

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 10,000 full time equivalent staff.

The headcount at June 2014 of Metro South Health staff included:

- 5,766 nurses
- 1,771 doctors including visiting medical officers
- 1,940 health practitioners and technical officers
- 1,544 operational officers
- 2,090 managerial and clerical officers
- 62 trades and artisans.

Listening to our staff

Every two years for the past decade, 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 researchers Best Practice Australia.

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

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 16 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 we require more staff to deliver these additional services.

Planning undertaken, endorsed and implemented

In 2013–2014, Metro South Health completed the following planning activities:

- Medicine and Chronic Disease Inpatient Services Health Service Plan
- Oral Health Service Plan
- Queensland Tissue Bank
- clean sheet redesign for community-based aged care and rehabilitation services
- health service requirements in the Bayside area.

In 2014–15, health service planning will be undertaken for:

- cancer services
- emergency services
- hospital avoidance and substitution
- women’s and children’s 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 22 June 2014 was 11,090

- the MOHRI headcount (employees that are active and paid in the Queensland Health payroll system) at fortnight ending 22 June 2014 was 13,172
- Metro South Health employed 1383 new staff in the 2013–2014 year to 22 June 2014
- 1003 Metro South Health staff separated from the organisation (this includes those whose contract ended as well as permanent staff separations)
- 70.65 per cent of the current workforce is clinical with the remaining 29.35 per cent representing administrative and supporting workforces
- the number of clinical staff in Metro South Health increased by 5.3 per cent since June 2013.

Figure 17. Employees by professional stream

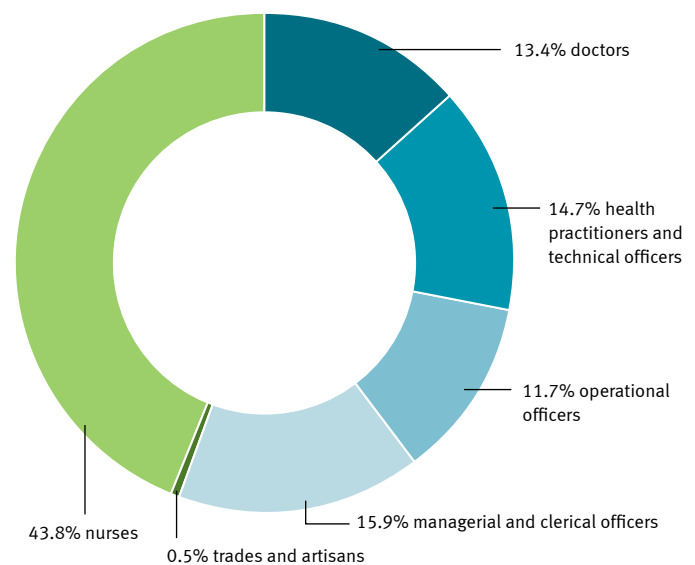
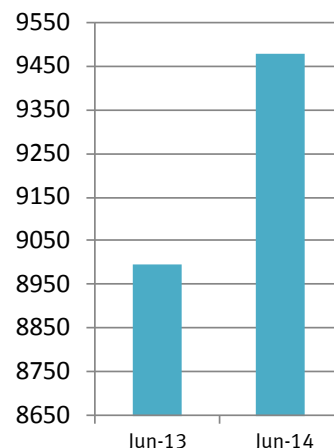


Figure 18. Clinical staff numbers 2013 vs 2014



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 (41.39 per cent) of our staff are generation X
- baby boomers make up 30.65 per cent
- generation Y equate to 27 per cent
- silent generation is 0.65 per cent
- generation Z (iGen) is 0.32 per cent.

Equal employment opportunity

As a total percentage, women comprise 74.21 per cent of the workforce. Women represent:

- 86.78 per cent of the nursing workforce
- 37.14 per cent of the medical workforce
- 76.43 per cent of the allied health workforce
- 71.19 per cent of the non-clinical workforce.

As of June 2014, 0.99 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 2014, 16.44 per cent of Metro South Health staff identified themselves as being from a non-English speaking background.

Turnover and length of service

In 2013–2014, 1003 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 7.61 per cent and a permanent separation rate of 5.04 per cent.

Unscheduled leave

The unscheduled leave rate (verses occupied full time equivalent staff) for the 2013–2014 year was 1.7 per cent meaning, on average, staff took 4.4 days off as unplanned leave.

This has decreased from 2.15 per cent in the 2012–2013 year where on average staff took 5.6 days unscheduled leave. Unscheduled leave is inclusive of sick leave, family leave and special leave.

Figure 19. Trend in length of service bands

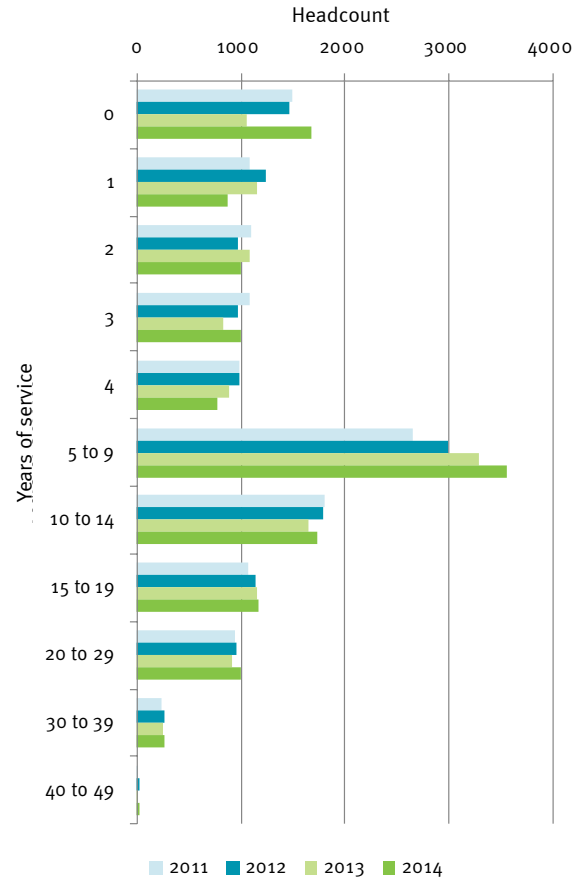
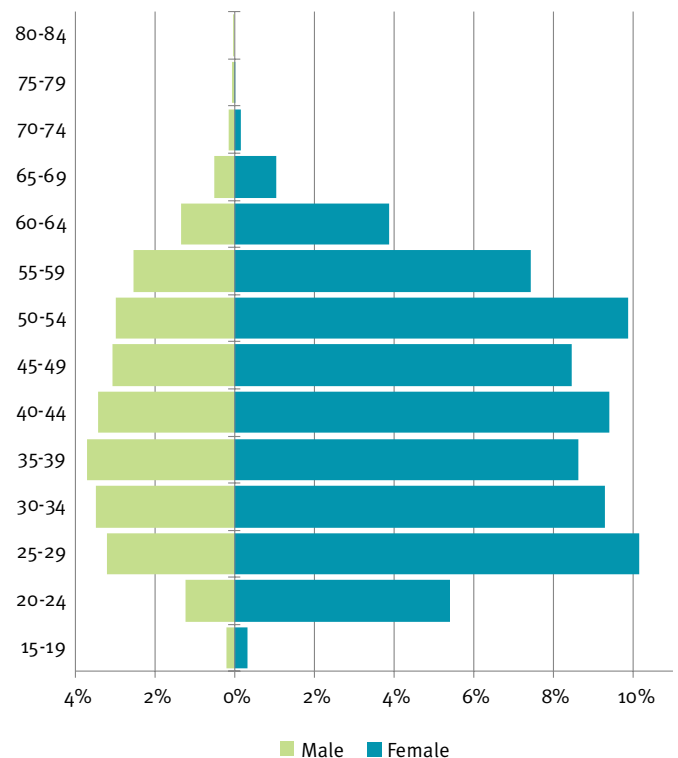


Figure 20. Percentage of male and female employees by age



Prescribed employer

From 1 July 2014, Metro South Health will become the employer of all staff of the Health Service. Although this change will have little impact on individual employees, it will provide Metro South with increased local decision making, accountability and autonomy, more workforce flexibility and a greater ability to respond to the health needs of the community.

To prepare for this significant change, Metro South Health was obliged to provide evidence of its ability to effectively manage its workforce. This evidence took the form of a submission to the Director-General and the Minister for Health.

An extract from this submission is as follows:

“In line with the Minister’s Blueprint for Health Reform, Metro South is positioned to deliver on the principle themes through greater levels of autonomy to enable more local and flexible decision making focussed on the needs of our community. A significant step in this process is to enable Metro South Health to become a Prescribed Employer under the provisions of the Hospital and Health Boards Act 2011 (Qld).

Metro South Health continues to make significant achievements in health care reform, has met budget and clinical targets at the same time providing excellent clinical services to its ever expanding client base.

This application demonstrates that Metro South Health has the capability to successfully manage the benefits and challenges associated with being a prescribed employer by regulation.

Metro South Health can demonstrate its capacity at a high standard through responses to the Prescribed Employer Evidence Framework developed in conjunction with the Chief Human Resources Officer, Department of Health.

All facilities and services in Metro South Health have achieved accreditation as required through the Australian Council of Healthcare Standards (ACHS).

Metro South Health has reached a five out of five rating in the People Domain from Ernst and Young in the readiness assessment conducted in July 2013.

An independent Occupational Health and Safety Audit conducted in April 2013 assessed Metro South Health highly with nil non-compliance assessment from 548

elements of evidence.

Metro South Health has developed streamlined policy management processes which ensures that workforce policies and procedures are accurate, timely, reflect compliance requirements, and are informed to the Metro South Health workforce through a variety of effective media.

Metro South Health has an effective process for managing delegations which is closely aligned to the Workforce Services Policy Employment Framework.

A formal Employment and Industrial Relations Framework has been developed which supports the implementation of awards, agreements and directives (employment and health service) and Metro South Health workforce policies.

Metro South Health has developed a Strategic Workforce Plan (2012–2017) which was amended to reflect the significant changes in 2012 and prepare for prescribed employer status. This plan has articulated four key strategic directions of building capacity, boosting productivity, improving distribution, and managing risks. Additionally, a Workforce Engagement Strategy has been developed to complement and support implementation of the workforce plan through culture change and innovation.

Metro South Health has an effective change management and communication strategy to inform staff of the impact of this application as well as other changes in the industrial and employment environment. The challenge in this regard will be separate of the prescribed employer impact and that of the industrial changes introduced by the government as part of its agenda to simplify industrial awards and entitlements through legislative amendments to the Industrial Relations Act 1999 (Qld).

Extensive consultation regarding this application has been undertaken with employees at various levels in the organisation. The Board, executive and senior managers for all disciplines are fully supportive of this action and are extremely confident that the transition as a prescribed employer will be a positive move and that Metro South Health has the capacity and capability to manage all the assigned responsibilities ensuring a steady progress of the Minister’s Blueprint principles.”

By correspondence dated 5 May 2014 Lawrence Springborg MP, Minister for Health advised as follows:

“Officers of the Department have assessed your application and supporting documentation against the

evidence criteria and have advised that you have provided a comprehensive submission which demonstrates the HHS's capability and capacity to become the employer of employees working in and for the Metro South HHS. ...

I am pleased to advise you that I have approved your application for Metro South HHS to become prescribed as an employer effective 1 July 2014 and will take the necessary actions to amend the Hospital and Health Boards Regulation 2012 accordingly. ...”

Workforce policy and governance

Metro South Health Workforce Services finalised a process to transition existing Department of Health human resources and occupational health and safety policies, to Metro South Health workforce services policies and procedures effective from 1 July 2014.

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 of 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.

The framework will accommodate the transition of existing Department of Health policies and the intended application of health employment and health service directives.

Metro South Health Workforce Managers' Committee

A Metro South Health Workforce Managers' Committee is established and 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 Queensland Health, access and monitoring of Queensland Health and 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 sophisticated network of committees:

- Hospital and Health Service Executive and Board
 - Monthly Chief Executive Report includes Workforce, Reform, Industrial Relations
- Corporate Services Executive Meeting
- MSH 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 v 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 currently covered by two WorkCover policies; one for Princess Alexandra Hospital and the other for the remainder of the health service. Both policies continue to perform well in comparison with industry standards. Metro South Health continues its focus on early return to work policies and strategies.

WorkCover has advised that the premium rate effective from 1 July 2014 is as follows:

	2013/14	2014/15
PA Hospital	.732	.680
Southside	1.199	.744
Industry rate	1.297	1.087

Ongoing improvements will result in significant premium savings.

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 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 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 our 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 new 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 strategy was developed following a review of the existing literature, analysis of staff culture surveys and a formal consultation process.

PAVE the way 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.

Alignment of workforce and organisational values provides a strong underlying theme to each of the priority areas:

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

To drive real change within Metro South Health, three PAVE action groups were established; each with a particular focus:

Action group 1: Business literacy and communication

Action group 2: Leadership, management and capability development

Action group 3: Workforce management systems, workforce planning and innovative workforce models

Action group members were selected for their demonstrated leadership in workforce culture. They have strong networks with other staff and use their formal and informal connections to engage with people.

Since a formal orientation in April 2014, the action groups have met regularly to develop strategies and implement them across Metro South Health.

2013–14 Highlights



After three months, PAVE the way has already resulted in the following actions:

- new communication strategies that promote a Metro South Health identity, target the whole workforce and make use of both formal (branded e-bulletin, all staff emails) and informal media (consultation hub, facebook, ideas hub, staff stories)
- exploration of ways to talk and learn about values that will improve workforce culture including staff stories, person-centred care and values-based practice
- review of current management and leadership programs with a view to developing and making available a Metro South Health program
- exploration of ways to build trust within and between all levels of the organisation
- development of a clear set of capabilities for all categories and levels of staff
- review of current recruitment practices and development of innovative ways to ensure there is alignment between the worker, the role, the workforce plan and the workplace culture.

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 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 and preparing the organisation for contestability where appropriate.

Key reforms completed in 2013–2014 include:

Security Services review

The Security Services review led to a major restructure of the workforce and outsourcing of security services to an external provider.

Central Referral Hub and Oral Health Hub

The Central Referral Hub and Oral Health Hub are a single point of access for referrals to:

- specialist outpatient services
- allied health outpatient services
- oral health services (adult and paediatric emergency, general paediatric and vouchers)
- community health
- Metro South Health@Home.

This reform has streamlined and standardised referral processes including triage, specialist outpatient waitlist validation, auditing and appointment scheduling. It was implemented to ensure improved patient access to the right service at the right time with alternative pathway options for patient choice.

A specialist team has been established. This team consists of 38.3 full-time equivalent employees, five nursing staff, 31.3 administrative officers, and 2 health practitioners.

Finance Services and Oral Health Services reviews

The Finance Services and Oral Health Services reviews lead to the establishment of new service structures, commencement of service consolidation and corresponding workforce realignment.

Theatre utilisation

Theatre utilisation at Logan Hospital and Redland Hospital was reviewed, leading to improvements in theatre scheduling, theatre practices, staffing models and service distribution.

Workforce Engagement Strategy

PAVE the way is Metro South Health's workforce engagement strategy. It was developed to improve workforce engagement and culture, and to ensure all employees are equipped with the skills, resources and knowledge to help Metro South Health achieve its goals.

Transit Lounge Development at PA Hospital

In 2013, the PA Hospital reviewed the Transit Lounge and identified the opportunity to improve the patient experience, as well as to streamline the transition of patients for discharge out of ward beds, so that new patients can be allocated to a bed as soon as possible.

In 2014, internal and external stakeholder engagement was undertaken to design its redevelopment and relocation. The Transit Lounge is a major part of PA Hospital's patient flow strategy.

Metro South Health@Home

Metro South Health@Home coordinates and consolidates hospital substitution and avoidance programs across Metro South Health. It aims to operate with a single point of access for all services, which will facilitate accountability and authority to flow patients to the right service at the right time. It emerged as a way of addressing concerns identified with existing home and community based services including:

- duplication or overlap of services
- gaps in service delivery, due to either service eligibility, capacity or availability
- efficiency and productivity of services
- medical governance
- transparency of access to services and understanding of the funding, admission and discharge criteria.

GPLO program

The General Practice and Outpatient Liaison Officer (GPLO) program was established to improve the interface between the hospital (outpatient departments) and primary health care. To achieve this, input into planning and development of services is sought at a local level to improve the entire patient journey. The program is staffed by general practitioners and nurses who collectively aim to improve specialist outpatients services by enhancing:

- appropriate clinical pathways between primary and secondary settings
- transitional care: clinical handover and discharge from hospital
- collaboration and integration of services between sectors
- communication and care planning
- ongoing improvement of resources and tools to assist decision making.

Radiology Services

A workforce redesign is currently underway for Radiology Services.

Partnership Opportunity Program

The Partnership Opportunity Program is a targeted business engagement strategy which provides a forum for the broader health care network to identify and discuss partnerships that will contribute to the delivery of better services. The program aims to:

- improve efficiency of hospital and health services through the development and implementation of partnerships with the broader public, private and not for profit sectors
- assess opportunities for future partnerships and the benefits to be derived from these partnerships.

Early retirement, redundancy and retrenchment

During 2013–2014, 63 employees received redundancy packages at a cost of \$3,577,866. 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.