

**Department of Human Services**  
**Service and Workforce Planning**

**Workforce Innovation Grant Program**  
**Call for 2008-09 Expressions of Interest**  
**Guidelines**

**Submission due date:** 5 January 2009

**Submissions to:** Workforce Innovation  
Service and Workforce Planning  
Department of Human Services  
Level 20, 50 Lonsdale Street  
MELBOURNE VIC 3000

**Contact:** Emma Sartori  
Workforce Innovation  
Policy Adviser

Telephone: (03) 9096 7657  
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## **PART A: Overview**

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In 2008/09 the Department of Human Services has funding available for reform initiatives that focus on workforce utilisation and role redesign.

The Workforce Innovation Grants Program has been developed to explore, identify and trial, where appropriate, innovative workforce configurations, models of care that require workforce redesign, uses of technology to support service delivery and innovative approaches to human resource practice that aim to improve the flexibility of the workforce and the attractiveness of the sector as a place to work or build a career. Specifically the program aims to identify solutions to existing and projected workforce challenges and to identify strategies that could effect positive change.

The program is interested in approaches that explore:

- consumer care, access and satisfaction
- staff satisfaction
- service sustainability and workforce capacity
- workforce productivity

The Workforce Innovation Grants Program will be offered on an annual basis with 2 expressions of interest rounds per year.

In 2008/09 there will be 1 funding round due to time limitations. Key dates are indicated below:

Stage 1 Closing date for submissions: 5 January 2009

Stage 2 Notification of short-listed submissions: 16 January 2009

Stage 3 Notification of successful submissions: 27 February 2009

### **1. Background**

There are many challenges facing the health system in Victoria including the ageing population, increasing demand, higher consumer expectations, rising costs, technological advancements in patient care and increases in chronic disease across the population. This rapidly changing environment means that the health and community service workforce needs to adapt and innovate to meet future patient needs.

Despite substantial investment to date, and an increase in investments in both undergraduate and vocational education and training (VET) places, there are growing workforce pressures across a diverse range of services and occupations. These pressures are a consequence of a range of factors.

Ensuring a sufficient supply of suitably qualified and distributed staff across the Victorian health system is essential to achieving long-term system sustainability and viability and ensuring service quality and safety. Improving workforce supply in isolation will not achieve a sustainable workforce, nor will it address the workforce shortages that exist in many areas of Victoria's health and community services system.

In conjunction with efforts to improve workforce supply, a focus on exploring how to make best use of the skills available within the existing workforce is required. To respond to this need, the department initiated the Better Skills Best Care (BSBC) strategy, designed to progress long-term workforce change to improve sustainability of the health and community services sector by encouraging health and community services to explore changed work roles.

In 2006-07 BSBC focused on supporting projects of new and amended roles and new ways of working in a variety of settings. There was also considerable focus on capacity building within health and community services with regard to redesign capability and availability of tools, negotiating local training, recruitment and retention of staff, interdisciplinary models and workforce planning for future needs.

The department is looking to progress this next stage and to work with the sector to build on this foundation work.

## **2. Objectives and Scope**

The aim of the Workforce Innovation Grant Program is to explore, identify and trial innovative workforce projects in the Victorian health and community services sector.

### **Objectives**

The objectives of the program are to:

- Explore and improve workforce utilisation;
- Explore and improve workforce productivity;
- Investigate and improve service sustainability and workforce capacity;
- Explore and improve the interface between the community and health sector workforce;
- Explore consumer perspectives on issues relating to workforce practice;
- Identify levers and barriers to achieving change;
- Ensure policy and planning is informed by best evidence and linked to the broader health system.

### **Scope**

The program will consider projects that identify and explore:

- Innovative models of care
- Collaborative and innovative service delivery models
- Utilisation of new advances in technology to support workforce productivity
- Innovative rural workforce initiatives
- Consumer perspectives on access to and satisfaction with workforce practice

Special consideration may be given to joint expressions of interest from collaborating applicants. Alternatively the department may suggest collaborative arrangements between applications, if that is seen to more adequately address the objectives and outcomes of the program including the contribution the project may make to the sustainability of the current and future health workforce.

Projects can include but are not limited to undertaking feasibility studies, research, pilots and evaluation programs including current innovative practices.

The program is open to all Victorian health and community services and consumer organisations. There is opportunity for education and training providers and professional associations to partner with these agencies in putting forward a proposal.

The program will consider initiatives that have been recently trialled if a different setting or service area is proposed. Infrastructure projects or equipment will not be funded.

## **3. Selection Criteria**

The proposal will need to demonstrate how it meets the following selection criteria:

- a. Proposal identifies a valid, innovative and effective approach to the delivery of outcomes and impacts specified.

- b. Proposal identifies a communication and consultation approach to effectively manage project stakeholders.
- c. Demonstrated support of senior management, including the identification of champions (where appropriate) to promote and engage in change management processes.
- d. Demonstrated ability to deliver the project within prescribed time frames and budget
- e. Demonstrated willingness to support expansion of the project to the broader health and community services sector if applicable.

#### **4. Conditions of Funding**

The Department has allocated non-recurrent funding in 2008-09 to support successful projects.

The application must be endorsed by the health or community service Chief Executive Officer, Manager or equivalent by enclosing a letter of support.

Successful applicants will be required to enter into a funding agreement with the department. A payment schedule will be negotiated with successful applicants. DHS will make payments according to the satisfactory delivery of outputs and or achievement of key stages.

Additional funding will not be available from the department at the completion of the project unless otherwise negotiated with the department prior to project commencement.

#### **PART B: APPLICATION PROCESS**

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The Workforce Innovation Grant Program involves a 3 staged process:

##### **Stage 1: Submitting Expressions of Interest**

Stage 1 involves submitting an Expression of Interest (EOI). The EOI should not provide a detailed project plan, but is designed to assess the aims of the project, its likely impact, capacity for implementation and the organisations readiness to engage in the process.

EOI addressing the above selection criteria should be provided under the following headings using no **more than five A4 pages**:

1. Introduction, rationale and objectives including anticipated outcomes and impacts
2. Project outline including proposed:
  - a. Scope
  - b. Budget
  - c. Milestones and timelines
  - d. Risks
  - e. Evaluation Approach
3. Support of senior management
4. The existence of champions for the project at a senior level
5. Capacity to effectively engage with external stakeholders
6. Demonstrated consideration of communication and consultation issues
7. Readiness to commence
8. Commitment to a staged project with regular evaluation and review
9. Demonstrated willingness to support expansion of the revised workforce model to the broader health and community services sector.

An application form can be found at [www.health.vic.gov.au/workforce](http://www.health.vic.gov.au/workforce). EOIs do not need to be submitted on the form but **must** include all the required information.

There are no restrictions on the number of proposals an organisation may submit.

### **Stage 2: Short-listing**

Short listed applicants will be notified on 16/01/2009 and required to enter into initial discussions with the department in order to ascertain the proposals' suitability to proceed in 2008/09. Based on the outcomes of these discussions, the selection panel will reconvene to select successful proposals.

### **Stage 3 – Notification of successful applicants**

Successful applicants will be notified no later than 27/02/2009. Unsuccessful applicants will also be advised at this time.

## **PART C: SPECIFICATIONS AND EVALUATION**

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### **3. Service Specifications**

#### *Project deliverables*

- Proposals should contain a discussion of the proposed methodology and how the project will address the objectives and priorities as in Part A of this brief.
- An EOI application form is attached (Part E). EOI do not need to be on the form but must include all the required information.

#### *Price and budget*

- Prices quoted should be competitive and commensurate with the key activities and outputs required.
- Prices quoted should be inclusive of Goods and Services Tax (GST).
- Submissions must include a detailed budget for the project.

### **4. Evaluation of Submissions**

A selection panel will be convened to consider EOI. The following criteria will be used to evaluate EOI and determine successful applicants for short-listing:

1. Proposal identifies a valid, innovative and effective approach to the delivery of outcomes and impacts specified.
2. Proposal identifies a communication and consultation approach to effectively manage project stakeholders.
3. Demonstrated support of senior management, including the identification of champions to promote and engage in change management processes.
4. Demonstrated ability to deliver the project within prescribed time frames and budget
5. Demonstrated willingness to support expansion of the project to the broader health and community services sector if applicable.

<b>Evaluation</b>	<b>Score</b>
Exceeds all aspects of the selection/evaluation criterion	4
Exceeds some aspects of selection/evaluation criterion (and meets all other aspects of the selection/evaluation criterion)	3
Meets the selection criterion	2
Fails some aspects of the selection criterion	1
Fails all aspects of the selection criterion	0

## **PART D: Conditions Applying to this Submission Process**

### **5. General Conditions**

- Service providers must address their submissions and will be assessed against the selection criteria.
- A payment schedule will be negotiated with successful service providers. This will normally involve an upfront part-payment, followed by the remaining funds on demonstration of satisfactory progress towards meeting project objectives.
- Monitoring of project performance will be undertaken through liaison with successful service providers. A project report will be required by the department within 8 weeks of the end of the project period.

### **6. Lodgement of Submissions**

Submissions should be enclosed in a sealed envelope and addressed as follows:

Emma Sartori  
Policy Adviser, Workforce Innovation  
Service and Workforce Planning  
Department of Human Services  
Level 20, 50 Lonsdale Street  
MELBOURNE VIC 3000

Facsimiled or emailed submissions may be accepted as follows:

Fax: (03) 9096 9213  
Email: [workforce@dhs.vic.gov.au](mailto:workforce@dhs.vic.gov.au)

Late submissions will not be accepted, unless the department considers that genuine and reasonable extenuating circumstances exist. Service providers should contact the department before the specified closing time in order for such circumstances to be considered.

### **7. Requests for Further Information**

Service providers may contact Emma Sartori on (03) 9096 7657 or by email at [workforce@dhs.vic.gov.au](mailto:workforce@dhs.vic.gov.au) to clarify matters relating to the submission process or to clarify aspects of project specifications.

**PART E: Standard Submission Form**

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DHS Workforce Innovation Program

**Expression of Interest Application Form**

Name of Service	
Contact person	
Position/Title	
Phone/Fax	
Email address	

Project Name [Identify a title with which to identify this project]:

Project Proposal:

- Please address the criteria below using **no more than five** A4 pages
  - Your Expression of Interest **should not** provide a detailed project plan, but is designed to assess the aims of the project, its likely impact, capacity for implementation and your readiness to engage in the process.
1. Introduction, rationale and objectives including anticipated outcomes and impacts
  2. Project outline including proposed:
    - a. Scope
    - b. Budget
    - c. Milestones and timelines
    - d. Risks
    - e. Evaluation approach
  3. Demonstrated support of senior management at the health service
  4. The existence of champions for the project at a senior level, particularly those from/representing affected workforce groups
  5. Capacity to effectively engage with external stakeholders, including proactive management of potential industrial issues
  6. Consideration of communication and consultation issues, including willingness to involve all levels of clinical and support staff in the project
  7. Readiness to commence
  8. Commitment to a staged project with regular evaluation and review
  9. Demonstrated willingness to support expansion of the revised workforce model to the broader health system

For further information, please contact:

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