





Our people

Over six thousand medical, nursing, clinical and non clinical support staff, along with a committed team of volunteers, work together to deliver quality care to the Gold Coast regional community.

Gold Coast Health has designed and implemented a number of strategies to bring out the best in our people. 2013-14 was a period of considerable change in executive leadership and management information systems together with a drive to improve performance in areas such as outpatient and elective surgery waiting times. In this time of change, we needed to adopt strategies that could demonstrate the value of our staff and empower each individual to strive and develop.

Valuing and empowering our people

Gold Coast Health has completed a year of considerable change. This change was only possible due to the commitment and support of our dedicated workforce.

To support the introduction of new services and expansion of existing services our workforce has increased by approximately 17 per cent over the year. To support this growth a new organisational and executive structure was implemented and a range of workforce strategies developed to empower our workforce.

Workforce planning

Planning for future workforce needs is critical to the ongoing delivery of health services that meet the changing requirements of the Gold Coast Community.

The focus for the 2013-14 was building our workforce planning capability and establishing the immediate workforce needs of a new facility and new and expanding services.

Workforce planning is being used to better understand the characteristics and capabilities of our existing workforce. It will be used to model workforce needs into the future. Strategies can then be developed to resource our workforce in a way that delivers the right people to the right place at the right time to achieve successful business outcomes.

Talent management and development

Our goal is to support our workforce to build the right capabilities, performance and behaviours to meet the strategic objective and goals of Gold Coast Health. This has involved our Talent Management Team implementing a number of programs to enhance the capability of our workforce.

Gold Coast Health provides learning and career pathways that support professional development for all roles through internal learning options as well as source effective and fit for purpose external development programs.

Every month approximately 80 new starters participate in the Gold Coast Health Orientation Program. The on-boarding experience has been designed to support transition into the workforce and help them understand the values and objectives of our organisation.

It is important that the effort and contribution of employees align with the strategic objectives of Gold Coast Health. The performance management framework defines goals and identifies development needs in a way that builds positive relationships and promotes retention. Support for skills development is provided through schemes such as study leave, regular in-service training, support for conference attendance and focused in house development programs.



Celebrating our staff

Staff achievements have been a focal point for celebration this year with a number of award presentations and events recognising their commitment to health care.

In support of the four-yearly national EQIP National Accreditation Survey, the 2014 Safety and Quality Showcase event in February celebrated the outstanding achievements of staff who have delivered safety and quality care initiatives. Staff were recognised across six categories including effective governance; reducing harm; wise use of resources; community and person centred care.

over \$250,000

awarded to nine staff-initiated projects to help improve patient experience

An inaugural staff innovation program, The Improvers, awarded more than \$250 thousand to nine staff-initiated projects to help improve patient experience across the health service. The Improvers attracted more than 160 innovative ideas from staff and culminated in an event featuring 17 finalists presenting their ideas to a panel and audience.

Seven nurses and midwives received recognition for their work during the annual International Nurses and Midwives Day celebrations in May. One of our emergency department registrars, Dr Alana Bond also received the Joseph Epstein Award for topping the country in the Emergency Medicine Primary Examination.

Above: Gold Coast Health Improvers finalists and panel members.

Workforce engagement

Our commitment to safety

Investment in our staff delivers increased productivity, decreased injury and decreased business costs. Safety and wellbeing practitioners are aligned to the clinical directorates to support workplace safety initiatives and risk mitigation. This alignment has delivered significant increases in hazard reporting and mitigation of risks, preventing workplace injuries.

Compliance with mandatory training requirements has increased with the delivery of an online learning system. Our Workcover and sick leave absenteeism rates have been on a downward trend consistently over the last 12 months.

Our Safety Management System was redesigned in preparation for the transition to Prescribed Employer on 1 July 2014 under the *Hospital and Health Boards Act 2011* (Qld), and our documentation and supporting systems align to AS/NZ 4801 Safety Management Systems.

Our Safety and Wellbeing Team supported Gold Coast Health to achieve compliance to the EQUIPNational standards in March 2014, and AS/NZ 4801 Safety Management Systems as verified by external audit.

Employee support and workplace relations

Gold Coast Health recognises that the management of workplace relations is essential to its performance. A number of strategies are in place to support the development of employee satisfaction and morale, including access to flexible work arrangements and rostering and leave arrangements such as part-time work and job sharing to promote employees achieving work-life balance.

Monthly meetings with unions and employees known as the District Consultative Forum are a key communication channel for staff representatives.

Ensuring an ethical culture

Gold Coast Health's employees must observe the Code of Conduct for the Queensland Public Service. The Code articulates the standard of conduct expected of staff when dealing with patients, consumers and colleagues in the workplace. It also helps to ensure that decision making is consistent with the principles of *Public Sector Ethics Act 1984* (Qld). These consist of:

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

Our Values are included for new staff at induction and embedded within employee role descriptions and performance reviews for current staff.

The Code of Conduct is available to all existing staff through the Gold Coast Health intranet site. An online learning system was commissioned in 2013-14 so that all staff may independently access mandatory, annual training, including Code of Conduct refresher training.

Gold Coast Health administrative procedures and management practices also comply with the *Public Sector Ethics Act 1994* (Qld) and with the Code of Conduct. In preparation for commencement as a Prescribed Employer on 1 July 2014, Gold Coast Health has developed a standard of practice applicable to our local operations.

Engagement

Gold Coast Health recognises that people who directly provide clinical services are best placed to identify improvements to service delivery and patient care outcomes. Our Clinician Engagement Strategy was developed in 2012 to satisfy the requirements of the *Hospital and Health Boards Act 2011* (Qld). Implementation of the strategy has resulted in enhanced consultation with health professionals working with Gold Coast Health and led to the development of clearer pathways for clinicians to have a voice in the planning, implementation and review of services provided by Gold Coast Health.

Two key initiatives from the strategy include the Clinical Governance Committee and Clinical Council. The Clinical Governance Committee reports to the Executive Management Team and Board Safety, Quality and Engagement Committee. This Committee provides advice and support to improve clinical performance and manage risk. The Clinical Council includes representation of clinicians from across all operational divisions, and is the peak clinical advisory body to the Chief Executive

To maintain open lines of communication across our workforce, the Chief Executive holds regular open staff forums across a number of our facilities throughout the year. The forums are run in collaboration with separate Board forums which provide an informal opportunity for the Chief Executive, members of the Executive Management Team and Board to meet staff, share information and answer questions. Forums are supported by other formal communication tools, including Chief Executive podcasts and news alerts.

Increased engagement opportunities this year have included a more responsive approach to sharing

online information through the introduction of online content authors throughout the service.

The expansion of online capability has enabled greater access for the workforce in relation to creating online information pages, spotlights and news feeds accessible from the intranet. A dedicated staff newsletter has been introduced to support further workforce engagement.

Workforce snapshot

5,963

full-time equivalent staff in the 2013/14 financial year, an increase from 5,098 in 2012/13

1,257

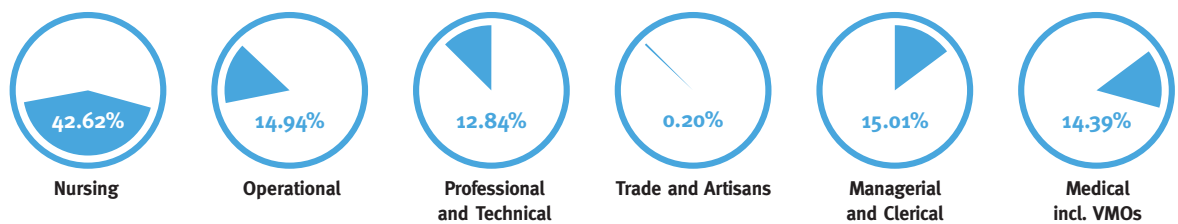
new employees joined Gold Coast Health in 2013/14

70%

percentage of the workforce engaged in clinical roles at June 2014

Our workforce at a glance

Chart 13: Employees by professional stream



Professional stream

The Gold Coast Hospital and Health Service's workforce consists of 5,963 full-time equivalent (FTE) staff who work within a number of different occupational streams as detailed in Table 1.

Table 1: Professional stream as at June 2014

Managerial and Clerical	895
Medical incl VMOs	858
Nursing	2,542
Operational	891
Trade and Artisans	12
Professional and Technical	765
Total	5,963

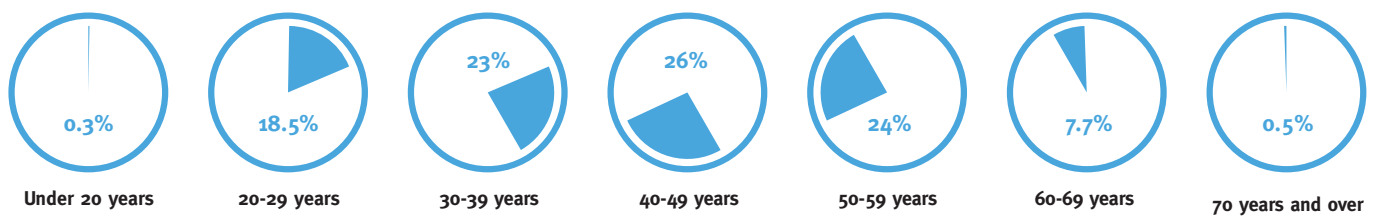
Our workforce composition

The average age and gender of a Gold Coast Health employee is 42 years old and female. This is unchanged from 2012-13. Our youngest employee is a male aged 18 and the oldest employee is a male age 79.

Table 2: Age profile as at June 2014

Under 20 years	21
20 to 29 years	1315
30 to 39 years	1647
40 to 49 years	1875
50 to 59 years	1682
60 to 69 years	543
70 years and over	34
Total	7117

Chart 14: Employee age profile as at June 2014



Age and gender composition

Table 3 details the Service's workforce composition by age and gender.

Table 3: Gender and age profile as at June 2014

Age	Female	Male	Total
Under 20 years	12	9	21
20-29 years	963	352	1,315
30-39 years	1,169	478	1,647
40-49 years	1,385	490	1,875
50-59 years	1,314	369	1,683
60-69 years	417	127	544
70 years and over	21	13	34

Women in the workforce

Women comprise over 74 per cent of the workforce. 52 per cent of Executive positions are filled by women. This is an increase in our frontline staff and professional workforce, as set out in Table 4.

Table 4: Profile of women in the workforce as at June 2014

Profession		2013/14	2012/13
Managerial and Clerical	↓	87.48%	1,169
Medical Workforce including Visiting Medical Officers	↑	37.32%	478
Nursing	↑	87.21%	87.04%
Operational	↓	56.42%	59.80%
Trade and Artisans	—	NIL	NIL
Professional and Technical	↑	77.23%	75.93%

Workforce planning, attraction, retention and performance

Recruitment, selection and appointment

In 2013-14 a number of recruitment and retention strategies were implemented to ensure that programs and activities could support the planned new services and meet the needs of the new Gold Coast University Hospital before it opened in September 2013.

A major focal point of the recruitment framework is to employ a holistic approach in recruiting, engaging and retaining high performing people with the right skills to meet organisational objectives. This aligns to a strong strategic focus in optimising our people resources and includes the development of a Gold Coast Health recruitment plan, on-boarding programs, attraction and retention plans, employee engagement strategies and the introduction of an Alumni Program through an employee orientated separation process.

During the financial year, a total of 604 employment vacancies were advertised across employment streams (Table 5). The retention rate of permanent staff has fallen from 96 per cent in 2012-13 to 92.69 per cent.

To attract highly skilled applicant pools, vacancies are advertised in specialty industry media outlets and on mainstream recruitment websites. Some of the industry media used in 2013-14 includes the Royal Australasian College of Physicians; Royal Australian and New Zealand College of Psychiatrists; Australian and New Zealand College of Anaesthetists; Royal Australian College of Surgeons; Australian and New Zealand Association of Paediatric Surgeons; and Australian Psychological Society.

Gold Coast Health maintains robust systems to ensure that pre-employment checks, professional registration, credentialing and scope of clinical practice are undertaken and maintained.

Gold Coast Health did not have any redundancies during the 2013-14 period.

Table 5: Employment vacancies advertised in 2013-14

Employment Stream	2012/13 Vacancies Advertised	2013/14 Vacancies Advertised
Managerial and Clerical	85	139
Medical including VMOs	89	102
Nursing	260	136
Operational	17	40
Trade and Artisans	0	0
Professional, Technical, Allied Health	78	187
Total	529	604

1. Advertised vacancies for executive level positions or as an expression of interest are excluded.

Unscheduled leave

The unscheduled leave rate for 2013-14 was 1.66 per cent, an improvement on the result of 1.95 per cent in 2012-13. Unscheduled leave is inclusive of sick leave, family leave and special leave.

Equal employment opportunity

Gold Coast Health is committed to providing a workplace which is free from unlawful discrimination, and where equal employment opportunity practices are adopted. It recognises the four categories of people who have historically been disadvantaged in employment. These categories are Aboriginal and Torres Strait Islander people, people from non-English speaking backgrounds, people with a disability and women. As part of an ongoing process to identify the extent to which its employment practices are responsive to these groups, the Service undertakes a census of all new employees.

As at June 2014, 8.95 per cent of staff identified themselves as being from a non-English speaking background. This is an increase from 6.27 per cent in 2012-13.



Improving our team's health

Since its inception twelve months ago, Team Health has been making a difference to staff.

Team Health is a champion for the health and wellbeing of our workforce. The initiative is based on the following principles:

- All employees have the right to a healthy and safe working environment.
- Well-designed health and wellness programs allow employees to have more productive working lives.

Initiatives to support informed lifestyle choices such as the free smoking management clinic have seen 60 staff sign up to quit smoking. The clinic is being evaluated as part of a research project in partnership with Griffith University's School of Public Health.

Team Health has received more than \$20 thousand in sponsorships to encourage staff to stay active with group exercise programs.

Other offerings include discounted yoga, massages, and tai chi classes across facilities.

The efforts of Gold Coast Health across our facilities were recognised with a silver award in Queensland Health's Workplace for Wellness initiative recognising healthy workplaces.

over \$20,000

raised in sponsorship to encourage staff to stay active with group exercise programs

The Team Health cycling club has 130 staff members participating in regular activity.