

OUR PEOPLE PLAN 2019-2020

To be the best we attract and retain exceptional people



Message from the Chief Executive

Globally and locally, population, lifestyle and technology trends are affecting how healthcare services are provided. Delivering to meet the demands of a successful hospital and health service can therefore be a complex business. As the future of healthcare unfolds at a rapid pace, Mackay Hospital and Health Service (Mackay HHS) is working hard to ensure that our communities have access to high quality, responsive and sustainable healthcare services to achieve our vision of delivering Queensland's best rural and regional health care.

Essential to achieving this vision is recognising and building on the integral role of our workforce.

The dedicated and enthusiastic people who make up our Mackay HHS workforce are passionate about delivering the best healthcare for our communities. On any given day in our health service you can find people having: "The best day of their life, the worst day of their life, the first day of their life, the last day of their life."* All within one HHS our staff experience this every day.

Since the successful implementation of a large number of initiatives as part of our inaugural Our People Plan 2016-2018, we are now ready to embark on the next stage of our workforce development journey through the Our People Plan 2019-2020 in alignment with the timeframe of the Strategic Plan 2016-2020. Building on the foundational work undertaken over the past two years, the plan focuses us on having the right people doing the right tasks at the right time to harness our collective strength to meet future demands.

We know that work/life balance is key to health, wellbeing and employee engagement. When we put both of these together it can be challenging to find the right balance between employee and organisational needs. With this in mind the Our People Plan 2019-2020 is adaptive and responsive to our operating environment and provides a roadmap of workforce interventions based on what our workforce currently looks like against what we need to look like. The plan therefore consists of workforce interventions that:

- Supports strategic leadership/team development and training opportunities to assist with attraction and retention of staff in pivotal roles
- Focus on increased local and corporate partnerships in delivering workforce outcomes for our broader community
- Celebrates our multicultural workforce and creates opportunities to increase our Aboriginal and Torres Strait Islander workforce
- Places greater emphases on our annual Working for Queensland Survey outcomes and action planning in response to staff feedback
- Embraces our organisational values of collaboration, trust, respect and teamwork and work as "one HHS"

We all play a part in making Mackay HHS a great place to work and collectively delivering patient-centred care and I encourage you all to work together in making this exciting plan a reality.

I look forward to seeing the positive impact of our strengthened efforts to support our capable, responsive and motivated health workforce in making a real difference to our staff and communities.

Kind regards,

Jo Whitehead

*AUTHOR UNKNOWN

Our workforce is skilled and responsive to patient needs; adaptable and resilient to emerging technologies and changing models of care.



Strategic Workforce Drivers

Mackay HHS Strategic Plan Inspired People	Mackay HHS Education and Research Strategy	Working for Queensland Focus Areas	Queensland Health
<ol style="list-style-type: none"> 1. Embed our values in the hire to retire lifecycle 2. Adopt a values based reward and recognition program 3. Modernise ways to attract and retain the best talent 4. Develop our managers and leaders 5. Drive and evaluate staff health and wellbeing programs 6. Implement the Communication and Engagement Strategy 	<ol style="list-style-type: none"> 1. Build technical and professional competence 2. Match our services and workforce capability to emerging health needs of our community 3. Ensure structures, processes and policies enable great Education and Research 4. Harness the value of translation through the Mackay Institute of Research and Innovation (MIRI) 	<ol style="list-style-type: none"> 1. Organisational Leadership 2. Equitable workplace behaviours 3. Understanding of best practice rostering 4. Fairness and alignment to our values 	<ol style="list-style-type: none"> 1. Queensland Health (QH) Strategic Plan - Advancing Health 2026 2. QH Aboriginal and Torres Strait Islander Health Workforce Strategic Framework 2016-2026 3. Advancing Health Service Delivery through Workforce 2017-2026 4. Advancing Rural and Remote Service Delivery through Workforce 2017-2020 5. Medical Practitioners Workforce Plan – to 2026
<p>Inspired People Outcomes</p> <ul style="list-style-type: none"> - Valued and empowered staff - Diverse and highly skilled workforce - Safe and caring place to work - Healthy staff - Staff know what's going on and feel listened to 			

Queensland Health Sector

Medical

General shortfall:

a shortfall of approximately 3,500 practitioners (across all specialities) projected by 2024.

Specialties gap:

medical specialties predicts shortfalls within the next decade for ophthalmology, general practice, psychiatry, and radiology.

Rural and remote service delivery:

a continued high reliance on IMGs is probable, particularly in rural and regional HHSs.

Nursing and Midwifery

General Shortfall:

a shortfall of approximately 4,000 registered nurses (RNs) is projected by 2025. A strategy that is heavily reliant on migrant overseas nurses to supplement the workforce may not be a sustainable option.

Retirement:

Approximately 39% of RNs have indicated that they would retire by 2025.

Expanded utilisation of existing workforce:

utilisation of the nursing workforce may be enhanced by scope of practice strategies to optimise and expand nursing service delivery.

Stable supply with caveats:

the increase in midwifery-only qualified graduates produces challenges to supply labour to the rural and remote sector which has relied on dual qualified registered nursing and midwifery workforce.

Oral health practitioners

Potential specialty oversupply:

uncertainty in relation to Commonwealth investment in public dental services and the potential impact on the over-supply and/or maldistribution of the dental workforce in Queensland.

Allied Health

Stable supply with caveats:

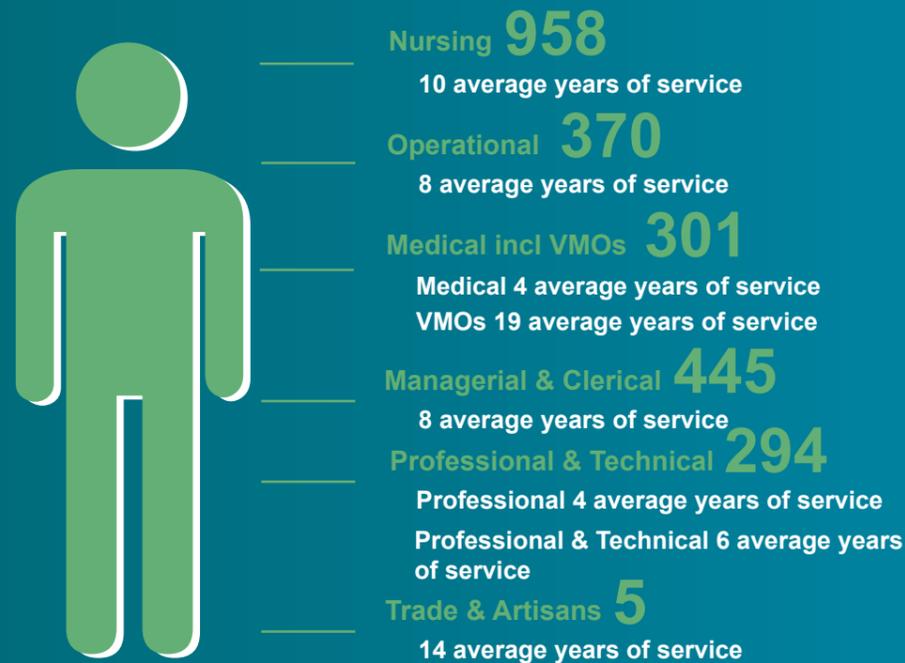
supply for most of the allied health professions is stable, there are risks with some disciplines due to prolonged training pathways and/or limited training supply e.g. orthotics and prosthetics, medical physics.

Expanded utilisation of existing workforce:

utilisation of the allied health workforce will be enhanced by scope of practice strategies to optimise and expand allied health service delivery.

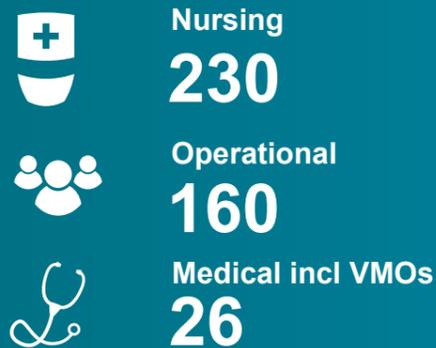
What we look like now

Staffing FTE by Career Stream (MOHRI)



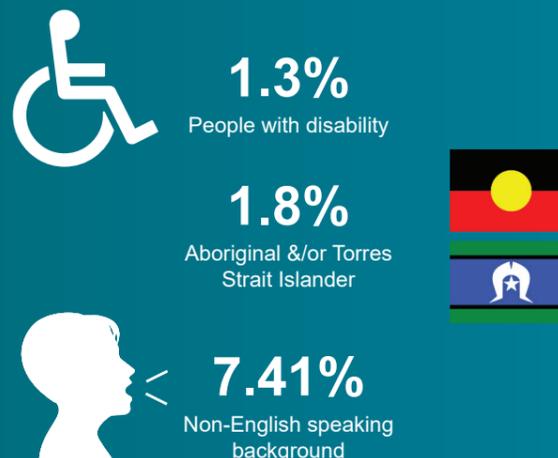
Source: HR Business Intelligence Human Resources Branch: Corporate Services Division - February 2019

Approaching Retirement Age FTE (55+) by Career Stream (MOHRI)



Source: Mackay HHS Workforce Solutions March 2019

Percentage of people who have identified as:



What we need to look like

Clinical	Professional	Inter-personal
Mental Health	Leadership	Organisational and Clinical Leadership
Care of the Elderly	Managing Workforce	Collaboration
Integrated Health	Process Improvement	Consultation and Engagement
Emergency Department Services	Program Management	Consumer Engagement
Patient-Centred Care	Teamwork	Resilience
Digitally Competent	Business Management - managing budgets and business writing	Accountability

Focus areas for capability development across HHS



Principles:

1. Align Our People Plan to the Mackay HHS Strategic Plan 2016-2020 and other Mackay HHS strategies
2. Increase Leadership development opportunities
3. Attract and retain staff
4. Celebrate diversity and inclusion
5. Create opportunities for our staff to be their healthiest and best, personally and professionally

OUR PEOPLE PLAN 2019-2020

	2019-2020	KPIs
<p>ATTRACT</p> <p><i>Today's healthcare workplaces are fast-paced, energising and exciting places to work. Such an environment is exciting and rewarding and will attract the best talent, who will seek out new ways of working.</i></p>	<p>Expand the use of LinkedIn to promote Mackay HHS as an employer of choice, increase communication of jobs available and to attract talent</p> <p>Maximise the number of post-graduate nurses/midwives</p>	<p>Statistical utilisation analysis undertaken by LinkedIn</p> <p>Number of post-graduate nurses/midwives (2019-2020)</p>
<p>RETAIN</p> <p><i>As a value-based organisation we make deliberate choices to live our values of Teamwork, Trust, Respect and Collaboration in everything that we do. Building on this foundation we strive to engage a concentrated effort to create a workplace where our people are satisfied, engaged and committed to patient-centred care.</i></p>	<p>Implement the Employee Health and Wellbeing Program</p> <p>Identify hard to fill and critical roles and investigate the benefits of implementing a High Potential (HiPo) Program combined with a Succession Program</p> <p>Refine the renewed staff exit interview process to determine the reasons why staff leave the organisation, including investigation and actioning</p>	<p>Utilisation of services and activities offered to staff and level of positive feedback</p> <p>Identification of hard to fill and critical roles and clarity of outcomes from investigation</p> <p>75% exit interview completion rate and 90% closure of investigations and actioning</p>
<p>ENGAGE</p> <p><i>A healthy and positive organisation is an organisation where people want to stay. We are one HHS with many facilities and our culture connects through how each of us relates to people; whether it's patients, carers or each other. When we are feeling our best we are better able to develop positive and collaborative relationships. We ALL play a part in striving for a positive, safe, healthy and engaged workplace culture. This is achieved through increasing individual, team and organisational wellness and engagement.</i></p>	<p>Design and implement a support program for our multicultural workforce</p> <p>Implement the 2016-2026 Aboriginal and Torres Strait Islander Health Workforce Strategic Framework (QH)</p> <p>Implement the Working for Queensland Survey Action Plan</p> <p>Continue the implementation of the Communications Strategy 2016-2020 (2019 update)</p>	<p>Implementation of program, level of awareness and level of support provided</p> <p>Development and implementation of the 'Education to Employment' Program and Business Administration traineeship program</p> <p>90% completion rate</p> <p>Level of improved organisational communication and information sharing</p>
<p>PERFORM</p> <p><i>Integrated healthcare delivery needs to consider the way the whole team is organised. It's not possible to meet the challenges of today and tomorrow without looking at how we design our workforce to ensure our valuable expert clinical care. In other words the right level of expertise doing the right tasks at the right point of service delivery.</i></p>	<p>Mackay HHS to work in partnership with James Cook University and Tropical Australia Academic Health Centre to develop a workforce redesign plan 2020-2025</p> <p>Develop and implement the Leadership and Team Development Program in partnership with Clinical Excellence Queensland (Healthcare Leadership Unit)</p> <p>Continue the implementation of the MHHS Education and Research Strategy 2016-2020</p>	<p>Establishment of partnership and completion of workforce redesign plan</p> <p>Successful implementation of the 2019-2020 Leadership Development Program and increased accountability and staff engagement through consistent and visible leadership</p> <p>90% completion rate</p>

The Mackay Hospital and Health Service: eight hospitals, four community health facilities, one organisation.

