

Chapter 5

Great place to work

Objective: Providing a great place to work



A great place to work starts with strong, committed leaders engaging staff in service improvements.

The journey to implement the robust management system called Lean – driven by staff and supported by management – has started.

We will continually improve.

Strong, ambitious and effective leadership is the essential ingredient to success for the health service.

With the right leadership style and management program the health service will be efficient and effective in the delivery of safe and sustainable health services and it will also lead to the development of a culture, brand and reputation that will establish our organisation as a great place to work.

The organisation's leaders have been identified and the first Leadership Summit was held to identify the strategic direction and the leadership required for success.

The Leadership Summit led to the development of the new CQHHS Strategic Plan 2014-2018 (see Chapter 8), and it identified the need to implement a robust management system.

As one component of the path to implementing improved management systems, Rona Consulting was engaged to start the health service on the journey to implement powerful and robust system that has proven results in health care – Lean.

Lean is a system of continual improvement based on the Toyota Production System that uses the knowledge, skills and ability of staff to drive effectiveness and efficiency.

Strong and appropriate leadership, investment in leadership and enhancement of leadership capability are integral for the continued success of Lean and to ensure the health service achieves its vision of changing lives for the better.

Learning and development needs are identified through performance conversations and a suite of leadership and management development programs are offered.

Recruiting and retaining quality employees is a challenge in regional centres because the advantages of working in Queensland's metropolitan areas are perceived as outweighing those afforded for professionals in regional areas.

The health service acknowledges that recruiting quality medical officers to the region remains particularly difficult. The CQHHS website includes employee and community profiles and narrative from employees who love where they live.

Potential employees can access information about the services and the community to assist with their decision to join the health service. We are committed to employing high performing employees.

The health service undertakes workforce planning at the business unit and whole of health service levels. There are a number of considerations in developing the workforce plan such as the health needs of the community and future health service provision; what the future workforce profile needs to look like; the current workforce profile; and the most effective strategies to align the workforce with the business strategy and the subsequent transition plan to achieve the desired future workforce state.

The health service collaborates with the general practice and tertiary education sectors to identify opportunities for developing service models, clinical research and clinical skills enhancement.

Integral to this process is the need to assess and review workforce requirements so that team-based interdisciplinary care becomes central to the planning and development of health services.

CQHHS Workforce on 30 June 2014

Stream	FTE
Medical including VMOs	237
Nursing	1146.89
Health Practitioners and Technical	282.23
Managerial and Clerical	449.54
Operational	461.89
Trade, Artisans and General	12
Total	2589.55

Key strategies to attract and retain a skilled and capable workforce are captured under the objective of “Providing a great place to work”. There are a variety of strategies including:

- Strong and visible leadership – a culture of leadership at all levels and high levels of leadership capability are key drivers for creating a great place to work
- Competitive employment conditions and family-friendly working environments
- Enhancing a culture of high performance and innovation, particularly exploring new service delivery models and ways of working
- Employee recognition, including an awards program for exceptional service and achievements
- Employee engagement initiatives so that employees at all levels have a voice in how we operate our business and our workplace
- A strong commitment to safety
- A suite of employee support programs
- Targeted recruitment strategies for critical roles
- A suite of education, learning and development programs that focus on building both clinical and non-clinical capability

During the year there were 592 separations including 563 (95%) permanent employees.

The health service employee permanent retention rate is 81.44% indicating that efforts to recruit and retain quality staff are effective. During this period, 367 appointments were made, of which 94 (26%) were temporary.

In 2013-2014, there was a significant decrease in WorkCover expenses and an 11% decrease in new claims. This will have a positive impact on our 2014-15 WorkCover premium with an expected reduction of more than \$1 million.

In 2013-2014, there was a 20% decrease in average days in return to work and a decrease in average monthly payments to staff on WorkCover, saving \$692,862.

The health service successfully completed an audit against AS/NZ 4801:2001 in March 2014 addressing a set of 25 audit criteria. The health service passed with no non-conformance, 5 conformance, 14 conformance with minor improvement and 6 conformance with major improvement.

A total of 61 recommendations were made for continual improvement, which are progressively being implemented.

The performance of all employees, including volunteers, is critical to the overall success and outcomes of the health service. The performance management framework supports all managers to provide regular and constructive feedback to their employees, and hold at least two formal conversations with their employees every year. This ensures that there is alignment with the health service Strategic Plan, we continue to improve performance and productivity and we have a performance culture.

New employees attend an orientation program that provides general information about the health service and mandatory non-clinical training modules. A new Learning Management System has been under development for launch in 2014-15, which includes an online learning platform allowing employees to undertake self-paced learning. Local level inductions are also provided to new employees to orient them to their workplace and work procedures.

The health service offers employees a wide range of in-service and external learning and development opportunities that enhance their capability and support career development.

Our core principles:

Integrity and impartiality

Promoting the public good

Commitment to the system of government

Accountability and transparency

The extended skill sets achieved by employees are highly valued by the health service. Supervisors and managers play key roles in reinforcing employee commitment and sense of belonging within the health service.

It is our intention to enable our employees to enjoy the benefits of being part of a flexible workforce.

The health service promotes flexible working arrangements and work-life balance using a range of policies including:

- HR Policy B59 - Job Sharing
- HR Policy C4 - Work Life Balance
- Central Queensland Hospital and Health Service Procedure - Transition to Retirement Program for Nurses
- HR Policy C9 - Carers Leave
- HR Policy C21 - Purchased Leave
- HR Policy C26 - Parental Leave
- Public Service Commission Directive 26/2010 Paid Parental Leave
- HR Policy G2 - Equity and Diversity
- Public Sector Ethics Act 1994 - Code of Conduct for the Queensland Public Sector

The health service's industrial and employee relations are conducted under the provisions of the Service Agreement with the Department of Health.

Employment terms and conditions are in accordance with the relevant industrial awards and agreements. Grievances or disputes are managed in accordance with the Award grievance resolution provisions and Queensland Health Human Resources Policies.

The health service is committed to meeting the requirements of the relevant industrial awards and is cognisant of the benefits of maintaining a robust relationship with relevant unions. To achieve this, regular consultative forums are conducted including the CQHHS Consultative Forum; Local Consultative Forums; and Nursing and Midwifery Consultative Forum.

During the financial year 74 employees received redundancy packages at a cost of \$4,306,338.80. Employees who did not accept an offer of a redundancy were offered case management for a set period of time, where reasonable attempts were made to find alternative employment placements. There is currently one employee being case managed.

The health service is committed to upholding the values and standards of conduct outlined in the Code of Conduct for the Queensland Public Service. The code of conduct applies to all employees of the health service and was developed under the *Public Sector Ethics Act 1994*, consisting of our core principles:

- Integrity and impartiality
- Promoting the public good
- Commitment to the system of government
- Accountability and transparency

All CQHHS employees are required to undertake training in the Code of Conduct for the Queensland Public Service. New employees attend the New Starter Orientation program, which contains the Code of Conduct training, within three months of the date of commencement. Employees are required to repeat the Code of Conduct training every two years. Code of Conduct face-to-face training sessions are also available to health service units on request.

A newly revised Department of Health eLearning package, Ethics, Integrity and Accountability has also been sourced by the health service for hosting on our own eLearning platform enabling staff to access the training on a 24/7 basis via the CQHHS intranet. Plans are also in place to introduce a web-based Learning Management System in 2014-2015 which will enable employees to access this training from any internet connected device.

In 2013-2014, 1939 staff completed training including:

- Applying the code
- The code and your obligations
- Five step ethical decision making model
- Queensland Health zero tolerance to violence
- Assault in the workplace
- Workplace harassment and ethical standard of behaviour
- Equity and diversity
- *Public Sector Ethics Act 1994* ethical obligations.