reinvigorate the SWSLHD website	2025
			Align social media activity to the talent brand	2025
2.2 Employee value proposition	2.2.1 Develop an employee value proposition (EVP)	EDP&C	EVP developed	2024
	2.2.3 Embed flexible work practices across the District	General Managers and Service Directors EDP&C	≥5% increase in measures of flexible working (PMES) over two years Transition to retirement process embedded in flexible working arrangements	Annual 2024
2.3 Workforce retention	2.3.1 Develop retention strategies	EDP&C	Develop the retention strategies document Exit survey data Increased retention year on year	2024 Quarterly (commencing 2023)

Our Objectives, Priorities and Actions

Objective 3:

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

Description

The workplace culture of the District has a profound impact on our staff, patients and consumers. A positive culture incorporating constructive behaviour, recognition of staff for their efforts, and managing for effective performance, will engage and support our people. The wellbeing and safety of our staff will also play a prominent role in ensuring a supportive workplace conducive to delivering quality care.

Why is this a priority?

A strong, positive culture together with workplace safety has been shown to drive workforce wellbeing outcomes, engagement and organisational effectiveness. It has a scaling effect that impacts all staff, patients and consumers.



Objective 3:

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

Priorities	Actions	Executive Sponsor(s)	Measure	Timeframe
3.1 Positive workplace culture	3.1.1 Foster a workplace culture that supports delivery of outcomes through constructive behaviour	All Executive Leaders	3% increase in culture index (PMES)	Annual
	3.1.2 Design and implement a recognition framework	EDP&C	Implement a recognition framework	2024
	3.1.3 Develop processes that identify and manage bullying and harrassment behaviours	EDP&C	5% reduction in PMES measures relevant to bullying and harrassment over two years ≥3% reduction in medical training survey results	2023
3.2 Workforce wellbeing	3.2.1 Develop the SWSLHD Workforce Wellbeing Framework	EDP&C	Implement the SWSLHD Workforce Wellbeing Framework	2023
			Excessive annual leave is decreased by ≥ 10%	Annual
			Sick leave is monitored and managed	Annual
			Increase of ≥5% for wellbeing topic questions (PMES) over two years	Annual
	3.2.2 Develop strategies to identify and support vulnerable staff	EDP&C	Trending of the number of staff accessing the Domestic and Family Violence leave, staff access of the Staff Wellbeing and Support Service (SWSS)	Annual



Priorities	Actions	Executive Sponsor(s)	Measure	Timeframe
3.3 Managing for effective performance	3.3.2 Develop a plan that supports coaching and mentoring in the workplace	EDP&C	Plan developed Attendance at and evaluation of related training courses Database established to record formal coaching and mentoring	2025 Annual Annual
	3.3.3 Develop an alternative dispute resolution framework	EDP&C	Misconduct timeframes compliant with NSW Policy requirements. An alternative dispute resolution framework implemented ≥5% improvement in grievance handling topic questions (PMES) over two years	Annual 2024 Annual
3.4 Workplace Safety	3.4.1 Develop strategies to mitigate and manage Work, Health & Safety (WHS) risks in the workplace	EDP&C General Managers and Service Directors	WHS audits conducted on time WHS audits action plans monitored and actioned	Biennial Biannual
	3.4.2 Improve recovery at work processes to ensure a timely return to work	EDP&C	10% reduction in workers compensation claims. Improvement in return to work timeframes	Annual Annual

Our Objectives, Priorities and Actions

Objective 4:

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

Description

The District will nurture and support a culture of education and organisational development. This includes planning and investing in staff to develop talent through high quality education and training.

Why is this a priority?

Advances in healthcare, along with the evolving care needs of the communities we serve requires our workforce to develop and adapt their skills and capability regularly and rapidly. This requires an effective education function that drives quality education and training, is contemporary in its delivery, and builds strategic external partnerships.



Priorities	Actions	Executive Sponsor(s)	Measure	Timeframe
4.1 Promote workforce potential	4.1.1 Design a plan to invest in staff learning and talent development	EDP&C	≥5% improvement in learning and development topic questions (PMES) over two years Evaluation of education and training	Annual Annual
	4.1.2 Develop a framework to support career pathways	All Executive Leaders EDP&C	Development of career pathways	2026
4.2 Innovative, agile and responsive education strategies	4.2.1 Design and deliver an education strategy	EDP&C	Development of the Education & Organisational Development Plan	2022
			Establishment of education and organisational development management and monitoring plan	2023
			PMES learning and development ≥1% increase annually	Annual
	4.2.2 Align workforce plans and future workforce skills gap with the education strategy	EDP&C	Reduce identified workforce skills gap through monitoring vacancy rates	2024
			Develop processes to identify targeted education initiatives	2025
			≥5% improvement in learning and development topic questions (PMES) over two years	Annual

Objective 4:

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



Priorities	Actions	Executive Sponsor(s)	Measure	Timeframe
4.3 Organisational development	4.3.1 Develop an integrated leadership strategy	EDP&C	Leadership Strategy developed Evaluation of effectiveness	2023 Biennial
	4.3.2 Implement a talent and succession planning framework across the District	EDP&C	Development of a talent and succession planning framework aligned to workforce needs Time taken to fill planned roles	2023 Annual
	4.3.3 Embed a communication framework across the District	EDP&C	Communication framework published and implemented across the District	2025
4.4 Strategic collaborations	4.4.1 Collaborate with education providers to develop future workforce pathways	EDP&C	Number of future workforce pathways Success of pathways through students transitioned into the workforce	Annual Annual
	4.4.2 Collaborate with education providers to partner in education related research	EDP&C Director of Strategy and Partnerships	Number of research studies and publications	Annual

Governance, Implementation and Monitoring

Governance

The governance structure supporting delivery of the Workforce Plan within SWSLHD will be to the Chief Executive and the Workforce, Wellbeing & Culture Board Committee (see Figure 1).

Figure 1 – SWSLHD Workforce Plan 2022 -2028 governance structure



Implementation and Monitoring

Implementation of the SWSLHD

Workforce Plan 2022 –2028 is a shared responsibility across SWSLHD, led by the Executive Director People & Culture.

Implementation of the Plan will be monitored by the Workforce Wellbeing & Culture Committee.

A midpoint review is to be carried out in FY2025-2026 to ensure the Plan remains contemporary and relevant to the needs of SWSLHD.



Glossary

Career Pathways	A documented framework describing the potential roles available to an individual when planning their career
Contingent Worker	A contractor, however they have been placed against a specific professional group within the staffing profile, e.g., visiting medical officers
Employee Value Proposition	The unique set of benefits and rewards that an employee receives in return for the skills, capabilities, and contributions they bring to SWSLHD
Exit Survey	A survey conducted to gather information regarding reasons as to why staff have willingly left their current position
Governance	The structures and processes that guide the operations of the District and define accountabilities
LGBTIQ+	The group consisting of, but not limited to, Lesbian, Gay, Bisexual, Trans, Intersex and Queer members of the community and our workforce as outlined in the NSW LGBTIQ+ Health Strategy 2022-2027
Misconduct	Unacceptable or improper behaviour by an employee or contractor as defined by clause 1.2 of the NSW Health Managing Misconduct Policy PD2018_031
Onboarding	The process of integrating a new employee into the organisation
Recruitment Business Partner Model	The organisational structure of the recruitment team such that individuals are aligned to support specific sites and services
Redevelopment	Significant construction on pre-existing SWSLHD facilities and services
(Workforce) Retention	Deliberate activities designed to reduce attrition within the workforce
Staff Engagement	Strength of the mental and emotional connection employees feel toward the work they do, their teams and their organisation
Succession Planning	The process of identifying critical positions within SWSLHD and developing action plans for individuals to assume those positions
Talent Acquisition	The process of identifying, hiring and onboarding skilled workers to meet SWSLHD's organisational needs
Talent Branding	A concise, accurate expression of the experience of working at SWSLHD
Unconscious Bias	Prejudice that individuals form outside their own conscious awareness
Wellbeing	How staff feel about themselves and their workplace
Workforce	The staff that make up the entirety of SWSLHD or a specific discipline
Workforce Analytics	Data analysis tools and processes providing a quantitative view of the workforce to inform decision making
Workforce Skills Gap	The difference between the requirements of a job and what a candidate possesses in terms of professional backgrounds and expertise

Abbreviations

EDP&C	Executive Director People & Culture
PMES	People Matters Employee Survey
SWSLHD	South Western Sydney Local Health District

Professional Group Role Definitions

Allied Health	Includes staff across 23 disciplines with the majority of staff falling in 14 of these –counselling, diversional therapy, nuclear medicine technology, nutrition and dietetics, occupational therapy, orthoptics, physiotherapy, podiatry, psychology, radiation therapy, radiology, sexual assault workers, speech pathology, social work
Contractor	A person who is contracted to perform a specific service or task. They have been placed against a contract role within the staffing profile and are not paid through our payroll, e.g. project roles
Corporate Services & Hospital Support	A varied group of support staff including administrative staff, analysts, clinical coders, telephonists and security
Health Executive	Executive staff within the District
Hotel Services	Hospital assistants, motor vehicle drivers, linen suppliers and fire officers
Maintenance & Trades	Engineers, plumbers, carpenters, gardeners, boiler attendants, motor mechanics and apprentices
Medical	All classifications of doctors including junior medical officers, registrars, career medical officers, staff specialists and visiting medical officers
Midwifery	Midwifery students, registered midwives, clinical midwife consultants, clinical midwife educators, midwifery managers and midwifery practitioners
Nursing	All classifications of nurses including assistants in nursing, enrolled nurses, registered nurses, clinical nurse educators, clinical nurse consultants, nurse managers and nurse practitioners
Oral Health Practitioners & Support	Dental assistants, dental prosthetists, dental specialists, dental officers and oral health therapists
Other Support Staff	A broad range of staff including Aboriginal health workers and coordinators, librarians, pharmacy assistants, cadets, health promotions and health education staff
Other Staff	All other staff not covered in groups identified here, including but not limited to trainees and school based trainees
Scientific & Technical Clinical Support Staff	Pharmacy technicians, sterilisation technicians, cardiac technicians, technical assistants, sonographers, scientific officers, biomedical engineers and hospital scientists
Volunteer	Volunteers across the District



Appendix 1

The table below provides the breakdown of staff across the professional groups within SWSLHD. There is a total of 17,084 staff (headcount) across 15 categories. Definitions for each category are provided on page 25.

Treasury description	Agency	Board	Casual	CW*	FT** Perm	FT** Temp	PT^ Perm	PT^ Temp	Sessional interpreter	Total
Allied Health			107	4	1104	198	386	103		1902 (11%)
Contractor				697						697 (4%)
Corporate Services & Hospital Support			239	17	1427	168	384	106		2341 (14%)
Health Executive				9						9 (<1%)
Hotel Services			124		410	11	119	2		666 (4%)
Maintenance & Trades				2	49		1			52 (<1%)
Medical	151		12	823	172	1018	406	126		2708 (16%)
Midwifery			59		188	14	140	39		440 (2.5%)
Nursing	29		1422	5	3374	422	1501	104		6857 (40%)
Oral Health Practitioners & Support					72	10	24	5		111 (<1%)
Other Support Staff			74	3	294	16	84	11	150	632 (3.5%)
Other Staff		12	5		17	1	4			39 (<1%)
Scientific & Technical Clinical Support Staff			55		252	16	86	20		429 (2.5%)
Volunteer				201						201 (1%)
Total	180 (1%)	12 (<1%)	2097 (12%)	1761 (11%)	7359 (43%)	1874 (11%)	3130 (18%)	516 (3%)	150 (1%)	17,084

Employment status by professional group description

Note * Contingent Worker, **Fulltime, ^Part time

Data as shown at 30 November 2022.

ISBN: 978 1 74079 249 3

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 SWSLHD

 SWSLHD

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