APS Employee Census Action Plan 2026–27

The National Health Funding Body (NHFB) continues to perform strongly. This action plan builds on the leadership, innovation, and wellbeing supports our people value, while taking practical action in response to their feedback.

Administrator National Health Funding Pool

National Health Funding Body

Enabling innovation

WHAT WE WANT TO CELEBRATE

NHFB ranked **5th out of 112 APS agencies** on the Enabling Innovation Index, demonstrating our commitment to continuous improvement and new ways of working.

WHAT WE'VE HEARD

We should expand opportunities for **collaboration, knowledge sharing, and continuous improvement** by making it easier for our people to **share ideas and learning across teams**.

What we are doing

- Creating regular opportunities for our people to contribute practical improvement ideas, with ideas explored, tested and implemented, with outcomes communicated and celebrated.
- Continuing to use the existing Snapshots and cross-team innovation showcases to give our people opportunities to share work, lessons and improvements.
- Continuing to strengthen collaborative spaces for policies, key dates, priorities, process documentation, and cross-team learning.

Leadership and communication

WHAT WE WANT TO CELEBRATE

NHFB ranked **9th out of 112 APS agencies** on the SES Manager Index, highlighting the positive impact of our leadership and engagement across the agency.

WHAT WE'VE HEARD

We should further build our skills and understanding to: **facilitate open communication, exchange constructive feedback, raise issues early, and respond respectfully** in order to support a more connected and collaborative workplace.

What we are doing

- Continuing regular all-staff and team forums and publishing monthly Snapshot summaries to help our people share their work, ask questions, and understand key agency priorities and actions.
- Continuing to improve our capability to exchange constructive feedback, raise issues early, and respond respectfully through coordinated learning and development and all-staff United Leadership sessions.
- Providing updates on "What we heard, What we learned, What we're doing together" though our monthly Organisation Performance Report, showing progress, completed actions, and next steps arising from Census results, pulse checks, and other feedback.

Wellbeing policies and support

WHAT WE WANT TO CELEBRATE

NHFB ranked **9th out of 112 APS agencies** on the Wellbeing and Support Index, reflecting our strong culture of support and care for our people.

WHAT WE'VE HEARD

We should strengthen our **workforce, wellbeing, and diversity plans** to ensure they reflect the lived experiences of our people and support a healthy, capable, and inclusive workforce.

What we are doing

- Conducting pulse surveys to understand our people's lived experiences and monitor progress in our priority areas of leadership, innovation, and wellbeing.
- Continuing to refine our workforce, wellbeing, and diversity plans through feedback and lived experience to support a capable, diverse, and healthy workforce.
- Encouraging regular workload and capacity planning that considers cyclical business demands, priorities, resourcing and deadlines, including regularly reviewing activities that may need to be delayed, simplified, or stopped to maintain focus on the highest priorities.