



2026-2028

People Strategy

More than a job, it's a calling.

Australian Digital Health Agency

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Acknowledgement of Country

All partners acknowledge and respect Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of Country throughout Australia and their continuing connection to land, seas and community. We pay our respects to their cultures and to Elders past and present.

Role of the Australian Digital Health Agency

The Australian Digital Health Agency (the Agency) is a corporate Commonwealth entity supported by all Australian governments to accelerate adoption and use of digital services and technologies across the Australian health ecosystem, as set out under the Public Governance, Performance and Accountability (Establishing the Australian Digital Health Agency) Rule 2016 (Agency Rule). The Agency Rule was created under the Public Governance, Performance and Accountability Act 2013. Under the Agency Rule, the Agency is charged with developing a digital health strategy at the national level for Australia.

Thank you to our partners, contributors, and staff

Thank you to the partners, organisations, healthcare providers, and Australians from all walks of life who contributed to the strategy and broader consultations. We are especially grateful to the dedicated staff who generously allowed us to photograph them for the People Strategy, helping to bring our vision to life. We appreciate all who gave their time, experience, and expertise to contribute to Australia's digital health transformation journey.

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A message from our CEO



Since the Australian Digital Health Agency was established, we have played a critical role in shaping Australia's digital health landscape. Over that time, we have built strong foundations, modernising national digital health infrastructure, supporting information sharing across the health system and delivering trusted services, like My Health Record, that benefit millions of Australians every day.

While we continue to be the stewards of national digital health infrastructure and trusted advisers in our domains of expertise, the environment in which we operate has changed significantly. We need to continue to grow and evolve in response. Expectations of digital health have increased, with the need to lift productivity across the health system being greater than ever and Australians, rightly, expecting a joined-up health system with information available for them when and where they need it.

At the same time, we need to ensure our people are set up for success to deliver on these expectations. Our APS Employee Census results have highlighted that, while we have been successful in creating a great place to work, we need to continue our effort and maintain investment in our culture, capability and ways of working so that everyone at the Agency can thrive, now and in the future.

This 2026–2028 People Strategy (the Strategy) establishes how we will build on the foundations already in place and prepare the Agency for what comes next. It reflects our ambition to be a workplace where our people feel supported, connected and empowered to grow and innovate, while delivering on our role as the national steward of digital health.

Delivering connected, safe and inclusive digital health for all Australians depends on having a workforce that is skilled, contemporary, adaptable and deeply committed to public value. This Strategy provides the framework for taking our next steps forward as an Agency by continuing to build a future-focused, capable and engaged workforce united by a shared purpose.

Implementation of the Strategy will be phased and practical. It will be delivered in partnership with our people, ensuring that change is sustainable and aligned to our operating environment.

To ensure consistency with whole-of-government workforce requirements, our approach is informed by and aligns with broader APS workforce and people strategies, including the Data, Digital and Cyber Workforce Plan 2025–30, and Data and Digital Government Strategy Workforce Plan.

I am proud to lead this Agency and to work alongside such a diverse, passionate and committed team. Together, we will continue our journey as a place where people can develop, innovate and deliver outcomes that matter for Australia's health system and the communities we serve.

Amanda Cattermole PSM
Chief Executive Officer

Executive snapshot

People Strategy 2026–2028 Australia's Digital Health Future

Our vision

A healthier future for all Australians through connected healthcare

Our purpose

A resilient and secure digital health system. Better health for all Australians enabled by connected, safe, secure and easy to use digital health services

Our mission

Steward and accelerate the delivery of end-to-end, connected healthcare for all Australians

Our areas of focus

Drive information sharing

Accelerate digitally connected healthcare

Deliver national digital health infrastructure

Build a high-performing culture

Our people vision

A future-ready, capable and innovative workforce, with a high-performing, collaborative culture

Our strategic context

Consumer expectations are increasing

Budgets and expectations are tightening

National health reforms shape what we must deliver

Technology is changing fast

Demographic shifts impact talent sourcing and workforce expectations

Our strategic priorities

An AI-enabled workforce

An innovative, curious and continuously learning workforce

A connected, collaborative and system-minded workforce

A diverse, inclusive and purpose-driven workforce

Future-ready leaders who enable high performance and talent development

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John, Principal Technical Advisor

Agency context

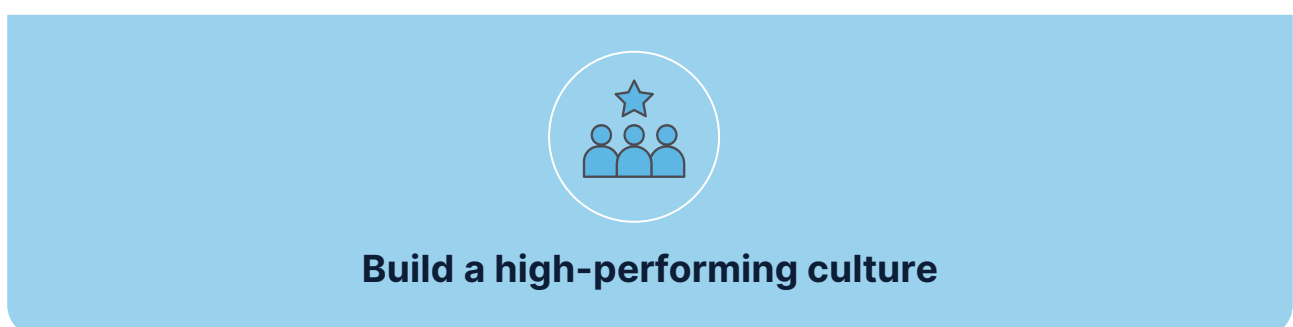
Our purpose and public value

The Australian Digital Health Agency was established as the national steward for Australia’s digital health infrastructure. The Agency has a vision to create a healthier future for all Australians through connected healthcare and a mandate to enable better health outcomes through safe, secure and easy-to-use digital health solutions that support clinicians, consumers and the broader health ecosystem.

The Agency’s 2025–26 Corporate Plan sets out these priorities to support delivery of government objectives and national outcomes:



These priorities will be enabled by



The Australian Digital Health Agency 2026–2028 People Strategy (the Strategy) is designed to equip our people with the skills that will enable them to deliver a healthier future for all Australians through connected healthcare. The Strategy demonstrates how we will build, source and sustain the workforce capability required to deliver our mandate, now and into the future.

To ensure consistency with whole-of-government workforce requirements, the Strategy aligns with broader Australian Public Service (APS) workforce and people strategies, including the Data, Digital and Cyber Workforce Plan 2025–30.

The digital health era

Digital health is becoming the frontier of health and wellbeing. The ability to provide real-time, personalised and preventive healthcare is drawing ever closer. Globally, the Organisation for Economic Co-operation and Development (OECD) recognises the significant potential of digital technologies, including artificial intelligence (AI) and other emerging technologies, to improve health outcomes, system efficiency and equity.¹

With the world of technology and innovation advancing, Australia’s health system remains at the forefront of digital transformation, shaped by rapidly changing expectations of care and increasing demand for safe, connected and data-enabled health services. The National Digital Health Strategy sets a clear vision for this era:

Creating an inclusive, sustainable and healthier future for all Australians through a connected and digitally enabled health system.²

This next phase of digital health reform continues to place people at the centre of the system, with a focus on improving access, inclusion and outcomes for Australian healthcare consumers, the clinicians who support them and communities of which they are a part. It emphasises the safe and secure sharing of health information and advancing real-time data exchange so that information is available when and where it is needed, while maintaining strong privacy, consent and cybersecurity safeguards.³

As the national steward for digital health, we are therefore required to lead and inform the responsible use of digital tools, data, AI, automation and other emerging technologies across the health system. This Strategy embeds our commitment to ensuring we have a workforce that is knowledgeable and capable of using these technologies in the delivery of their work and that confidently adapts to help drive transformation in the health system in response to health sector challenges and reforms, improving productivity and supporting a more sustainable health system into the future.

¹ Organisation for Economic Co-operation and Development (OECD), [Digital health](#), OECD website, n.d., accessed 27 February 2026.

² Australian Digital Health Agency, [National Digital Health Strategy \(2023–2028\)](#), Australian Government 2023, accessed 4 March 2026.

³ Australian Digital Health Agency, [National Digital Health Strategy \(2023–2028\)](#).

Our strategic context

The strategic context for digital health is shifting rapidly, influenced by rising consumer expectations, tighter fiscal settings, major national reforms, accelerating technological change and evolving workforce dynamics across the Australian Public Service (APS). These forces directly impact the skills, capabilities and ways of working we require.

We are driving a transformation agenda that responds to these rapid changes. This includes leading initiatives that support the strengthening Medicare reform agenda; modernise information flow and interconnectedness in primary care, allied health and aged care; and deliver key foundations, such as digital health standards and expanded access to My Health Record. Beyond these priorities, we are contributing to whole-of-government approaches on data use, AI and digital enablement, ensuring care is centred around Australians.

This transformation agenda requires a workforce that is agile, innovative, engaged in learning and development and future focused. At an Agency level, we are committed to building a learning organisation that supports mobility, career pathways, flexibility and diversity, enabling us to deliver on our stewardship role and respond to future challenges.

Consumer expectations are increasing

Australians expect digital health services that are seamless, personalised, secure and available on demand. We are seeing that:

- Citizens compare government digital services to leading private sector experiences.⁴
- Expectations for transparency, privacy and user control continue to rise.⁵
- Clinicians and partners expect integrated, intuitive tools that reduce administrative burden and improve outcomes.
- Australians expect inclusive, accessible and culturally safe digital services.⁶

4 Department of Health, Disability and Ageing (DHDA), [Digital Health Blueprint and Action Plan 2023–2033](#), Australian Government, 2023, accessed 4 March 2026.

5 Australian Government, [Policy for the responsible use of AI in government – version 2.0](#), digital.gov.au website, 2025, accessed 4 March 2026.

6 Diversity Council of Australia (DCA), [Change At Work](#), DCA website, 2019, accessed 4 March 2026.

Budgets are tightening and productivity must be enhanced

Government agencies must deliver more value in an environment of fiscal pressure and accountability:

- Public sector organisations must prioritise effectively and operate with leaner, more efficient models.⁷
- Economic uncertainty increases scrutiny on digital investments, workforce size and program outcomes.
- Agencies must demonstrate measurable impact, cost effectiveness and alignment with national health priorities.⁸
- Workforce planning must balance capability uplift with sustainable, responsible expenditure.
- Digital transformation is expected to improve system productivity and long-term value.⁹
- Innovation is required to deliver more with constrained resources while scaling national solutions safely.

National health reforms shape what we must deliver

We play a key stewardship role in delivering national digital health infrastructure and supporting APS reform:

- APS reform requires a modern, capable, values-driven public service.¹⁰
- Strengthening Medicare and digital modernisation drive new capability needs.¹¹
- Stewardship of My Health Record, interoperability and national standards requires deep technical and clinical expertise.
- Whole-of-government approaches to data, AI and cyber require strong governance and collaboration, along with an innovative, disciplined mindset that can support the safe, secure use of emerging technologies within required frameworks.
- Long-term funding certainty increases expectations for strategic workforce planning.¹²

7 Australian Government, [Outcomes and emerging impacts from the first 2 years of the APS Reform Agenda](#), APS Reform website, 2022, accessed 4 March 2026.

8 DHDA, [Budget 2025–26: Health and Aged Care Portfolio Budget Statements](#), Australian Government, 2025, accessed 4 March 2026.

9 Australian Public Service Commission (APSC), [Productivity in the APS](#), Australian Government, 2026, accessed 4 March 2026

10 APSC, [State of the Service Report 2024-25](#), Australian Government, 2025, accessed 4 March 2026.

11 DHDA, [Strengthening Medicare measures](#), DHDA website, 2025, accessed 4 March 2026.

12 Microsoft Word - 2024-25_Health_PBS_1.01_Intro_Letter_of_Transmittal_and_Portfolio_Overview.docx

Technology is changing fast

Digital health is advancing rapidly, reshaping how care is delivered and how public service agencies must operate:

- The pace of change requires a workforce that can learn, adapt and integrate emerging technologies safely and ethically.
- Competition for digital, data and cyber talent remains high across sectors.^{13,14}
- Cyber security, privacy and interoperability requirements are becoming more complex and critical.¹⁵
- Australia is lagging behind other countries in AI literacy and usage.¹⁶
- Cloud-first and standards-based architectures underpin national digital health infrastructure.¹⁷

Demographic shifts impact talent sourcing and workforce expectations

Workforce expectations, workforce demographics, workplace models and diversity requirements are shifting rapidly across Australia and globally:

- Hybrid and flexible work are now standard.^{18,19,20}
- Skills are becoming more fluid, with shorter life cycles and a growing need for continuous learning and reskilling.²¹
- Diverse, inclusive, flexible and culturally and psychologically safe workplaces are essential to reflect the communities we serve.²²
- Workforce diversity strengthens innovation, problem-solving and trust.²³
- National commitments such as Closing the Gap require culturally responsive workforce practices.²⁴
- Birth rates are falling; by 2035 we will have more people over 65 than under 20. Coupled with accelerating cost of living, there are likely shifts toward a workforce where people are working longer. There will be 5 generations in the workforce at the same time. Harnessing all talent, experiences and perspectives will be key to delivering for all Australians and for settings that serve the future.

13 Data and Digital Government Strategy, [APS Data, Digital and Cyber Workforce Plan 2025-30](#), Australian Government, 2024, accessed 4 March 2026.

14 World Economic Forum (WEF), [Strategic Cybersecurity Talent Framework 2024](#), Publications website, 2024, accessed 4 March 2026.

15 Australian Government, [Policy for the responsible use of AI in government – version 2.0](#).

16 KPMG, [Trust in artificial intelligence – Global insights 2025](#), KPMG website, 2026, accessed 4 March 2026.

17 DHDA, [Digital Health Blueprint and Action Plan 2023–2033](#).

18 APSC, [State of the Service Report 2024-25](#).

19 APSC, [Flexible work in the APS](#), APSC website, 2026, accessed 5 March 2026.

20 APSC, [Working away from the office](#), APSC website, 2026, accessed 5 March 2026.

21 WEF, [3. Skills outlook - The Future of Jobs Report 2025](#), WEF website, 2025, accessed 4 March 2026.

22 APSC, [Diversity and inclusion](#), APSC website, 2024, accessed 5 March 2026.

23 DCA, [Leading diversity and inclusion in the workplace](#) [website], 2026, accessed 5 March 2026.

24 Closing the Gap, [Closing the Gap](#) [website], 2026, accessed 5 March 2026.

Our workforce vision



Mel, Contract Administration Officer

Our people vision

A future-ready, capable and innovative workforce, with a high-performing, collaborative culture.

Our desired workforce

We are committed to being a learning organisation that is digitally enabled, innovative and agile. Our workforce must reflect the communities we serve and bring varied perspectives to complex challenges. We will guide this evolution by principles of collaboration, relationship building, inclusion and adaptability, ensuring we can respond to emerging technologies, health sector reforms and changing expectations, with the needs of Australians firmly at the centre.

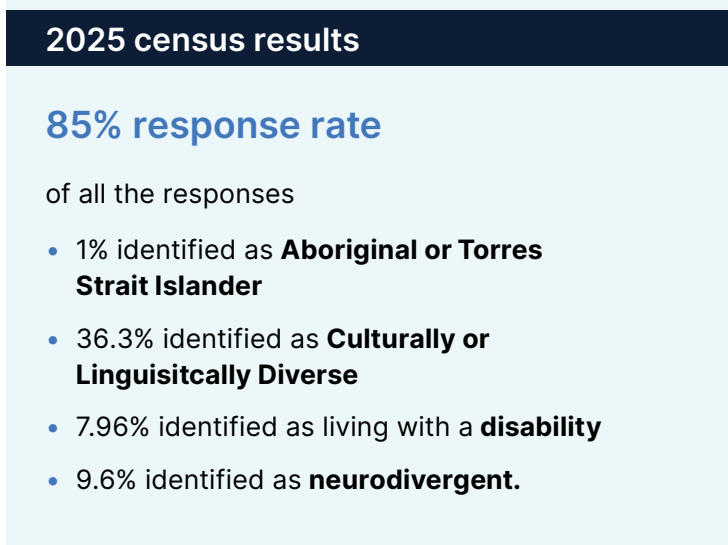
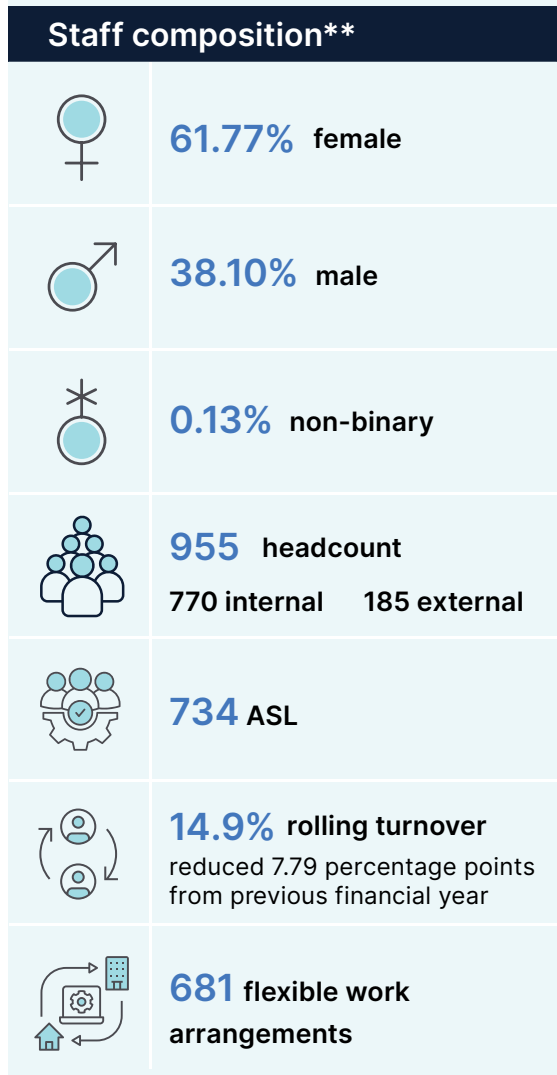
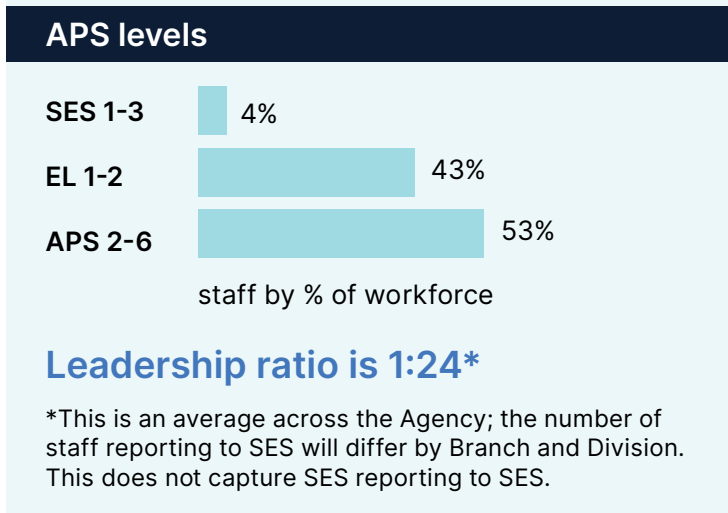
The following strategic priorities have been identified as areas of focus to strengthen our workforce in line with the Agency's goals:

- an AI-enabled workforce
- an innovative, curious and continuously learning workforce
- a connected, collaborative and system-minded workforce
- a diverse, inclusive and purpose-driven workforce
- future-ready leaders who enable high performance and talent development.

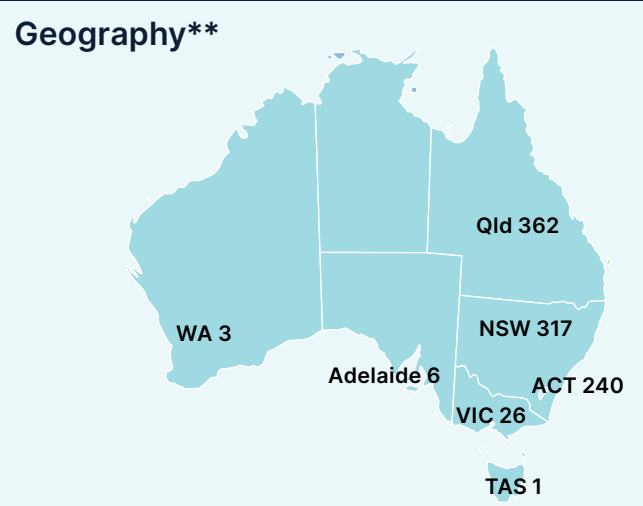
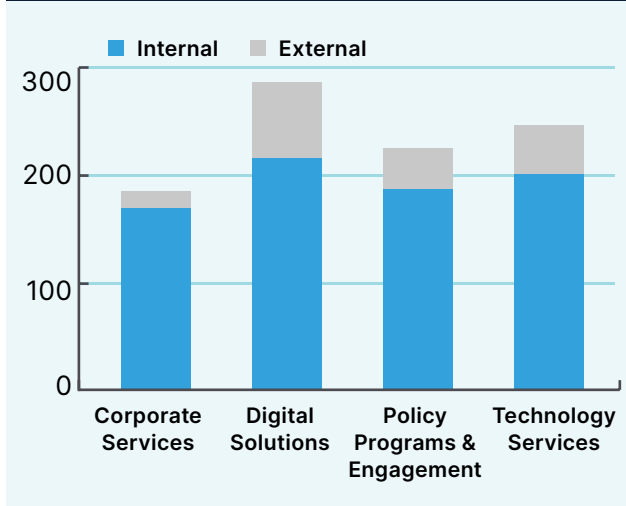
This transformation is essential for us to continue to lead and steward digital health in Australia, delivering connected, safe and inclusive healthcare for all Australians now and in the future.

Our current workforce profile

Our workforce profile



Staff by area**



**as at 31 December 2025

Our future workforce needs

To deliver on our mandate as the national steward of Australia's digital health infrastructure, we need a workforce that is equipped with the skills, mindsets and capabilities required for a rapidly evolving digital and health landscape. The ongoing challenges with accessing talent and demographic shifts require us to be purposeful and creative – a great opportunity to deeply plan and build for the future.

The pace of technological change, the increasing use of AI and the complexity of national health reform mean our people must be adaptable, innovative and confident using emerging technologies. Our future workforce must reflect the communities we serve, operate with a 'One Agency' mindset and bring together clinical, technical, policy and delivery expertise.

Leaders and managers need specialist skills in their areas of subject matter expertise and core APS skills, such as financial management and people management. Our specialist corporate skills – such as procurement, workforce planning and learning and development – also need to remain in focus. As a learning organisation, we model that failure is an opportunity to grow and that 'perfection-only' thinking can hold us back.

Our approach to Talent Management ensures we understand how to ensure capability of leaders who enter our workforce as graduates or are seasoned professionals have opportunities to build their careers within our Agency. The Agency approach to entry level graduate roles has expanded over time and we will continue to build leaders who want careers in Digital Health.

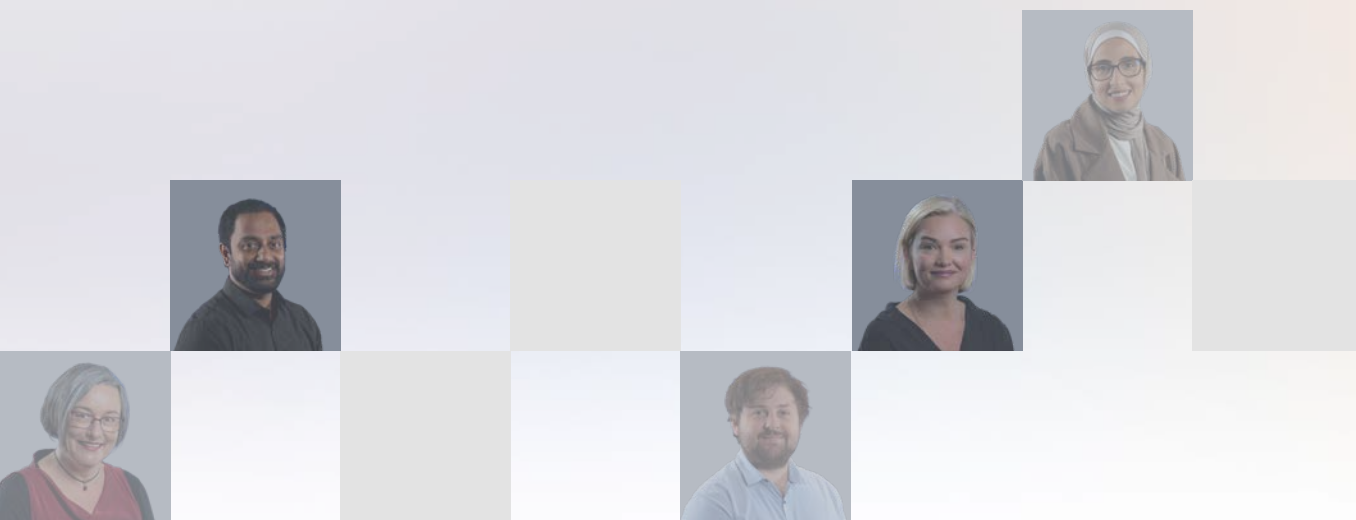
In parallel, we must ensure staff are supported to develop both technical and transferable skills. The national Jobs and Skills Report 2025 identified the increased demand for digital literacy and higher order human skills, such as critical thinking, communication and adaptability, all of which are essential for our future workforce.²⁵

While the Agency has established strength in core digital and technical disciplines, there is a growing gap between current capability and the skills required to deliver in an AI-enabled, data-driven health system. Addressing this gap will require deliberate investment in emerging skill areas, including through targeted workforce development, strategic recruitment of specialists and the use of blended capability models where appropriate.

²⁵ Jobs and Skills Australia, [Jobs and Skills Report 2025](#), Australian Government, 2025, accessed 5 March 2026.

At the same time, operating in a constrained fiscal environment requires the Agency to focus on efficiency and clarity in how work is structured and delivered. This includes undertaking workforce capability mapping and strengthening functional efficiency to ensure roles, skills and ways of working are aligned to deliver outcomes effectively as capability continues to mature.

To support this, the Agency will methodically work to align its workforce planning and skills development to the Skills Framework for the Information Age (SFIA).²⁶ SFIA provides a consistent, APS-aligned and industry-aligned approach to identifying, assessing and developing digital and data skills, supporting clearer visibility of current skill levels, future needs and pathways for capability uplift across the workforce. However, aligning to SFIA requires deep review of current capability mapping, careful introduction, user training and staff support. This will be progressed over the life of this Strategy.



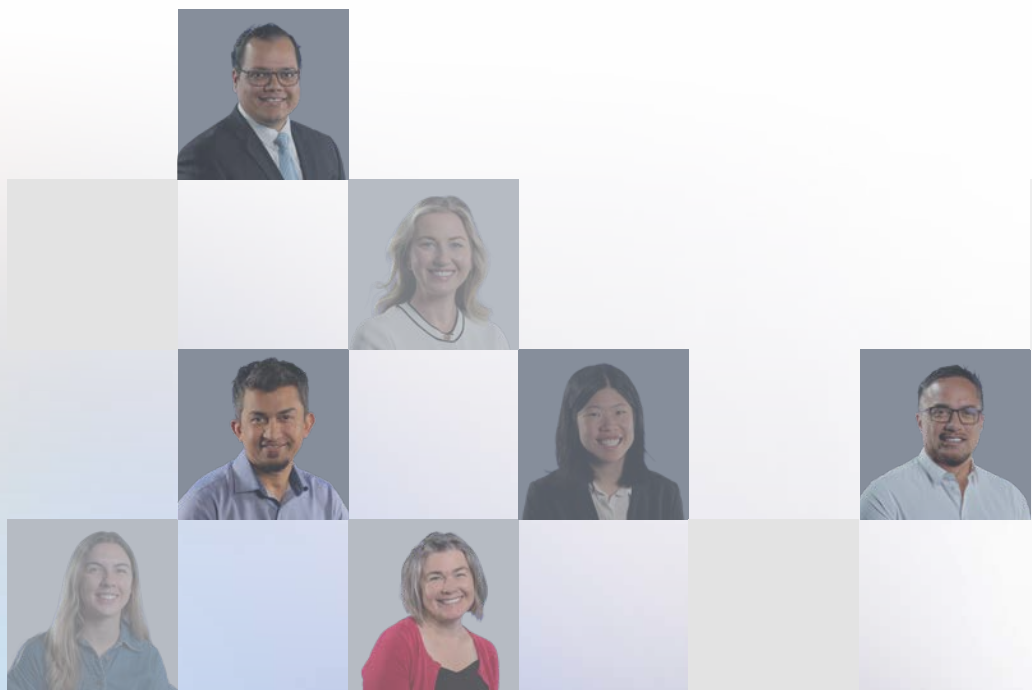
²⁶ APS Professions, [Skills Framework for the Information Age](#), APS Professions website, n.d., accessed 5 March 2026.

Strategic priorities for our workforce

Arti, Clinical Safety Lead

An AI-enabled workforce

To support the AI Plan for the APS, our Agency will strategically enhance workforce capability and opportunity to accelerate and adopt use of AI to support all Australians. Building trust about the safe and responsible use of AI include engaging early with staff and unions, building workforce capability and ensuring our strategic policy and transformation agenda is supported.



Our people will build the capability to use digital tools, data and emerging technologies to not only lead but leverage national digital health infrastructure and promote, engage, guide and influence use across the broader health system to improve health outcomes. We will continue to build deep APS capability in cyber security, architecture, engineering, analytics, clinical leadership and governance and informatics, while uplifting digital literacy across all roles.

Workforce characteristics	Actions	Measures of success
<ul style="list-style-type: none"> • Strong digital literacy across all roles • Deep capability in cyber, architecture, engineering, analytics, clinical governance and informatics • Confidence and support for experimentation in adopting and applying AI, automation and emerging technologies • Ability to translate complex digital and data concepts into practical solutions • Strong understanding of data ethics, privacy and responsible AI use • Consulted and engaged on AI related changes • Early adopters in AI, peers to support strategic and cultural change • Continuous learners in the AI space 	<ul style="list-style-type: none"> • Build baseline AI, data, digital literacy and cyber awareness across all roles to support safe, responsible and effective use of emerging technologies • Strengthen internal APS capability in priority digital, data, engineering cyber roles • Embed safe, ethical and responsible use of AI into everyday work practices • Align workforce capability uplift to the APS AI Plan 2025 and APS Data and Digital Workforce Plan • Appoint a Chief AI Officer to partner with the AI Accountable Official • Workforce Capability AI Agenda is endorsed and implemented 	<ul style="list-style-type: none"> • Increase in digital, data and AI capability ratings in internal assessments • Reduction in critical capability gaps across digital, data and cyber roles • Decrease in labour-hire dependency for specialist technical work • Regular engagement with APSC and Finance on AI and workforce impacts

An innovative, curious and continuously learning workforce

We build a learning organisation where our people embrace experimentation, continuous improvement and rapid adoption of new technologies and priorities. We foster a culture of learning that enables our people to learn and course correct quickly, innovate, improve productivity and respond to emerging challenges for the benefit of all Australians, while balancing our requirements as an open and transparent government agency. Our graduate development programs are built to strengthen leadership at entry level and provide career pathways for future leaders.

Workforce characteristics	Actions	Measures of success
<ul style="list-style-type: none"> • Curiosity, creativity and a growth mindset • Confidence experimenting with new tools, ways of working and innovation while balancing transparency and risk appetite • Ability to rapidly acquire new skills as technology evolves • Commitment to continuous learning as part of everyday work 	<ul style="list-style-type: none"> • Develop a maturity model to uplift workforce capability through: developing role descriptions, mapping current workforce skills and capabilities (leveraging the SFIA model), designing centres of excellence to enable specialist professions to have clear development pathways and career planning opportunities in line with the APS professions • Establish internal heads of profession based on domain areas to support development of professional streams • Implement Australian Public Service Commission (APSC) development frameworks, including the APS Craft and learning required from the APS Data, Digital and Cyber Workforce Plan 2025–30, and strengthen focus on learning and development in demand areas • To grow our future workforce, especially for entry-level roles, foster partnerships with universities and TAFE sectors that are best-in-class in demand areas to secure talent early • Embed learning into work through peer learning, communities of practice, and performance and development plans • Establish a structured approach to identifying and harnessing innovation from across the health system and broader economy, enabling small ideas to be tested, assessed for value and risk and scaled 	<ul style="list-style-type: none"> • Increase in innovation and learning indices in the APS Employee Census. While we rank in the top quarter, we strive to be at the forefront of innovation in the APS and pursue further improvement • Updated workforce capability profile that is used effectively in workforce planning initiatives • Increase in staff-led improvement initiatives and prototypes • Increased engagement with learning and development modules and courses • A clear workforce pipeline linked to university and TAFE pathways

A connected, collaborative and system-minded workforce

Our people will become even more collaborative, working seamlessly across jurisdictions, sectors and professions to steward national digital health outcomes. A ‘One Agency’ mindset will underpin how we work, enabling integrated delivery across clinical, technical, policy and operational domains and supporting proficiency in key APS skills and capabilities.

Workforce characteristics	Actions	Measures of success
<ul style="list-style-type: none"> • A “One Agency” mindset with integrated, cross-functional delivery • Ability to understand and act on end-to-end health system impacts, applying health system knowledge to the design and delivery of national digital health priorities • High-level ability and inclination to work across and collaborate with clinical, technical, policy, delivery and support areas • Skills in co-design, partnership, stakeholder engagement and change management • Awareness of how individual roles contribute to system-level outcomes 	<ul style="list-style-type: none"> • Implement a product-focused operating model and related ways of working across the Agency • Strengthen internal mobility and multidisciplinary teamwork to provide opportunities for people to expand their skills and experience • Continue to build leadership, management and functional capability to support hybrid, dispersed teams 	<ul style="list-style-type: none"> • New operating model implemented • Increase in collaboration and teamwork scores in the APS Employee Census • Growth in internal mobility and cross-functional assignments • Evidence of integrated delivery across clinical, technical, policy and operational areas, leveraging staff feedback avenues to understand how their work integrates with other parts of the Agency

A diverse, inclusive and purpose-driven workforce

We will continue to ensure our workforce is diverse and reflects the communities we serve. We are deeply committed to the stretch targets we are setting ourselves – to ensure culturally capable workforce and design digital health solutions that are safe, accessible and centred on the needs of Australians.

Workforce characteristics	Actions	Measures of success
<ul style="list-style-type: none"> • Strong motivation to deliver public value and better health outcomes for all Australians • Workforce diversity that reflects the Australian community • Embedded inclusion and accessibility in all work practices, approaches and environments • Capability in accessibility, cultural and psychological safety 	<ul style="list-style-type: none"> • Further strengthen the Agency's employee value proposition to improve recruitment and retention of critical talent • Invest in My Digital Health Career, a program designed to rotate experts through different teams to build partnerships, skills and experience across the APS • Implement a Diversity Action Plan, establish DEI networks and embed DEI in recruitment, development and leadership practices • Set targets against the Workplace Gender Equality (Gender Equality Standards) Instrument 2023 (WGEA) standards and ensure the Agency is compliant • Improve accessibility in alignment with the Digital Service Standard • Create employment targets that reflect the community we serve, including increasing our representation of: <ul style="list-style-type: none"> - Aboriginal and Torres Strait Islander employees by 3% by 2028 - Increasing our representation of people with a disability by 3% by 2028 • Ensure all staff and leaders are committed to creating a psychologically safe workplace 	<ul style="list-style-type: none"> • Increased workforce diversity across APS classifications and job families, ensuring representation across all roles and levels of the organisation, not just diversity across the Agency as a whole • Continued growth in inclusion, belonging and cultural capability scores in the APS Employee Census. We strive to have one of the highest scores across inclusion, belonging and cultural capability metrics • Increased participation in DEI learning and cultural capability programs • Improved retention of diverse and underrepresented groups

Future-ready leaders who enable high performance and talent development

Our leaders will continue to be stewards of national digital health transformation, capable of leading through complexity, making sound decisions in uncertain environments and adapting at pace as priorities, risks and system conditions evolve. They will continue to model APS leadership behaviours and create environments where people can learn, experiment, innovate and thrive and where high performance and talent are nurtured and recognised.

Workforce characteristics	Actions	Measures of success
<ul style="list-style-type: none"> • Ability to engage in healthy conversations with different perspectives, take ownership of outcomes, make clear decisions and stand behind them • Lead with accountability, act with transparency • Leaders with strong digital, data and AI literacy • Ability to translate strategy into measurable outcomes • Confidence in prioritising and making trade-off decisions in a constrained environment • Leaders who confidently and proactively lead hybrid, distributed and multidisciplinary teams • Skills in change leadership, system stewardship and collaboration 	<ul style="list-style-type: none"> • Continue to build leadership capability aligned to APS leadership expectations such as the APS Integrated Leadership System • Implement an Agency talent model to proactively manage the leadership talent pipeline, providing clear development pathways internally • Embed leadership expectations into recruitment and performance processes • Support leaders to model innovation through structured cross-collaboration opportunities • Embed leadership and learning approaches that strengthen adaptive leadership, navigating complexity and ambiguity, and apply systems thinking to decision-making 	<ul style="list-style-type: none"> • Improved leadership index scores, engagement and well-being in the APS Employee Census, especially in innovation and inclusion • Increased leadership capability ratings in 360-degree feedback assessments • Stronger succession coverage for leadership roles

Workforce capabilities



Duy, Transaction Performance Analyst

Our workforce

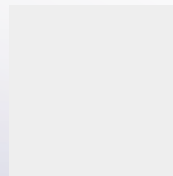
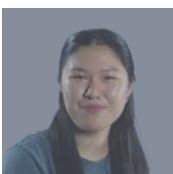
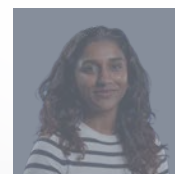
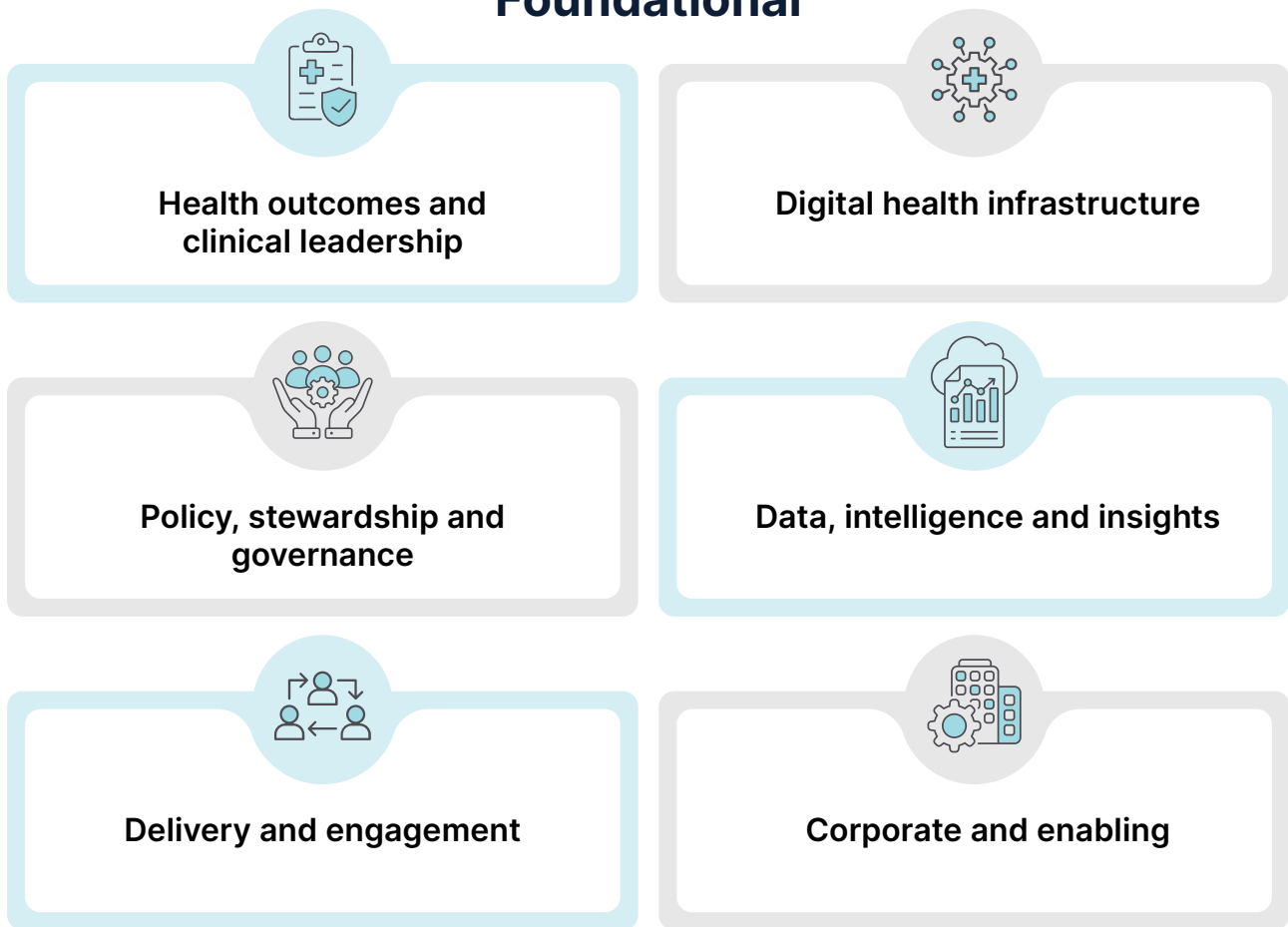
To support effective planning, our workforce is organised into 6 core domain areas. Each domain represents a distinct set of outcomes, capabilities and type of work delivered across the Agency, providing a view of organisational capability beyond individual roles or classifications.



This approach helps us understand where critical capabilities sit, identify capability strengths and gaps and plan for future needs in a way that reflects how work is delivered. The 6 domain areas are underpinned by the Agency’s 17 job families (using the APS job families), which continue to provide a consistent framework for role design, capability development and workforce mobility across similar types of work. Our domain areas are:

Our workforce domains

Foundational



Over the past 5 years, the Agency’s workforce has evolved significantly, reflecting a deliberate shift towards a sustainable, predominantly APS-based workforce. The Agency has progressively moved from a model with high reliance on non-APS labour to one anchored by APS capability in core, enduring functions, such as clinical governance, architecture, informatics and standards, service design, product management and conformance.

In 2025, building on this evolution and informed by detailed analysis and the APSC Strategic Commissioning Framework, the Agency committed to strengthening internal capability for 19 core roles in delivery and engagement. Across 2026 to 2028, the Agency will build internal capability for a further 10 roles and continue to refine priority capabilities, reducing reliance on external staff and strengthening sustainable succession pathways.

Our core capabilities and skills

While job families provide insight into the types of work undertaken and how effort is distributed, they do not on their own describe the capabilities and skills required to deliver our mandate.

A **capability** is the combination of knowledge, skills and abilities that are applied to achieve an outcome.

A **skill** is an individual’s proficiency in a specific task or area of expertise.

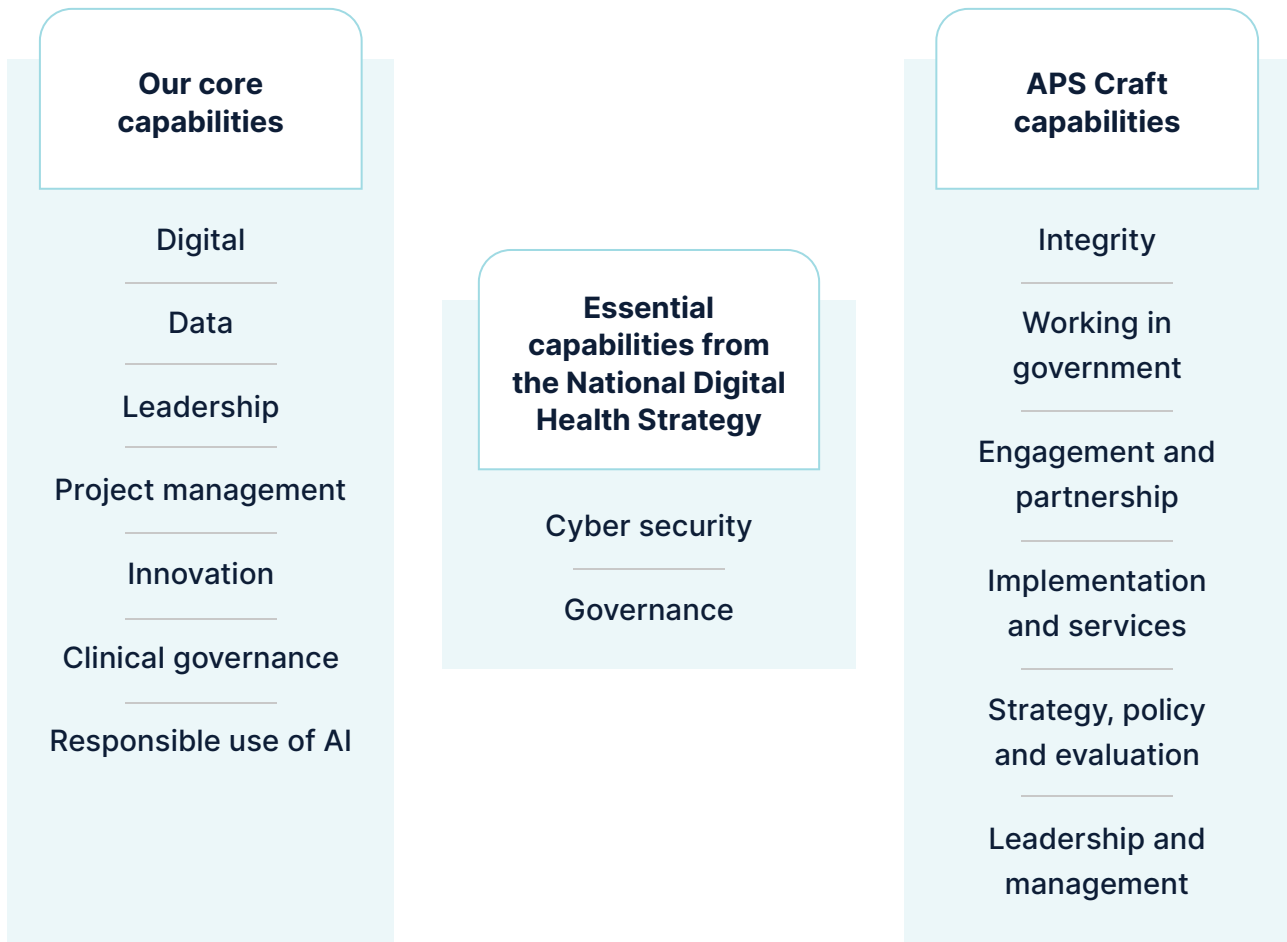
Skills describe what individuals can do, while capabilities describe what the organisation is able to deliver at scale. Both capabilities *and* skills are critical to effective workforce planning, and understanding both enables us to identify where individual skills need to be developed and where broader organisational capability must be built, sustained or sourced differently to support strategic objectives.

At an APS level, the APS Craft framework identifies the essential capabilities and skills required for employees in the APS to effectively deliver policy and services.²⁷ In the Agency, our corporate plan identifies 5 core organisational capabilities that are critical to delivering our current mandate and that require ongoing investment to grow and sustain.²⁸ We must also consider further capabilities identified in the National Digital Health Strategy. These are essential to forming a nationally coordinated approach to the collection and sharing of critical health information, creating policy and regulatory settings.²⁹

²⁷ Australian Public Service Academy, [APS Craft](#), Australian Government, 2024, accessed 5 March 2026.

²⁸ While the Corporate Plan did not identify AI as a core capability, in line with the APS AI plan and APS Data, Digital and Cyber Workforce Plan 2025–30, it is reflected as a sub-capability under digital.

²⁹ Australian Digital Health Agency, [National Digital Health Strategy \(2023–2028\)](#).



In addition to organisational capabilities, we have identified several priority skill areas that are required in specific roles and functions to support the delivery of its strategic priorities and ensure we keep people at the core of everything we do. These skills are not required of all staff but are critical in targeted parts of the workforce.

Our priority skills	
Change management	Cyber security
Standards	Clinical governance
Customer experience	Service co-design
Enterprise architecture	Product management
Responsible use of AI	Software engineering
Procurement and contract management	Systems thinking
Complex thinking	

To further support our workforce operating strongly in a digital environment, early work is underway on how to map our skills to the SFIA framework, in line with the APS Data, Digital and Cyber Workforce Plan 2025–30. This skill mapping, which requires sustained analysis and a plan for embedding appropriately into current capability measurement, is designed to support workforce planning and learning and development initiatives and ensure our people are skilled at the right level, in line with industry and other APS agencies.

The Agency also draws on a range of specialist clinical skills and experience in our workforce, enabling us to become an innovator and driver of change in the digital health sector and across the healthcare system. These skills include committee advisers, advisers with lived experience in healthcare and roles in clinical governance and assurance. It is critical that we continue to grow and leverage this capability in our workforce.

Our census results

In 2025, 85% of our people responded to the APS Employee Census.³⁰ The responses showed continued improvement in all 6 indices over both a 12-month and a 5-year period, with each index scoring above the APS average. While we are proud of this result, we strive for the Agency to be an even better place to work and an employer of choice and to improve in areas that are not yet strong enough.

Our Census Action Plan,³¹ which sets out the actions we will take as an Agency in response to the 2025 results, was developed through extensive consultation that resulted in the following commitments:



30 Department of Employment and Workplace Relations, [APS Employee Census 2025](#), Australian Government, 2025, accessed 5 March 2026.

31 Australian Digital Health Agency, [APS Employee Census results](#), Australian Government, 2025, accessed 5 March 2026.

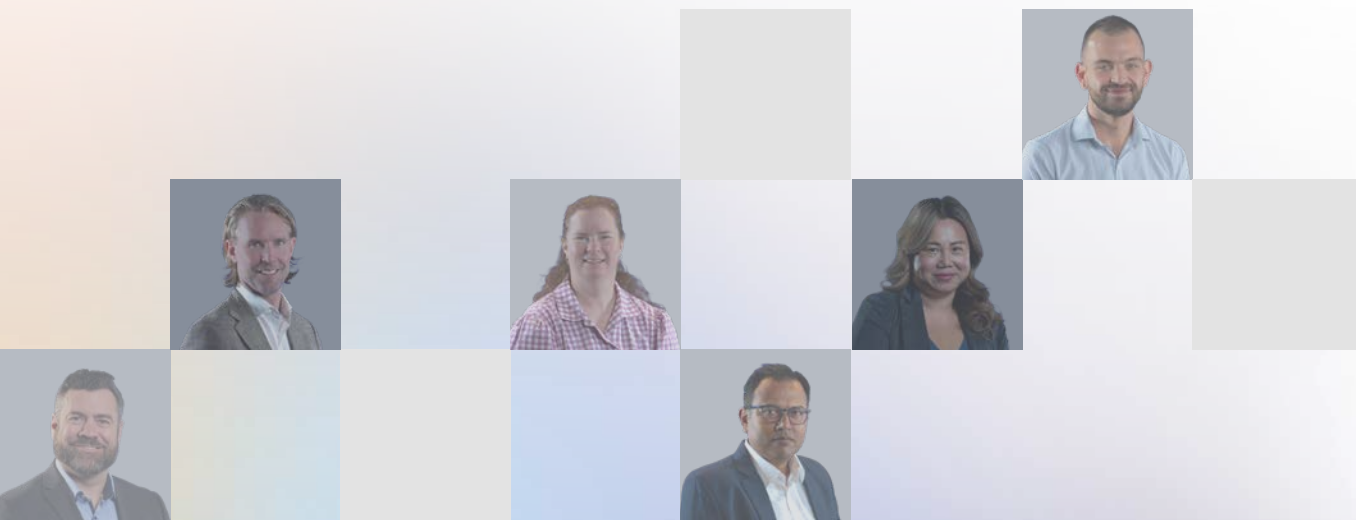
Building and sustaining capability



Bella, Executive Assistant CDO

Building core APS capability

To deliver our strategic priorities, the Agency must intentionally build and sustain core APS capability, reducing reliance on external workforces over time. To do this, we will focus on strengthening internal capabilities, accelerating uplift and embedding knowledge and expertise in the APS workforce to enable rapid, scalable and sustained delivery.





Ensure **focus on the right capabilities** for the Agency and invest in developing those core capabilities



Defined **development pathways** that lead to world class capability development and improve retention



Priorities are embedded within the **broader organisational culture and people systems**



Capability uplift is sustained over the long term, as part of an iterative and ongoing process



New technologies are leveraged in the development process to keep us agile and competitive



Proven **impact of our actions** and how we increase effectiveness for digital health outcomes, bringing value and purpose to the work we do



We ensure the capability uplift is translated into **real-life application** and superior organisational performance



Attracting, developing and retaining capability

Attracting, developing and retaining talent is critical to our ability to deliver our mandate. In a highly competitive labour market – particularly for digital, data and health expertise – we face constraints in competing with the private sector and other government agencies. To sustain the capability required to deliver outcomes, we must deliberately and effectively use the workforce levers available to us. These levers include:

Talent management

Although the Agency has a strong organisational appetite to evolve how talent is identified and supported, talent practices have so far been largely relationship-based and ad hoc. There is a clear opportunity to transition to a consistent, transparent and leader-supported system that is owned by individuals and aligned to APS Commission frameworks. We are progressing the development of an enterprise talent management approach that will play a critical role in the development and retention of our workforce. Our talent management partnership is being delivered in 3 phases:

- Understanding (discovery)
- Development (design: current phase)
- Finalisation (approach socialisation).

The finalisation of the talent management framework will be an additional tool to strengthen leadership and specialist pipelines, support targeted development and sustain critical expertise while reducing reliance on ad hoc approaches.

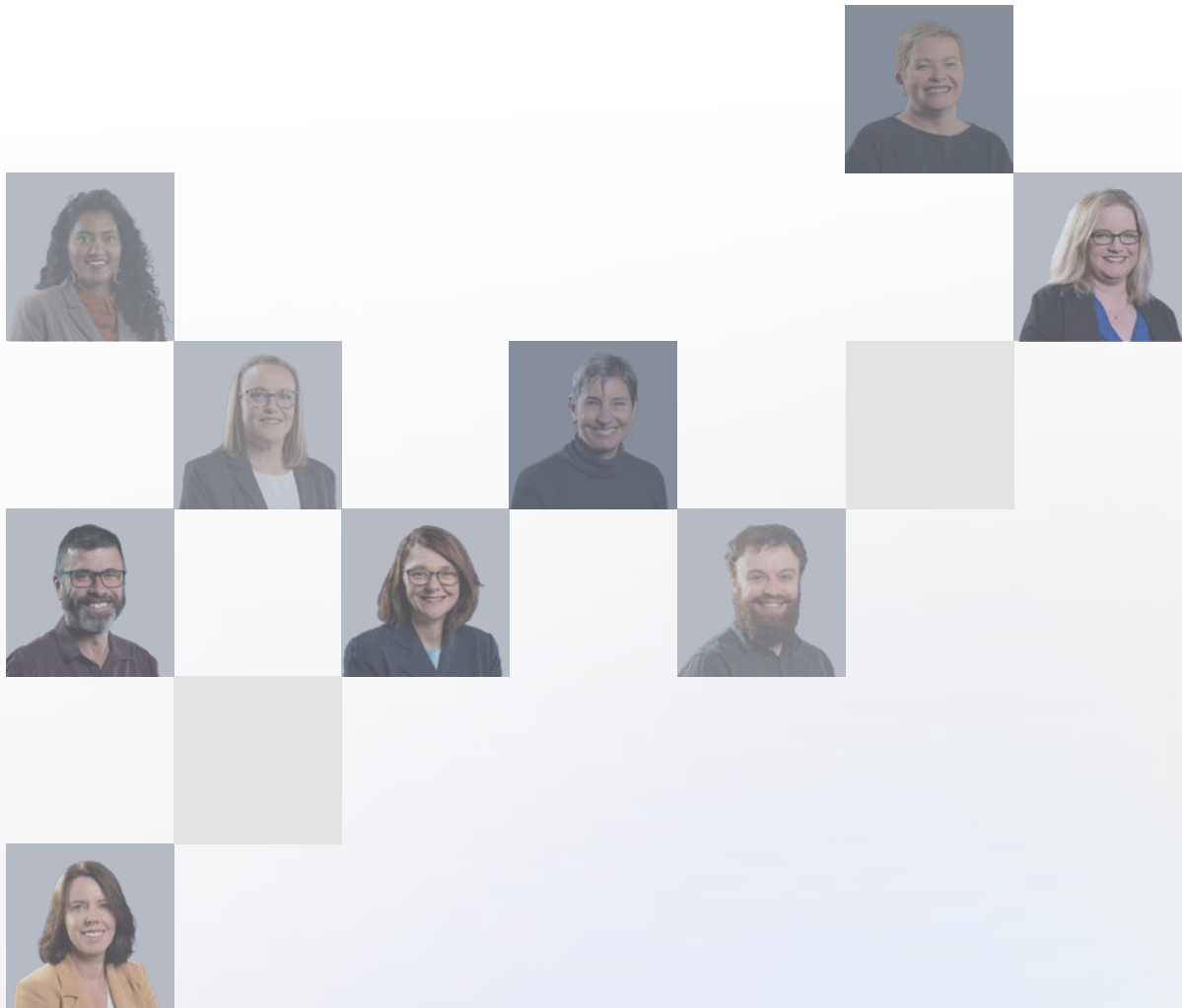
Introducing levels of influence beyond a role, giving staff autonomy and accountability

By clarifying the scope of influence associated with different types of work, we can provide our staff with greater autonomy, accountability and clarity – beyond formal role titles – about how their contribution creates value for our Agency and the broader Australian public. As the scope and complexity of work increase, staff mature from influencing their own work to influencing the work of others, shaping systems and, over time, contributing to the future direction of the Agency. This provides clearer expectations, supports progression and enables our people to grow.

Ensuring the right work is done at the right level, with the right level of influence strengthens accountability, supports effective decision-making and creates clearer pathways for development, while enabling us to deploy our workforce more effectively and sustainably.

Investing in diversity, equity and inclusion (DEI)

Inclusive workplaces foster psychological safety, engagement and wellbeing, all of which are linked to higher productivity and retention.³² Research from the APS and Diversity Council Australia shows that employees in inclusive teams are 10 times more likely to innovate and 8 times more likely to collaborate effectively.³³ By embedding DEI in recruitment, development and leadership practices, we empower our people to bring their best selves to work, build meaningful careers and contribute to a high-performing, future-ready Agency. We are also driven by a deep commitment to making a difference in this area to ensure our products and services represent the community we serve.



³² APSC, [State of the Service Report 2024-25](#).

³³ DCA, [Inclusion@Work Index](#), DCA website, 2025, accessed 5 March 2026.

Executing the Strategy

Sean, Director Portfolio and Performance

The Agency's previous strategy, Australian Digital Health Agency Workforce Strategy 2021–2026, was focused around 5 priorities:

- Create a values-based, people-centred culture
- Build good leaders and empower them to lead
- Build capability in the skill areas that will best deliver our purpose
- Attract and keep the best people
- Embed and continually evolve flexibility in both our workforce and workplace.

Over the course of the previous Strategy, the Agency successfully delivered against each of these strategic priorities, setting the foundations for the organisation we are today. Through this period, flexible ways of working have become a cornerstone of our strong value proposition and assist in attracting and retaining talented, capable, committed leaders at every level.

To deliver on this 2026–2028 People Strategy, we will develop action plans setting out delivery activities and key milestones. Implementation will be through a phased and adaptive approach, with progress against timeframes reviewed annually and updated to reflect emerging priorities and changes in the Agency's operating environment.

At a high level, this will look like:

- **Creating phase: 2026** – Establish new or improved foundations to continue supporting and developing our people and culture.
- **Fostering phase: 2027** – Evolve and enhance our people and culture foundations, focusing on opportunities for collective growth and performance.
- **Enhancing phase: 2028 onwards** – Refine our activities to maximise the potential of our people and culture, ensuring sustainability and continuous improvement.

A proposed action plan has been developed for each phase in the Appendix.

Appendix

Implementation Plan (to be reviewed annually)

An AI-enabled workforce		
2026	2027	2028
Build baseline AI, data and digital literacy as well as cyber awareness across all roles to support safe, responsible and effective use of emerging technologies	Strengthen internal APS capability in priority digital, data and engineering cyber roles	
Align workforce capability uplift to the APS AI Plan for the Australian Public Service 2025 and APS Data, Digital and Cyber Workforce Plan 2025–30	Embed safe, ethical and responsible use of AI into everyday work practices	
An innovative, curious and continuously learning workforce		
Develop a maturity model to uplift workforce capability through developing role descriptions, mapping current workforce skills and capabilities (and leveraging the SFIA model), designing Centres of Excellence so that specialist professions have clear development pathways and career planning opportunities in line with the APS Professions		
	Establish internal heads of profession based on domain areas to support development of professional streams	Embed learning into work through peer learning, communities of practice and performance and development plans
Implement APSC development frameworks, including the APS Craft and learning required from the APS Data, Digital and Cyber Workforce Plan 2025–30, and strengthen focus on learning and development in areas of demand	Establish a structured approach to identifying and harnessing innovation from across the health system and broader economy, enabling small ideas to be tested, assessed for value and risk, and scaled	
	To grow our future workforce, especially for entry-level roles, foster partnerships with universities and TAFE sectors that are best-in-class in areas of demand to secure talent early	

A connected, collaborative and system-minded workforce		
Continue to build leadership, management and functional capability to support hybrid, dispersed teams	Implement a product-focused operating model and related ways of working across the Agency	Strengthen internal mobility and multidisciplinary teamwork to provide opportunities for people to expand their skills and experience
A diverse, inclusive and purpose-driven workforce		
Further strengthen the Agency's employee value proposition to improve recruitment and retention of critical talent	Improve accessibility in line with the Digital Service Standard	Invest in My Digital Health Career, a program designed to rotate experts through different teams to build partnerships, skills and experience across the APS
Implement a Diversity Action Plan, establish DEI networks and embed DEI in recruitment, development and leadership practices	Ensure all staff and leaders are committed to creating a psychologically safe workplace	
Create employment targets that reflect the community we serve, including increasing our representation of Aboriginal and Torres Strait Islander employees and representation of people with disability each by 3% by 2028		
Future-ready leaders who enable high performance and talent development		
Implement an Agency talent model to proactively manage the leadership talent pipeline, providing clear development pathways internally	Continue to build leadership capability aligned to APS leadership expectations such as the APS Integrated Leadership System	Support leaders to model innovation through structured cross-collaboration opportunities
	Embed leadership expectations into recruitment and performance processes	Embed leadership and learning approaches that strengthen adaptive leadership, navigate complexity and ambiguity and apply systems thinking to decision-making



Australian Government
Australian Digital Health Agency