

## Pillar 4

### Strengthen



Workforce planning has largely been done by individual organizations focused on their own specific needs, or at the profession level, without broader consideration of how all the parts of the provincial health workforce need to work together. To monitor the health workforce and identify strategies that support balancing workforce supply with population health demands, the right tools, capacity and approaches must be in place and be working seamlessly together.

#### Pillar Objectives

##### 4.1

Develop clear roles, responsibilities, and processes for proactive health workforce planning

##### 4.2

Better leverage data and analytics to make evidence-informed workforce planning decisions



#### Actions to Date

##### **System-wide strategic workforce planning model and approach:**

Alberta Health is identifying opportunities and potential models to enable and deliver ongoing strategic workforce planning, including establishing clear roles, responsibilities, and approaches. This model will identify where existing knowledge, skill, capacity, and data exists in the system now. It will also identify where there are gaps that need to be closed and propose an approach for all the needed parts to come together.

**AHS integrated workforce plan:** AHS is in the process of creating an integrated approach to workforce planning that complements the system-wide model. Their work will align many of the AHS-specific actions and commitments outlined in this strategy document into an actionable plan that provides a roadmap for workforce sustainability in Canada's largest health authority.



#### Future Actions

**New capacity for provincial workforce forecasting:** To ensure the right capacity is in place to support ongoing and strategic long-term workforce planning, AHS and Alberta Health will work collaboratively to develop and implement tools and approaches to incorporate workforce forecasting and performance measures in planning and decision-making.

##### **New long-term provincial health workforce strategic planning:**

Strategic workforce planning needs to be actionable and collectively acted upon. The health system will work collaboratively to develop and update a comprehensive rolling three to five-year workforce plan that is informed by the provincial Health Workforce Strategy and supported by a system-wide forecasting model. This workforce plan will contain specific tactics and measures to guide decision making and inform future initiatives, as well as to hold the system accountable for achieving objectives.

**Continuing care health human resource strategy:** In response to recommendations in the 2021 Facility-Based Continuing Care Review, the Alberta government is developing a sector-specific workforce strategy for continuing care. The health human resource strategy is expected to align with the strategic direction set by this provincial strategy and will work to address specific continuing care sector challenges that were exacerbated by the COVID-19 pandemic.

**New workforce planning committee:** Addressing the province's workforce challenges needs to be a collective and co-ordinated effort. To enable collaboration and promote progress and action, Alberta's government will create a new provincial workforce planning committee that will bring key organizations together, including government, AHS, Covenant Health, and other employers, as well as unions, colleges, and post-secondary institutions. This committee will help to develop and deliver longer-term strategies, as well as provide a forum to work through more urgent issues and challenges as they arise.