

Our people

Gold Coast Health is the Gold Coast's largest employer and recognises and embraces the diversity of its people. Gold Coast Health is committed to building a workforce that equally reflects the diversity of the community it serves.

Diversity in the workforce

Gold Coast Health refreshed our Diversity and Inclusion Strategy (2017–2022) and committed to our second year Action Plan (2017–18). The strategy and new action plan continues our journey to build capability in leadership, engagement and commitment, entry pathways, attraction and retention and celebrate a diverse and inclusive workplace.

Initiatives from the 2017–18 Action Plan have been implemented and continue to assist in creating an environment of inclusion and respect, through the richness of our employees' ideas, backgrounds and perspectives. Those initiatives include:

A strategic partnership with TAFE Queensland Gold Coast (TQGC) to create subsidised learning and development opportunities for Gold Coast Health employees. Gold Coast Health is currently placing TAFE students into work experience placements within the digital transformation, human resource services, finance and communication teams.



Higher Level Apprenticeship (HLA) program which involves 46 emerging leaders undertaking a Diploma of Leadership and Management with partners TQGC, in collaboration with PricewaterhouseCoopers (PwC). This program aligns with feedback received in a 2016 Staff Survey where employees requested further pathways for leadership development.

Vocational Education and Training (VET) Placement Program which involved hosting 30 TAFE Gold Coast high school students, across 13 wards, for periods of two weeks at a time. Students received work experience that developed a set of competencies required as part of their Certificate III in Health Support Services best placing them for entry level positions after the completion of year 12. The program aligns with our diversity pillars and after a successful year is scheduled to run two iterations of placements each year moving forward.

The Diversity and Inclusion Policy has been updated to reflect the organisation's move towards a more inclusive workplace, where all people are treated fairly, and our organisational culture and values make everyone feel valued. The policy update was undertaken in consultation with our workforce and is benchmarked against best practice.

A Diversity and Inclusion Committee was established, bringing together representatives from our workforce and our community advisory group. The committee oversees, manages and supports the delivery of specific programs and initiatives in the diversity and Inclusion Strategy act as a diversity sponsor and advocate to raise and promote awareness amongst staff of our commitment to creating a diverse and inclusion culture at Gold Coast Health.

The Workplace Equity and Harassment Officer (WEHO) Network is an information, education and referral source for all staff seeking information and advice on workplace equity and harassment issues. There are currently 39 volunteer officers from across various Gold Coast Health units and departments available to support staff with a complaint, discrimination, sexual harassment, bullying and harassment and suspected official misconduct issue. WEHOs do not provide formal counselling and refer individuals to the confidential counselling service available to all staff through the Employee Assistance Program.

The health service has demonstrated its commitment to supporting people with a disability to have equal access to employment opportunities by working with units and departments to identify positions and partner with disability employment service providers to find suitable candidates to fill these positions.

In 2018, Gold Coast Health placed six people with disabilities into paid employment within the health service. In addition, one person has completed work experience with the Learning and Development team. A Disability Pathways to Employment Framework has also been developed with the aim to further build on these placement numbers with other providers in 2018-2019.

In order to raise the health service's Equal Employment Opportunity (EEO) workforce statistics, and meet the Public Service Commission targets allocated to the health service for 2022, workforce data has identified key priority areas as:

- people with a disability
- Aboriginal peoples and Torres Strait Islander peoples.

Recommendations to reach these targets include:

- building working relationships with all disability employment service providers on the Gold Coast
- developing attraction and retention strategies in collaboration with the health service's Aboriginal and Torres Strait Islander Health Unit.

The table below displays the current Gold Coast Health EEO workforce statistics as at 30 June 2017, with targets we will work towards by 2022.

The target of 50 per cent executive management roles being held by women has already been exceeded.

Attracting a workforce

The south-east Queensland region is recognised as a great place to work, so the health service continues to attract large applicant pools for advertised positions.

Gold Coast Health is the largest employer on the Gold Coast, resulting in competitive talent pools for our hiring managers.

Gold Coast Health appointed a total of 2337 staff in the 2017–18 financial year (including internal movements and promotions). Of these, 984 were new employees to the organisation.

Table 3: Current EEO statistics at 30 June 2018 and 2022 targets

EEO diversity group	Workforce at 30 June 2018	2022 target	2022 stretch target
People with disability	1.31%	2.6%	4.4%
Cultural/linguistic background	10.94%	10%	11.5%
Aboriginal peoples and Torres Strait Islander peoples	1.19%	1.3%	2.6%
Women employed in executive management roles	56%	50%	50%
Women on the Board	55.5%	50%	50%

Data Source: DSS Necto – 17 July 2018.

Strong student interest in Careers Festival

Gold Coast Health participated in the Study Gold Coast Career Festival for the second year.

Having grown significantly since its inception, the 2018 festival was held across two days with over 8000 people attending.

Participation in the festival supports Gold Coast Health's broader workforce strategy to attract and recruit top talent, promote entry level and career opportunities, and strengthen relationships with students and education providers.

Staff showcased the variety of roles on offer across the service from nursing to administration. Students practiced their basic life support skills with a CPR simulation manikin and used virtual reality goggles to see interactive spaces around the health service.



Developing our future workforce

Gold Coast Health is committed to developing our future workforce through a variety of entry level pathways and programs. Some examples include:

Nursing Graduate Intake

In 2017–18, the Nursing Support and Resource Unit (NSRU) facilitated the recruitment and on-boarding of more than 162 graduate nurses into the health service. Of those, 142 were Registered Nurses or Midwives and 20 Enrolled Nurses.

Medical Internship Intake

Each year the Medical Support Unit (MSU) facilitates the placement and on-boarding of 90 medical interns. The arrival of the interns cements Gold Coast Health's ongoing commitment to providing quality medical education.

Non-clinical entry level opportunities

Work experience offerings at GCH have been expanded to include all Entry Level Opportunities (ELP). This new terminology aligns with best practice amongst other health services and private organisations.

We now capture the full range of entry level opportunities at Gold Coast Health, beyond workplace experience placements, including traineeships, internships, school-based placements or other partnership placements, each with the aim to assist individuals in their transition from study to work.

Entry Level Opportunity Non-Clinical Guidelines have been published to provide managers with clear steps on how to recruit and on-boarding non-clinical placements. The Gold Coast Health web site now includes Entry Level Opportunities and information for prospective candidates across all professions ensuring our talent pipelines future-proof our workforce.

Work Integrated Learning Program

Gold Coast Health established internships as part of a Work Integrated Learning Program with Griffith University. Business students were offered placements across a variety of areas such as finance, the Gold Coast Hospital Foundation and the strategic program management office.

Learning opportunities abound

Clinical placements provide an essential experiential learning component of most tertiary health courses, granting students an opportunity to put theory into practice. In 2017-18, Gold Coast Health offered clinical placement opportunities to nursing, medical and allied health students from multiple universities.

Clinical facilitators offered excellent support across a wide range of clinical experiences.

Gold Coast Health clinicians also provided supervision over medical student research projects and visiting international elective students.

Journey towards international Magnet recognition

The remarkable work and collaboration of our healthcare workforce will be showcased in an application for international Magnet recognition in April 2019.

The Magnet program has gained momentum in 2017-18 as our team collects evidence to prepare a detailed application for recognition for Gold Coast Health. In total, 78 examples citing sources of evidence must be provided to the American Nurses Credentialing Centre. These examples will demonstrate how Gold Coast Health enables:

- professional development of our workforce
- advocacy and influence of leaders
- frontline staff involvement in decision-making
- research, innovation and implementation of evidence based practice
- inter-professional collaboration in education activities, quality improvement and coordination of care
- recognition of inter-professional teams' contributions towards strategic goals
- patient experience, nursing sensitive indicators, and staff satisfaction.

While most examples will focus on our nursing and midwifery service, the ability to provide inter-professional examples will enable us to showcase our

staff's work in providing exceptional patient care and health services.

One of the year's highlights has been the high degree of both staff and patient satisfaction as evidenced by our staff and patient surveys. A total of 65 per cent of our staff believe that Gold Coast Health is a truly great place to work, and 96-97 per cent of patients are satisfied with their hospital visit over the past 12 months.

The Going for Gold staff satisfaction survey in February 2018 demonstrated that the majority of nursing and midwifery units outperformed national benchmarks across seven categories we must report on for Magnet.

Individual teams continue to develop and implement their own improvement action plans to address concerns raised in the survey.

Patient satisfaction with our health service continues to rate well, with results frequently outperforming national benchmarks.

These results stand us in good stead for our Magnet application as it is an accreditation award that recognises the strength and value of patient care in a hospital setting. In our health service we have extended that across professions to better define what our organisation stands for.

Creating sustainable capability

Gold Coast Health believes it is essential that its people, both current and future, have the required skills, knowledge, abilities, attributes and behaviours needed to deliver excellence in healthcare services.

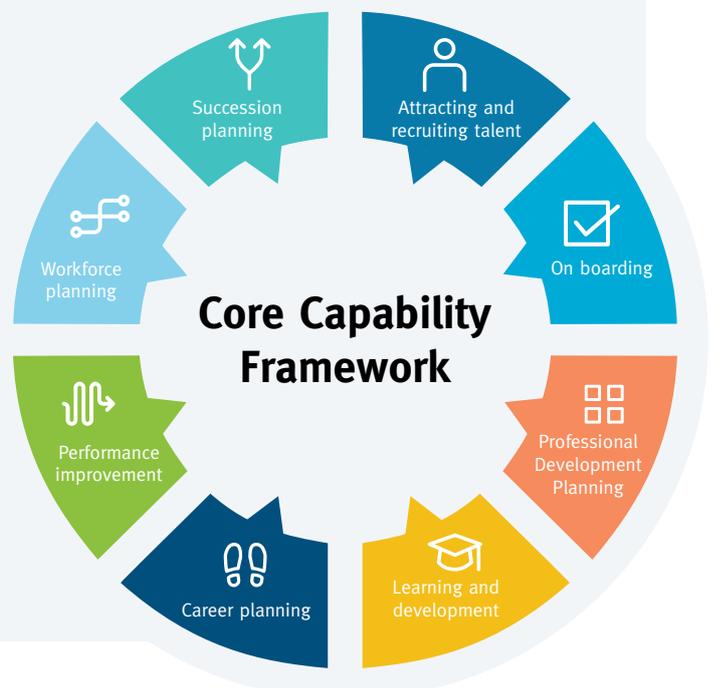
The Core Capability Framework (CCF) has been developed with the purpose of providing employees a set of core capabilities, aligned and focused on what is important to achieve organisational objectives.

Defined by leadership level, the core capabilities identified are an indication of the behaviours that are valued and rewarded, providing a consistent platform to integrate HR functions such as recruitment, performance management and learning and development to focus on the right capabilities to enhance organisational performance.

The framework provides the baseline requirement and identifies gaps to enable targeted training and development opportunities to further grow staff members.

Since its inception in late 2017, work has continued to embed the framework into the employee lifecycle

at Gold Coast Health, with a program of work currently underway and aligned to the components identified in the graph.





Going for Gold

Gold Coast Health’s biennial Going for Gold staff survey was conducted in February 2018 and saw over 9300 staff surveyed. A strong response rate of 67 per cent has led to rich data that will help Gold Coast Health to identify local and organisation-wide improvement opportunities to help build a culture of success. Morale is high across Gold Coast Health, as evidenced by the fact that 65 per cent of staff agreed with the statement “Gold Coast Health is a truly great place to work”.

Five key themes emerged from staff feedback that will become the focus of organisation-wide improvement initiatives over the next two years:

- improving trust and respect throughout the workforce and executive management
- develop inspiring and visible leaders
- smarter workforce planning, including rostering and use of resources

- encouraging respect for others while addressing bullying and harassment
- address perceptions of favouritism.

Since the release of results, leaders have been engaging their teams as part of the Continuous Improvement Action Planning process to ensure feedback is addressed at the local level. Over 200 managers attended training to equip them with the skills and knowledge to facilitate planning workshops with their staff.

A Workforce Engagement Steering Committee has been established with members from all professional streams and levels to oversee our response to staff feedback for the next two years. More broadly, it will provide leadership and advocacy on relevant matters affecting workforce engagement outcomes for Gold Coast Health.

Pictured at the launch of the Going for Gold staff survey (from left), Hannah Bloch (Executive Director, People and Corporate Services), Jacqui Parle from Best Practice Australia and Chief Executive Ron Calvert.



Orientation Day for 2018 Graduate Nurse intake

Reward and recognition

Gold Coast Health committed to the reward and recognition of our workforce with the launch of the Gold Coast Health Reward and Recognition Framework and an annual program of events.

The framework provides governing principles to guide leaders and employees in recognition of staff at Gold Coast Health. Key events on the calendar include:

- Chief Executive Value Awards which allow for peers to recognise each other for value-driven work they undertake every day in their roles. The Chief Executive presents winners with a value pin, professional development opportunity and an invitation to the Golden Gala Awards and Chief Executive lunch
- the annual 'Thank You Week' and Service Awards events which showcase the commitment, service and value our employees bring to Gold Coast Health.

These initiatives align with The Improvers staff innovation program and the Golden Gala Awards which underpin a culture where staff feel valued and recognised for their contributions to Gold Coast Health and the community.

“My highest respect must go out to the trauma team that looked after me. Dr Martin Wullschleger and his team were outstanding. They all took time to sit, time to understand my needs, and time to show genuine care. I never felt rushed by the fact that they are incredibly busy people.”

– Gold Coast resident Haydn Simmons

Workforce planning, attraction, retention and performance

Gold Coast Health's workforce consists of 9522 people who contribute to the strategic objectives of the business. From July 2017 to June 2018 the number of clinical staff (including medical, nursing, allied health professionals, other professionals, scientific and technical and oral health practitioners) has increased from 6364 to 6780 staff. Actual employment figures, across all professional streams, are 7899 full-time equivalent.

Table 4: Workforce by sex

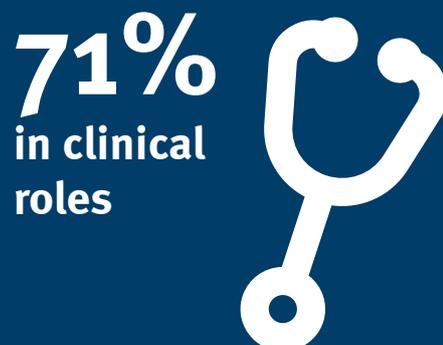
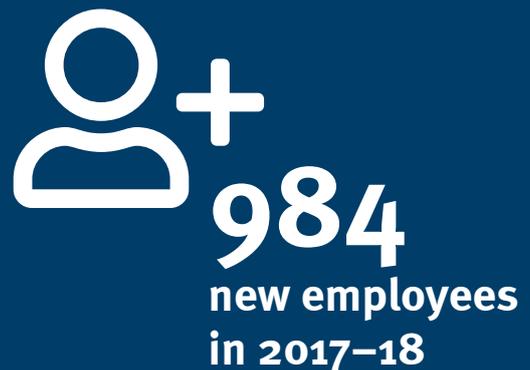
Sex	%
Female	74.40%
Male	25.60%
Total	100%

Unscheduled leave

The unscheduled leave rate for 2017-18 was 2.42 per cent (average) compared to 2.16 per cent in 2016-17. Unscheduled leave is made up of bereavement leave, flood leave, jury duty, suspension and special leave (Defence).

Permanent separation

During 2017-18, 270 staff separated permanently from the service. No redundancy, early retirement or retrenchment packages were paid during the reporting year.





10.9%
from a non-English
speaking background

Youngest employee:

18, male



Oldest employee:

83, male

Women fill

56%

of executive
management roles



An equal opportunity employer

Workforce figures show 1.19 per cent of Gold Coast Health employees declare themselves of Aboriginal or Torres Strait Islander descent. 10.94 per cent of employees are from a non-English speaking background and 1.31 per cent have a disability.

Please note data has been sourced from DSS Necto and is current as at 17 July 2018. All figures are based on MOHRI Occupied Headcount.

Composition: age and sex

Gold Coast Health has a diverse workforce.

Our youngest staff member is male and 18 years old while our oldest employee is a male aged 83. Overall the health service employs 7084 females and 2438 males. The typical Gold Coast Health employee is 42 years old and female.

Table 5: Gender and age profile as at 30 June 2018

Age	Female	Male	Total
Under 20 years	11	7	18
20–29 years	1322	432	1754
30–39 years	1757	662	2419
40–49 years	1670	628	2298
50–59 years	1635	485	2120
60–69 years	639	203	842
70–79 years	50	20	70
80 years and over	0	1	1
Total	7084	2438	9522

Women in the workforce

Women comprise 74.40 per cent of the service's workforce, with 56 per cent of executive management positions filled by women, based on the Executive Management Team organisation structure.

Corporate social responsibility

Gold Coast Health recognises the compassion inherent in health care and the connection of the organisation's employees to the community. It is committed to making a positive sustainable social and global impact through excellence in corporate social responsibility.

With the support of the Board, Gold Coast Health has established a Social Responsibility Policy which aims to:

- align business strategies and practice with global exemplars of corporate social responsibility
- engage with the spirit of compassion and caring within the organisation for employees, patients and the diverse community it serves

- create a forum for employees to identify socially responsible activities and initiatives for support by Gold Coast Health in a coordinated way. These activities may include:
 - organisational support for volunteering and philanthropy for vulnerable people in the local and wider communities
 - reducing the Gold Coast Health impact on the environment through economically viable ways to operate in the most efficient and sustainable way
 - facilitation of philanthropic and sustainability initiatives with staff and identified partner agencies where they match the values of the organisation, connecting capability with opportunity.

Sustainability – a whole of organisation approach

Gold Coast Hospital and Health Service is committed to meeting the three pillars of sustainability – economic, environmental and social objectives.

We believe the long-term health and wellbeing of our community will thrive into the future based on the ethical actions of our organisation. Therefore, we will manage our organisation by following the principles of best practice with regard to sustainability.

An Environmental Management Plan has been established, with a focus on key aspects including water, soil and air quality; management of materials and energy; appropriate response to hazardous materials and waste management; and flora and fauna.

Appropriate and efficient use and allocation of resources is achieved through promotion of local purchasing of economically viable products which offer both value for money and are healthy for consumers.

The health service has developed a range of localised initiatives to avoid generation of waste and have plans in place for recycled water infrastructure opportunities throughout the facilities. Photovoltaic solar power, lighting upgrades and Central Energy Plant Optimisation all contribute to our Renewal Energy initiatives.

During 2017–18 Gold Coast Health has achieved a decrease in electricity consumption of 2,130,342 kWh (3.07 per cent) from the previous financial year, which is equivalent to 411 homes per annum of electricity use.



Pictured (from left) Rachel Ramoifuila, Rachael Cleary, Benita Richmond and Alyce Clothier.

Shaping careers for university interns

Our partnership with Griffith University Business School is providing important learning opportunities for students and our health service.

Health Service chairman Ian Langdon said both Griffith and Gold Coast Health benefited from extending the partnership beyond the obvious health and clinical areas into business, science and engineering.

Students have advised that they have not only enjoyed their experience but have gained invaluable insights into complex working environments.

“The projects I was allocated were both interesting and challenging. I was given autonomy to make my own decisions whilst also gaining support from my supervisor.”

– Rachael Cleary, Griffith University student



Our commitment to the wellbeing of our people

The Work Health and Safety unit provides holistic and evidence-based health and wellness initiatives available to all Gold Coast Health employees.

The aim of the program is to provide a structure for guiding, encouraging and supporting improved levels of health and wellbeing within our workforce and throughout our work environments.

Team Health aims to support employees to:

- increase physical activity
- improve nutrition
- maintain a healthy weight
- be fit for work
- increase personal resilience
- quit smoking
- reduce harmful alcohol consumption.

Engaging staff is important and this year included:

A conversation that could change a life

RUOK? Day 2017 was held at GCUH Parklands and welcomed over 1500 staff. Guests enjoyed a free lunch, information stalls and giveaways from an array of Team Health sponsors. The event promoted mental health awareness and empowered staff to address their own mental health, as well as advice on how to support colleague, friends and family.

Health and Wellness Fair

The third annual Fair promoted a range of health and wellness initiatives to over 500 Robina Hospital staff. The Stroke Foundation provided free health checks and staff enjoyed cooking demonstrations, live entertainment and a free healthy lunch.

Australia's Healthy Weight Week

Robina Hospital welcomed over 500 staff to this event in February. The day highlighted the importance of achieving and maintaining a healthy weight and

lifestyle. Staff accessed information on financial, physical, spiritual and emotional fitness. Team Health supporters provided guests with a Latin American lunch, plus live entertainment and free health checks.

Socks4Docs

The event hosted at GCUH attracted more than 1500 staff who enjoyed a delicious free lunch from sponsors. Partner organisations shared information on mental health services and support. These included Optum, Beyond Blue, Lifeline, in addition to internal support from mental health staff, the chaplaincy service and more.

The hospital grounds were filled with clinicians and staff wearing their boldest socks to raise awareness of mental health issues among health care workers. The campaign aims to change workplace culture and encourage health care workers to look out and care for each other.

Health and Safety Awards

The annual award recognises a work unit that has implemented an innovative program within their workplace, that directly benefits staff health and wellbeing. From number of innovative nominations, the inaugural winner was the Emergency Department for their staff-lead mindfulness program – OneED.

The \$500 prize and perpetual trophy was donated by QSuper (Team Health Platinum Sponsor).

Learning On-Line

The Gold Coast Health Learning and Development team now support the online learning platform for five health services. Major upgrades have been undertaken in 2018 providing increased stability as well as improving the user experience on mobile devices creating a flexible, accessible learning platform for users across Queensland.