



RED LILY HEALTH SERVICE
WORKING TOGETHER FOR BETTER HEALTH
IN WEST ARNHEM

Workforce Development Strategy

Empowered Workforce, Thriving Communities





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Executive Summary

Red Lily Health Service (Red Lily) is committed to advancing the health and well-being of the Bininj-Arrakpi people of West Arnhem. As a community-controlled organisation, Red Lily delivers primary healthcare across Jabiru, Waruwu, Minjilang, and Gunbalanya — working in partnership with local communities to ensure care is culturally safe, responsive, and grounded in local priorities.

A strong and sustainable workforce is central to this mission. This strategy provides a roadmap to guide workforce planning that meets current needs, grows with future demand, and reflects the voices and values of the communities we serve.

This document sets out the key components of Red Lily's workforce development approach to:

1. **Forecast workforce needs** across clinical, non-clinical, and outreach roles.
2. **Grow local and Indigenous employment** through targeted pathways and benchmarks.
3. **Strengthen recruitment, retention, and professional development** across all sites.
4. **Embed a culturally safe, values-led workplace culture** aligned with Red Lily's mission.
5. **Plan for long-term, community-led growth** supported by sustainable funding and partnerships.



Organisational Context

The Red Lily Health Board are clear in their advice on Vision and Mission.

Vision:

Bininj-Arrakpi people from West Arnhem region have access to great services that support good health for everyone on land and sea.

Mission:

For Bininj-Arrakpi people to make decisions and take responsibility, through Red Lily, to improve the health and well-being of our West Arnhem communities.

Red Lily employs approximately 50 staff across clinical, corporate, and support roles. As a community-controlled health organisation, Red Lily's workforce planning is shaped by the Strategic Plan and informed by the health priorities of the region.

The Red Lily Board places a strong emphasis on Aboriginal Community Control as a foundation for empowerment, equity, and improved health outcomes. This commitment is reflected in the way we grow, support, and sustain our workforce. Central to this vision is the development of a workforce that reflects the communities we serve — one that values lived experience, strengthens local leadership, and enables Indigenous people to thrive in meaningful roles across all parts of the organisation.

Building a strong Indigenous workforce from within our local communities is not only a strategic objective but a critical component of Red Lily's contribution to advancing the Closing the Gap National Agreement. The Board has made it clear that our approach must prioritise culturally safe recruitment, training, development, and leadership pathways that enable Indigenous peoples to succeed, lead, and influence how health care is delivered in West Arnhem.

Attaining this vision will require long-term commitment — to education, mentoring, partnerships, and creating culturally safe workplaces where Indigenous staff are empowered, respected, and supported to grow.

A strong, culturally grounded workforce is essential to deliver health care services that are safe, responsive, and community led. Collaboration with community members, stakeholders, and workforce development partners — underpinned by evidence and guided by culture — will be key to building a workforce that is capable, connected, and proud to serve the people of West Arnhem.

Attaining these goals requires more than intention – it demands effort, analysis, and innovation. Our workforce development journey may incorporate research and evaluation to stay informed on best practices. We will also leverage partnerships with other organisations including Aboriginal Medical Services Alliance Northern Territory (AMSANT), Menzies School of Health Research, Northern Territory Primary Health Network (NTPHN), plus other Aboriginal Community Controlled Health Services to explore and implement effective solutions tailored to our region.



Assessment of Current and Future Workforce

Initial Workforce Model:

At the outset of Red Lily's transition to community control, the organisation's staffing profile was shaped by the requirement to mirror the NT Health service model. Under this arrangement, workforce classifications and funding allocations were based on a prescribed staffing mix established by the NT Government's Health Department.

During this phase, workforce composition included:

- 45% Clinical staff
- 34% Support roles
- 21% Corporate roles

Whilst this model provided a foundational structure from which to operate, it was not tailored specifically to the unique and evolving health needs of West Arnhem communities. As Red Lily moves forward as a fully community-controlled organisation, there is increasing flexibility to design a workforce that better reflects local priorities, strategic goals, and emerging funding opportunities — including grant and philanthropic funding, Medicare Benefits Schedule (MBS) revenue, and charitable donations.

Evolving Workforce Needs: From Current Model to Future Demand

As Red Lily transitions from the NT Health-aligned staffing model to a community-controlled workforce, it is essential to bridge the gap between our existing workforce profile and future service demands. This transition presents an opportunity to reimagine the structure and intent of our workforce, planning to better meet the needs of the communities we serve.

Looking ahead, Red Lily must anticipate the skills, attributes, and culturally safe practices required for a future-ready workforce — one that is capable, responsive, and grounded in community. A key part of this future is the Board's commitment to supporting and growing an Indigenous workforce, ensuring that local people are equipped, empowered, and represented across all levels of the organisation.

Through thoughtful, culturally safe planning, Red Lily can ensure the right people are in the right roles at the right time — delivering high-quality, community-led health care for West Arnhem.



Future Workforce Demand

To meet growing community health needs, Red Lily must expand and diversify its workforce by:

- **Responding to Community-Identified Health Priorities** – Informed by ongoing community engagement and feedback, Red Lily will prioritise the expansion of services in areas such as Alcohol and Other Drugs (AOD), Mental Health, Oral Health, Health Promotion, and Renal Support. Strengthening these areas will support more integrated, culturally safe, and community-driven care models that reflect what people in West Arnhem have told us they need.
- **Strengthen leadership capability at all levels** — Including Executive, Senior Managers and Frontline Leaders— through targeted professional development, mentoring, and support. Red Lily recognises that strong, values-driven leaders help create high-performing teams, foster belonging, and play a critical role in staff satisfaction and long-term retention.
- **Designing Flexible GP Workforce Models** – To ensure continuity of care and support work-life balance, Red Lily will establish flexible work options for General Practitioners (GPs). This includes attracting both permanent GPs and maintaining a pool of casual or visiting GPs to support leave coverage and service gaps. Culturally self-aware, reflective and community-connected practitioners will remain a priority in delivering trusted, high-quality care across the region.
- **Developing Traineeship Pathways** – Creating and supporting traineeship pathways is crucial for nurturing local talent. These pathways will provide career development in both clinical roles (e.g., Aboriginal Health Practitioners) and non-clinical areas, fostering long-term employment opportunities in community health services.
- **Expanding the Chronic Conditions Workforce** – Increased demand for chronic conditions prevention and management will require additional nurses, allied health staff, and health promotion.
- **Strengthening Research, Monitoring, and Evaluation** – To ensure Red Lily remains focused on the health priorities identified by communities, we will invest in dedicated roles for research, data analysis, and process and outcome evaluation. A Research and Data Officer will support evidence-based planning and service improvement by capturing health trends, measuring impact, and ensuring our programs remain accountable and responsive to community outcomes.
- **Servicing Outstations & Homelands** – Future workforce planning must include Jabiru and Gunbalanya outstation models, requiring service design, infrastructure development, and workforce organisation.



- **Indigenous Leadership Development** - Implementing dedicated roles for Cultural Leaders and identifying local candidates for senior appointments at the right time will strengthen negotiation of culturally safe practices within Red Lily. These leaders, deeply connected to the community, will ensure services align with local values while supporting culturally safe recruitment processes, staff retention measures, and health promotion, further building and reinforcing Red Lily's position as a trusted service provider. Additionally, these positions will create pathways for local people to progress into senior roles, fostering leadership opportunities, mentoring programs, and long-term career development within the organisation.
- **Enhancing Corporate Functions** – As the workforce grows, additional roles in HR, finance, IT, marketing/media, and workforce development will be required to support service delivery, digital health solutions, and community engagement.

Forecasting Future Workforce Needs

Workforce growth must be strategically aligned with service demand projections based on population health data, funding shifts, and community priorities. To ensure this alignment, Red Lily will continue to:

- **Undertake community consultation** to identify and address workforce gaps and emerging health needs in a way that reflects local voices and lived experiences.
- **Assess demographic trends and health burden** to anticipate workforce requirements over time.
- **Leverage data-driven planning** to ensure funding sustainability through Medicare (MBS), additional grants, and partnerships.
- **Design flexible workforce models**, including casual and remote-friendly roles, to support service continuity and staff retention.

By transitioning to a future-ready workforce, Red Lily will strengthen service delivery, empower local employment, and create a more sustainable, community-led healthcare system



Strategic Workforce Goals: Putting Community Needs at the Centre of Workforce Planning

Red Lily's workforce plan is grounded in our mission to deliver culturally safe, community-led primary healthcare. As we expand services and take full control of health delivery in West Arnhem, workforce development must remain strategic, sustainable, and responsive to community priorities.

This plan sets out clear goals, targeted priorities, and actionable steps to guide workforce planning across all remote sites. It aims to grow a workforce that reflects the values of our communities — one that is skilled, culturally grounded, and ready to meet both current needs and future service demands.

Workforce Development Framework

At the heart of this strategy is a role identification and expansion framework that supports both clinical and non-clinical workforce planning. A job role timeline will be developed to map staffing needs across all areas of the organisation — from frontline health services to outreach, administration, and corporate support — ensuring that workforce growth reflects community-identified priorities.

This framework will ensure that:

- Red Lily expands its workforce in a strategic and staged way, informed by service delivery targets and community voice.
- Growth is aligned with funding capacity and the realities of remote service delivery.
- Employment strategies are culturally safe, financially sustainable, and responsive to both immediate service gaps and long-term regional needs.

Workforce Development Priorities: Strengthening Indigenous Employment and Clinician Retention



The success of Red Lily's service model depends on a workforce that is both local and skilled, with strong retention in key clinical and support roles. Our priorities include:

- Increasing Indigenous employment and creating culturally safe career pathways across clinical, non-clinical, and leadership roles.
- Attracting and retaining clinicians, particularly in remote GP, nursing, and allied health positions.
- Embedding community-led recruitment and development strategies, including mentoring, peer support, and cultural engagement initiatives.
- Building a flexible workforce model, with training-to-employment pipelines and scalable funding strategies to meet long-term demand.

Our Roadmap: Goals, Priorities and Next Steps:

GOAL 1

Strong Local and Indigenous Workforce

Priority 1.1: Prioritise Local and Indigenous Employment

- Prioritise local employment to address health inequities and strengthen community representation.
- Establish clear benchmarks for Indigenous employment, engagement, and career progression.
- Implement a tracking system to measure progress and outcomes.

Priority 1.2: Develop and Retain Indigenous Talent

- Partner with Indigenous employment agencies and training providers
- Create culturally safe recruitment and onboarding processes
- Strengthen career pathways in clinical and non-clinical roles
- Build mentorship and Indigenous peer support systems
- Evaluate and strengthen workplace culture to support Indigenous retention

GOAL 2

Build a Skilled and Culturally Grounded Workforce

Priority 2.1: Apply the Red Lily Job Fit Framework

- Attract and support individuals who align with Red Lily's mission and contribute to culturally safe, responsive care.
 - Assess suitability based on:
 - Qualifications and Experience
 - Community Connection and Cultural Understanding
 - Transferable Skills and Lived Experience
 - Commitment to Growth
 - Embed the Job Fit Framework across recruitment, onboarding, and workforce development.

Priority 2.2: Enhance Clinician Attraction and Retention

- Establish training-to-employment pathways to support long-term clinician roles.
- Identify priority clinician workforce needs across the West Arnhem region.
- Develop competitive compensation and benefits packages.
- Offer continuous professional development (CPD) to support clinician growth and retention.

Priority 2.3: Strengthen GP Service Delivery Models

- Develop flexible working arrangements, including FIFO and DIDO options.
- Implement remuneration incentives to enhance GP earnings without compromising funding.
- Invest in infrastructure to improve telehealth and reduce administrative burden.
- Improve housing and lifestyle offerings to encourage permanent or repeat engagement.
- Provide CPD, mentoring, and peer support tailored to remote general practice.
- Strengthen cultural engagement and build lasting community connections.
- Improve onboarding, clinical supervision, and job satisfaction support

GOAL 3

Build a Sustainable, Community-Led Workforce for the future

Priority 3.1: Forecasting and Resourcing for Long-Term Success

- Develop a 10-year workforce roadmap that forecasts staffing needs and timing for new roles.
- Align workforce growth with demand, including chronic conditions trends, new service areas, and outreach to homelands.
- Identify and secure long-term funding sources — MBS, workforce grants, and philanthropic support.
- Establish a scalable, flexible funding model that enables innovation and long-term workforce stability.
- Embed community-led approaches to workforce development, including succession planning, flexible models, and culturally safe workplaces.



Moving Forward

This strategy positions Red Lily to build a workforce that not only fills current gaps but grows in step with evolving community needs. Guided by local voices and culturally led, Red Lily is strengthening its identity as a provider of care that is:

- Locally empowered
- Culturally grounded
- Sustainably planned

The transition to full community control has enabled Red Lily to design a workforce connected to place, informed by lived experience, and driven by local priorities. Through investment in Indigenous employment, support for local leadership, and strategic workforce forecasting, Red Lily is laying the foundation for resilient, responsive services and long-term opportunity for West Arnhem communities.

Marketing and Promotion: Positioning Red Lily as an Employer of Choice



Red Lily Health Board (Red Lily) recognises that strategic workforce development is fundamental to providing culturally safe, community-led healthcare. A key part of this effort is establishing Red Lily as a trusted and desirable employer, ensuring that we attract and retain skilled professionals who are deeply committed to the health and wellbeing of the communities we serve.

To achieve this, Red Lily will strengthen its brand identity and visibility through targeted marketing and promotional strategies. This approach will showcase Red Lily not only as a workplace but as a career pathway, where individuals can develop professionally while making a tangible difference in remote healthcare.



Strategic Marketing Actions:

1. Employer Branding & Digital Presence

- a. Develop a strong employer brand that highlights Red Lily's mission, values, and commitment to community health.
- b. Actively promote Red Lily as an Aboriginal Health Service that prioritises cultural safety, career development, and staff wellbeing.
- c. Expand social media engagement (LinkedIn, Facebook, Instagram, and TikTok) with content that reflects Red Lily's impact, success stories, and employee experiences.
- d. Showcase staff testimonials, workplace culture, and career progression stories to inspire prospective candidates.

2. Community Engagement & Recruitment Outreach

- a. Strengthen Red Lily's presence at local and national healthcare career expos, Indigenous job fairs, and university events to attract emerging talent.
- b. Develop career pathway resources (e.g., brochures, videos, and infographics) that outline the benefits of working in remote healthcare.
- c. Partner with Indigenous employment agencies and recruitment specialists (e.g., All Aspects Recruitment) to build a pipeline of Indigenous talent.
- d. Increase school and university partnerships to encourage early career interest in healthcare roles within West Arnhem.

3. Highlighting Regional Benefits & Professional Growth

- a. Develop a "Work in West Arnhem" campaign, showcasing the lifestyle, cultural experiences, and professional opportunities unique to the region.
- b. Offer site visits and immersive experiences for potential employees to engage with Red Lily's communities and services firsthand.
- c. Promote Red Lily's commitment to professional development, including training, mentoring, and leadership pathways.

4. Culturally Aligned Messaging & Storytelling

- a. Ensure all marketing materials use culturally safe imagery, language, and messaging that resonate with local communities and prospective employees.
- b. Share success stories of Indigenous employees who have built meaningful careers with Red Lily, reinforcing Red Lily's dedication to Indigenous workforce development.
- c. Amplify healthcare impact stories that highlight the difference Red Lily staff make in improving community health outcomes.



5. **Innovative Recruitment Campaigns**

- a. Develop video content featuring Red Lily team members sharing their experiences, career growth, and the rewards of remote healthcare work.
- b. Create targeted advertising campaigns for specific roles, leveraging digital platforms, community networks, and professional healthcare groups.
- c. Implement referral incentives to encourage existing staff and community members to help attract like-minded professionals to Red Lily.

Outcome: A Strong, Recognisable, and Trusted Employer Brand

By embedding these marketing and promotion strategies, Red Lily will solidify its position as an employer of choice within the Aboriginal Community Controlled Health Sector. These efforts will attract highly skilled clinicians, Indigenous workforce talent, and corporate professionals, leading to improved workforce retention, cultural safety, and service continuity.

Monitoring and Evaluation

To ensure that our workforce development strategy remains effective and responsive to community health needs, we will implement robust monitoring and evaluation measures:

- **KPIs for Workforce Strategy Effectiveness:**
Implement performance indicators to track recruitment, retention, and workforce satisfaction. Key metrics will include Indigenous employment ratios, turnover rates, and employee satisfaction scores.
- **Annual Strategy Review:**
Conduct a yearly assessment of the workforce strategy to confirm that it adapts to evolving community health needs and aligns with organisational priorities.
- **Stakeholder Feedback:**
Actively engage community members, employees, and other key stakeholders to review progress and provide input for continuous improvement.

Conclusion

A strategic approach to workforce development is vital for Red Lily to support the health and well-being of the West Arnhem region. By focusing on local and Indigenous employment and recruiting skilled clinicians, Red Lily is building a resilient workforce designed to drive positive, sustainable health outcomes for our communities. This strategy calls for strong community engagement, evidence-based planning, and innovative solutions to meet healthcare needs over the next decade.

Red Lily invites all stakeholders—community leaders, educational institutions, and health professionals—to support this vision and contribute to creating a vibrant, locally driven workforce for the future.