

Our people

Ensuring dedicated trained staff

Our workforce comprises over 4,800 employees. The clinical workforce (65 per cent) includes doctors, nurses, and a wide range of allied health and other professional and technical staff. Effective and efficient service delivery also requires non-clinical staff, including administrative officers in clinical and corporate support (14 per cent), and operational and trades staff in hotel services, infrastructure, and other supports (21 per cent).

About one in 60 people in the Darling Downs work for us. These individuals add to our collective story. A summary of the statistics describing our employees is below.

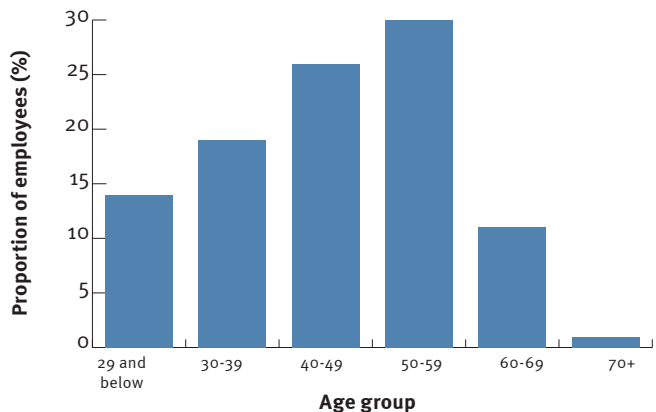
Employees by service area, 30 June 2014	MOHRI Occupied FTE	MOHRI Occupied Headcount
Toowoomba Hospital	1,353	1,715
Rural and Aged Care	1,392	1,895
Mental Health	576	655
Allied Health	205	313
Finance & Corporate Support	190	200
Professional Governance	47	48
Health Service Chief Executive	18	19
Other	24	26
DDHHS Total	3,805	4,871

The retention rate for permanent staff within the DDHHS for 2013-14 was 93.4 per cent, with a separation rate of 6.6 per cent.

Key staff appointments were made over the past year. These included Infectious Diseases Specialists, an Orthopaedic Consultant and a Gastroenterologist.

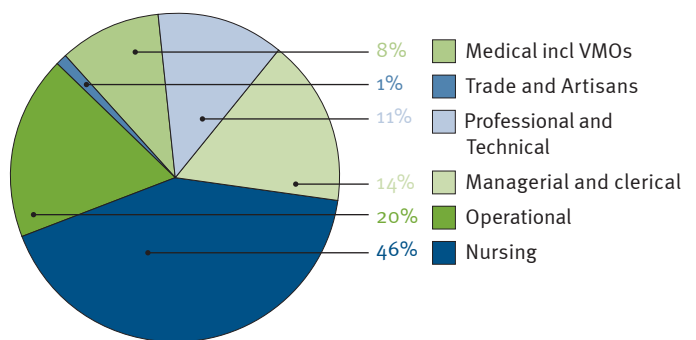
In 2014 Toowoomba Hospital took on a record number of interns when 35 new doctors started the next phase of their careers. Kingaroy Hospital welcomed two medical interns for the first time.

DDHHS staff age by percentage



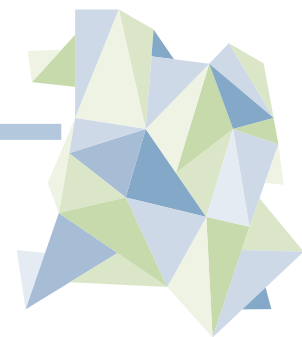
DDHHS staff occupation by percentage

The following graph shows the occupational stream as a proportion for the 2013-14 financial year:



We employed more than 20 graduate nurses across all divisions.

Toowoomba Hospital's Building Engineering and Maintenance Services (BEMS) department bolstered its ranks with the appointment of two new electrical trades apprentices, which meant the experienced electricians could pass their knowledge onto the next generation, and enhance the effectiveness of the BEMS department.



Integrity and ethical behaviour

DDHHS is committed to ensuring the highest level of ethical behaviour through all aspects of our activities.

Employees at all levels within DDHHS are required by the Queensland Government to follow the standards of behaviour and conduct set out in the Code of Conduct for the Queensland Public Service (available at www.premiers.qld.gov.au/publications/categories/policies-and-codes/code-of-conduct.aspx).

The values contained in the DDHHS Strategic Plan 2013-2017 were mapped to the 'Code of Conduct for the Queensland Public Service' (the code):

- Caring - 1.3 & 1.5 in the code
- Doing the right thing - 1.1, 1.2, 2.2, 3.1, 4 in the code
- Openness to learning and change - 2.1 & 4.5 in the code
- Being safe, effective and efficient - 4.3 & 4.5 in the code
- Being open and transparent - 1.3, 1.4, 2.2, 2.3, 3.1, 4.1, 4.2, 4.4 in the code

To address the strategic objective WF1 'Embed a values-based culture', a new framework, 'Our Values in Action', has been developed. 'Our Values in Action' describes how our values and behaviours lead to outcomes. It encourages staff to reflect on their behaviours and actions in terms of the DDHHS values to ensure we deliver on our purpose and can achieve the vision of being trusted to deliver excellence in rural and remote healthcare.

Messages that establish and reinforce the DDHHS values are now delivered to employees throughout their employment journey, from recruitment and orientation to performance appraisal and regular communications, including:

- News items
- All-staff email alerts
- Intranet spotlights
- Screensavers
- Staff Newsletter (available in electronic and hard copy).

A comprehensive review of the employee performance management system was undertaken, which included a survey of staff views and trial of a new, electronic employee performance appraisal tool. A package including a procedure, guides, and other support materials for performance support, assessment and improvement is in preparation for roll-out in 2014-15. The new approach will emphasize values-based behaviour and the importance of an effective, ongoing relationship between managers and their staff.

Staff opinion survey

Thirty per cent of DDHHS staff took the opportunity to have their say in the Working for Queensland survey in May 2014. In line with our commitment to openness and transparency, the survey results were made available on our intranet and Executive Directors were presented with their portfolio results. Overall it showed improvements in 101 out of the 103 items surveyed and compared with the previous year, the greatest improvements were shown in the following:

Nurse achieves credentialing



Toowoomba Hospital's gastroenterology nurse coordinator Wendy Irwin (pictured) joined an elite group after being awarded Credentialing from the Gastroenterology Nursing College of Australia.

Nurse Unit Manager for Perioperative Services Denise Iseppi said since 2004, five nurses from Toowoomba Hospital had sat and passed this exam and, of those, three had attained the highest mark in Australia, including Wendy.

The road to achieving credentialing is an arduous one, as Wendy explained.

"First of all you have to have at least two years or 3,500 hours employment experience in gastroenterological nursing, then you need to be able to provide three professional references, and once you've fulfilled those criteria you can sit the exam during Australian Gastroenterology Week."

- Agree with the way my organisation tries to achieve its goal ↑ 14 per cent
- My organisation motivates me to achieve its objectives ↑ 14 per cent
- Leadership operates with high level of integrity ↑ 13 per cent
- My organisation inspires me to do the best in my job ↑ 13 per cent
- My senior manager demonstrates honesty and integrity ↑ 12 per cent

These results seemed to validate the values approach taken. A focus for improvement from the survey will be red tape reduction.

Supporting and acknowledging our staff

Eighty-nine employees were recognised for their length of service at an award ceremony held to mark Queensland Day, June 6 2014. It was an opportunity to acknowledge the outstanding dedication of our staff members who had achieved the milestones of 30, 35, and 40 years of service. Staff members, with a combined 3,000 years of service, came from locations all across the DDHHS, and represented different professions and occupations including nursing, medical, allied health, administration and operational streams. A total of 942 staff were recognised for reaching five-year milestones across the Hospital and Health Service.

Years of Service	Number Awarded
5	345
10	177
15	149
20	96
25	86
30	44
35	25
40	20
TOTAL	942

Individuals and teams were recognised for their outstanding service to healthcare delivery at an Australia Day awards ceremony. They included:

- Principal Dentist of the Toowoomba Oral Health Service, Dr Helen Linneman, for her work in leading the oral health service reforms in the Darling Downs and for her many years of outstanding service.

- Dr Anthony (Tony) Balston for his long service as Jandowae Hospital's Medical Superintendent since 1982. He has held executive positions with the Australian College of Rural and Remote Medicine, the Australian Medical Association, the Darling Downs Local Medicare Association and the Southern Queensland Rural Division of GPs.
- The Emergency Department and Medical Unit 1 at Toowoomba Hospital received a team award for their outstanding efforts in achieving the National Emergency Access Target (NEAT) by the end of 2013. Under the target, Queensland public hospitals aimed to have 77 per cent of patients who present to emergency departments admitted, discharged or transferred within four hours.
- The Mobile Women's Health Service was awarded for its role in delivering healthcare to women in rural and remote areas. Kathryn Anning, Marcia Hunt and Barbara Milne operate as sole practitioners to provide services such as cervical screening, sexual health testing and information, family planning information, continence advice, breast health awareness, and information and support relating to domestic and sexual abuse.
- Surgical Services at Toowoomba Hospital was nominated for achieving its goal of having all elective surgery patients seen within the clinical recommended timeframes set down in the National Elective Surgery Target (NEST).

Many of our staff lead varied and interesting research projects into their fields of interest or expertise. During the year there were around 200 research projects overseen by the DDHHS Human Research Ethics Committee. Research topics ranged from delirium to occupational therapy, palliative care to mindfulness training.

We hosted several leading national health experts through the Clinical Leaders' Forums held as a way of linking and inspiring the Service's top clinicians. Gordon Gregory, Executive Director of the National Rural Health Alliance (NRHA) shared his views on the benefits and challenges of the rural and remote health movement for the people in the Darling Downs. Professor Christine Bennett, previous Chair National Health and Hospitals Reform Commission, provided her insights on health reform in Australia.