

**Always Belong**  
DIVERSITY AND INCLUSION

# Diversity and Inclusion Strategy 2023 -2025

Bringing our values to life through  
diversity, inclusion, and wellbeing



A message from the Chair of the Board, Professor Cindy Shannon AM

Diversity and Inclusion is at the heart of our Gold Coast Health ‘Always Care’ philosophy and is critical to our ability to deliver health care services and a work environment that is safe, fair and inclusive and provides equal opportunity for all diverse groups.

A true commitment to diversity and inclusion relies upon all of us at Gold Coast Health consciously initiating relevant programs of care and employment opportunities for those who are often not adequately catered for.

We know that an engaged, productive and safe workplace where all employees have a true sense of belonging is critical to providing good healthcare outcomes to our community.

We know that workforce diversity reduces risk through better informed decisions as well as increases productivity and innovation. We will need to access, attract, retain and invest in a high-performing, diverse workforce to ensure our capacity and capability to provide world-class healthcare.

This Diversity and Inclusion Strategy articulates our commitment to respecting the difference between individuals, embracing diversity, and building capability for excellence in person-centered care.

Cindy Shannon

Our vision

We asked our employees to share their ideas of what makes a truly diverse and inclusive organisation and we listened to their responses.

- We believe a broad range of perspectives, approaches and ideas makes us stronger
- We want to foster a workplace culture where everyone is welcome, contributes and belongs
- We believe that feeling included for who we are and being empowered to bring our whole selves to work is essential to wellbeing, engagement, productivity and providing the best health outcomes to our community.

Our vision is a culture that supports our inclusive blended workforce and ensures all employees feel welcome, included, and engaged as they continue to adapt to new ways of working.

What do we mean by diversity, inclusion and wellbeing?

Diversity is recognising that each person has different characteristics, perspectives and experiences which make them unique. Diversity is the differences between people in relation to their identity, sex, age, caring responsibilities, cultural background, disability, ethnicity, religion, sexual orientation, among others. Diversity of perspectives and thought leads to less groupthink and more opportunities for innovation and improvements in healthcare.

Inclusion is about creating an environment where diversity is respected and where all people are valued, connected and empowered to positively contribute to our organisation’s needs.

Workplace wellbeing is related to how people feel about their work, their working environment, the Gold Coast Health culture, and ensuring people are safe, healthy and engaged at work.

Our new strategy recognises the need to adopt an intersectional approach, recognising the heightened disadvantages people experience from having different types of diversity.

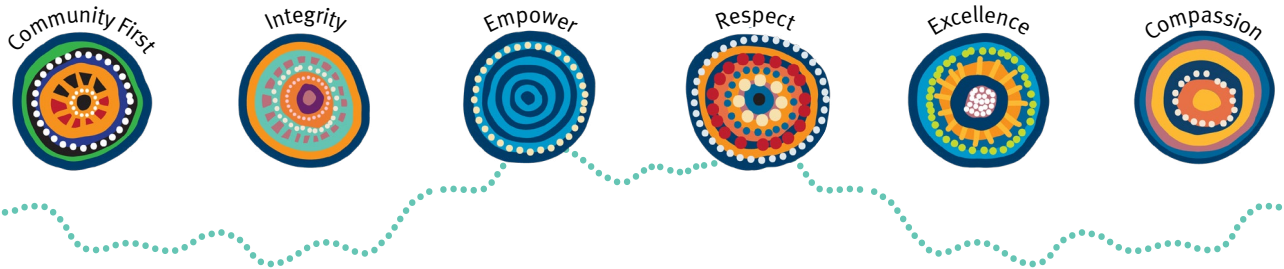
GCHHS D&I Target Groups:

	Current Q2 22/23	Strategic Plan 2020-2024	PSC Stretch Targets 2023-2026
Aboriginal peoples and Torres Strait Islander peoples	1.54%	3.5%	4%
People with disability	1.50%	4.4%	12%
Culturally and linguistically diverse peoples, who speak a language other than English at home	12.23%	15%	12%
Women in leadership (to be measured at the SO, SES2, SES3, SES 4 and CEO levels, with targets combining both classified and equivalent roles)	42%	50%	50%

Our actions so far

Our Diversity and Inclusion Strategy 2017-2022 and Action Plan 2019-2022 has led to significant change in the past few years, including these key milestones:

2017	Launched the Diversity and Inclusion Strategy 2017-2022
2019	Launched the Diversity and Inclusion Workforce Action Plan 2019-2022
	Established DisTinct Pathways Employment Program
	Partnered with Job Access to undertake an inclusive recruitment and selection review
	Hosted the Gold Coast Inclusive Forum together with Gold Coast City Council
2020	Launched employee networks and appointed Executive Champions
	Partnered with Diversity Council Australia to deliver inclusive training to Executive Management Team
	Invested in the SBS Inclusion Program on LOL
	Launched Courageous Conversations about Race Program
2021	Launched the Gender in Information in IT systems
	Celebrated diversity at inaugural Pride event at GCUH
	Won the Australian Human Resources Institute (AHRI) award for DisTinct Pathways Program
	Finalist for Best Diversity and Inclusion Program, Australian HR Awards
2022	Pride wall at Gold Coast University Hospital and Robina Hospital
	Diversity and Inclusion and Team Health and Wellbeing merger



# Our commitments

This strategy, with the action plans, form a Diversity and Inclusion Strategic Framework which builds on the excellent progress achieved at Gold Coast Health with our employee networks, champions and allies. We are committed to creating and maintaining a diverse workforce and inclusive culture in which our people feel supported and valued.

We are committed to:

- Increasing representation to meet diversity targets, particularly in leadership and critical roles
- Fostering a culture of belonging to ensure our people feel valued, respected, heard and seen
- Strengthening leadership accountability for delivering diversity, inclusion and wellbeing goals
- Increasing staff capability, training and awareness
- Ensuring systems, processes and policies promote a culture of equal opportunity, free from bias and discrimination
- Promoting a safe and healthy environment that prioritises psychosocial health and wellbeing

## How will we do this?

We all have a role to play to achieve our vision and real cultural change.

To achieve our vision and commitment we will:

- Provide opportunities for staff from diverse backgrounds and with lived experience to work together through co-design and drive Employee Network led initiatives
- By listening and ensuring all staff have their voices heard
- Use an evidence-based and data-driven approach to develop meaningful and sustainable actions
- Drive real systemic change and hold leadership accountable
- Embed diversity and inclusion awareness and capability into all areas of the workplace

## Action Plans

Our dedicated action plans translate our vision into actionable goals over the next two years. Employee led and evidence based, these action plans outline our shared commitment and direction to:

\* Gender Equality

\* Lesbian, Gay, Bisexual, Transgender, Intersex, Queer (LGBTIQ+) Inclusion

\* Multicultural Inclusion

\* Life Stages

\* Accessibility

\* Wellbeing

Please note that representation of Aboriginal and Torres Islander Peoples is outlined in the Gold Coast Health First Nation's Health Equity Strategy 2022-2025.



**2021 Winner**  
Grame Innes  
Disability  
Employment  
Award



**2021 Finalist**  
Best Diversity  
and Inclusion  
Program



**2022 Winner**  
Best employment  
program including  
Disability  
Employment  
Program, Distinct



**2022 Finalist**  
Queensland Health  
and Department  
of Health Awards  
for Excellence  
in 'Promoting  
Wellbeing' category