

4 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 more than 11,000 full time equivalent staff.

The headcount at June 2015 of Metro South Health staff included:

- 6,190 nurses
- 1,831 doctors including visiting medical officers
- 2,037 health practitioners and technical officers
- 1,586 operational officers
- 2,341 managerial and clerical officers
- 63 trades and artisans.

Listening to our staff

Every two years since the year 2000, Princess Alexandra Hospital has conducted an employee survey to measure the overall culture and engagement levels of staff and identify potential improvements for the professional working environment.

In 2013, the survey was expanded to include all facilities within Metro South Health. The survey was conducted by independent researchers Best Practice Australia.

58 per cent of staff said Metro South Health was a ‘truly great place to work’

This year's survey will be held from 12-25 October and will feature additional questions on organisational values, identity and patient safety.

Workforce profile

Metro South Health's capacity to deliver health services and achieve positive health outcomes for the population, both now and into the future, is largely dependent upon its health workforce. It is critical to ensure that there are sufficient numbers of the right staff, with the right mix, in the right place and the right time, and that the workforce is appropriately skilled to deliver patient focussed care.

The Metro South Health clinical workforce is ageing, with 15 per cent of its clinical workforce aged 55 years and over. It is probable that a significant proportion of the current clinical workforce will exit the workforce in the next five to ten years. In addition, more people are working part-time. This means that several people may be required to fill a single full time position.

Significant capital and service expansion at Logan Hospital will also have an impact on workforce requirements, as more staff are required to deliver these additional services.

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 21 June 2015 was 11,837.77
- the MOHRI headcount (employees that are active and paid in the Queensland Health payroll system) at fortnight ending 21 June 2015 was 14,048
- Metro South Health employed 1,721 new staff in the 2014–2015 year to 21 June 2015
- 1,170 Metro South Health staff separated from the organisation (this includes those whose contract ended as well as permanent staff separations)
- 70.34 per cent of the current workforce is clinical with the remaining 29.66 per cent representing administrative and supporting workforces
- the number of clinical staff in Metro South Health increased by 6.5 per cent since June 2014.

Figure 14. Employees by professional stream

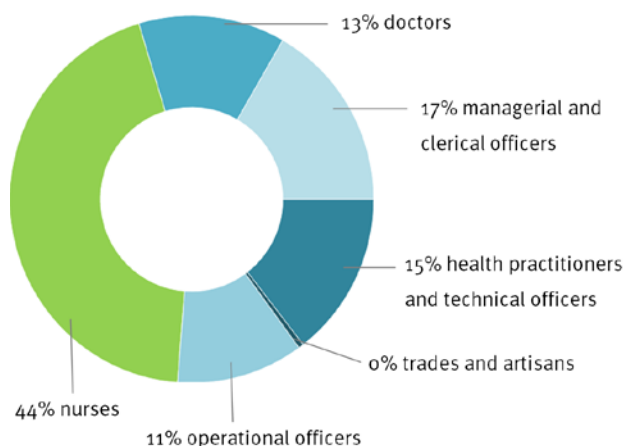
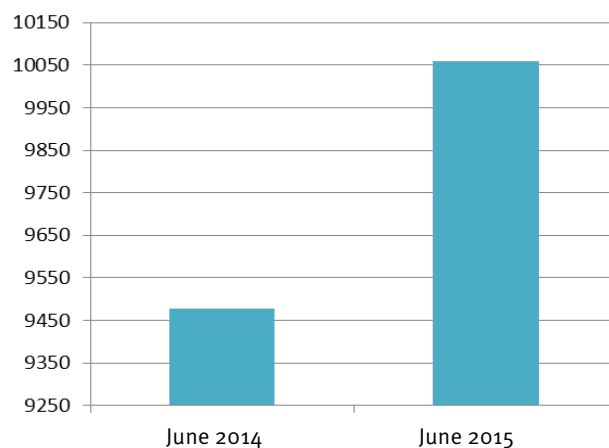


Figure 15. Clinical staff numbers 2014 vs 2015



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 41 years
- the highest proportion (41.43 per cent) of our staff are generation X
- baby boomers make up 28.01 per cent
- generation Y equate to 29.43 per cent
- silent generation is 0.41 per cent
- generation Z (iGen) is 0.70 per cent.

Equal employment opportunity

As a total percentage, women comprise 74.28 per cent of the workforce. Women represent:

- 86.94 per cent of the nursing workforce
- 36.84 per cent of the medical workforce
- 77.02 per cent of the allied health workforce
- 70.41 per cent of the non-clinical workforce.

As of June 2015, 0.95 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.

As of June 2015, 16.11 per cent of Metro South Health staff identified themselves as being from a non-English speaking background.

Turnover and length of service

In 2014–2015, 1170 Metro South Health staff separated from the organisation (this includes those whose contract ended as well as permanent staff separations). This equates to a turnover rate of 8.3 per cent and a permanent separation rate of 5.4 per cent.

Unscheduled leave

The unscheduled leave rate (verses occupied full time equivalent staff) for the 2014–2015 year was 1.64 per cent meaning, on average, staff took 4.3 days off as unplanned leave.

This has decreased from 1.72 per cent in the 2013–2014 year where on average staff took 4.5 days unscheduled leave. Unscheduled leave is inclusive of sick leave, family leave and special leave.

Figure 16. Trend in length of service bands

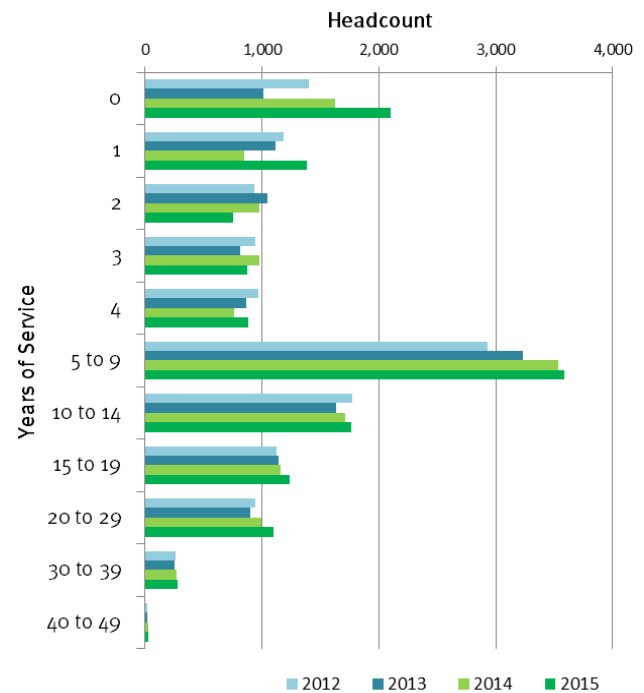
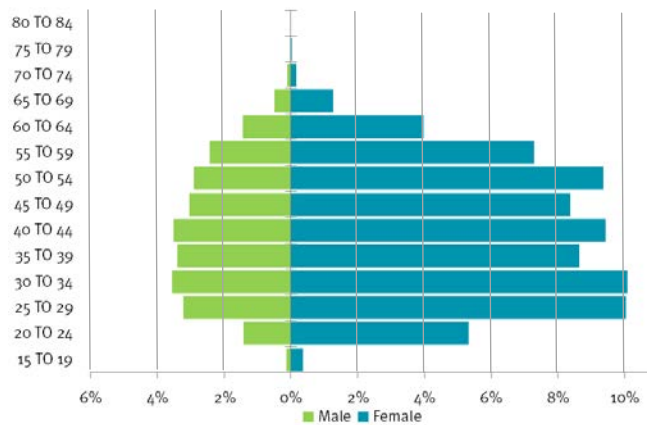


Figure 17. Percentage of male and female employees by age



Workforce policy and governance

The Metro South Health Workforce Services Policy Framework has been developed to give effect to the creation or amendment of workforce services policies, procedures and guidelines and is managed by a specific process detailed in the Policy Framework Management Procedure.

The framework contains fifteen workforce services overarching policies:

1. Employment Framework Policy
2. Resourcing Policy
3. Remuneration, Leave and Benefits Policy
4. Relocation, Accommodation and Travel Policy
5. Ethics and Conduct Policy
6. Consultation Policy
7. Learning, Development and Performance Policy
8. Discipline Policy
9. Separation of Employment Policy
10. Work Health and Safety Policy
11. Work Health and Safety Planning Policy
12. Work Health and Safety Governance, Consultation and Capability Policy
13. Work Health and Safety Risk Management Policy
14. Work Health and Safety Monitoring, Evaluation and Performance Policy
15. Workplace Rehabilitation and Return to Work Policy.

Relevant procedures exist under each policy, and these procedures may also contain guidelines which accommodate forms, and/or local operating instructions.

Workforce services policy and procedure creation, including application forms and approval processes, are in accordance with Workforce Services Policy Framework Management Procedure.

This framework also references applicable Queensland Health Policy, which incorporates existing legislation, awards, agreements and directives. Delegations applicable to each procedure are also referenced.

Metro South Health Workforce Managers' Committee

The Metro South Health Workforce Managers' Committee is responsible for the preparation, development, maintenance and governance of all

Workforce Services (human resources, and occupational health and safety) policies and procedures.

Metro South Health has a reliable process in place to implement and monitor compliance with workforce policies and procedures. The process incorporates linkages and networks with the Department of Health, access and monitoring of Queensland Government internet and intranet sites, professional development, regular access to external industrial relations networks and workshops. Workforce Services policy and information is disseminated throughout the health service through a network of committees:

- Hospital and Health Service Executive and Board
 - Monthly Chief Executive Report includes Workforce, Reform, Industrial Relations
- Corporate Services Executive Meeting
- Workforce Managers' Committee
- Workforce Services, Reform and Industrial Relations Report
- monthly scorecard
- facility/service:
 - Workforce Committee
 - Finance and Performance Committee
 - Risk Committee
 - Workplace Health and Safety Committee.

Senior workforce services personnel are members of the following committees/interest groups:

- Queensland Health People and Culture Executive
- Queensland Health Workplace Health and Safety Advisory Committee
- Queensland Health Safety and Wellbeing Safety Management System Development Group
- Chair/Member Facility/Service Workforce Committee
- Member of the Australian Human Resources Institute
- EB8 Implementation Group
- Nurses and Midwives EB Implementation Group
- Chair Consultative Forums.

Monitoring workforce performance

Metro South Health continues to refine its workforce indicator reporting arrangements with the current focus on MOHRI occupied FTE versus actual paid FTE, sick leave and absenteeism, overtime FTE, external workforce usage, and excess leave accruals.

Metro South Health 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

Metro South Health is now covered by one WorkCover policy. Previously there was one for the Princess Alexandra Hospital and one for the previous Southside District. The new policy performs well in comparison with industry standards and other hospital and health services. Metro South Health continues its focus on early return to work policies and strategies.

Hospital and health service WorkCover performance is monitored by the Department of Health. Metro South Health continues to meet all performance indicators to a satisfactory standard.

Workforce planning, engagement 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 the 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 plan is strategically aligned to Metro South Health's vision, priorities and objectives.

Workforce planning

An independent audit report acknowledged that Metro South Health has progressed its workforce planning in response to significant reforms, reflecting that the work undertaken reflected the focus on the establishment of the health service. The report also acknowledged that there is an opportunity as the strategic direction of the

organisation develops. A number of recommendations including the following have now been accepted:

- consider capital and asset planning in future strategic workforce planning
- integrate health service plans for all clinical streams
- enhance capture of workforce data to make detailed forward planning projections of workforce requirements
- establish a HHS Workforce Committee to oversee implementation of strategic workforce planning initiatives.

Workforce engagement

Metro South Health's most valuable asset is its workforce and it functions best in a positive organisational culture. Engaged employees share the same values as the organisation, know how to do their work and understand how their work contributes to the success of the organisation.

Workforce engagement strategy

PAVE the way is Metro South Health's workforce engagement strategy. It is a critical tool to ensure that all employees are equipped with the skills, resources and knowledge to work with the organisation to achieve our goals.



The PAVE strategy was developed following a literature review, needs analysis of staff culture surveys and a formal consultation process.

The PAVE strategy aims to:

- create a flexible workplace able to grow and change in response to the rapidly changing health environment
- facilitate the involvement of the workforce in planning, leadership, decision-making and reform
- develop a workforce culture aligned to government health targets and able to develop and maintain community confidence
- support the continuous improvement of workforce capacity and capability.

Three action groups were formed to address priority areas. Membership of these groups were made up of staff who had demonstrated leadership in workforce culture and who had strong networks throughout the health service.

For the first 12 months the three PAVE action groups were formed to deliver recommendations for the priority areas of:

- business literacy
- communication
- management and leadership
- capability development
- workforce management systems
- workforce planning and innovative workforce models.

2014–2015 Highlights



The PAVE groups had a successful 12 months with positive outcomes including:

- new communication strategies which have been successfully implemented (branded e-bulletin, staff emails, social media, consultation hub)
- values based stories to improve engagement and culture
- review of the current leadership and management programs and recommendations to develop a Metro South Health program
- review of recruitment practices and development of innovative recruitment methods with a pilot program to be implemented and evaluated.

Moving forward PAVE is looking at ways of engaging with a wider workforce and communicating regularly to staff throughout the health service. Two way communications via an online portal is being trialled. This method will allow the PAVE membership to connect with staff and collaborate on issues regularly and provide feedback to staff.

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 has identified key performance indicators negotiated with the Health Service Chief Executive and regularly reviewed.

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

Metro South Health has reviewed and reformed various areas of the organisation to realign the workforce to meet the health service's financial and service requirements. This process assists to effectively achieve right-sizing of the organisation by examining opportunities to better meet the needs of patients and the community.

Key reforms completed in 2014–2015 included:

- the implementation of a consistent, integrated and supported structure for Aboriginal and Torres Strait Islander Hospital Liaison Officers
- the transfer of clinical and corporate governance of Jasmine Unit, Casuarina Lodge from Addiction and Mental Health Services to the Division of Rehabilitation, Princes Alexandra Hospital, in addition to a revised staffing model
- the realignment of home care and hospital avoidance staff following a number of clinical redesign processes
- the transfer of Addiction and Mental Health acute care teams to a single governance structure to enable the implementation of the MH CALL telephone triage service.

Early retirement, redundancy and retrenchment

During 2014–2015, 22 employees received redundancy packages at a cost of \$1,930,732. Employees who did not accept an offer of a redundancy were offered case management for a set period of time, where reasonable attempts were made to find alternative employment placements. During the period, no Metro South Health employees received retrenchment packages.