



# STRATEGIC PLAN 2023 - 2025

## WHO WE ARE:

Since its inception in 1997, the Rural Workforce Agency Victoria (RWAV) has become a significant and successful non-profit organisation based in Victoria, Australia.

RWAV improves access to quality primary care health services and other health services for rural, regional and First Nations communities across Victoria. We improve health outcomes through effective and customised health workforce solutions that are informed through partnerships, workforce and population health data, and collaboration with communities.

## WHAT WE DO:

RWAV provides sustainable health workforce solutions for Victorian rural, regional and First Nations communities to enable equitable access to primary health care and other community health-facing services by:

- Providing health workforce recruitment, locum services, outreach and grant programs.
- Influencing key decision-makers through our health workforce data, research and analysis expertise.
- Collaborating with others to support a well distributed, high-quality health workforce throughout Victoria.

## OUR PURPOSE:

Providing effective and customised health workforce solutions for rural and First Nations communities in Victoria.

## OUR VISION:

All Victorian communities to be supported with equitable access to a high-quality health workforce that promotes positive health outcomes.

## 2023 - 2025 STRATEGIC GOALS

**1. Promote** the benefits of working in rural healthcare, RWAV's unique workforce support offerings and ability to assist with expertise on health workforce issues and solutions.

### THIS WOULD LOOK LIKE...

- Effective health workforce attraction campaigns for rural Victoria.
- Effective communication strategies that increase awareness about RWAV's unique workforce support offerings, data and expertise on health workforce issues and solutions.

**2. Strengthen our recruitment and workforce support programs** so the communities we care for have fairer access to an effective and sustainable health workforce.

- Enhanced recruitment, locum and outreach programs, to provide more customised and high-quality health workforce strategies for communities in priority rural areas.
- Effective and tailored recruitment and workforce support programs for ACCHOs and First Nations health services in collaboration with VACCHO.
- Enhanced workforce retention programs.
- Increased engagement with rural student networks and stakeholders that support the future workforce.

**3. Facilitate rural place-based health workforce solutions** which cater to the unique health and health workforce needs of communities, and aim to increase workforce access, quality and retention within the area.

- More proof-of-concept place-based solutions, partnering with communities to increase the local health workforce and its retention in rural areas where communities are experiencing difficulty accessing primary health services.
- Increased engagement with local communities, organisations, health services and health professionals to collaborate on local solutions.

**4. Strengthen engagement with First Nations Health stakeholders** to support initiatives that enhance access to culturally safe healthcare.

- Strengthened relationships with First Nations health stakeholders to support initiatives that:
  - Address the health workforce and holistic health needs of First Nations communities.
  - Increase promotion of working in ACCHOs.
  - Aim to increase the number of health professionals who identify as Aboriginal and/or Torres Strait Islander in the health workforce.

**5. Increase advocacy and collaboration** to contribute positively to healthcare reform with others.

### THIS WOULD LOOK LIKE...

- Strengthened stakeholder engagement with partner organisations, key decision-makers, inter-sectoral stakeholders and local stakeholders to collectively influence workforce policy.

**6. Strengthen data and research capabilities** to tell the story of the health workforce, drive change, and enhance our ability to provide evidence-based expertise on health workforce issues and solutions.

- An enhanced data strategy to improve the collection of rural health workforce data to analyse trends, and forecast future workforce risks and opportunities.
- Collaboration with others on rural health research projects to trial new health workforce recruitment and retention strategies.

**7. Be a great organisation supporting rural health** by optimising our governance and operations so we can focus on our work goals and always think about those we serve.

- Streamlined and integrated operational systems to support IT systems and excellent administration of funding contracts, grants, and educational supports.
- Feedback demonstrating RWAV has reliable and responsive services externally, and is an employer of choice.

**8. Find new funding channels to support health workforce initiatives** that benefit communities and progress RWAV's Purpose.

- RWAV proactively seeking new opportunities to administer funding that's focused on supporting the health workforce.