

**GIPPSLAND'S
FUTURE HEALTH
AND COMMUNITY
SERVICES
WORKFORCE**

ACKNOWLEDGMENT

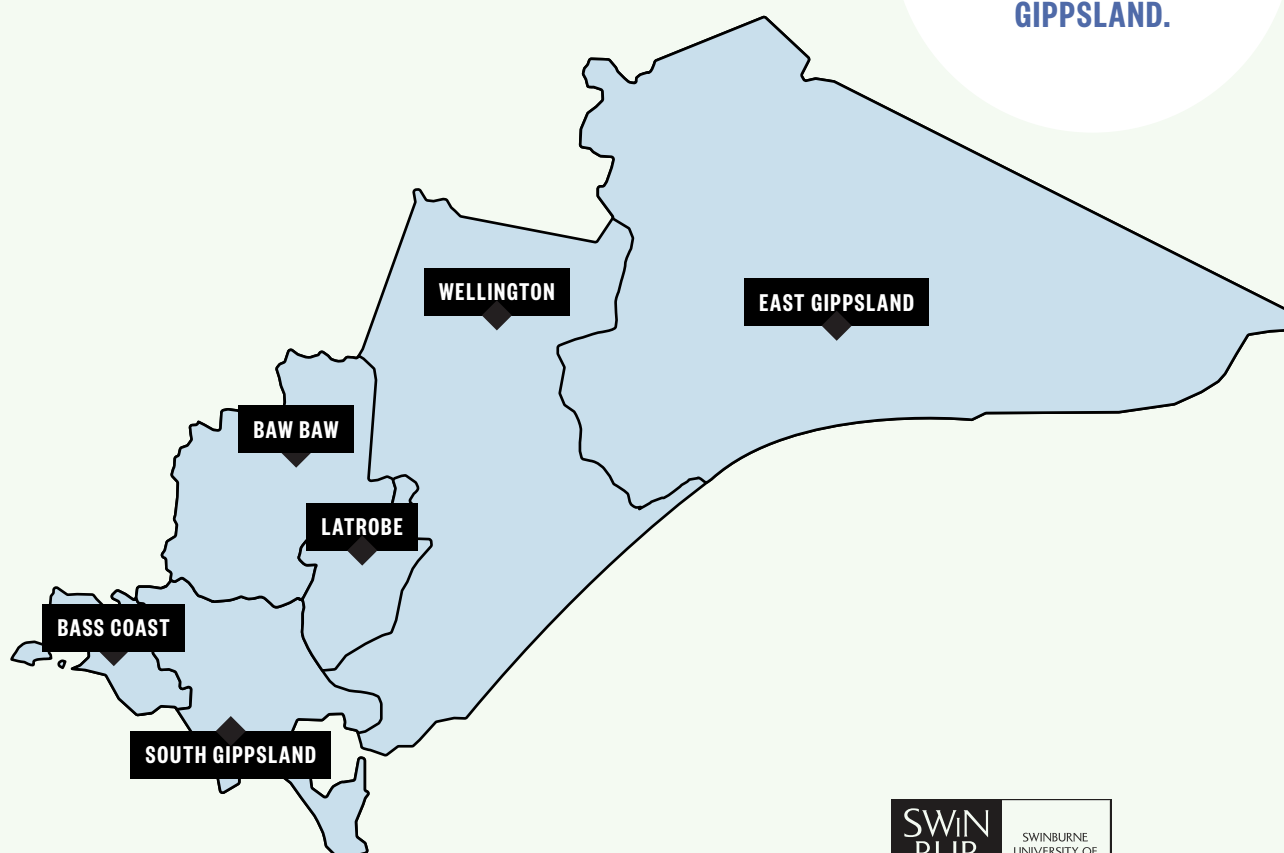
This report is the result of a collaboration between industry, local and state government, and education providers across Gippsland.

It demonstrates the power of what can be achieved through genuine collaboration for collective benefit, in this case understanding the current and future skills in this important industry sector.

Latrobe City Council, Latrobe Regional Hospital and Latrobe Valley Authority in partnership with 45 key stakeholders including Federation University, TAFE Gippsland, Department Health and Human Services, Regional Development Victoria and Health and Community Service providers, have worked together to support the delivery of this report.

 **THE FULL REPORT
CAN BE
DOWNLOADED AT**
www.lva.vic.gov.au

**THE HEALTHCARE AND
SOCIAL ASSISTANCE
SECTOR EMPLOYS OVER
18,000 PEOPLE IN
GIPPSLAND.**



ISBN 978-1-76090-208-7

This report draws from Swinburne University of Technology research.

GIPPSLAND'S LARGEST EMPLOYER

The healthcare and social assistance sector in Gippsland employs over 18,000 people and is expected to grow significantly in the coming years in line with demographic changes – resulting in increased employment opportunities in diverse fields.

This report identifies key trends in the growth of the health and community services sector across Gippsland. This includes in-demand occupational roles, education and training required to develop workers in the sector and provides a series

of recommendations to develop the health and community services workforce into the future.

The Victorian Government is working closely with Health and Community service providers, Universities and TAFE Gippsland to develop a strategy to build a skilled and sustainable health and community services workforce in Gippsland.

Latrobe Valley Authority in partnership with Latrobe Regional Hospital and Latrobe City Council

commissioned Swinburne University of Technology to develop a report on Gippsland's future health and community services workforce.

This publication draws from the report outlining the key characteristics of the health and community services sector in Gippsland now and moving forward. Not only does it outline growth in a range of occupations in this sector, it also outlines the key skills required by individual practitioners in order to serve our community well.



**LETICIA LAWRENCE,
WORKS IN FOOD SERVICES AT
LATROBE REGIONAL HOSPITAL**



This report provides a framework for action by forecasting growth to 2036 in this sector in line with demographic changes across the Gippsland community.

It identifies the key skill sets both technical and social (enterprise) to develop and build on.

A partnering approach across all levels of government, private and public health and, community services and education providers in collaboration with our community will be key to the progression of this sector now and into the future.

THE FUTURE OF GIPPSLAND'S WORKFORCE

VALENTINA KULAS,
WORKS IN FOOD SERVICES
AT WEST GIPPSLAND
HEALTHCARE GROUP



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INTRODUCTION

TRENIA JACKSON,
OWNER OF BAW BAW RADIOLOGY



**In recent years there has been
a great deal of interest about
the development of the healthcare
and social assistance workforce.**

Not only is there a growing demand for the services of these two sectors – and related employees – but also there are concerns about the types of education and training that people entering the sector are receiving as preparation for work. These concerns are especially heightened in those parts of the country where the process of the ageing of the population has already occurred the most, and consequently in recent years the demand for healthcare and social assistance services has risen. Planning for future growth in demand in these services is critical if living standards are to be maintained and enhanced.

The purpose of this report, therefore, is to provide information and guidance on the manner in which the healthcare and social assistance demands can best be accommodated. In order to meet the challenges of our project and to obtain a thorough and more accurate understanding of labour market changes in Gippsland we applied innovative methodology by combining two large datasets. We did this by aligning employment data from Australia's National Census of Population and Housing obtained for the years 1986, 1991, 1997, 2001, 2007, 2011 to 2016 for the six Local Government Authorities

(LGAs) that make up the Gippsland region. This data was then aligned with employment data obtained from the Occupational Information Network (O*NET), a database developed by the United States Department of Labor. A survey was also undertaken by employees in the sectors in Gippsland to determine the applicability of the O*NET. Combining these two large datasets gives us very accurate and detailed information about the region's available jobs, as well as associated skills and knowledge required.

BACKGROUND AND PURPOSE

As part of the wider economy and society, the healthcare and social assistance sectors play an important role in fostering the social and economic development of Australia. The sectors have been identified as ones that

can help to promote the Gippsland region's economic and social development but face a number of challenges including the need to attract and retain qualified staff in the region.

This report seeks to:

1. Identify what healthcare and social assistance employment growth expected to take place in the future (both generalist support, such as HR, IT and financial and health-related such as acute, community or allied health);
2. Determine the degree to which is expected skill levels in the region can contribute to this growth;
3. Evaluate what the gap will be between existing skills (both enterprise and technical skills) and future skills and upskilling demands; and
4. Formulate an education and training strategy designed to close the gap.

HEALTH AND COMMUNITY SERVICES WORKFORCE

In Australia, it is expected that the healthcare and social services workforce will grow faster than the economy and workforce more generally (in Australia growth of this workforce is expected to average 2.5% in future years compared to 1.5% per annum) [Deloitte Access Economics, 2018]. In Gippsland, it is expected that the demand for healthcare and social assistance will grow, leading to an increase in the number of people employed in these sectors.

The Gippsland workforce has grown from 9,314 at the time of the 2001 Census to 14,259 by 2016. This growth was considerably higher than that of the workforce as a whole, which has meant that the proportion of the workforce has risen from 10.3% to 14.3% by 2016.

As well as health related staff, there are also opportunities in a diverse range of fields for staff employed in the sector. These include administration and clerical staff as well as hotel and allied staff, including administrative assistants, receptionists, accountants, payroll officers, supply managers, cooks, security officers, maintenance workers, housekeepers and cleaners.

About 15% of people employed at Latrobe Regional Hospital are in administration and clerical fields and 18% in hotel and allied.

The data provided by other public hospitals in the Gippsland region indicate similar percentages. If this ratio is considered typical for the healthcare and social assistance sectors more generally then there would be an additional 4,000 employees (2,000 administrative and 2,000 hotel and allied) in the sectors in 2016, bringing the total workforce to more than 18,000 people.

GIPPSLAND AT A GLANCE

A number of demographic changes are expected to occur in the future that will largely drive the demand for healthcare and social assistance. **These are shown on page 9.**

Population growth will be largest in Baw Baw and Bass Coast. In Gippsland the ageing of the population is largely complete.

- It is expected that the population of the entire region will continue to grow, as will the population of each of the six LGAs.
- Population growth will be strongest in the two western LGAs (Bass Coast and Baw Baw) as a product of the growth of the outer suburbs of Melbourne. This growth will be above the national average.

- The second change will be the further ageing of the population, a process that is occurring across all of Australia, but in the case of Gippsland is largely complete.

These social, economic and demographic changes will all lead to growth in demand for healthcare and social assistance services, resulting in increased employment

opportunities to support the sector's growth. The existing workforce in these sectors is quite substantial, although there are gaps in the employment of trained and skilled personnel in some fields.

@ BASS COAST

2018	2021	2026	2031	2036
34,496	36,990	40,952	44,798	48,737

@ BAW BAW

2018	2021	2026	2031	2036
50,065	54,318	61,296	67,743	74,427

@ EAST GIPPSLAND

2018	2021	2026	2031	2036
45,448	47,118	49,647	52,150	54,810

@ LATROBE CITY

2018	2021	2026	2031	2036
74,021	75,038	77,775	81,222	84,944

@ SOUTH GIPPSLAND

2018	2021	2026	2031	2036
27,976	28,478	29,611	30,677	31,766

@ WELLINGTON

2018	2021	2026	2031	2036
42,011	42,687	43,921	45,153	46,293

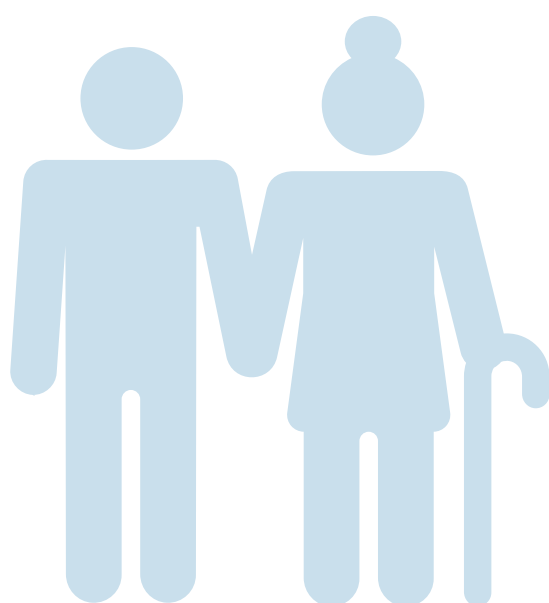
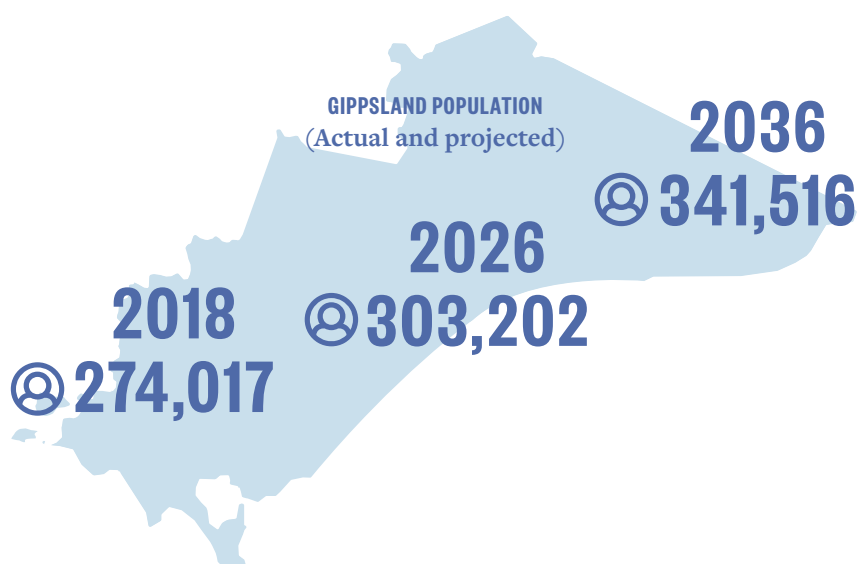
@ GIPPSLAND REGION

2018	2021	2026	2031	2036
274,017	284,628	303,202	321,742	341,516

AN AGEING POPULATION DRIVING SERVICE DEMAND

In Gippsland, growth in employment in the two sectors is driven by the ageing of the population. The median age in Gippsland rose from 32 in 1986 to 45 by 2016. The median age is expected to continue to rise to 47 by 2036. As seen in the figure below the number and proportion of people in Gippsland 65 years and 85 years + will rise.

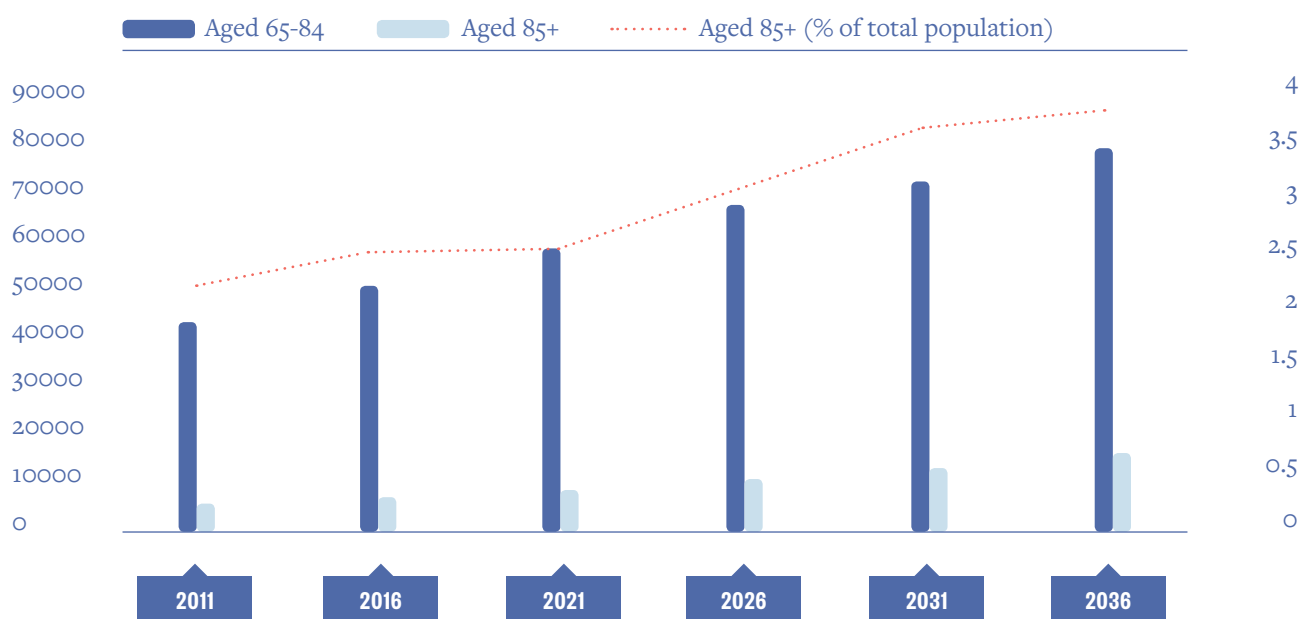
Gippsland's population will rise at a rate below that of the national average, but in the two western LGAs (Bass Coast and Baw Baw) at a rate above that of the national average. In five of the six LGAs it is expected that the number of births will rise (the exception is Latrobe City). These demographic changes have driven growth in the healthcare and social assistance sectors which will continue into the future.



**NUMBER OF PEOPLE
65+ IN THE
GIPPSLAND REGION**
(65+ 85+0, 2011 to 2036)



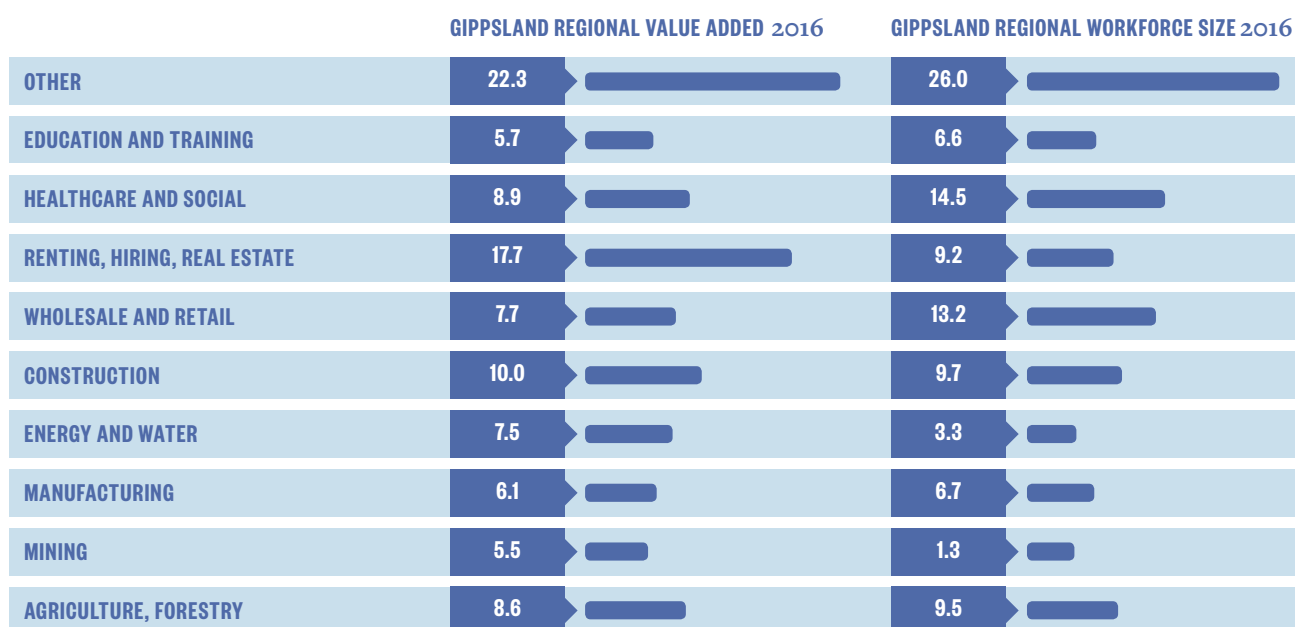
PHOTO SUPPLIED BY GIPPSLAND
PHYSIOTHERAPY GROUP



EMPLOYMENT IN HEALTHCARE AND SOCIAL ASSISTANCE

The healthcare and social assistance sectors in Gippsland employ more than 14,250 people, 14% of the workforce and produce 9% of the region's value added (see figures below). Over the past few decades growth in employment in the sector has been at an annual rate of

between five and 7% and this rate is expected to slow to 3 % for the next 10 years and then 2% in the decade after. These reduced rates are still higher than the growth of the economy and workforce overall.



Source: Australian Bureau of Statistics, 2016.

As well as the 14,250 employed directly in healthcare and social assistance, there are an additional 4,000 people employed which is made up of 2,000 people in administration and clerical duties and 2,000 in hotel and allied duties.

Key Occupational Roles

Within Gippsland's healthcare and social assistance sectors, the largest number of workers are employed in these key occupational roles:

- Nurses
- Disability and aged care workers
- Welfare support workers

Other occupations with substantial numbers include social workers, and allied health workers such as physiotherapists, pharmacists, paramedics, doctors and dentists.

AGED AND DISABILITY CARERS

1945*

REGISTERED NURSE

2730

**NURSING SUPPORT
AND PERSONAL CARE
WORKERS**

918*

**WELFARE SUPPORT
WORKERS**

672

**ENROLLED AND
MOTHERCRAFT
NURSES**

623

**MEDICAL
TECHNICIANS**

287

**AMBULANCE OFFICERS
AND PARAMEDICS**

272

**GENERAL MEDICAL
PRACTITIONERS**

267

SOCIAL WORKERS

244

PHARMACISTS

235

PHYSIOTHERAPISTS

150

Source: Australian Bureau of Statistics, 2016. Australia, Department of Health, National Health Workforce Data Set 2018.

*Disability carers have been estimated to number about 600 by the Victorian Department of Health and Human Services

COMPARING GIPPSLAND HEALTH PROFESSIONALS TO THE REST OF AUSTRALIA

Gippsland generally has fewer healthcare professionals per 100,000 population compared to the rest of Australia. The most significant exception to this is nurses.

Gippsland healthcare professionals also tend to be disproportionately recruited from overseas and are ageing.

Gippsland Region and Australia medical professionals, 2016							
	GIPPSLAND TOTAL	GIPPSLAND PROFES- SIONALS PER 100,000 POPULATION	AUSTRALIA PROFES- SIONALS PER 100,000 POPULATION	GIPPSLAND OVERSEAS %	AUSTRALIAN OVERSEAS %	GIPPSLAND 55+ %	AUSTRALIA 55+ %
DENTAL PRACTIONERS	152	57	83	35	33	22	22
MEDICAL PRACTIONERS	692	256	390	47	32	30	27
NURSES AND MIDWIVES	3,825	1,426	1,347	NA	NA	31	25
PHARMACISTS	235	88	102	21	12	24	15
PHYSIOTHERAPISTS	167	62	104	22	12	14	13
PSYCHOLOGISTS	160	60	108	7	8	47	28

Source: Australia, Department of Health, National Health Workforce Data Set, 2018. Social workers from the Australian Bureau of Statistics, Census.

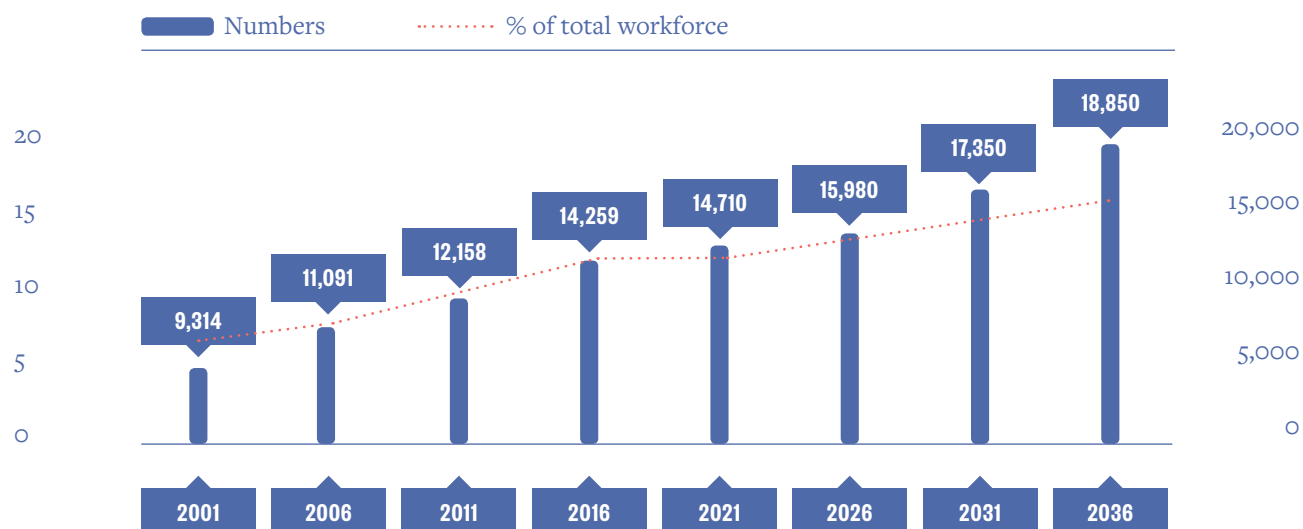


LOOKING FORWARD GROWTH PROJECTIONS

It is expected that the number of people employed in healthcare and social assistance will rise over the next 20 years, from approximately 14,000 in 2016 to nearly 19,000 by 2036. Noting the support staff such as administration/clerical staff and hotel and allied staff add to the totals below.

Number of people employed in the healthcare and social assistance sector will rise by 4,500 over the next 20 years.

Healthcare and social assistance employment (numbers and percentage of workforce, actual 2001 to 2016, estimates 2016 to 2036).



Source: Australian Bureau of Statistics, 2016. Victoria, Department of Environment, Land, Water and Planning 2016. Authors' estimates



GROWTH ACROSS OCCUPATIONAL ROLES

The number of people employed in all occupations are expected to rise between 25% to 45% (see Table for projections). Growth will depend on the relationship between each occupation and the care of elderly. Growth will also be driven by

policy change prompted by Royal Commission and other inquiries into areas such as mental health, aged care, disability services and family violence.

Gippsland healthcare and social assistance occupations, actual 2016, forecast 2021 to 2036			
	2016	2026	2036
HEALTH AND WELFARE SERVICES MANAGERS	223	226	317
PHARMACISTS	235	263	294
DENTAL PRACTITIONERS	132	146	162
OCCUPATIONAL THERAPISTS	150	179	212
PHYSIOTHERAPISTS	167	199	237
AUDIOLOGISTS AND SPEECH PATHOLOGISTS \ THERAPISTS	79	94	113
GENERAL PRACTITIONERS, RESIDENT MEDICAL OFFICERS	267	318	377
MEDICAL IMAGING PROFESSIONALS	116	137	161
OCCUPATIONAL / ENVIRONMENTAL HEALTH PROFESSIONALS	179	213	254
MIDWIVES	239	268	297
NURSE MANAGERS	189	226	270
REGISTERED NURSES	2,730	3,246	3,846
ENROLLED NURSES	623	735	859
MEDICAL TECHNICIANS	287	342	406
AMBULANCE OFFICERS AND PARAMEDICS	272	309	347
DENTAL ASSISTANTS	227	258	292
PSYCHOLOGISTS	160	192	228
SOCIAL WORKERS	244	292	347
WELFARE SUPPORT WORKERS	672	799	948
CHILD CARERS	1,075	1,190	1,304
EDUCATION AIDES	1,298	1,458	1,632
AGED AND DISABLED CARERS	1,945	2,483	3,167
NURSING SUPPORT AND PERSONAL CARE WORKERS	918	1,100	1,312

Source: Australian Bureau of Statistics, Census. National Health Workforce Database. Authors' estimate.

BRENDAN METCALF,
HEALTH TASTER COURSE PARTICIPANT
AND TAFE GRADUATE



EDUCATION AND TRAINING

Despite the growth in the number of people being trained for entry into the healthcare and social assistance sectors in Gippsland, there are still some areas of concern. The proportion of people in Gippsland who have completed high school (29%) is lower than that of the state and national averages (44 and 42%). In addition the proportion of people that have university level education (9.9%) is lower than that of the

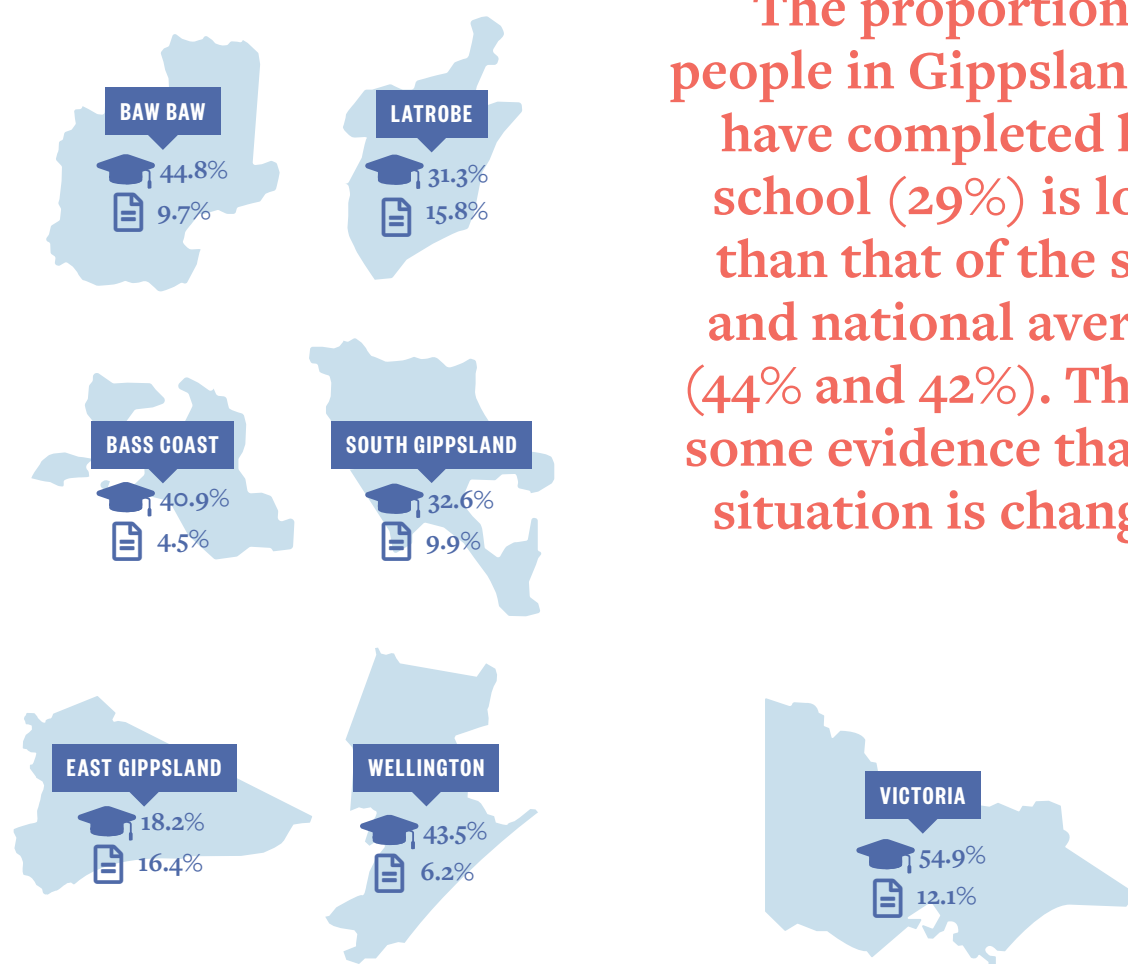
state and national averages (19.9 and 17.9%). Finally the proportion of the population with certificate and diploma level education qualifications is higher in Gippsland (26.6%) compared to the state and national averages.

There is some evidence that this situation is changing. The following provides information on the destination of Year 12 school leavers from the various LGAs of Gippsland

compared to that of Victoria as a whole. Although in each case the proportion from each Gippsland LGA going on to university is lower than that of the state average, the gap in some cases today is not that great (Bass Coast, Baw Baw, and Wellington shires). Even in the case of the South Gippsland Shire and Latrobe City the gap is not as great as it was some 20 years ago.

Destination of year 12 school leavers, Gippsland LGAs and Victoria

 Bachelor Degree  Certificate/Diploma



The proportion of people in Gippsland who have completed high school (29%) is lower than that of the state and national averages (44% and 42%). There is some evidence that this situation is changing.

Source: Victoria, Ontrack 2018 Survey Results

EDUCATION AND TRAINING

Student numbers at the Gippsland Campus, 2018 (Federation University 1,171; Monash 75)



NURSING DEGREE

@ 657



HEALTH, PHYSICAL EDUCATION SPORT, BIOMEDICINE

@ 150



MONASH RURAL HEALTH UNIT

@ 75



COMMUNITY AND SOCIAL SERVICES DEGREE

@ 77

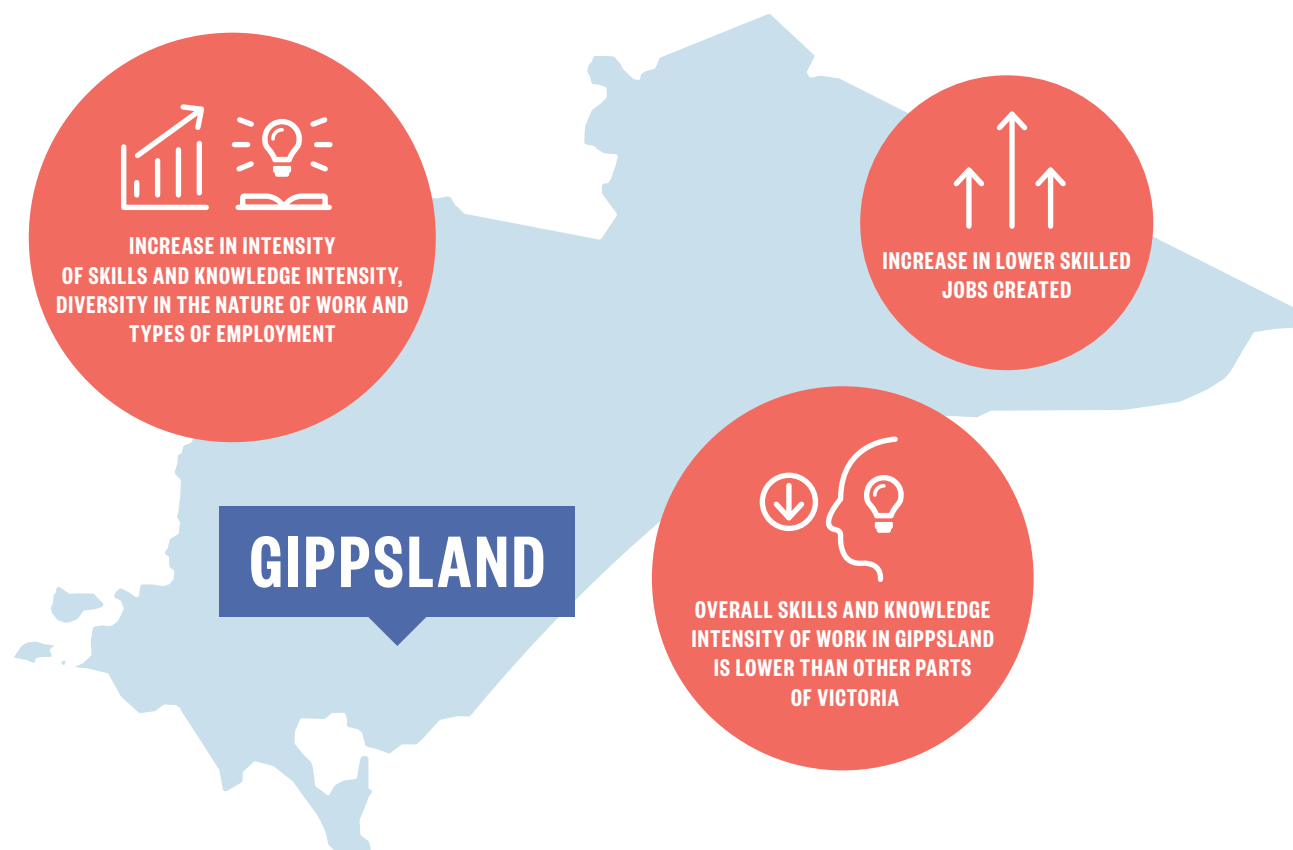


OTHER

@ 962

Source: Provided by Federation University

SKILL AND KNOWLEDGE SETS



There is an increased need for people to engage in lifelong learning as the nature of their jobs change.

In terms of the healthcare and social assistance sectors the growth in numbers employed has also seen a change in the complexity of the work.

The most important growth in skills has been in the following five areas:

- Monitoring
- Troubleshooting
- Quality control analysis
- Management of financial resources
- Learning strategies:

The growth in skills is also matched by strong growth in social skills which consists of:

- Social perceptiveness
- Coordination
- Persuasion
- Negotiation
- Instructing
- Service orientation

SKILL AND KNOWLEDGE SETS

In nearly all occupations there has been a growth in the need for communication skills, IT skills, teamwork, critical thinking, problem solving and decision making.



SKILL AND KNOWLEDGE SETS



One of the most sizable occupations in terms of numbers in the healthcare sector is that of registered nurse.

According to the O*NET definition nurses: “assess patient health problems and needs, develop and implement nursing care plans, and maintain medical records. Administer nursing care to ill, injured, convalescent, or people with a disability. May advise patients on health maintenance and disease prevention or provide case management”.

Active learning, critical thinking, speaking and social perspectives are all important aspects of nursing.

The number of nurses educated at Federation University Gippsland campus (formerly Monash University) has grown steadily and many Gippsland students have attended these courses going on to careers in local hospitals.

The ratio of nurses to population is higher in Gippsland than in the rest of the country, which is perhaps a result of the contribution of both TAFE Gippsland (enrolled nurses) and Federation University (registered nurses). In 2016 there were 2,730 registered nurses in Gippsland, a number that is expected to grow steadily (see Figure).

Registered nurses employed in Gippsland, actual 2001 to 2016, estimated 2021 to 2035

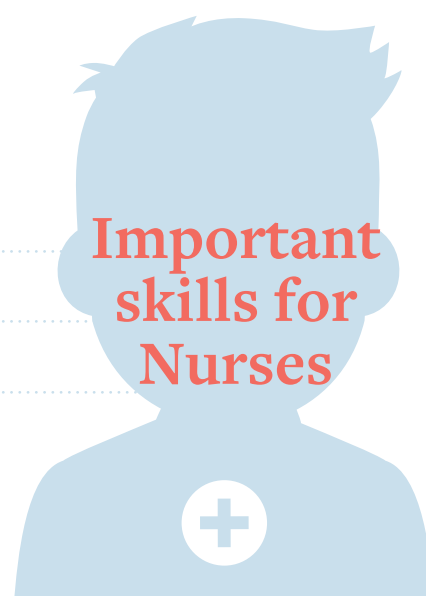
2036	2031	2026	2021	2016	2011	2005	2001
3,846	3,534	3,246	2,979	2,730	2,200	1,990	1,713

💡 HIGH LEVEL OF ACTIVE LEARNING

📖 READING COMPREHENSION

😊 SOCIAL PERCEPTIVENESS

Important skills for Nurses



SKILL AND KNOWLEDGE SETS



Social work is a profession that concerns itself with individuals, families, groups and communities in an effort to enhance social functioning and overall well-being.

Social work scores high in terms of critical thinking, judgement and decision making, reading comprehension, writing and complex problem solving.

The Table that follows shows the relative importance of a number of these skills for two key occupations: that of registered nurse and social worker. The Table below provides the O*NET indicators of skill levels associated with these two occupations (nursing and social work), as well as that of general practitioner.



Skill Indicator Score						
	🕒 Registered nurse		🕒 Social worker		🕒 General practitioner	
	IMPORTANCE	LEVEL	IMPORTANCE	LEVEL	IMPORTANCE	LEVEL
⚙️ CRITICAL THINKING	72	57	82	61	85	63
⚙️ ACTIVE LISTENING	78	57	68	54	81	68
⚙️ JUDGEMENT AND DECISION MAKING	69	54	80	57	81	66
⚙️ READING COMPREHENSION	72	61	80	59	78	68
⚙️ WRITING	66	52	75	59	78	61
⚙️ SPEAKING	75	57	90	59	75	61
⚙️ SCIENCE	47	43	45	29	75	61
⚙️ COMPLEX PROBLEM SOLVING	60	46	78	50	75	59
⚙️ MONITORING	69	55	78	55	72	57
⚙️ SOCIAL PERCEPTIVENESS	78	63	82	66	72	61
⚙️ SERVICE ORIENTATION	75	57	80	59	72	54
⚙️ ACTIVE LEARNING	78	57	68	54	69	57
AVERAGE SKILL SCORE	70	55	75	55	76	61



**TOM DAVIS, EMMA SMITH
AND TOM CONWAY,
OCCUPATIONAL THERAPISTS
ALLIED HEALTH TEAM**

PHOTO SUPPLIED BY BAIRNSDALE
REGIONAL HEALTH SERVICE



CASE STUDY

Bairnsdale Regional Health Service: A model for staff retention and development

The largest healthcare provider in East Gippsland, Bairnsdale Regional Health Service is leading the way in attracting and retaining expert staff to their regionally located facility.

The region has many lifestyle opportunities available to enjoy a healthy, and diverse lifestyle combined with the opportunity to develop a career in allied health, however a major challenge for regional health services is attracting and recruiting expert staff.

The organisation offers a 12 month graduate program designed to provide graduates with an exciting and diverse consolidation year following their professional allied health course completion.

The training packages are designed to ensure that graduates are exposed to acute inpatient, rehabilitation and outpatient services, providing graduates with job variety and an array of learning opportunities in their graduate year.

The program is very successful with employee retentions being healthy, staying in the region for periods of three years and longer. There is also a comprehensive Health and Wellbeing and Employee assistance program, making life in Gippsland truly enjoyable.

GOING FORWARD

KEY RECOMMENDATIONS

- The changes in skills means that there is a need for the creation and upgrading of formal courses that include and highlight skills such as: critical thinking, active learning, learning strategies, social perceptiveness, negotiation, service orientation, instructing, judgement and decision making and generic management skills. Local educational providers should be encouraged to include the above 'skill requirements' of occupations into the curriculum. Employers and educators should together develop education programs and workforce plans in order to minimise skill gaps, mismatches and shortages using the skill forecasts provided in this report;
- For the healthcare and social assistance sectors to develop there will need to be a concerted effort on the part of all stakeholders to promote education and training in the region. That means there needs to be a creation and expansion of partnerships between employers, employer representative groups, educational institutions and the community to explore career pathways that will help boost job retention in Gippsland. In addition, there should be a creation and expansion of partnerships that work towards encouraging professionals to come to work in Gippsland through marketing campaigns that highlight the benefits of living and working in Gippsland;
- The continued use of regional skills audits in the sectors in Gippsland should occur, designed to attract and retain employees in the region. In addition, the casualisation of employment practices be reduced in order to attract and retain employees in the healthcare and social assistance sectors.
- School age children should be made aware of the employment opportunities that are available in the healthcare and social assistance sectors. Career counsellors should be provided with ongoing professional development specific to career opportunities available in the healthcare and social assistance sector in Gippsland;
- Key programs that are already in place should be maintained (especially important in the case of nursing and aged and disabled care). Training organisations should take measures to provide and promote appropriate healthcare and social assistance based training packages designed to meet the needs of expanding healthcare and social assistance sectors;
- The possibility of the delivery of programs in social work and allied health (physiotherapy, occupational therapy, pharmacy, and para-medicine) should be examined, supported and provided with pathways from Certificate and Diploma programs.
- A review of management and administration courses relevant to working in the healthcare and social assistance sectors should also be undertaken.

There needs to be a creation and expansion of partnerships between employers, employer representative groups, educational institutions and the community to explore career pathways that will help boost job retention in Gippsland.

WHAT'S THE PLAN?

Building a skilled and sustainable Health & Community Services workforce in Gippsland

1. Promoting career and work opportunities in this sector

As Gippsland's largest employment sector, the future opportunities are enormous. Understanding of these opportunities can be enhanced through promotion of this sector. This will involve:

- a) Primary and secondary students understanding the employment and economic opportunities related to this sector
- b) School students knowing how to access educational pathways to work in this sector, particularly those provided in Gippsland
- c) The Gippsland population understanding the opportunities presented by this sector, particularly those looking to transition, re-enter the workforce and those not currently employed.

2. Growing our own workforce

A key ingredient for Gippsland in meeting the demand for a larger workforce in Health and Community Services will be the attraction, education and development of our population to meet the growing number and types of roles in this sector.

- a) The provision of key Allied Health courses in Gippsland to address the need to import allied health professionals into Gippsland. An example of this is Federation University's commitment to deliver Occupational Therapy in 2020 and Physiotherapy in 2021 from the Churchill campus.
- b) Maintain the momentum built around Free TAFE in Health and Community Services
- c) Encourage the ongoing development of the Learn Local "Kickstart your Career" courses encouraging work entry opportunities into the Community Services sector
- d) Encourage the development of educational pathways linking local training options to TAFE and then to University.
- e) Work with employers, universities, TAFE and other training providers to examine support requirements relating to student placements and work experience.
- f) Work with employers and educators to develop the communication and related skill-sets required for the future workforce

3. Population attraction into Gippsland for key roles

There will be key specialist and other roles where population attraction into Gippsland will be a key requirement.

- a) Aside from the job opportunities available a key element to attracting suitably qualified people and their families into the region will relate to the promotion of the liveability aspects of the Gippsland region.

