

SA Health

Aboriginal Workforce Framework Evaluation Plan

2023 – 2026



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The term 'Aboriginal' is used throughout this document as inclusive of people who identify as First Nations, Aboriginal, and/or Torres Strait Islander peoples.

OVERVIEW

In July 2023, the Statement of Commitment to Aboriginal Employment 2023-2026 was co-signed by the Hon Chris Picton MP, Minister for Health and Wellbeing, and Dr Robyn Lawrence, Chief Executive, Department for Health and Wellbeing, which sets the policy direction for improving employment outcomes for Aboriginal people in SA Health. At the same time, the inaugural SA Health Aboriginal Workforce Framework 2023-2031 (the Framework) was launched which outlines SA Health's approach to grow and strengthen the Aboriginal workforce and position SA Health as an employer of choice for Aboriginal people in South Australia.

A whole of sector partnership approach is required to apply the Framework across SA Health, working in collaboration with local service partners and community stakeholders to ensure local needs are met through tailored activities. Aboriginal workforce is everyone's business as its enabler to improving Aboriginal health outcomes.

In this document, SA Health entities are defined as the Department for Health and Wellbeing (DHW), Local Health Networks (LHNs), Preventive Health SA (PHSA) (formally Wellbeing SA), Commission on Excellence and Innovation in Health (CEIH), Statewide Clinical Support Services (SCSS), Rural Support Service (RSS) and the SA Ambulance Service (SAAS) who have agreed to participate in the implementation and evaluation of the Framework.

The SA Health Aboriginal Workforce Framework Evaluation Plan (the Evaluation Plan) has been established to monitor and evaluate the progression made against the Framework, consistently across SA Health.

INTRODUCTION

The Department for Health and Wellbeing, as the system leader, maintains the responsibility for the implementation of the Framework. An integral part of this implementation is a robust Evaluation Plan which requires establishing digital solutions, resources, structures and processes to guide SA Health.


In November 2023, the Health Chief Executive Council (the Council) endorsed the Framework implementation strategy (Tranche 1) 2023-2026. Following the Council's endorsement, all entities commenced the development of implementation plans detailing how they would grow and strengthen Aboriginal workforce. These plans were developed between November 2023 to February 2024. All participating entities sought Executive approval to commence their implementation plan against the Framework on March 1.

In accordance with the Framework, all entities have designed their implementation plans against the priority areas as indicated in the timetable for monitoring progress against the Framework (Appendix 1).

The DHW Aboriginal Workforce team play a central role in providing the guidance, support, monitoring and reporting of the Frameworks implementation and evaluation. To support entities with the implementation, resources, advice and platforms, have been established enabling access to all.

The Evaluation Plan details the methods, resources, and systems to monitor and evaluate the progression of activities, overall reports on the achievements of the Framework throughout the first tranche, and establishes the following:

- Key Performance Indicators and measures of success for the Framework applicable to all entities
- processes to be applied for monitoring implementation and evaluating the outcomes of the Framework
- arrangements for annual reporting on the implementation of the Framework
- roles and responsibilities of entities working under a partnership approach, to strengthen the SA Health's Aboriginal workforce.



The evaluation methodology creates the structure to monitor and report on the progress within implementation plans in determining the effectiveness of the implementation strategy against the Framework.

All SA Health entity implementation plans will be reported on quarterly to the Council, requiring entities participation, input and local context to the progression of their respective activities.

FRAMEWORK EVALUATION

The Evaluation Plan Program Logic (Appendix 2) sets out the relationship between program activities, the intended outcomes of the Evaluation Plan, and the overall impacts of the Frameworks implementation. Within the Evaluation Plan, the Program Logic will be referred to as a “live document” and considered a part of the Framework review, to determine whether it still accurately depicts the program or whether it needs to be updated or modified for current relevance.

Broadly the evaluation of the Framework will consider both output evaluation and outcome evaluation. This will measure the effectiveness of the processes and outputs being implemented, and how effectively the processes and outputs have impact on broader outcomes.

A mixed methodology approach involves gathering, analysing, and combining both quantitative and qualitative data into a single study to understand the process of evaluation and the impact on outcomes of the Frameworks implementation.

GOVERNANCE AND ACCOUNTABILITY

The specialist Aboriginal Workforce Committee (AWC) has been established to oversee, influence and support the successful and effective implementation, monitoring, accountability, and achievement of the Framework.

Each AWC member will work in partnership within their respective entity with SA Health Directors of Workforce (SAHDOW) and Senior Officers Group Aboriginal Health (SOGAH) to support and encourage the progression of approved implementation plans. The AWC reports to the Council via direct reporting to SAHDOW.

Aboriginal Workforce report quarterly to the Council on the progress of the Frameworks implementation. The governance structure established will ensure the accountability to the Frameworks implementation is consistent. This structure will facilitate decision making and support consistency to the monitoring and reporting on the progress of the Framework’s implementation, and evaluation of the Framework’s outcomes.

MONITORING AND REPORTING

ROLES AND RESPONSIBILITIES

In 2023/24, all entities have developed implementation plans respective of their local needs and boundaries. All entities will report publicly in their annual report on their implementation and continuous improvement against the Key Performance Indicators and measures of success as outlined in the Framework.

As the system leader, DHW will:

- Establish governance and accountability for the Framework across SA Health.
- Monitor, evaluate and report against performance indicators and measures of success as prescribed in the Framework
- Monitor and hold accountability of entities participation in the Framework review and evaluation activities.
- Facilitate quarterly reporting to the Council on the implementation of the Framework.
- Facilitate the mid and end of cycle review processes to evaluate the Framework.
- Revise and update the Framework as required, to align with review outcomes and any broader changes occurring in the sector.

All SA Health entities will:

- Ensure alignment and compliance with the intent of the Framework in strategic workforce planning, policy, and management.
- Report to DHW, Aboriginal Workforce by:
 - updating the status areas in the implementation plans, quarterly
 - providing qualitative demonstrations of what success looks like (i.e. narratives, journeys, testimonials, case studies that are specific to Aboriginal workforce) quarterly.
 - providing insights into the needs of the Aboriginal workforce within respective regions, and lessons learnt towards workforce planning and management, annually.
 - As part of the performance review meeting process, LHNs agree to allocate (annually) a meeting on Aboriginal health as the sole topic. As part of this meeting the progression on the Aboriginal Health Care Framework implementation, Aboriginal Workforce Framework implementation and Closing the Gap initiatives (including any specifics in Service Level Agreements (SLAs) will be discussed in depth).

KEY PERFORMANCE INDICATORS AND MEASURES (QUANTITATIVE DATA)

In summary, the Key Performance Indicators and measures to be used for measuring the outcomes of the Framework will include:

DHW will report on:

- 3% target of Aboriginal employee representation based on the proportion of the overall workforce in all entities (achieve or improve against target)
- Number of Aboriginal and/or Torres Strait Islander Employees awarded scholarships studying in university health programs.
- Proportion of Aboriginal and/or Torres Strait Islander employees by occupational group (by Full Time Equivalent, number of individuals and representative percentage).

- Number of staff that complete the mandatory Level 1 Cultural Learning training program.
- Number of Aboriginal and/or Torres Strait Islander employees in professional transition programs.
- Number of Aboriginal employees entering the workforce.
- Number of Aboriginal employees resigning from SA Health annually.

MEASURING SUCCESS (QUALITATIVE DATA)

Aboriginal Workforce will be reporting on Qualitative demonstrations of *What success looks like...* the why, how, or what has had positive impacts reflective of Aboriginal employees experiences and anecdotal evidence (i.e. narratives, journeys, testimonials, case studies etc. that are specific to Aboriginal workforce).

Qualitative data will be captured to measure the progress against the Key Performance Indicators and measures by prescribed templates provided to all entities.

REPORTING

All entities will be required to update their respective implementation plans progress by June, September and December respectively, within the established Aboriginal Workforce Framework Implementation SharePoint site.

Aboriginal Workforce will be providing quarterly reports to the Council based on the progress of the implementation made by all entities. Quarterly reports will aim to capture implementation status updates, anecdotal evidence and changes in Aboriginal workforce profiles across SA Health through the mixed method approach.

Additionally, Aboriginal Workforce will be providing an annual report to the Council that will include a whole of system perspective of the Frameworks implementation.

RISKS AND LIMITATIONS

Aboriginal Workforce have identified the below risks and limitations that may present challenges to the evaluation of the Framework.

- Capturing and reporting on implementation plan status and qualitative data will be dependent on entities accessing and updating, as prescribed, at quarterly reporting periods.
- Changes to reporting definitions, reporting methods and department structure can incorrectly change the quantitative data posing a risk to evaluating the effectiveness of outcomes.
- Current limitations in reporting resignations of Aboriginal employees exists and may not capture employees moving between LHNs (e.g. leaving a position at a LHN to commence at another LHN).
- Capturing and reporting on leadership growth is limited as the existing systems have no definition of what a leader is, and identified classifications, therefore data on this topic needs further exploration and development.
- Integrity and accuracy of data and may be subject to change through OCPSE Workforce Information Data Definitions (WIC20) - see "Data sources" on page 7.

SHAREPOINT SITE

The Aboriginal Workforce Framework Implementation SharePoint (the SharePoint) enables a central and secure location to store the implementation plans. The SharePoint will provide real time visual representation on activity during the implementation and evaluation periods.

All entities will have viewing privileges of all SA Health wide implementation plans.

Each entity will be able to access and update their plan only in line with entity reporting enable the Aboriginal Workforce team to efficiently monitor and report on implementation progress.

The SharePoint will act as a communication point, highlighting reporting deadlines, milestones, and resources displayed on the home screen available to all entities.

Capturing the qualitative data will be reliant upon entities participating in the evaluation and updating their information that will be analysed by the Aboriginal Workforce team.

METHODS

Aboriginal Workforce will be monitoring the progress of the implementation of all plans quarterly by using mixed methodology to measure the success of activity, workforce improvements, improvement in cultural safety and capability and overall employees' experiences.

Both mixed methods will be analysed, evaluated, and reported on at:

- Quarterly through the Council Implementation update reports.
- Annually through the Council Implementation update report.
- Independent annual reviews and mid cycle reviews.

DATA DASHBOARD

The Aboriginal Workforce team have established data dashboards designed to present statistical workforce data and measure the progress of the entity's activity through comparative analysis as part of the evaluation reporting. The data dashboard provides a detailed quarterly view covering the below;

- Overall progress status of activities in an implementation plan.
- Quantitative data representing key Aboriginal workforce data.
- Qualitative data captures anecdotal evidence.

DATA SOURCES

The quantitative data reporting of SA Health Aboriginal workforce is underpinned by the Office of the Commissioner for Public Sector Employment (OCPSE) Workforce Information Data Definitions (WIC20). The data source Aboriginal Workforce utilise is refreshed quarterly in PowerBi.

Aboriginal Workforce recognises that currently OCPSE report "Australian Indigenous, Not Further Defined" in their Aboriginal workforce data, however, this is currently presented as only 'Not Further Defined' in onboarding documents. This could influence the integrity and accuracy of the data and may be subject to change through the OCPSE Workforce Information Data Definitions (WIC20).



FRAMEWORK REVIEW PERIOD

The Framework will be reviewed according to the processes below:

ANNUAL REVIEW

- Annual reviews will occur in partnership with the Aboriginal workforce, senior Aboriginal leaders and Workforce Directors to evaluate progress towards achieving the Framework outcomes. This will inform any shifts in implementation activity that may be needed to account for emerging trends and changing priorities. The review will capture the lived and working experiences of Aboriginal employees through the implementation of the Framework.

MID-CYCLE PROGRESS REVIEW (2026)

- An independent mid-cycle review will occur to evaluate progress towards achieving the Framework outcomes. This will inform any shifts in implementation activity that may be needed to account for emerging trends and changing priorities. The review will seek to capture the lived experiences of Aboriginal people throughout the Framework's implementation. A mid-cycle progress report will be developed for mid-2026.

END OF CYCLE REVIEW (2030)

- An independent end-of-cycle review will happen in partnership with all implementation partners and stakeholders. This review will evaluate progress over the duration of the Framework and identify future priorities and planning for Aboriginal health workforce. The review will capture the lived and working experiences of Aboriginal employees from across the breadth of the workforce, through a combination of surveys, workshops and interviews.

APPENDICES

Appendix 1 - Monitoring progress timetable (pages 24-25 in the SA Health Aboriginal Workforce Framework 2023 – 2031)

Aboriginal Workforce Priority Areas	Focus area for monitoring and evaluation								
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9
PRIORITY 1: Workforce growth and development									
1.1 Create targeted employment opportunities for Aboriginal people within SA Health									
1.2 Promote health careers to Aboriginal people									
1.3 Invest in retaining Aboriginal employees across SA Health									
1.4 Apply a strategic approach to Aboriginal workforce recruitment									
PRIORITY 2: Education, training, skills and support									
2.1 Facilitate opportunities for Aboriginal people to transition into health sector employment through health education and training programs									
2.2 Develop workplace education programs that target the needs of Aboriginal employees									
2.3 Build the capacity of Aboriginal employees to hold leadership roles across SA Health									
2.4 Invest in professional development to support Aboriginal employees to build their knowledge, skills, and capabilities									
2.5 Support opportunities for Aboriginal employees to explore different careers within SA Health									
2.6 Recognise and promote the outstanding efforts and achievements of Aboriginal employees across SA Health									
2.7 Support Aboriginal and Torres Strait Islander Health Workers (ATSIHW) and Aboriginal and Torres Strait Islander Health Practitioners (ATSIHP) to work to their full scope of practice									

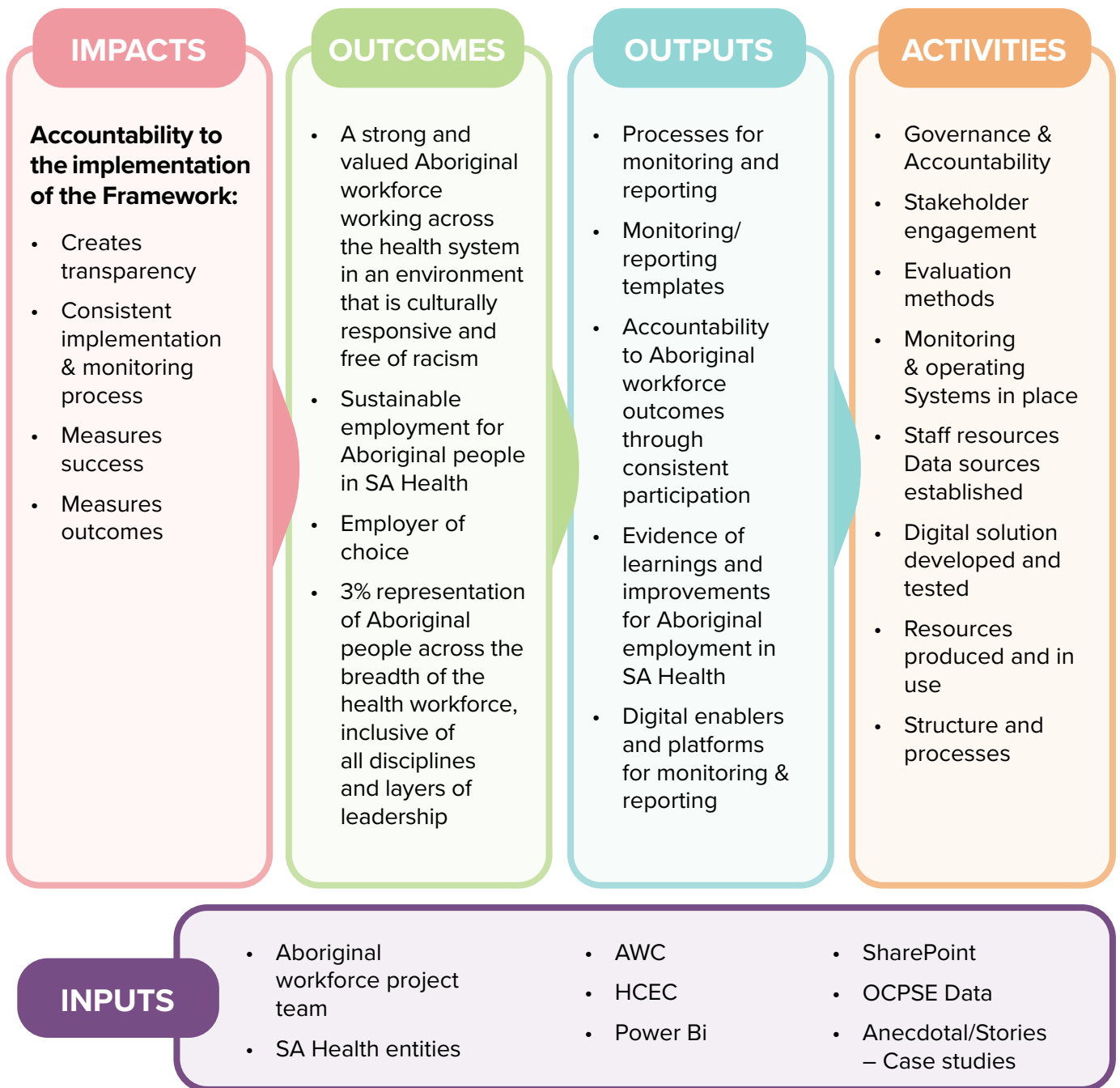
Aboriginal Workforce Priority Areas	Focus area for monitoring and evaluation								
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9
PRIORITY 3: Cultural capability and responsiveness									
3.1 Continue to build a culturally responsive SA Health workforce									
3.2 Embed cultural considerations within SA Health employment practices									
3.3 Support employee participation in Aboriginal workforce networks and programs									
3.4 Promote opportunities for Aboriginal employees to provide feedback on their perspectives of cultural safety									
PRIORITY 4: Shared leadership and partnership									
4.1 Co-design and produce SA Health employment systems and tools with Aboriginal people									
4.2 Collaborate across SA Health and other sectors to co-design and produce strategic approaches to strengthen the Aboriginal health workforce									
4.3 Facilitate a joint approach to Aboriginal health workforce planning across SA Health									
4.4 Establish system-wide Aboriginal workforce data sharing and reporting capability across SA Health									

APPENDICES

Appendix 2 - Evaluation Plan Program Logic

Evaluation Plan Program Logic

SA Health Aboriginal Workforce Framework 2023 - 31



For more information

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