

Diversity and Inclusion Strategy 2017–2022

Building and celebrating a diverse and inclusive workplace



Foreword

It is my pleasure to introduce the Gold Coast Hospital and Health Service (GCHHS) Diversity and Inclusion Strategy 2017-2022.

Our 2022 Strategy sees the 2016-2019 Strategy refreshed taking into consideration the Public Service Commission (PSC) Equal Employment Opportunity (EEO) targets, which we are committed to working to achieving by 2022.

GCHHS could have only accomplished the above by partnering with community organisations, working cohesively and collaboratively, as we strive toward becoming a workforce that truly represents the community that we serve.

In 2016 I endorsed the inaugural Diversity and Inclusion Strategy and Action Plan. Since its inception, we have made great in roads to creating an inclusive culture, one which embraces and promotes the skills and insights of our people. We are proud of achievements including;

- recruitment and work experience opportunities for people with a disability
- learning and development opportunities for all employees
- development of processes to assist hiring managers to recruit applicants from disability employment service providers
- the re-establishment of our Workplace Equity and Harassment Officer (WEHO) Network
- the introduction of a Recognition Week which celebrates and recognises the achievements of our employees culminating in the annual Golden Gala Awards

Underpinning our 2022 Strategy, our second Annual Diversity and Inclusion Action Plan (2017-2018) continues to demonstrate our commitment in becoming an organisation which embraces our existing diversity and welcomes all members of our community who seek to become a valued member of our workforce. The board and executive are committed to leading by example and are committed to acting to work toward best practice in Diversity and Inclusion.

We look forward to sharing our achievements throughout the life of the Strategy (2017-2022).

Ron Calvert
Chief Executive

Ian Langdon
Chairman of the Board

1. Purpose

The Gold Coast Health Diversity and Inclusion Strategy (2017-2022) and supporting Action Plans showcase our commitment to providing excellence in sustainable and evidence based healthcare that meets the needs of the community.

2. Our Vision and Values

Gold Coast Health vision is to be recognised as a centre of excellence for world class healthcare.

The vision aims to build a diverse and engaged workforce and embraces our values by:

- **Integrity** – being open and accountable to the people we serve
- **Community first** – having the patient's and the community's best interests at heart
- **Excellence** – striving for outstanding performance and outcomes
- **Respect** – listening, valuing and acknowledging each other
- **Compassion** – treating others with understanding and sensitivity
- **Empower** – taking ownership and enabling each other to achieve more

3. Diversity is counting people, inclusion is making people count

Diversity and inclusion is about creating a culture where we consciously acknowledge and celebrate differences by fostering a workplace environment where people feel safe and valued for their unique contribution. Diversity leads to innovation and better business outcomes through enhanced decision making, creative problem solving and employee engagement.

Growing capabilities in relation to diversity and inclusion is a strategic imperative. A diverse workforce and culture will be more successful if it actually reflects the community it serves. Focusing on diversity and inclusion is the right thing to do and it makes good business sense.

4. Gold Coast Health Priorities

Gold Coast Health's diversity and inclusion priorities align directly with the:

- Gold Coast Health Strategic Plan 2016–2020
- Department of Health Strategic Plan 2014–2018
- Queensland Public Sector Inclusion and Diversity Strategy 2015–2020

5. Diversity and Inclusion in Gold Coast Health

The Public Service Act 2008, section 30(4), identifies four equal employment opportunity (EEO) target groups for Queensland Government agencies to help inform their workforce strategic planning and enable them to evaluate their progress in creating an inclusive and diverse Queensland public sector workforce.

Available workforce data compared to the Gold Coast community (2011 census) along with recent workforce targets is provided in the table below.

EEO Diversity Group	GCH Workforce 30 June 2017	GCH Target (Public Service Commission) 2022	GCH Stretch Target (Public Service Commission) 2022	Gold Coast Community (2011 census)
People with Disability	1.24%	2.6%	4.4%	4.2%
People from Culturally and Linguistically Diverse Backgrounds	10.06%	10%	11.5%	28.9%
People from Aboriginal and/or Torres Strait Islander Backgrounds	1.02%	1.3%	2.6%	1.3%
Women in Executive roles (incl equivalent)	38.63%	50%	50%	50.1%
Women in Senior Leadership roles (incl equivalent)	67.26%	50%	50%	50.1%

It is acknowledged that the available data may not reflect the true demographics of the Gold Coast Health workforce or the Gold Coast community due to people not identifying for a range of reasons. As such, Gold Coast Health acknowledges our responsibility to work towards creating a workplace culture where people are empowered to identify as belonging to any of the EEO target groups. Additionally, this data highlights the need for our health service to act now and enhance employment and learning and development opportunities for people with a disability and people from other disadvantaged backgrounds.

6. Gold Coast Health Diversity and Inclusion Focus Areas

Gold Coast Health will focus on the four identified EEO target groups, however initially we will work towards providing opportunities for people with disability and people from other disadvantaged backgrounds by building capability in the following areas:

- Leadership, engagement and commitment
- Entry pathways
- Attraction and retention
- Learning and development

7. Gold Coast Health strategies

Targeted diversity and inclusion initiatives tailored to address the needs of the Gold Coast Health workforce profile will be developed and delivered through the implementation of five one-year action plans.

To realise our vision and the business benefits of diversity and inclusion, Gold Coast Health will invest in developing our human resource management capability through our people managers and ensure our HR systems and processes support business outcomes by:

- building and celebrating a diverse workforce and actively supporting the awareness, education and development of an inclusive workforce;
- embedding our values into our human resource management systems, policies and processes to ensure inclusive work practices and drive culture change;
- actively supporting our managers to understand their responsibilities and role in fostering a workplace environment that supports inclusion, engagement and the performance of our people.

8. Outcomes

- A clear vision, direction and commitment to building a more diverse and inclusive Gold Coast Health.
- Increased workforce representation of people with a disability and people from other disadvantaged backgrounds.
- A more diverse and inclusive workforce through awareness and education.
- Enhanced local capability to effectively support attraction and retention of diverse talent pools.
- Demonstrated commitment to inclusive work practices.

9. Progress, evaluation and review

- Human Resource Services will provide quarterly reports on all diversity and inclusion metrics and outcomes to the Gold Coast Health Board.
- Diversity and Inclusion Action Plans will be developed and reviewed annually over a three year period.

Definitions

Disability

The Disability Discrimination Act 1992 defines disability, in relation to a person, as:

- a) total or partial loss of the person's bodily or mental functions; or
- b) total or partial loss of a part of the body; or
- c) the presence in the body of organisms causing disease or illness; or
- d) the presence in the body of organisms capable of causing disease or illness; or
- e) the malfunction, malformation or disfigurement of a part of the person's body; or
- f) a disorder or malfunction that results in the person learning differently from a person with the disorder or malfunction; or
- g) a disorder, illness or disease that affects a person's thought processes, perception of reality, emotions or judgement or that results in disturbed behaviour;

and includes a disability that:

- h) presently exists; or
- i) previously existed but no longer exists; or
- j) may exist in the future (including because of a genetic predisposition to that disability) or
- k) is imputed to a person

To avoid doubt, a disability that is otherwise covered by this definition includes behaviour that is a symptom of manifestation of the disability.

Disadvantaged Backgrounds

Whether or not someone is disadvantaged in an aspect of life depends on a range of circumstances, and there are no absolute definitions of disadvantage in any area however the Australian Bureau of Statistics 'Measures of Australia's Progress, 2004' article measures disadvantage by looking at:

- health - whether someone reported their health to be only fair or poor;
- education - whether someone was without non-school qualifications;
- work - whether someone was unemployed;
- financial hardship – where someone's equivalent gross household income was in the bottom quintile (20%) of incomes;
- crime – assault and break-in; whether someone was the victim of actual or threatened violence and/or an actual or attempted break-in during the previous 12 months;
- family and community – whether someone felt that, in a time of crisis, they were unable to get support from someone outside their household.

Other ways in which disadvantaged might be measured or characterised can include:

- proficiency in English
- poor housing
- family breakdown
- transport difficulties

Aboriginal and/or Torres Strait Islander Backgrounds

The collective names used to describe Aboriginal and Torres Strait Islander people are commonly used in reference to the distinct and diverse nations and peoples of the First Australians.

The term 'Aboriginal' is not inclusive of Torres Strait Islander people as the term 'Torres Strait Islander' is not inclusive of Aboriginal people. In respect of both cultural groups, Queensland Health's preference is for 'Aboriginal and Torres Strait Islander' to be used when referring collectively to Indigenous Australians. (Cultural Capability, Queensland Health)

Culturally and Linguistically Diverse Backgrounds (CALD)

The Department of Communities, Child Safety and Disability Services classifies the term culturally and linguistically diverse (CALD) as commonly used to describe people who have a cultural heritage different from that of the majority of people from the dominant Anglo-Australian culture, replacing the previously used term of people from a non-English speaking background (NESB).