

Always Belong

DIVERSITY AND INCLUSION

# Life Stages 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 Life Stages Action Plan is our commitment and vision for the inclusion and creation of a multigenerational workforce, ensuring all employees can work in a supportive, professional, and caring environment where everyone is valued and respected in our workforce and is driven by the *Diversity and Inclusion Strategy 2023-2025*.

The actions will allow us to build a workplace culture where everyone is welcome, contributes and belongs. A key commitment is increasing representation of employees across the five generations in the workforce to provide equal employment opportunities in our community.

We recognise the importance of ensuring all employees can work in a supportive, professional and caring environment where everyone is valued and respected, irrespective of age, gender, ability and culture. Our goal is to create opportunities for our multigenerational workforce, embracing the unique skills and expertise they bring to create an inclusive workplace.

# Our commitment

While we made some important progress in our previous Diversity and Inclusion Strategy and Action Plan, this action plan builds on uplifting our capability and addressing systemic barriers to increasing representation and inclusion for our multigenerational workforce. Led by lived experience, employee networks, champions and allies, we are committed to create new ways to drive diversity, inclusion and wellbeing in a post-pandemic world.

## We are committed to the following focus areas:

- Increase the representation of employees from multiple generations
- 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 mental health and wellbeing

## Our Values:



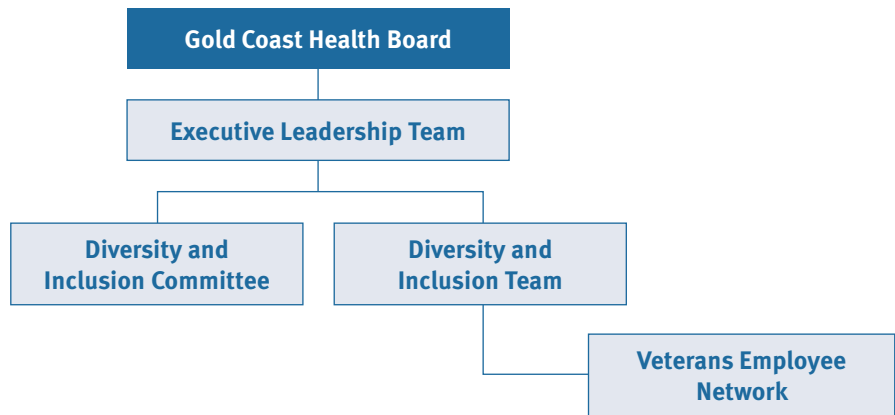
# Measures of Success

↑ 2022 -2026 Improved employment outcomes and satisfaction of veterans and across generational groups in our Going for Gold Employee Engagement Survey results



# Governance and Leadership

Life Stages  
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## Veterans Employee Network

The Veterans Employee Network is a group of employees who champion equality and accessibility for Veterans at Gold Coast Health. Employees in this network have lived experience or are allies who play an important role in steering and supporting the implementation of initiatives. You can join the network by contacting the Diversity and Inclusion team at [DiversityGCH@health.qld.gov.au](mailto:DiversityGCH@health.qld.gov.au)



# Action Plan

Action	Deliverable	Outcome	Responsible	Timeframe
<b>Focus Area: Recruitment, selection and policies</b>				
<b>Continue to build pathways to employment for veterans and in support of a multigenerational workforce</b>	Ensure Entry Pathways Program is inclusive by including all diversity groups	Reduced barriers to employment Increased representation across diverse groups and generations	Diversity and Inclusion (D&I) team	Ongoing
	Explore options for a career restart recruitment campaign	Reduced barriers to transition employment or re-entry to the workforce	D&I	2023-2025
	Promote existing reasonable adjustment policies and practices to remove barriers	Reduced barriers and greater support for employees across generations entering the Gold Coast Health workforce and being supported and included in their employment	D&I	2023-2025
	Continue to partner with The Returned Service League of Australia and other veteran organisations to identify employment opportunities for veterans	Reduced barriers to civilian employment with Gold Coast Health and greater support for the transition	D&I	2023-2025
	Review and change current Gold Coast Health Mentoring Program to include veteran mentors and mentees	Greater one-on-one and tailored support for veterans transitioning to civilian employment	D&I	2023-2025
	Promote flexible work options and reasonable workplace adjustments for employees across generations	Greater support which considers the unique needs of employees across diverse generational groups	D&I	2023-2025
	Identify Veteran Liaison to support identified veteran patients	Increased support and improved care for veteran patients	D&I	2023-2025
	Explore a schools program to educate students and youth on Gold Coast Health application process	Increased opportunity and reduced barriers to youth employment with Gold Coast Health	D&I	2023-2025
<b>Policy</b>	Review workplace policies and ensure they are inclusive of multigenerational workforce	Reduced barriers to accessibility and participation	D&I	2023-2025
	Review complaints process and information available for staff to confidentially raise any workplace concerns or discrimination	Increased confidence of multi-generational workforce to report discrimination	D&I	2023-2025
	Review the Flexible Working framework to identify the mature age workforce	Increased confidence for mature age workforce to access flexibility at work	D&I	2023-2025

Action	Deliverable	Outcome	Responsible	Timeframe
<b>Focus Area: Foster a culture of belonging to ensure our people feel valued, respected, heard and seen</b>				
<b>Understanding the multigenerational workforce</b>	Educate the workforce in relation to the ageing workforce, inclusion, needs, and adjustments	Increased employee support and staff capability to meet the needs and foster inclusion of the ageing workforce	D&I	2023-2025
	Develop FAQ for mature age staff with access to information on how to manage work, health and wellbeing as well as other options to consider when transitioning into retirement	Increased support for mature-age workers and increased staff capability to navigate transition to retirement	D&I	2023-2025
<b>Cultural awareness and education</b>	Enhance visibility of support and develop internal and external age-positive communications	Increased perception of support and inclusion	D&I	2023-2025
	Continue to recognise and participate in events of significance such as Anzac Day, Remembrance Day, National Youth Week and Seniors Week	Fostering a culture of support and inclusion	D&I All staff	Ongoing
<b>Recognition and employee support</b>	Identify and promote Employee Assistance Program (EAP) that specifically supports aging employees	Increased support for ageing employees and management of psychosocial risk	D&I	2023-2025

*“The GCH Veterans Network has been incredibly successful in holding events to support significant occasions such as Remembrance Day and Anzac Day, created a recruitment pathway between GCH and Young Veterans Support Services and allowed for strong connections to form within the network itself.”*

**MARK LUCHS**  
 CHIEF DIGITAL OFFICER, STRATEGY, TRANSFORMATION AND  
 MAJOR CAPITAL, AND VETERAN NETWORK ED CHAMPION



# Action Plan

Action	Deliverable	Outcome	Responsible	Timeframe
<b>Focus Area: Training and capability development</b>				
<b>Staff training and capability</b>	Promote SBS Inclusion Program Age Module to all staff	Increased staff literacy of inclusion related to age and awareness of supportive and allyship behaviours	D&I	2023-2025
	Develop Manager's Toolkit on how to have appropriate conversations with mature age team members	Increased staff capability to support the transition to retirement process and manage psychosocial risk associated with the transition to retirement	D&I	2023-2025
	Explore options for implementing a pilot Alumni Program to facilitate transfer of knowledge and maintain connection to Gold Coast Health community	Removed barriers to knowledge and skills transfer Management of psychosocial risks associated with retirement and disconnection from the workforce	D&I	2023-2025
	Ensure learning and development methods support are inclusive of diverse needs, particularly as it relates to digital transformation initiatives	Reduced barriers to learning and capability building	D&I	2023-2025
<b>Focus Area: Leadership and accountability</b>				
<b>Leadership capability and support</b>	Explore options to pilot a two-way multigenerational mentoring program that facilitates knowledge transfer and builds leadership capability	Reduced barriers to knowledge transfer and enhanced leadership and inclusion capability	D&I	2023-2025
	Leaders to actively support and encourage teams to attend training and events that support the multigenerational workforce	Proactive support for the advancement of inclusion for all employees through the role-modelling of allyship behaviours	Leaders	2023-2025



Main Reception

FIRE HYDRANT  
FIRE HOSE REEL  
FIRE EXTINGUISHER



## Contact:

✉ [DiversityGCH@health.qld.gov.au](mailto:DiversityGCH@health.qld.gov.au)

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