

Always Belong

DIVERSITY AND INCLUSION

Wellbeing Action Plan

2023 - 2025

Our vision

Our objective as part of the *Gold Coast Health Strategic Plan 2020 - 2024* is to deliver health care services and a work environment that is safe, responsive, inclusive, and culturally appropriate for all diverse groups. We must access, attract, retain and invest in a high-performing, diverse workforce to ensure our capacity and capability to provide world-class healthcare.

This Wellbeing Action Plan 2023-2025 outlines our vision to creating a healthy and psychologically safe work environment, ensuring all employees can work in a supportive, professional, and caring workplace. Gold Coast Health is committed to

ensuring that everyone is valued and respected in our workforce, which is underpinned by the *Diversity and Inclusion Strategy 2023-2025*. The outlined actions will allow us to adopt an integrated and proactive approach to the health and wellbeing of our workplace.

Key commitments are increasing leadership commitment and accountability, adopting evidence-based initiatives and practices, targeting health and wellbeing needs, increasing employee engagement and participation, and supporting the six key elements of wellbeing.

Our commitment

While we made some important progress in our Team Health and Wellbeing program, this action plan builds on ensuring employee wellbeing is priority and uplifting our capability so that our leaders can create a safe and open workplace. Led by lived experience, champions and allies, we are committed to create new ways to drive wellbeing in a post-pandemic world.

We are committed to the following focus areas:

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

Our Values:



Six elements of Wellbeing

This action plan will continue the progress we have made with the current Wellbeing Framework and will continue to incorporate the six key elements of wellbeing:

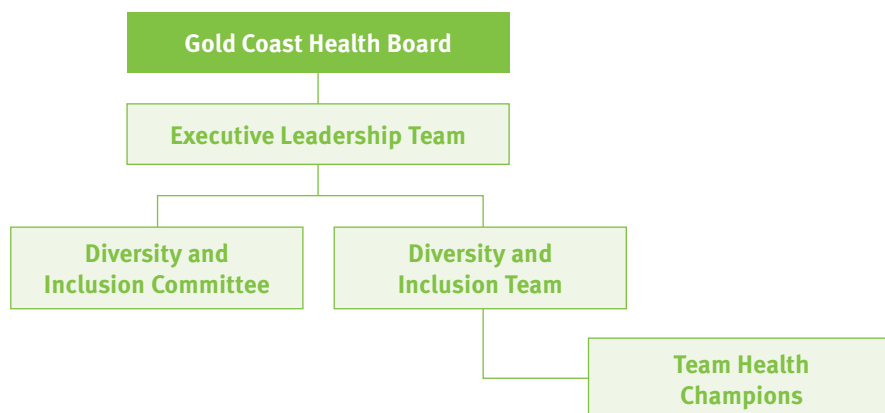
- **Workplace Wellbeing** – Promoting a psychosocially safe workplace that supports meaningful work, considers job demands and resources, drives engagement and prioritises a culture of support
- **Financial Wellbeing** – Empowering employees with the knowledge to build financial wellbeing to meet every day financial responsibilities, have the financial resilience to weather hard times or an unexpected event, save for the future and plan for a comfortable retirement
- **Social Wellbeing** – Fostering supportive team relationships through staff capability and building a workplace culture of support and comradery
- **Physical Wellbeing** – Encouraging increased physical activity, improved lifestyle balance, healthy eating, responsible use of alcohol, sun protection awareness and cancer screenings
- **Psychological Wellbeing** – Enhancing the mental health literacy of our staff and awareness of available support mechanisms to build self-management, help-seeking, and help-offering capability
- **Spiritual Wellbeing** – Acknowledging the human need for meaning, purpose and connection to something greater than ourselves

Measures of Success

- ↑ **2022 - 2026** Increased positive workplace experiences for our staff in our Going for Gold Employee Engagement Survey results
- ↓ **2022 - 2026** Decrease in reported workplace incidents
- ↑ **2022 - 2026** Staff retention and engagement

Governance and Leadership

Wellbeing
Action Plan
2023-2025



Team Health Champions

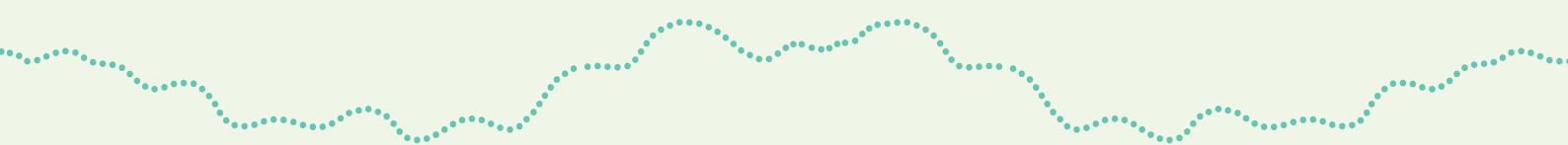
The Team Health Champions are a group of employees who champion health and wellbeing at Gold Coast Health. Employees in this network have a strong connection to health and wellbeing and play an important role in steering and supporting the implementation of initiatives. You can join the network by contacting Team Health on team.health@health.qld.gov.au



Action Plan

Action	Deliverable	Outcome	Responsible	Timeframe
Focus Area: Workplace wellbeing				
Encourage awareness of psychosocial risks and hazards, their impact on wellbeing and how to increase individual resources to cope with demands and support wellness	<p>Explore options to support Work Health and Safety (WHS) with the management of psychosocial hazards and work through:</p> <ul style="list-style-type: none"> - Promotion of education material through Team Health communications - Encouraging participation and raising awareness in programs that increase protective factors against psychosocial risk 	Mitigation of psychosocial risk and fostering a culture of shared responsibility for psychosocial risk management and wellbeing	Diversity and Inclusion (D&I) team WHS	2023-2025
Meaningful work	Encourage staff and leaders to complete Professional Development Plans (PDPs), setting out long term goals and linking them to personal and organisational strategies and objectives	Increased sense of meaning and purpose in work	D&I	2023-2025
Positive and productive work environment	Encourage managers to hold regular one-on-one and team check-ins for employees to feel safe and heard	Increased psychological safety and improved working relationships	D&I	2023-2025
	Encourage teams to collaborate, team build and communicate through wellbeing activities, significant day celebrations, physical activity	Increased comradery as a protective factor against psychosocial risk Reduction in mental health stigma	D&I	2023-2025
Flexible work	Collaborate with Workforce Strategy and Engagement on updating the Flexible Working Toolkit and Flexible Working Policy (ID POL 1424), providing choice and accountability for staff where possible	Increased sense of organisational fairness, managerial support, and job control	D&I	2023-2025

Action	Deliverable	Outcome	Responsible	Timeframe
Focus Area: Physical wellbeing				
Support staff to improve lifestyle behaviors and participate in regular physical activity	Engage staff in physical activity challenges such as step challenges	Increased participation in events Reduced chronic disease risk factors	D&I	2023-2025
	Build staff wellbeing literacy through education, promotion and events including: <ul style="list-style-type: none"> - Physical Wellbeing Quarter in the Annual Wellbeing Calendar - Wellbeing 10 (Take 10 for mental health, wellbeing tips and tools) - Gold Coast Health Intranet - Webinar and podcast promotions 	Reduced chronic disease risk factors	D&I	2023
	Provide and promote nutritious food and drinks to support staff healthy choices and options within the health service (including retail spaces, catering options and HHS vending machines) as per Healthy Directive Guide Directive number: QH-HSD-049:2019	Reduced barriers to maintaining a healthy lifestyle	D&I	Ongoing
	Develop partnerships with key community and corporate stakeholders related to healthy eating and active living such as Fly into July and Fitness Passport	Delivery of contemporary and accessible programs to support staff wellbeing	D&I	Ongoing
	Collaborate with My Health for Life (holistic health program funded by Queensland Health), to attend all staff events, deliver health checks for staff and ongoing health coaching at request	Provision of health education, monitoring and coaching to staff Reduced chronic disease risk factors	D&I	Ongoing



Action Plan

Action	Deliverable	Outcome	Responsible	Timeframe
Focus Area: Financial wellbeing				
Increase financial literacy	Build staff financial literacy through provision of: <ul style="list-style-type: none"> - Corporate sponsor financial education sessions delivered via webinar, onsite visit, internal communications and intranet spotlights - Financial Wellbeing expo event in collaboration with community partners and corporate sponsors - Financial Wellbeing Quarter in the Annual Wellbeing Calendar 2023 - Wellbeing 10 (Take 10 for financial wellbeing) 	Increased financial literacy leading to improved financial wellbeing, greater individual wellbeing, and life satisfaction	D&I	Ongoing
Equip staff to plan for retirement	Explore options to deliver targeted workshop for staff preparing for retirement Educating staff on financial options available for a healthy transition to retirement in partnership with corporate sponsors and community partners	Improved financial wellbeing, greater individual wellbeing, and life satisfaction post-retirement	D&I	2023-2025
Focus Area: Social wellbeing				
Staff and leadership capability to build healthy team relationships and psychologically safe workplaces	Build staff capability to foster healthy team relationships and psychologically safe workplaces through: <ul style="list-style-type: none"> - providing effective communication for leaders and teams education and training - building awareness of the wellbeing benefits of healthy team environments and relationships - promoting a culture of support through raising awareness of peer support program options such as Always There - promoting Social Wellbeing Quarter in the annual wellbeing calendar 2023 - promote and encourage the completion of SBS Inclusion Program 	Increased staff capability to drive psychologically safe and supportive workplaces whilst fostering a sense of belonging and inclusion	D&I	Ongoing

Action	Deliverable	Outcome	Responsible	Timeframe
Focus Area: Psychological wellbeing				
Build help-seeking and help-offering capability	Establish online Employee Wellbeing library of resources for staff to access	Uplift of wellbeing knowledge	D&I	2023-2025
	Promote Mental Health First Aid Course	Increased staff capability to offer and provide help to colleagues	D&I	2023-2025
	Promotion of available support resources via Team Health communications including <ul style="list-style-type: none"> - Converge Employee Assistance Program - Always There Peer Support Program - Spiritual Care Services and Support 	Increased staff capability to access support resources when needed	D&I	2023-2025
Building resilience and emotional intelligence	Promote leading with the heart resilience course and Resilience programs on Learning Online (LOL)	Increased staff capability to <ul style="list-style-type: none"> - Build personal resilience - Manage energy, mindset, and priorities - Lead and support others 	D&I	Ongoing
	Promote Emotional Intelligence and Emotional Intelligence for Leaders courses on LOL	Increased staff capability in <ul style="list-style-type: none"> - Self-awareness - Self-management - Social awareness - Relationship management 	D&I	Ongoing
Focus Area: Spiritual wellbeing				
Raising awareness and empowering staff to meet their human need for meaning, purpose and connection to something greater than ourselves.	Increase awareness through Team Health promotions that spiritual wellbeing is an important wellbeing dimension related to our sense of life-meaning and purpose	Increased staff capability to foster sense of spiritual wellbeing as a protective factor against psychosocial risk	D&I	2023-2025
Promote Spiritual Care Services	Partner with and promote Spiritual Care Services to ensure Gold Coast Health supports a multifaith workforce	Educating staff on spiritual care services and how to navigate a multifaith workforce	D&I	2023-2025

“The R U OK day event is an important reminder to check in on each other, make sure that colleagues are ok and that we all try to look after each other.”

CLINICAL NURSE, ANA JOSEPH





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