

Our people

Metro South Health recognises that investing in people to promote a better workforce culture means the organisation will be able to overcome challenges and continue to provide high quality care for the community.

Our workforce

Metro South Health employs over 10,000 full time equivalent staff. The headcount at June 2013 of our staff included:

- 5,589 nurses
- 1,741 doctors including visiting medical officers
- 1,696 health practitioners and technical officers
- 1,797 operational officers
- 1,925 managerial and clerical officers
- 80 trades and artisans.

Listening to our staff

Every two years for the past decade, Princess Alexandra Hospital has been conducting employee surveys to measure the overall culture and engagement levels of staff and identify potential improvements for the professional working environment. The 2011 survey, conducted by researchers Best Practice Australia, demonstrated significant improvements in many areas including:

- 71 per cent of staff said Princess Alexandra Hospital was a 'truly great place to work'
- 50 per cent of staff said they felt engaged with the organisation (up from 30 per cent in 2000)
- PAH rated extremely well in overall employee engagement levels when benchmarked against similar organisations.

In late 2013, Metro South Health will roll out the survey to all facilities and services within the organisation.

Workforce profile

The demand for medical, nursing and allied health practitioners in Queensland is forecast to increase by 50 per cent by 2024. Metro South Health is faced with the challenge of recruiting and retaining this workforce to meet service demands.

Metro South Health will also be affected by the opening of both the Gold Coast University Hospital in 2013 and the new Queensland Children’s Hospital in 2015. These new hospitals will create significant additional employment opportunities for the health workforce in the south east corner of Queensland. Metro South Health will be required to compete with these new hospitals to recruit and retain the necessary workforce.

Significant capital and service expansion across several Metro South Health facilities will also have an impact on workforce requirements. Emergency department expansions at Logan and QEII hospitals, as well as a range of service expansions at all other hospitals, will increase our capability and capacity needs.

Analysis of current workforce demographics

Analysis of the current workforce and key trends provides important information for projecting future workforce requirements:

- The total number of Minimum Obligatory Human Resource Information (MOHRI) full time equivalent (FTE) staff (excluding external, casuals that did not work in the fortnight and employees on extended unpaid leave) at fortnight ending 23 June 2013 was 10,475.23.
- The MOHRI headcount (employees that are active and paid in the Queensland Health payroll system) at fortnight ending 23 June 2013 was 12,490.
- Metro South Health employed 983 new staff in the 2012–2013 year to 23 June 2013, and had a permanent retention rate of 87.47 per cent.
- 70.68 per cent of the current workforce are clinical with the remaining 29.32 per cent representing administrative and supporting workforces.

Turnover and length of service

In 2012–2013, 2277 Metro South Health staff separated from the organisation.

This equates to a turnover rate of 18.23 per cent and a permanent separation rate of 12.74 per cent.

Figure 19: Employees by professional stream

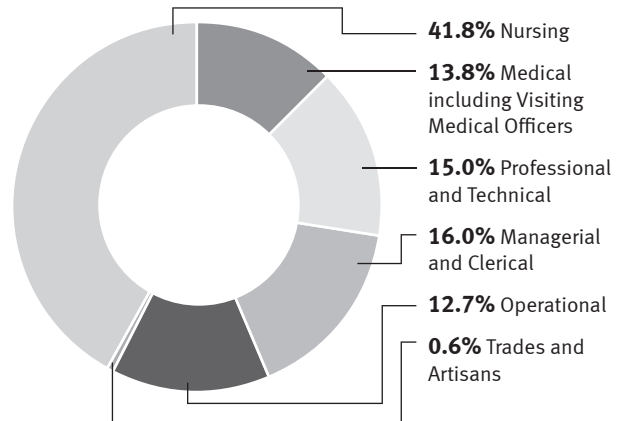
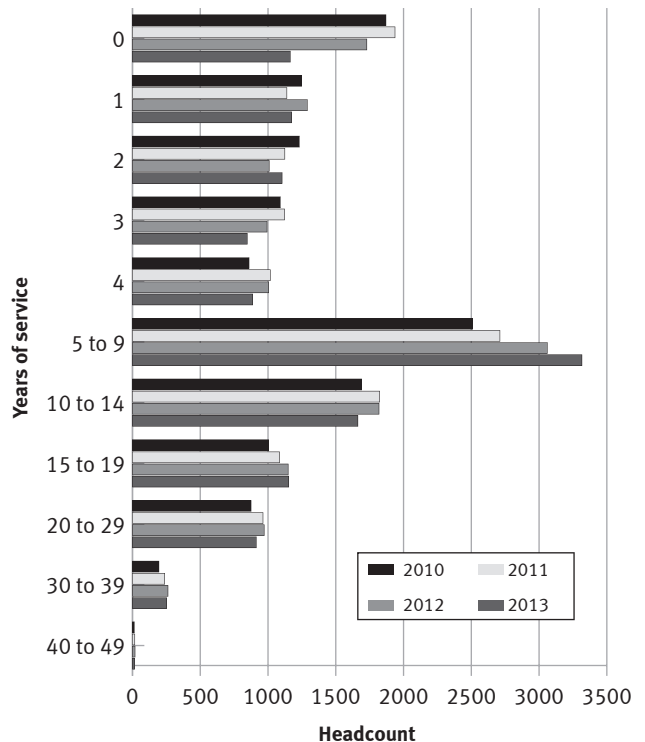


Figure 20: Trend in length of service bands



Generational diversity

Recent census data (Australian Bureau of Statistics, 2011) highlights an ageing workforce and limited supply into the future. Therefore, Metro South Health is dedicated to appropriately managing generational diversity in the workplace:

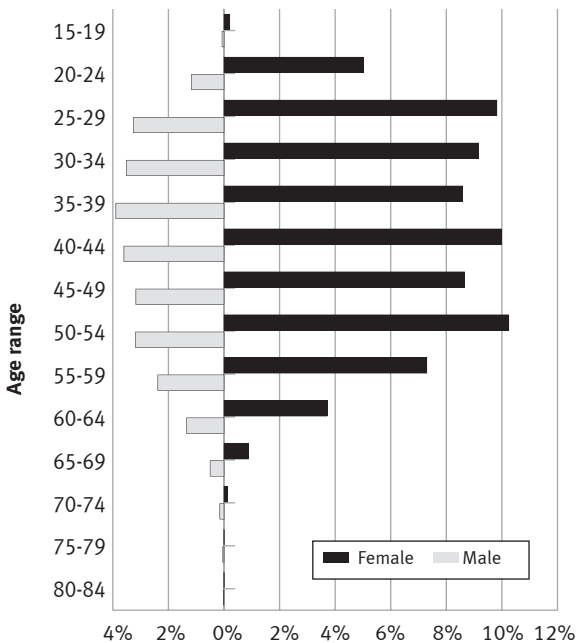
- Health-service wide, the median age is 42 years
- The highest proportion (42.75 per cent) of our staff are generation X
- Baby boomers make up 32.75 per cent
- Generation Y equate to 23.67 per cent
- Silent generation is 0.79 per cent
- Generation Z (iGen) is 0.04 per cent.

Equal employment opportunity

As a total percentage, women comprise of 73.85 per cent of the workforce. Women represent:

- 86.82 per cent of the nursing workforce
- 37.39 per cent of the medical workforce
- 76.28 per cent of the allied health workforce
- 69.97 per cent of the non-clinical workforce.

Figure 21: Percentage of male and female employees by age



As of June 2013, 0.97 per cent of staff employed in the Metro South Health identify themselves as an Aboriginal and/or Torres Strait Islander. This compares to approximately 2 per cent of the population in the Metro South Health catchment area. Continuing efforts are required to achieve the HHS Service agreement 2012–2013 target of 1.09 per cent.

As of June 2013, 16.68 per cent of Metro South Health staff identified themselves as being from a non-English speaking background.

Unscheduled leave

The unscheduled leave rate (verses occupied full time equivalent staff) for the 2012–2013 year was 2.15 per cent meaning, on average, staff took 5.6 days off as unplanned leave.

This has decreased from 2.18 per cent in the 2011–2012 year where on average staff took 5.7 days unscheduled leave. Unscheduled leave is inclusive of sick leave, family leave and special leave.

Monitoring workforce performance

Metro South Health monitors key workforce indicators such as overtime, sick leave and vacancy management. The health service has also developed professional scorecards with key workforce data measured on a monthly basis. These scorecards are in place across all facilities for the purpose of monitoring trends and taking corrective action if required.

Occupational health and safety

In April 2013, a health and safety audit was undertaken across Metro South Health by an external assessors, The Brief Group. The audit examined all elements of health and safety consistent with the requirements of the *Australian health and safety standards* and the prescribed Queensland Government standards. Metro South Health was assessed as compliant with the Australian standard and received a commendation in the auditor's final report.

Injury management

One of Metro South Health’s key focus areas in 2012–2013 was managing the prevalence of incidents resulting in injury to staff, the associated impact on the injured worker, the impact on the workplace and the associated costs.

Action taken to improve the management of injured employees—in addition to mitigating the consequences of the voluntary redundancy program—included a reorganisation of the workforce services structure to develop traditional human resource management and occupational health and safety skills in all practitioners. A specific injury management procedure has been introduced to focus attention on this issue.

Figure 22: Reported incidents vs lost time injuries

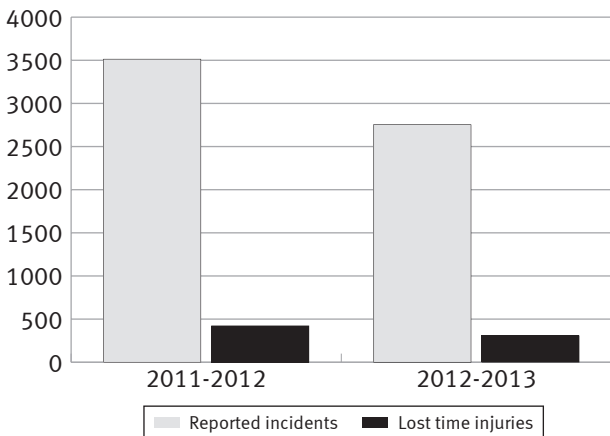
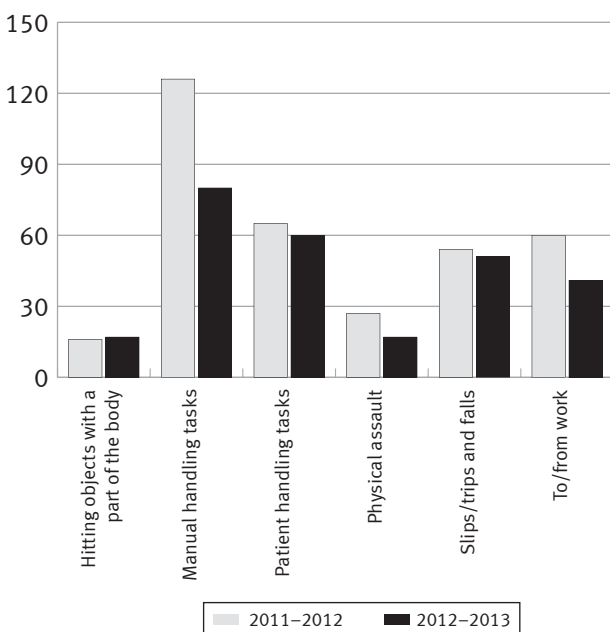


Figure 23: Lost time injuries—key risks



Workforce planning, attraction and retention and performance

Metro South Health has developed a comprehensive workforce strategy to provide direction for its commitment to attract and retain a workforce of skilled health professionals, to support the service’s role as a leader in health care delivery and ensure it is placed in a strong position to meet further challenges.

The Metro South Health *Strategic Workforce Plan 2012–2017* is a five-year plan that provides a vision for the health service to promote systematic improvement in our health workforce and reliable information to support the addressing of immediate and future health workforce needs. It focuses on responding to changes to support the requirements in service delivery and also expanding the capacity of the workforce.

The *Strategic Workforce Plan* is strategically aligned to Metro South Health’s vision, priorities and objectives. The targeted priorities and strategies outlined in the document are supported by strong leadership and engagement with employees to maintain our commitment to be an employer of choice. The plan’s major strategies are:

- Ensure the workforce is responsive and aligned to clinical activity and financial targets.
- Develop and enhance workforce capability and flexibility.
- Establish and maintain a supportive culture.
- Enhance management and leadership capacity.
- Develop and enhance cultural and generational diversity.

This *Strategic Workforce Plan* is regularly reviewed and updated as required. The initial plan was updated in 2012–2013 to reflect significant organisation changes, including full-time equivalent (FTE) staff reduction targets, resulting from the new government direction.

The *Strategic Workforce Plan* focuses on four key, strategic directions which embrace an effective performance management framework, staff development and recognition, and flexible working arrangements for staff. They include:

1. Building capacity through:
 - education alignment
 - recruitment realignment
 - evidence based decision making

- workforce policies.
- 2. Boosting productivity through:
 - Reform agenda
 - Evidence based practice.
- 3. Improving distribution through:
 - Workforce planning alignment to service planning
 - Reshaping the workforce.
- 4. Risk management through:
 - Focussed risk management and decision making.

Management and leadership programs

Management and leadership is a significant feature of a health service-wide review of education and training currently underway. Programs continue to operate with 10 courses provided in 2012–2013 accommodating approximately 200 line managers.

Management Program

Metro South Health has developed a management program that runs over nine days. It includes a total of 19 modules covering topics that are specific to working in the health care environment. The modules are delivered by both internal and external providers. The program includes opportunities for application of learning and networking to improve ongoing embedding of skills.

Topics covered include:

- corporate strategy and its implementation
- management skills
- developing staff (performance appraisal and development)
- courageous conversations
- managing conflict and grievances
- managing performance
- managing attendance
- occupational health and safety manager's training
- managing staff health
- critical thinking
- recruitment and selection
- facilitating effective meetings
- industrial relations framework and human resources delegations
- cost centre management
- team building
- quality improvement
- implementing and managing change.

Leadership Program

Metro South Health has developed a leadership program that runs over a six-month period and builds on the skills acquired in the management program. The program is coordinated by Metro South Health and is delivered by external providers. The program starts with three workshops run over four days which cover the following modules:

- inspiring leadership (two-day workshop)
- personal qualities (one-day workshop)
- coaching skills for leaders (one-day workshop).

The program includes tutorials which cover:

- coaching principles
- holding people to account
- emotional intelligence and personality
- motivating and engaging staff
- being a role model
- delegating, giving feedback and difficult conversations
- work-life balance.

Flexible working arrangements

Metro South Health has adopted, developed and implemented a range of policies and procedures to promote flexible working arrangements for staff of all categories and levels. These include:

- flexible and robust recruitment and selection
- shift work allowances and penalties
- telecommuting
- special leave
- carers leave
- bereavement leave
- parental leave
- long service leave
- time off in lieu
- annual/recreation leave
- overtime
- sick leave
- fatigue leave following weekends and/or rostered days off
- learning and development initiatives
- the Study and Research Assistance Scheme
- professional development packages for doctors, nurses and health practitioners
- conference leave arrangements.

Promotion of these policies occurs through the following avenues:

- role descriptions
- consultative forums
- orientation and induction
- professional development and appraisal
- workforce services unit
- staff forums
- relevant meetings and committees
- promotion via intranet sites and communication publications.

In addition, all new staff undertake a detailed orientation program which outlines these activities, opportunities and entitlements.

Performance management

Metro South Health has developed a responsive performance management framework that is articulated and confirmed at the point of engagement and remains a feature of the employment cycle.

The Executive Management Team have identified key performance indicators negotiated with the Health Service Chief Executive and reviewed regularly.

Performance management and development of staff is undertaken at the workplace level on a regular basis. Plans include generic provisions and those relevant to the category of staff. These plans are industrially compliant and regularly reviewed.

Alignment to financial and strategic planning

A significant reform agenda incorporating key targeted workforce strategies was implemented in 2012–2013 to support financial saving strategies and boost productivity to ensure achievement of critical hospital and health service key performance indicators.

Metro South Health has, and will continue to, review and reform various areas of the organisation as an initial step to realign the workforce to meet our financial and service requirements. This process assists to effectively achieve right sizing of the organisation by examining efficiency opportunities by preparing the organisation for contestability where appropriate.

Key reforms completed in 2012–2013 included:

- Community and Primary Health Services – resulting in the closure of the Moreton Bay Nursing Care Unit, the transfer of service responsibility for Home and Community Care services to non-government providers, and the full integration of the Community and Primary Health workforce into acute hospital structures.
- Education, Training and Professional Development – leading to implementation of a new governance model and prioritisation of core activities.
- Finance Services and Oral Health Services reviews – leading to the establishment of new service structures, commencement of service consolidation and corresponding workforce realignment.
- Building and Maintenance Services – leading to major restructure of the existing workforce.

Early retirement, redundancy and retrenchment

A program of redundancies was implemented during 2012–13. During the period, 822 employees received redundancy packages at a cost of \$40.614 million. Employees who do not accept an offer of a redundancy are offered case management for a set period of time, where reasonable attempts are made to find alternative employment placements. At the conclusion of this period, and where it is deemed that continued attempts of ongoing placement are no longer appropriate, employees yet to be placed are terminated and paid a retrenchment package. However, during the period, no Metro South Health employees received retrenchment packages.