

# Our people

# 3

## Workforce profile

### Committed employees delivering quality services

The contribution of skilled and committed professionals across all roles within our organisation ensures that we are able to deliver a quality health service. Our highly-skilled and valued workforce remain a priority as we meet the challenges of future health needs and the changing workforce environment.

As at 30 June 2015, we employed 3,923 Full Time Equivalent (FTE) people, representing a Minimum Obligatory Human Resource Information (MOHRI) Headcount of 5,022 employees.

**Table 5: Our workforce profile - MOHRI Occupied FTE**

Employment category	Financial Year 2014 <sup>1</sup>	Financial Year 2015 <sup>2</sup>
Managerial and Clerical	634.52	751.96
Medical incl VMOs	512.68	516.75
Nursing	1,566.06	1,623.44
Operational	494.66	504.89
Trade and Artisans	13.00	12.00
Professional and Technical	35.06	38.26
Health Practitioners	457.59	475.21
<b>Total</b>	<b>3713.57</b>	<b>3922.51</b>

**Notes:**

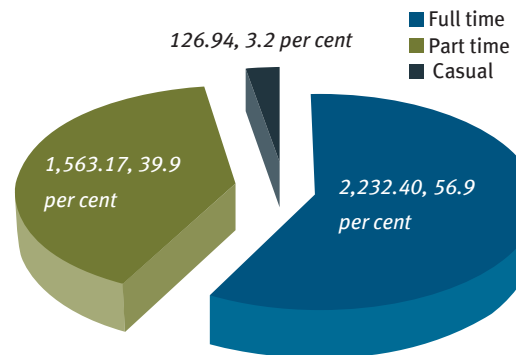
1. Includes all full time, part time and casual SCHHS employees at the end of June 2014
2. Includes all full time, part time and casual SCHHS employees at the end of June 2015

**Table 6: Year-to-date MOHRI FTE**

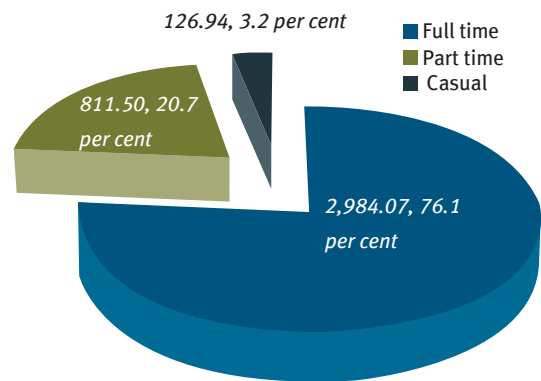
YTD MOHRI Average FTE	FY2015
SCHHS	3833.72
Target (with agreed variations)	3700.00
Variance to target	133.72

While the target was set in the initial Service Agreement it was not updated as additional funding was given as part of the Service Agreement Amendment process.

**Graph 8: Our workforce profile - Employee type (MOHRI Occupied FTE)**



**Graph 9: Our workforce profile - Employee Status (MOHRI Occupied FTE)**



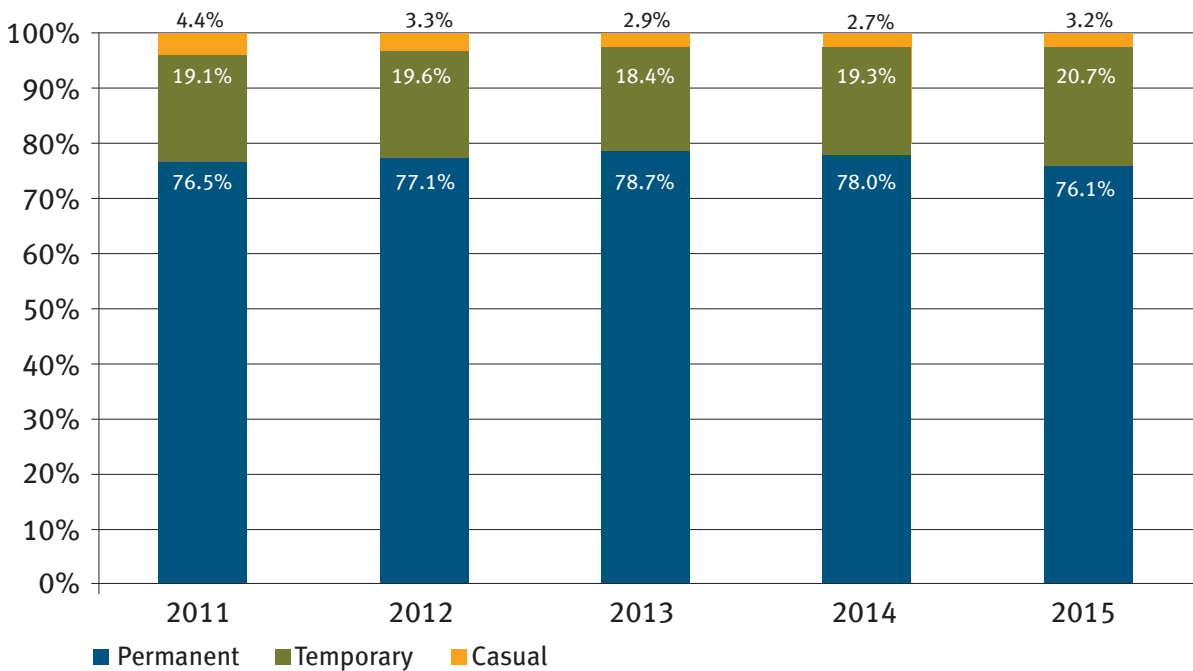
Since the 2011 financial year, the occupied Full Time Equivalent (FTE) has increased by more than 515 FTE or 15.1 per cent. During this period Medical and Visiting Medical Officers (VMOs) FTE increased by 103, Managerial and Clerical by 233, Nursing by 103 and Health Practitioners by 81 FTE. Clinical streams accounted for 56.1 per cent of the growth. The number of employees (headcount) increased by 580 or 13.1 per cent.

Over the past financial year:

- The workforce (MOHRI occupied FTE) increased by 209 FTE or 5.6 per cent. Clinical streams accounted for 39.4 per cent and non-clinical for 60.6 per cent of the growth. The increase in non-clinical can be attributed to the large number of managerial and clerical staff associated with the Sunshine Coast Public University Hospital project. Many of these positions are held by clinicians.
- Clinical streams made up 67.7 per cent of the workforce.
- The headcount (MOHRI Occupied Headcount) increased by 250 or 5.2 per cent.

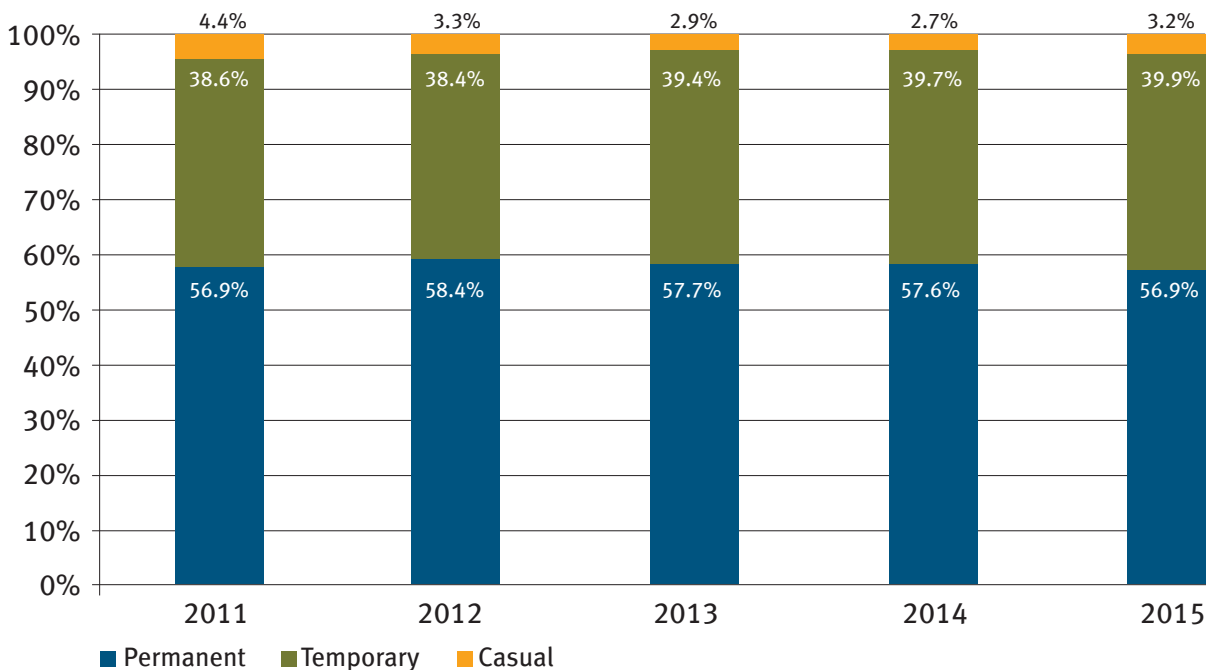
The headcount to occupied FTE ratio has remained the same at approximately 1:0.78. Over the past five years there has been a steady growth in the proportion of employees aged over 55 years, with an increase from 19.5 per cent in the 2011 financial year to 23.4 per cent in the 2015 financial year. The proportion of employees aged under 25 years has averaged about 3.5 per cent. The ageing workforce has been identified as a factor in our *Strategic Workforce Plan*.

**Graph 10: Five-year workforce status comparison: based on MOHRI Occupied FTE**



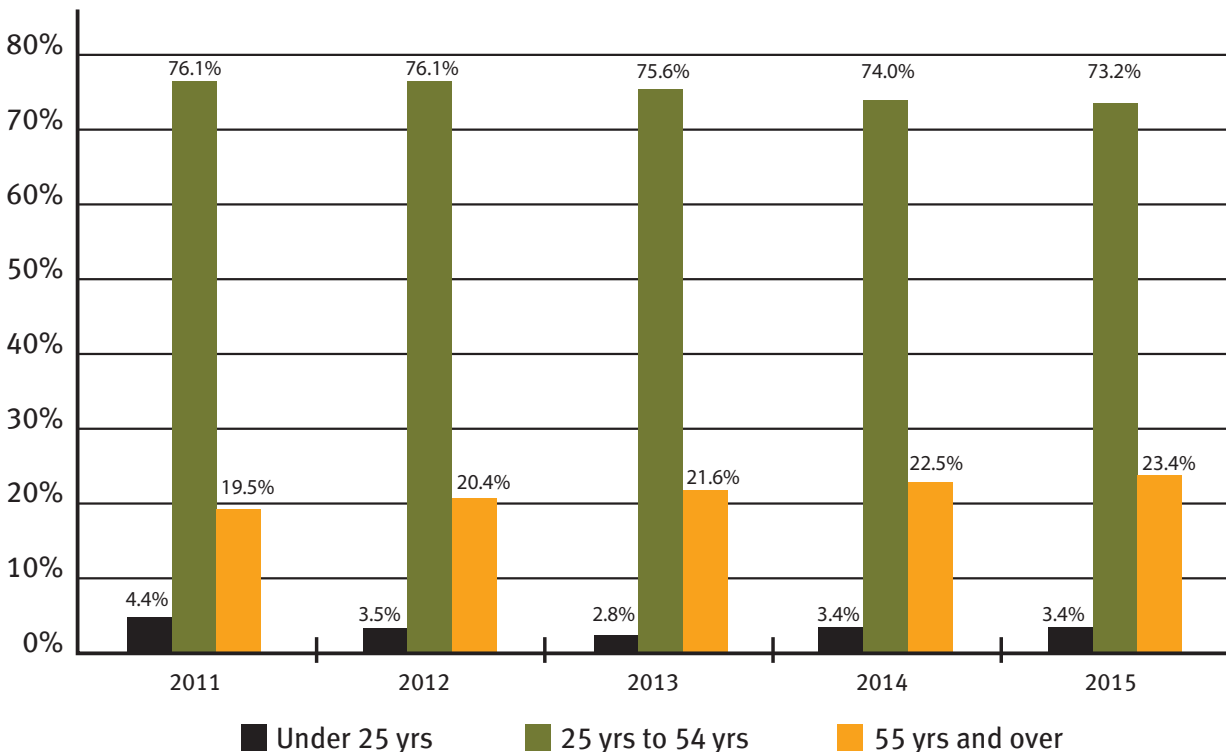
The majority of our employees are employed permanently - reaching a peak of 78.7 per cent in the 2013 financial year. In 2014/15 the proportion of permanent employees dropped to 76.1 per cent, casual staff increased from 2.7 per cent to 3.2 per cent, and temporary employees increased from 19.3 per cent to 20.7 per cent.

**Graph 11: Five-year workforce type comparison: based on MOHRI Occupied FTE**



The proportion of part time employees has remained steady at nearly 40 per cent of MOHRI Occupied FTE. Full time employees dropped from 58.4 per cent in the 2012 financial year to 56.9 per cent in the 2015 financial year, and the casual component has increased to 3.2 per cent.

**Graph 12: Age distribution comparison over five years (MOHRI Occupied FTE)**



Over the past five years there has been a steady increase in the proportion of employees aged over 55 years, with an increase from 19.9 per cent in the 2011 financial year to 23.4 per cent in the 2015 financial year. The proportion of

employees aged less than 25 years has averaged about 3.5 per cent. The ageing workforce has been identified as a factor in our *Strategic Workforce Plan*.

**Table 7: Average workforce age (MOHRI Occupied Headcount)**

Employment category	As at 30 June 2010	As at 30 June 2013	As at 30 June 2014	As at 30 June 2015
Managerial and clerical	46.87	47.66	47.98	47.78
Medical incl Visting Medical Officers (VMOs)	38.76	39.01	38.29	38.12
Nursing	46.10	46.82	46.61	46.53
Operational	46.11	47.81	48.26	48.67
Trade and artisans	50.06	52.49	53.47	53.80
Professional	42.54	42.89	43.76	45.72
Health practitioners	41.99	42.41	42.63	42.81
Technical	39.70	42.18	-	52.26
<b>All paypoints</b>	<b>45.02</b>	<b>45.60</b>	<b>45.55</b>	<b>45.60</b>

The average age increased slightly from 45.02 years in the 2010 financial year to 45.60 years in the 2015 financial year.

**Table 8: Length of service**

Average length of service	As at 30 June 2010	As at 30 June 2013	As at 30 June 2014	As at 30 June 2015
Managerial and clerical	9.16	9.34	8.87	8.14
Medical incl Visiting Medical Officers (VMOs)	7.32	6.40	6.37	6.36
Nursing	9.98	10.28	10.22	10.20
Operational	9.01	9.52	9.47	9.74
Trade and artisans	5.27	7.52	8.78	9.90
Professional	9.34	7.40	7.55	7.48
Health practitioners	8.68	8.88	9.08	9.28
Technical	5.62	11.15	0	0.79
<b>All paypoints</b>	<b>9.30</b>	<b>9.37</b>	<b>9.28</b>	<b>9.19</b>

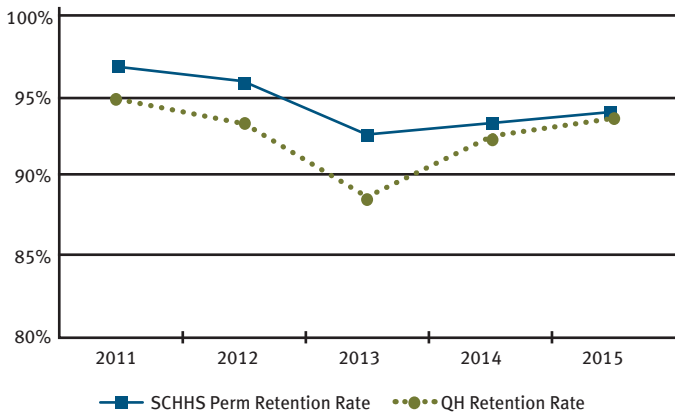
The average length of service has dropped slightly from 9.30 years in the 2010 financial year to 9.19 years in the 2015 financial year. At 10.20 years, the nursing stream has the longest average length of service. This is followed by Trades and Artisans at 9.90 years, Operational at 9.74,

Health Practitioners at 9.28, and Managerial and Clerical at 8.14. Medical and Visiting Medical Officers (VMOs) have the shortest average length of service of the larger streams because of the rotation of junior medical staff.

**Table 9: Permanent retention rate per cent (MOHRI Occupied Headcount)**

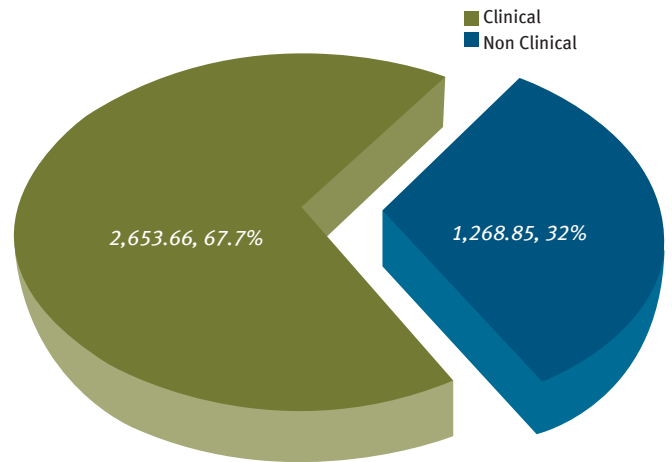
Permenant Retention Rate	2010	2011	2012	2013	2014	2015
Sunshine Coast Hospital and Health Service Perm. retention rate	96.00 per cent	96.68 per cent	95.79 per cent	92.53 per cent	93.19 per cent	93.90 per cent
Queensland Health retention rate	93.94 per cent	94.80 per cent	93.40 per cent	88.76 per cent	92.40 per cent	93.54 per cent

**Graph 13: Sunshine Coast Hospital and Health Service versus Queensland Health Permanent Retention Rate**



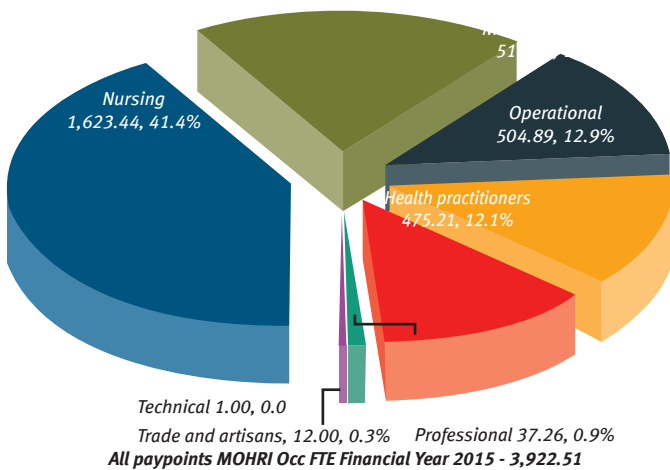
The health service maintained a permanent employee retention rate of about 96 per cent from the financial years 2011 to 2012. The rate dropped in 2013 and 2014 financial years (92.53 per cent and 93.19 per cent respectively), but increased slightly in 2015 financial year. Retaining the right people is a key element in the *Sunshine Coast Hospital and Health Service Employee Retention Plan 2012-2017* as we undergo significant workforce growth over the few years.

**Graph 15: Clinical and Non-Clinical per cent (MOHRI Occupied FTE) FY2015**



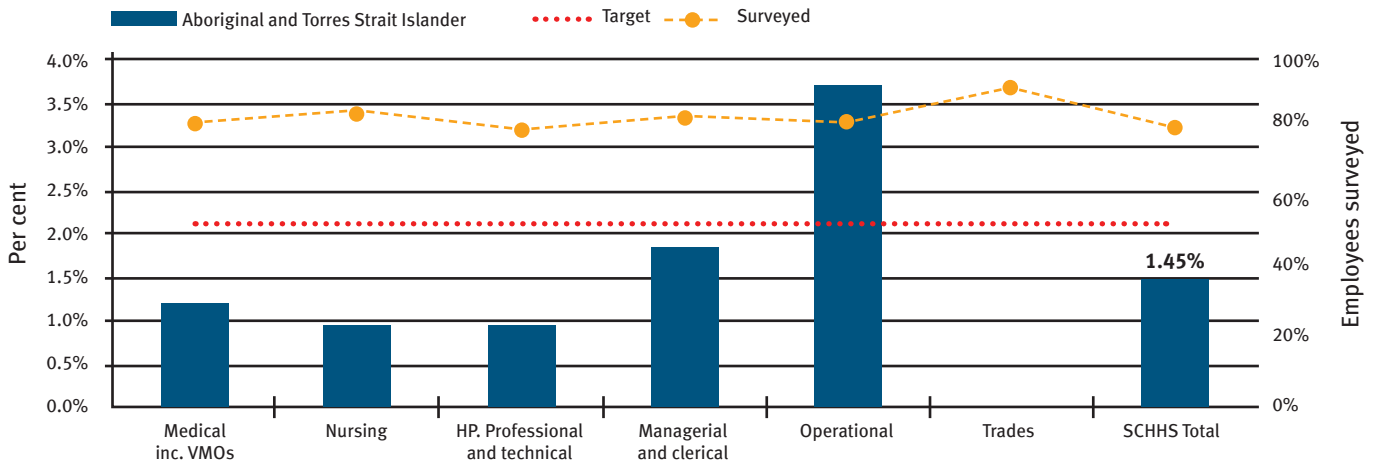
The clinical streams amount to 67.7 per cent of the workforce.

**Graph 14: Employee per cent by Stream (MOHRI Occupied FTE) financial year 2015**



Nursing accounts for the highest percentage of the workforce at 41.4 per cent, with Managerial and Clerical next at 19.2 per cent, Medical and Visiting Medical Officers (VMOs) at 13.2 per cent, Operational at 12.9 per cent, Health Practitioners at 12.1 per cent, Professional at 0.9 per cent, Trades and Artisans at 0.3 per cent, and Technical at 0.03 per cent.

**Graph 16: per cent of Aboriginal and Torres Strait Islander in our workforce (Jun 2015)**

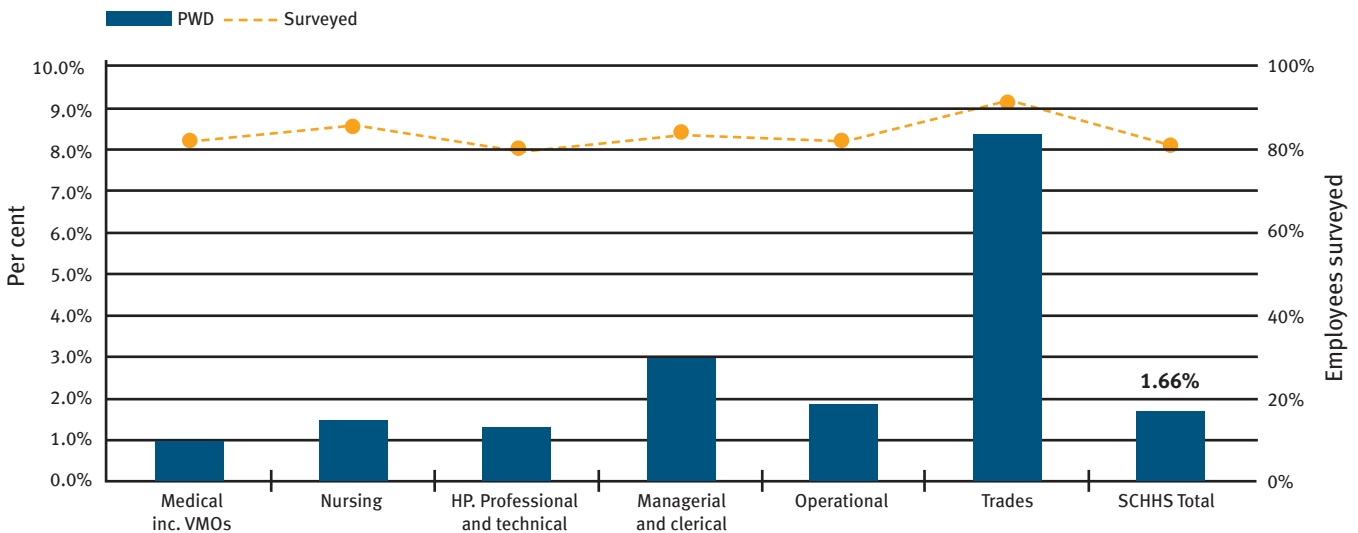


Increasing Aboriginal and Torres Strait Islander representation in employment and reducing the overall level of disadvantage among Indigenous Australians is an integral part of the health service's commitment to closing the gap between Indigenous and non-Indigenous Australians.

1.45 per cent of the workforce. This is down on the 2014 financial year, and below the health service's target of 2.13 per cent. We are aware that a number of Aboriginal and Torres Strait Islander staff have not identified as such and we are encouraging them to do so.

The health service employs 73 staff who have identified as Aboriginal and Torres Strait Islanders, which represents

**Graph 17: per cent of people with disabilities in our workforce (Jun 2015)**



The health service supports the *As One Public Service Disability Employment Strategy*. As at June 2015, 1.66 per cent of the workforce (83 employees) had identified as having a disability. There is currently no Public Service Commission target.

The health service encourages and supports linguistically diverse backgrounds across all occupational streams. As at 30 June 2015, 7.51 per cent (377 employees) have identified

themselves as having a non-English speaking background. The Public Service Commission has a target of 13.5 per cent.

**Table 10: per cent of women in our workforce**

Per cent female by stream	2011	2012	2013	2014	2015
Managerial and clerical	88.3%	87.5%	89.2%	87.1%	88.8%
Medical incl Visting Medical Officers (VMO's)	33.0%	38.3%	38.2%	39.4%	38.5%
Nursing	87.5%	87.0%	88.7%	88.8%	88.7%
Operational	59.4%	58.4%	58.7%	59.3%	58.2%
Trade and artisans	0.0%	0.0%	0.0%	0.0%	0.0%
Professional	58.0%	69.2%	64.1%	62.8%	62.8%
Health practitioners	78.3%	77.7%	77.7%	78.8%	78.7%
Technical	100.0%	100.0%	100.0%	0.0%	100.0%
<b>All paypoints</b>	<b>75.9%</b>	<b>75.8%</b>	<b>75.7%</b>	<b>75.8%</b>	<b>75.9%</b>

According to the Australian Government's Gender Equality Agency report July 2013, the highest representation of women working in any industry was in health care. The Sunshine Coast Hospital and Health Service's workforce has consistently been composed of about 76 per cent women.

The highest representation of women is in the Technical stream at 100 per cent but this field has only one Full Time Equivalent (FTE). Managerial and Clerical is next with 86.8 per cent followed by the Nursing stream – at 86.7 per cent. The lowest is in the Trades and Artisans stream with no women. The female representation in Medical & Visting Medical Officers (VMOs) has increased from 33 per cent in the 2011 financial year to 39.4 per cent in the 2014 financial year. However this has dropped slightly to 38.5 per cent in the 2015 financial year.

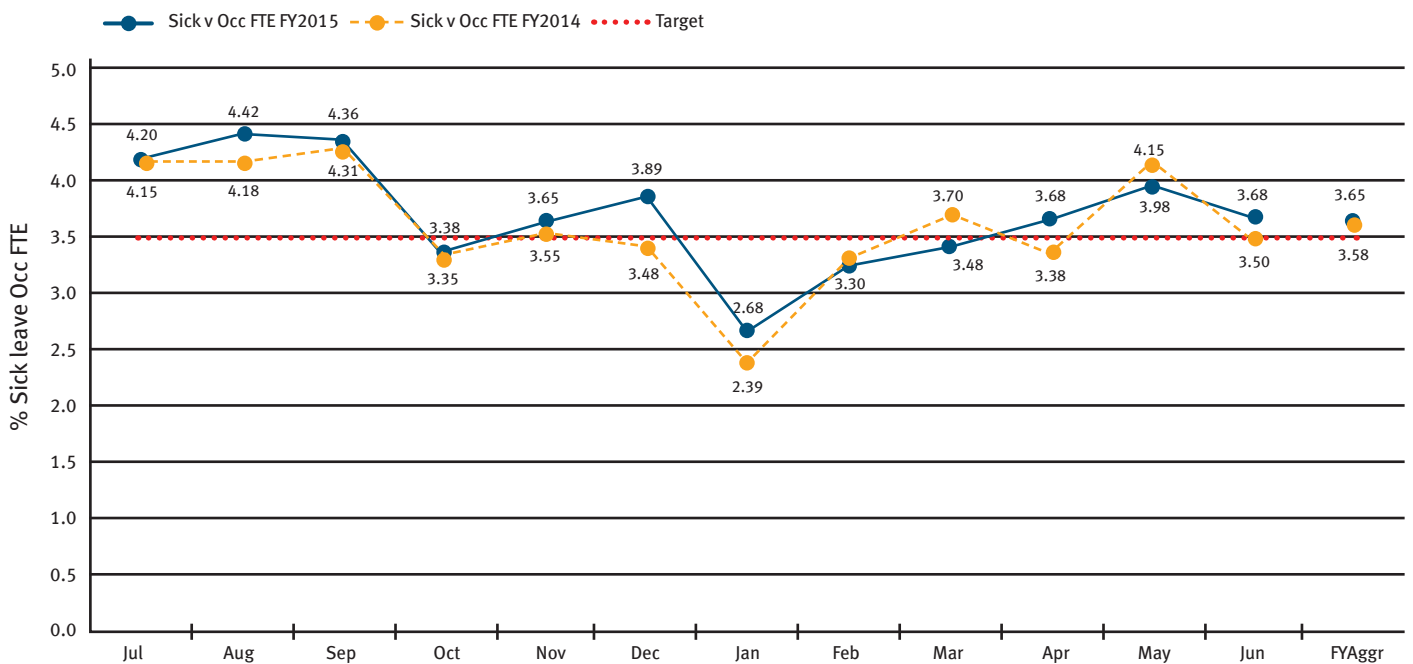
**Table 11: Mandatory Training Compliance**

Mandatory training module	Target %	2013-2014 Compliance rate % (1)	2014-2015 Compliance rate % (1)
Public interest disclosures (whistleblowers)	95	90.2	91.3
Aboriginal and Torres Strait Islander Cultural Practice Program	70	45.4	50.8
OH and S orientation	95	90.1	91.4
Health Care Ergonomics	95	90.2	91.6
PaD Compliance	95	58.7	69.5
SCHHS Orientation	95	75.8	81.2
Cultural Diversity	70	89.9	92.2
Infection Control (clinical)	95	80.9	86.2
Occupational Violence Prevention	95	90.8	91.5
Code of Conduct	95	88.7	
Infection Control (non-clinical)	95	82.3	81.5
General Evacuation Instructions	95	79.5	85.3
First Response Evacuation Instructions	95	80.3	88.0
Ethics, Integrity and Accountability	95		80.4
Fraud Control	95		79.2
<b>Total</b>	<b>91.7 per cent</b>	<b>80.2 per cent</b>	<b>83 per cent</b>

(1) Based on compliance rate on TrendCare as at 30 June. Code of conduct is now incorporated in Ethics, Integrity and Accountability. Fraud control is new to our mandatory training list.

The health service has improved its overall compliance rate during the year despite some complications in the introduction of an online learning management system.

**Graph 19: Sick Leave (hours lost) versus Occupied FTE**

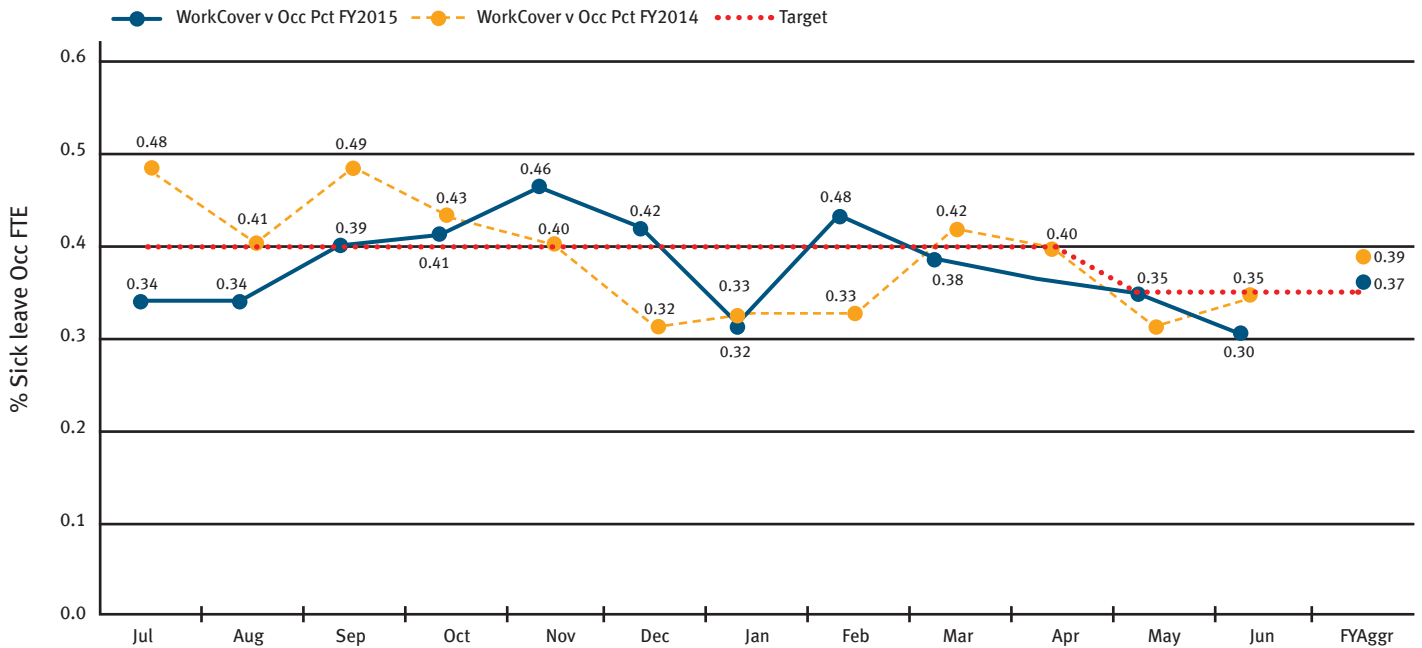


A particularly high level of sickness during the peak winter season saw the health service have a final year-to-date sick leave percentage rate of 3.65 per cent, which is above our

target of 3.5 per cent and slightly higher than the rate for the 2014 financial year of 3.58 per cent.



**Graph 20: WorkCover (hours lost) versus Occupied FTE**



While the final result of WorkCover per cent Occupied Full Time Equivalent (FTE) at 0.37 per cent was an improvement over the 3.9 per cent of the 2014 financial year, the health service was slightly over the recently revised target of 0.35.

### Employee recruitment, engagement and retention strategies

Sunshine Coast Hospital and Health Service is working to ensure we have a sustainable and highly-qualified workforce to meet the future needs. There are a number of challenges facing the future growth of our organisation, including:

- the commissioning of new services
- opening of the Sunshine Coast Public University Hospital
- an ageing workforce
- significant population growth on the Sunshine Coast
- a multi-generational workforce.

In order to meet these challenges and other emerging needs of the health service environment, it is critical we continue to invest in our people.

Workforce, change and engagement initiatives have been implemented in line with the health service’s Transformation and Transition program. This program has been developed to support the health service’s readiness for the expansion of services in 2016 by leading workforce planning, recruitment, leadership and change management activities. The overall objective is to deliver strategic and functional workforce planning, and development as well as recruitment, attraction and retention strategies.

In 2013, the health service developed workforce projections

which identified the indicative future workforce requirements for Sunshine Coast Public University Hospital, and the remainder of the health service in 2016-2017.

In 2015, a consultation process has occurred to refine the 2013 workforce projections with the consideration of the models of care developed for Sunshine Coast Public University Hospital. The result was the development of workforce profiles for health service for 2016-2017. The health service is developing the work program to enable the transition and appointment of the required workforce for the new hospital.

#### Strategic Workforce Plan

The provision of public health services in the Sunshine Coast Hospital and Health Service will undergo significant change in the coming years. It is estimated that the Sunshine Coast Public University Hospital will require about 3000 Full Time Equivalent (FTE) staff in 2016-2017. The attraction, recruitment and retention of the estimated workforce requirements represent a significant challenge for the health service.

Challenges associated with service demand will also be faced. Increasing population and the prevalence of chronic diseases together with, the transition of services and the creation and expansion of new tertiary services at the new hospital, and transformation of the remainder of the health service will all present a unique operating environment over the next two years.

The *Sunshine Coast Hospital and Health Service Strategic Workforce Plan 2011-2021* has been developed to ensure workforce planning and development are effectively addressed. This is integral to the success of the health service as it provides the necessary mechanisms for attracting and retaining a workforce of skilled health professionals who support our role as a leader in health care services in this region.

Our workforce planning and development will place the health service in a strong position to meet these future challenges. Therefore it is critical that we continue to invest in our current workforce and grow and source the workforce required for future service requirements.

### *Working for Queensland survey 2015*

The Working for Queensland Employee Opinion Survey is an opportunity for staff to provide opinions on areas such as engagement, job satisfaction and work environment. The results of the survey are used by the health service to inform strategies to develop and improve organisational processes and practices.

The 2015 survey was conducted from 27 April to 15 May 2015 with a response rate of 44 per cent. This represented a 10 per cent increase in staff participation from the previous year.

The 2015 survey results were received on 29 June and were communicated across the organisation. An analysis of the results reflected positive increases in results relating to job security, role clarity and organisational leadership.

Feedback indicated that not enough action was taken in response to 2014's Working for Queensland survey results. As a result, the health service has implemented a comprehensive plan to ensure the 2015 results are more thoroughly communicated to staff.

The actions and the outcomes from the survey will also be widely communicated. Areas noted for improvement will be embedded into service group action plans with progress against these regularly communicated to staff.

### *Prescribed employer status*

The *Hospital and Health Boards Act 2011 (Qld)* provides for hospital and health services to be prescribed, by regulation, to be the employer of all employees working in and for a hospital and health service.

To achieve prescribed employer status, the health service was required to demonstrate it met the seven evidence criteria (Human Resources Accreditation, Hospital and Health Service Readiness Assessment, Occupational Health and Safety Audit, Policy Management, Delegations, Employment

Framework, Change and Communication Strategy) and had the capacity and capability to administer the employment related processes for employees. Sunshine Coast Hospital and Health Service undertook a rigorous process to provide a foundation for future growth and to articulate the changes in responsibilities and accountabilities between the health service and the Department of Health.

Sunshine Coast Hospital and Health Service addressed the evidence criteria of the Prescribed Employer Framework, and achieved prescribed employer status on 1 July 2014.

### *Early retirement, retrenchment and redundancy*

The health service continued to identify efficiencies through organisational change throughout 2014-2015, focussing on suitable employment placements for affected employees. Where permanent employees' positions were affected by organisational change, only a very small number of employees were offered and accepted voluntary redundancy packages.

### *Human Resources*

Following external and internal reviews of the people and culture function, it was identified that the team structure and functionality needed to change in light of the projected growth within the health service (in the lead up to the commissioning of Sunshine Coast Public University Hospital).

The team was reconfigured in early November 2014 and rebranded to Human Resources. As part of the enhanced team arrangements, a new Human Resources Business Partner model was implemented and commenced operation on 17 November 2014. The business partner team is supported by specialist teams within the Human Resources department. This model enables the delivery of dedicated and professional human resource support and advice to clients (executive, senior management, service groups and corporate support areas). Positive feedback has been received from our client groups to date and we continue to partner with clients, seek feedback, adjust and improve services to meet the changing needs of the organisation.

The team is committed to continuous improvement of our human resource service and the Business Partner model which ultimately contributes to and supports the health service in the delivery of quality and safe patient care.

Included within the Human Resources department is the provision of support and advice relating to industrial awards and agreements, the Code of Conduct, employee entitlements, performance management, complaint management and discipline.

This support includes management, investigation and resolution of matters that may require reporting to external agencies (e.g. Crime and Corruption Commission, Public Service Commission, Queensland Ombudsman, Office of the Health Ombudsman and so on), conciliation and advocacy within industrial and other tribunals.

On 1 July 2014, the Public Service Commission introduced the Conduct and Performance Excellence (CaPE) service which supports agencies in managing employee conduct and performance. Human Resources has aligned with the CaPE framework, categorising matters and reviewing conduct and performance management data on a quarterly basis, promoting leadership, excellent conduct and high performance and supporting managers in dealing with poor conduct and performance. Human Resources is continuing to work with the Public Service Commission to ensure developing issues, good practice and opportunities to develop capabilities are identified.

Also on 1 July 2014, changes to legislation resulted in the Crime and Misconduct Commission becoming the Crime and Corruption Commission (CCC) and the threshold for reporting matters of suspected corrupt conduct (formerly suspected official misconduct) being raised. The obligation to report allegations of corrupt conduct remains with the Health Service Chief Executive and Human Resources continues to be the central point within the health service to receive, assess and refer allegations of suspected corrupt conduct to the Crime and Corruption Commission.

During 2014-2015, Sunshine Coast Hospital and Health Service had carriage of 129 new matters; of which 19 new suspected corrupt conduct matters were reported to the Crime and Corruption Commission, and 110 other ethical and employment related matters that did not involve suspected corrupt conduct. Of the 19 new matters assessed as suspected corrupt conduct and reported to the Crime and Corruption Commission; five matters were substantiated, four were not substantiated and 10 matters are continuing to be managed.

A Health Service Consultative Forum, along with local consultative forms representative of our workforce disciplines, continues to operate in line with the Public Service Commission Guidelines for Consultative Forums. These forums enable a strong focus and commitment to local resolution and provide a robust framework for consultation between management and unions on matters arising out of industrial instruments, workforce change or other workforce matters.

**Table 12: Training and development mandatory training compliance**

There are 14 mandatory training modules for employees. The current compliance rates are:

Module <sup>3</sup>	Target	30 June 2014	30 June 2015
Sunshine Coast Hospital and Health Service Welcome Orientation Program <sup>4</sup>	90 per cent	75.6 per cent	84.1 per cent
First Response Evacuation Instructions and Emergency Colour Codes	95 per cent	79.5 per cent	87.1 per cent
General Evacuation Instruction	95 per cent	80.3 per cent	84.4 per cent
Ethics, Integrity and Accountability <sup>2</sup>	90 per cent	88.7 per cent	78.3 per cent
Infection Control (clinical)	95 per cent	80.9 per cent	86.4 per cent
Infection Control (non-clinical)	90 per cent	82.3 per cent	89.7 per cent
Annual Performance and Development Plan	90 per cent	58.7 per cent	69.5 per cent
Occupational Violence Prevention	90 per cent	90.8 per cent	94.8 per cent
Occupational Health and Safety Orientation	95 per cent	90.1 per cent	94.7 per cent
Health Care Ergonomics	90 per cent	90.2 per cent	94.9 per cent
Fraud Control <sup>1</sup>	90 per cent	N/A	83.1 per cent
Public interest disclosures (whistleblowers)	90 per cent	90.2 per cent	94.7 per cent
Cultural Diversity	70 per cent	89.9 per cent	95.5 per cent
Aboriginal and Torres Strait Islander Cultural Practice Program	70 per cent	45.4 per cent	53.1 per cent

Note 1: Fraud Control was introduced in 2014-2015 in line with the Public Interest Disclosure Act 2010.

Note 2: To adhere to Department of Health mandatory training updates the Code of Conduct training module was replaced with the Ethics, Integrity and Accountability training. The requirements to attend were every two years whereas Ethics, Integrity and Accountability training is now annually.

Note 3: Both online and face-to-face training modules were available to staff in attempt to meet targets for the 2015 Accreditation Periodic Review (June 2015).

Note 4: The Sunshine Coast Hospital and Health Service Welcome Orientation Program was reviewed and updated in January 2015.

### Development programs

Other significant development and awareness training delivered by the health service includes (Table 13\*):

Training module	Number of sessions	Number staff attended
Practical People, Management Matters: a five day course that provides line managers (or emerging line managers) with practical skills to supervise their team	4	73
Good Decisions Training: a course that assists staff in making and recording better administrative decisions in the public sector	4	78
To Act or Not to Act: understanding when employers can and should intervene in work and non-work related illness and injury	4	24
Communication Toolbox: the theory and practice of good communication in the workplace	13	167
Recruitment and Selection: enabling staff to understand the principles and practices involved in recruiting and selecting health service staff	7	78

\* Training modules and staff attendance numbers 2014-2015.

### Leadership development

The 2014-2015 financial year saw the implementation of a suite of leadership development programs. These were designed to empower and enable a strong and positive leadership culture for the health service. In addition to the existing programs the following courses will launch during 2015-2016:

- Step Up Leadership Program: a two-month program designed to meet the complex leadership needs of a health service. The program focuses on developing and

strengthening the skills staff need to supervise, motivate and provide effective leadership within a healthcare team. Normally offered as a state wide, Queensland Health program to clinical staff only, Sunshine Coast Hospital and Health Service cohorts will be tailored to the specific needs of the health service and open for nominations from clinical and non-clinical streams.

- Process Communication Model® (PCM): is a course that has had international success and is supported by the Royal Australasian College of Surgeons for advanced training positions. It aims to teach participants how to observe and analyse verbal and non-verbal behaviours to ensure they communicate effectively, specifically in high pressured situations.
- Practical People, Management Matters: Developed by the Public Service Commission this fundamental leadership course provides line managers (or emerging line managers) with practical skills to supervise their team.

### Occupational health safety and wellbeing

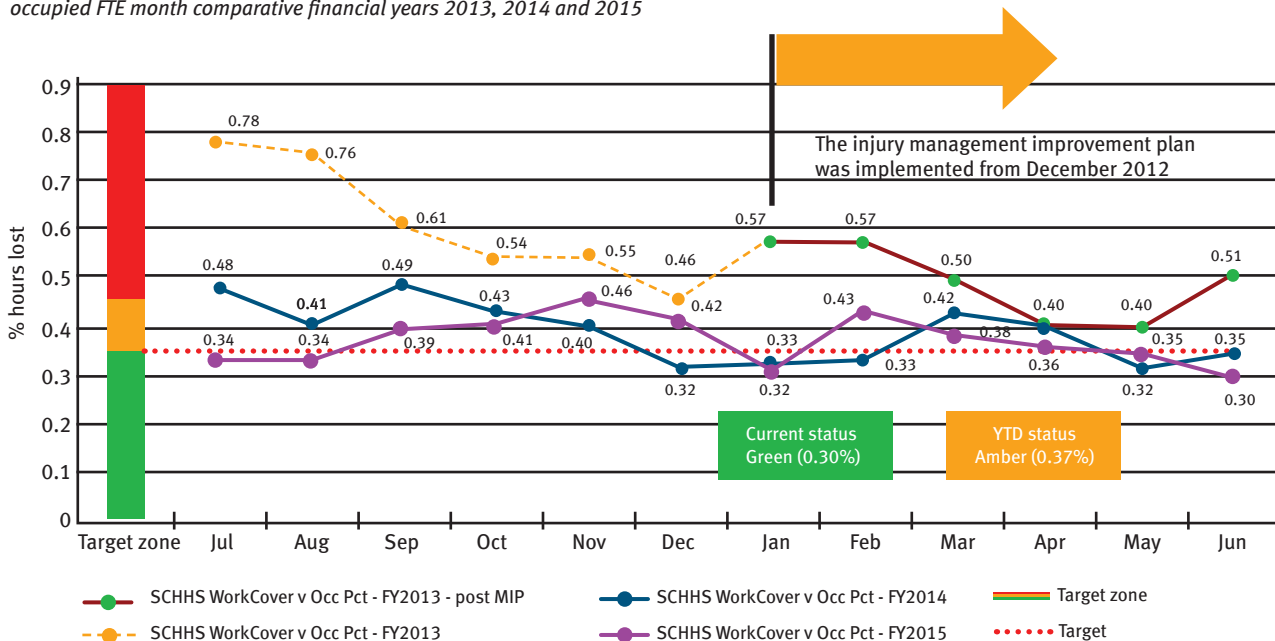
The development of a robust safety culture and proactive wellbeing program is a key element in establishing the Sunshine Coast Hospital and Health Service as an employer of choice and attracting new employees.

### WorkCover performance

The Department of Health WorkCover absenteeism Key Performance Indicator (KPI) target was reduced to 0.35, we finished just above the KPI with an average of 0.37 hours lost as a percentage of occupied Full Time Equivalent (FTE) in 2014-2015 which is a reduction from 0.38 in 2013-2014.

### Graph 21: WorkCover hours lost v occupied FTE

Sunshine Coast Hospital and Health Service WorkCover hours lost versus occupied FTE month comparative financial years 2013, 2014 and 2015



Sunshine Coast Hospital and Health Service was above WorkCover industry average for average first return to work days however, overall WorkCover performance has shown continued improvement with a reduction in the number of claims and claim costs over the past four years.

### Claims information report

Sunshine Coast Hospital and Health Service

As at 30 June 2015

**Table 13: Claims and costs by injury year for the last five years, plus the current year-to-date**

Injury Financial Year	Statutory Claims			Common Law Claims		
	Claims	Total Cost	Average Cost	Claims	Total Cost	Average Cost
2012	225	2,092,094.10	9,298.20	15	1,487,296.00	99,153.07
2013	218	1,821,953.06	8,357.58	9	648,500.00	72,055.56
2014	189	1,691,832.19	8,951.49	4	387,500.00	96,875.00
2015	177	1,055,382.18	5,962.61	0	0.00	0.00
<b>Total</b>	<b>809</b>	<b>6,661,261.53</b>	<b>8,233.95</b>	<b>28</b>	<b>2,523,296.00</b>	<b>90,117.71</b>

*Statutory claims only*

**Table 14: Statutory Claims by status in the last five injury years**

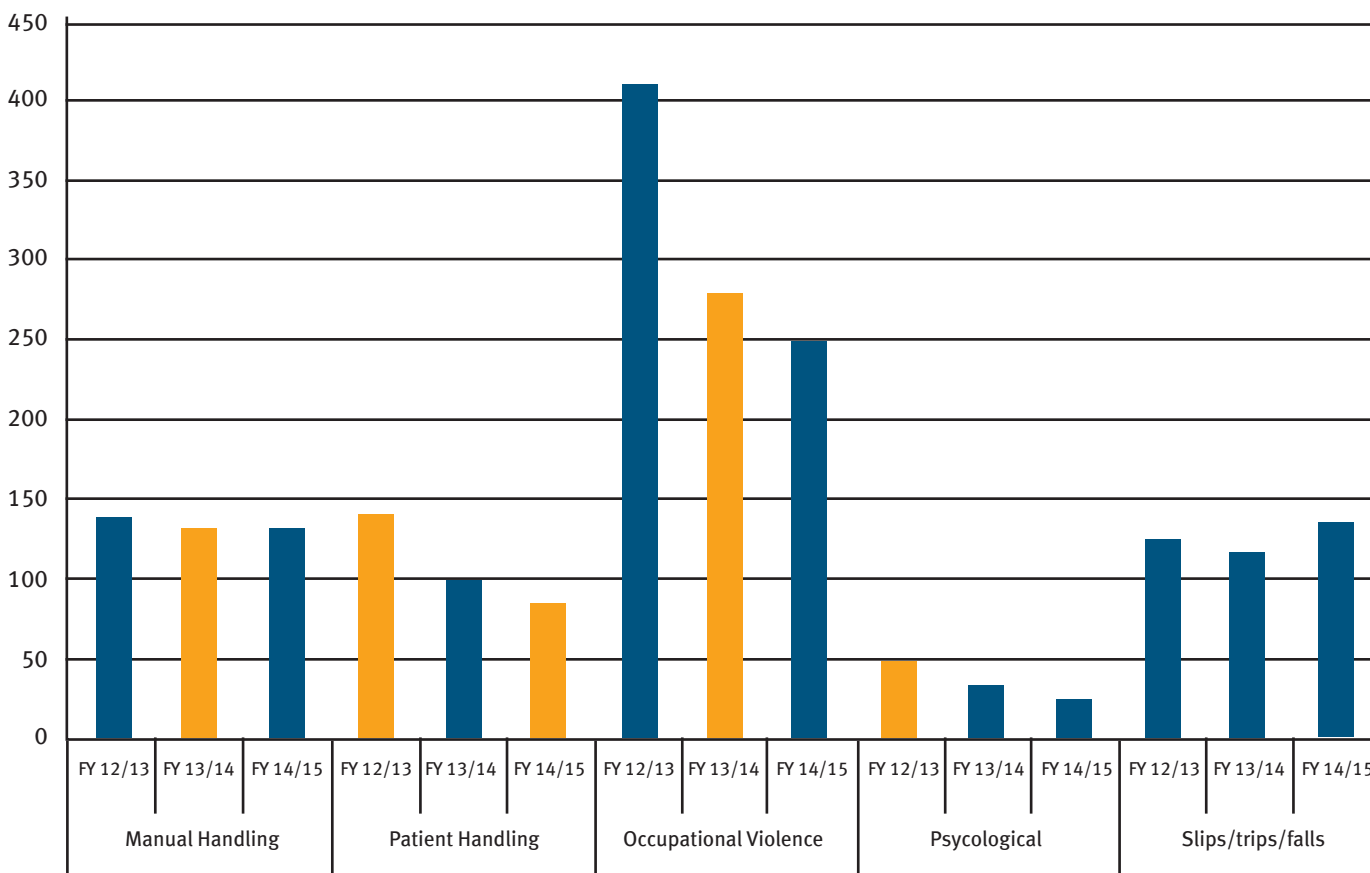
Claim status	Claims	Payments in month	Year-to-date payments	Total payments	Medical payments	Lump sum payments
Settled	48	44,581.99	494,995.01	693,269.12	178,921.22	24,590.80
Re-opened	16	45,684.65	275,274.64	363,741.20	97,103.71	0.00
Open	40	92,343.49	490,932.52	557,882.73	97,378.22	0.00
Notification	3	0.00	0.00	0.00	0.00	0.00
Closed	702	876.00	752,217.70	5,046,368.48	1,082,239.46	399,074.26
<b>Total</b>	<b>809</b>	<b>183,486.13</b>	<b>2,013,419.87</b>	<b>6,661,261.53</b>	<b>1,455,642.61</b>	<b>423,665.06</b>

**Promoting a ‘Be Safe’ culture**

The Be Safe message continues to be applied throughout Sunshine Coast Hospital and Health Service. This message raises safety awareness and builds a culture of safety and wellbeing, complemented by the ‘Safe You, Safe Me’ initiative. For Safe Work month in October 2014, service groups and facilities submitted safety and wellbeing initiatives with \$20,000 funding shared between the three best proposals.

There has been a reduction in our number of incidents and near misses reported in 2014-2015 with reduction across all key workplace health and safety risk areas, except for slips/trips/falls. A prevention program is being developed to improve awareness and reduce incidents.

**Graph 22: Incidents per key exposure by year**



**Governance and compliance**

In accordance with the Department of Health Safety Assurance Program annual requirements we completed the following:

- Workplace Health and Safety Legislative Compliance checklist.
- Safety Management System Executive Review.
- External/Internal AS/NZ 4801 Safety Management Systems Audit.

The safety assurance program is complemented by the health service’s internal workplace health and safety monitoring systems which include annual workplace health and safety assessments and quarterly work unit inspections.

The Sunshine Coast Hospital and Health Service Safety Management System is also assessed against the requirements of the Australian Council on Healthcare Standards (ACHS) EQUIP National Guidelines. The system was assessed as having met the compliance criteria for ACHS requirements in June 2015.

The health service is awaiting the Department of Health to finalise procurement of a new incident and risk management software solution. Once implemented, this should provide enhanced occupational health and safety assessment and reporting processes which is considered essential with the Sunshine Coast Public University Hospital opening in 2016.



### *Wellbeing program*

We support health and wellbeing programs for employees. These programs aim to reduce the risk of injury and illness leading to a healthier workforce, greater productivity and improved delivery of healthcare services.

The staff wellbeing program has been rebranded *Health4Life*; and a newly formed working party is regenerating the wellness program with a range of new offerings for employees including:

- *Fitness Passport* - provides staff and their families discounted rates to multiple gyms and swimming pools.
- *FinFit* - a financial literacy program offered through QSuper.
- Construction of a wellness garden on the Nambour General Hospital campus.
- Provision of mental health programs.

Our sick leave rate has seen a slight increase this year. The 2013-2014 rate was 3.58 per cent of occupied Full Time Equivalent (FTE). This year it is 3.65 per cent.