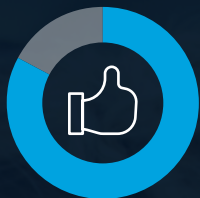


Voice of the Workforce: Australian frontline clinicians

Theme 1: Satisfaction with the work environment

While satisfied using their skills in their jobs, clinicians have highlighted that high work demands are contributing to unhelpful feelings of stress



83% are **satisfied** with their **current job** which is generally consistent across tenure and role



48% are **satisfied** with their **ability to use their skills** in their daily work



24% have thought about **leaving their profession & changing their careers** in the last 12 months



74% feel that **increased pay or remuneration** could be implemented to **improve the workplace experience**



65% rated **high work demands** as the main contributor to **unhelpful feelings of stress** within their role



44% have **thought about reducing hours** to part time working in healthcare



12% are **satisfied** with the **flexibility** of their shifts

- Redefining the Employee Value Proposition and a broad view on reward and recognition will help to improve levels of satisfaction and engagement.
- Offering flexibility to accommodate personal responsibilities and work-life balance for clinicians can improve job satisfaction and retention. However, ensuring that patient needs are consistently met, and the system runs smoothly requires careful planning and coordination of schedules to maintain adequate coverage. This can add a lot of complexity to an already overwhelmed system.
- It is important to strike a balance between meeting the needs of both consumers and healthcare workers, while also considering factors such as patient acuity, staff skill level, and workload demands.
- Increased remuneration and flexible work can mitigate some of the stress and dissatisfaction associated with working in a high-pressure health environment.

Theme 2: Mental and Physical Health of the Workforce

Need to prioritise the mental and physical health of clinicians so they can take care of others



51% said work has **negatively impacted their mental health** in the past 12 months



45% said work has **negatively impacted their physical health** in the past 12 months



In the last 12 months **50% of Millennials and Gen Z** have said work has **negatively impacted their physical health**



46% of Millennials and Gen Z's said work has **negatively impacted their mental health**

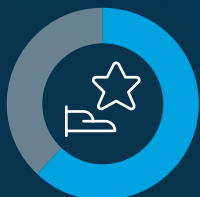


70% of Junior doctors (i.e. interns, residents and registrars) have said work has **negatively impacted their mental health and physical health** in the past 12 months

- The workforce is under significant pressure which leads to high stress levels and burnout. This can lead to an increased drop out of the profession, workforce shortages, poorer health outcomes for consumers and negatively impact the attraction of top talent into the healthcare sector.
- Organisations have an opportunity to address the mental and physical health impacts on their workforce, with particular focus on Millennials and Gen Z, which includes increasing levels of recognition and reducing high work demands.
- With a rapidly ageing population, increasing rates of chronic illnesses, and skyrocketing costs, the sector needs to be able to meet current and future demand. Without a robust and well workforce to underpin the system, the demand for services cannot be met.

Theme 3: Attraction and Retention of early career talent requires focus

Challenges in attracting and specifically retaining the next generation of healthcare professionals.



62% with **less than 5 years' experience** don't **feel valued** by their workplace (compared to 30% overall)



65% with **less than 2 years' experience** will **only stay** with their employer for **up to 2 years**

→ Another **25%** will **only stay 2-5 years**



The **top 3** elements **Millennials and Gen Z** are **not satisfied** with in their job are **pay, chances to progress their career** and the **reduced amount of time to engage with patients**

- Retention of talent is crucial to grow and develop staff into top quality clinicians. If healthcare can't retain early career talent, it may be detrimental to the patients and the organisation in the form of decreased continuity of care, increased training & onboarding costs and declining patient outcomes.
- Early career clinicians are seeking clear career progression, additional learning opportunities, more pay and more time with patients.
- Investment is required to retain the next generation for longer than two years. Without talent retention, the health sector will experience workforce shortages, operational disruptions and higher costs associated with using agency staff.

Theme 4: Immediate leaders create safe environments, however there is a disconnect with leaders at the top

To increase retention and foster a culture ready for change, leaders can invest in their relationships with frontline clinicians and rebuild trust.



60% **agree** their **immediate leadership team** have the **right skills and capabilities** to support them at work and create a psychologically safe environment



Only **41%** **agree** that the **executive leadership** at their workplace **consults employees about critical issues that concern staff**



Only **37%** **agree** **executive leadership** at their workplace **can be trusted** to tell things the way they are, with a further **27%** **neither agreeing/disagreeing**

- A disconnect exists between clinicians and executive leadership, a substantial number of clinicians feel like they are not consulted on critical issues and do not trust their leaders.
- To create sustainable change in the healthcare sector and retain talent, leaders can invest in relationships with clinicians by including frontline staff in their decision making, listening to feedback and actioning what can be changed. Leaders can lead with authenticity and build trust.
- Healthcare professionals have generally positive experiences with their direct line managers. More could be done to empower and support this relationship to enact and enable change in the sector.

Theme 5: Adopting a human factors approach to work

Transform how care is delivered, simplify ways of working and digitise improved models of care



74% think that **administrative tasks*** can be **avoided entirely** to redirect their time to higher value uses



47% expressed that **indirect patient care activities^** can be **safely & effectively allocated to another profession** through a new workforce model



50% think that **indirect patient care^** can be **streamlined** through better systems**



51% of respondents feel that **administrative tasks** can be **streamlined** through better systems**

- Engaging the workforce in system redesign and Healthcare of the future discussions is key to redesigning the work in a clinically safe manner and utilising emerging technologies such as AI to enable new ways of working.
- There is an opportunity to work with frontline clinicians to understand what tasks could easily be re-distributed to other roles, new roles or technology e.g. Generative AI, whilst not impacting on patient care and safety.
- Implement new workforce models that redirect indirect patient care and better systems to reduce the administrative burden so clinicians can increase time spent with patients.

* Administrative tasks e.g. scheduling, rostering, auditing

^ Indirect patient care e.g. notes, reports, phone calls, ordering, meeting patient families

**Through better systems e.g. potential for automation or time savings from effectively integrated systems