

6.0 GOVERNANCE – HUMAN RESOURCES

6.1 Workforce planning, attraction and retention, and performance

MNHHS currently employ 13,545 full-time equivalent (FTE) employees to deliver its services across multiple sites and has experienced a 5.7% permanent separation rate. The number of full-time equivalent (FTE) employees has increased by 6.8% since the 2013-14 financial year. The highest percentage growth has been in Caboolture and Kilcoy Hospitals, which reflects increases in service demand across the health service. The tables below display the number of employees by work location and employment stream.

Table 1 employees by work location

Division facility	28 June 2014	21 June 2015	Change %	% of total
Royal Brisbane and Women's Hospital	5,679	6,002	5.7%	44.3%
The Prince Charles Hospital	2,753	2,883	4.7%	21.3%
Redcliffe Hospital	1,283	1,430	11.5%	10.6%
Caboolture Hospital	901	1,023	13.5%	7.6%
Kilcoy Hospital	31	38	22.6%	0.3%
Metro North Hospital and Health Services Other	2,038	2,169	6.4%	16.0%
Total MOHRI Occupied FTE	12,685	13,545	6.8%	

Table 2 employees by employment stream

Professional stream	28 June 2014	21 June 2015	Change %	% of total
MNHHS Workforce profile				
Managerial and clerical	2,063	2,292	11.1%	16.9%
Medical incl. VMOs	1,671	1,771	6.0%	13.1%
Nursing	5,490	5,892	7.3%	43.5%
Operational	1,565	1,575	0.6%	11.6%
Trade and artisans	110	107	-2.7%	0.8%
Professional and technical	1,786	1,908	6.8%	14.1%
Total MOHRI Occupied FTE	12,685	13,545	6.8%	



Dr Rhys Thomas and 94 interns start their career at RBWH.

METRO NORTH'S NEW RECRUITS

Metro North Hospital and Health Service hospitals welcomed 157 interns across the service in January 2015.

Royal Brisbane and Women's Hospital had the largest cohort of junior doctors with 95, followed by Redcliffe Hospital with 27, The Prince Charles Hospital (TPCH) with 20, and Caboolture with 15.

RBWH also welcomed 89 new nurses and midwives in January, including 66 graduates. In one of the biggest intakes in recent years, nurses have been allocated to every service line within the hospital.

Between January and March 2015, TPCH welcomed 85 new nursing staff, Caboolture 18 nursing graduates, and Redcliffe 22.

GRADUATE NURSE FOLLOWS IN HER MOTHER'S FOOTSTEPS

For one 2015 graduate the first day on the job was extra special. Aliza Nasato is following in the footsteps of her mother Gillian, a long-serving staff member and Acting Nursing Director of Cancer Care Services.

Aliza, who works in ward 5C, has always been interested in health, fitness and nutrition so nursing was a natural career choice for her.

"Mum and I share a passion for haematology oncology which I identified during my clinical placement in ward 5C as a nursing student as well as by nursing my grandfather through pancreatic cancer," Aliza said.

"Working in the same service line as mum is an absolute bonus."

Gillian, who has worked at RBWH for 29 years, said she is immensely proud of her daughter and all she has achieved to date.

"As a mother I tried to influence her to work hard, take care of herself and to be caring and generous towards others, advice I am certain all mothers give to their children," Gillian said.

"If my footsteps are now a path she is travelling, then I see that as a positive road to be on."

Aliza Nasato follows in the footsteps of her mother Gillian.





Left to right: Dan Minchin (Silver Chain), Jeff Cherverton (Medicare Local*), Terry Mehan MNHHS and Abbe Anderson (Medicare Local*).
* Now PHN.

COLLABORATION IS KEY TO SUCCESSFUL HEALTH REFORM

Some of the brightest minds in health, aged and community care gathered in Brisbane recently for the second annual Metro North Health Forum.

The forum was hosted by Metro North Hospital and Health Service (MNHHS) and Metro North Brisbane Medicare Local, which is now known as Brisbane North Primary Health Network (PHN).

The forum was designed around the theme ‘Reform. Ready. Set. Go’ and covered recent national health reforms, explained what they meant for the sector and provided vision for the future.

The diverse agenda covered primary and acute care, aged and community care, mental health and the National Disability Insurance Scheme.

Around 230 health professionals and consumers attended the Metro North Health Forum, representing corporate and non-profit health providers, peak organisations and government agencies.

The diverse agenda covered primary and acute care, aged and community care, mental health and the National Disability Insurance Scheme.

Long term service demand forecasts were used to support the establishment of the Metro North workforce planning strategy. This encompasses strategies to:

- Identify future workforce requirements including workforce numbers, job roles and skillsets to meet changing community needs
- Develop and utilise the capability of the current workforce based on the identification of the workforce needs
- Identify and retain skilled and capable employees for the future ensuring a sustainable, flexible and diverse workforce.

As Queensland’s largest healthcare provider, MNHHS has established strong partnerships with universities and research bodies to support the attraction and retention of leading healthcare professionals and clinicians.

The delivery of the MNHHS leadership framework has commenced, supporting the development of future business leaders and establishing career paths within MNHHS to retain current leaders. This framework includes a health emerging leaders program to support the development of future senior leadership capability.

Workforce Health and Safety

The MNHHS Health and Safety Unit introduced a People Focussed Safety framework incorporating a Health and Safety Management System. The Health and Safety Management System will support the HHS through Health and Safety related issues, accreditation and audit processes while providing a proactive people focussed approach to support the health and wellbeing of staff.

The MNHHS Health and Safety Operational Plan supports the People Focussed Safety framework by providing activities and structure to ensure a safe and productive working environment for staff. This includes:

- Preventative strategies for key health and safety risks, including reinforcing a risk management approach for health care ergonomics including patient handling, manual handling tasks, and slip, trips and falls
- Increasing awareness and communications regarding health and safety matters throughout all levels of the organisation
- Standardising core health and safety compliance elements including incident reporting and investigation, audit and inspections, consultative arrangements, safe work practices and procedures, injury management and common law.

Key achievements for the Health and Safety Unit include:

- A significant saving from the previous financial year Worker's Compensation premium with a further saving predicted in the 2015/2016 premium notice
- The successful completion of an internal AS/NZ 4801:2001 audit, resulting in no non-conformances
- An 8% improvement rate in uptake of Work Area Inspection Checklist across MNHHS
- Development of a MNHHS people focussed Health & Safety Management System ensuring a complete approach to compliance and accreditation related activities
- Spotlight programs focussing on high risk areas have been implemented. These programs address issues such as complex human resources and health and safety claims and cases, facilities with a high occurrence of occupational violence
- Increased management engagement and standardised injury management system and processes has resulted in lower than industry average Worker's Compensation measures and with faster and durable return to work outcomes.

Workforce Performance Indicators

Hours lost (WorkCover Vs Occupied FTE) – 0.34% (Target 0.35%).

This result is an 16.7% reduction of injured employees from the 2013/14 FY. Rehabilitation process enhancements and an increased focus on the early return to work have resulted in the significant reductions.

Sick leave – 3.47% (Target 3.0%)

Sick leave performance has improved by 4.7% from 2013/14 FY.

The contributors to the reduction include:

- Statutory claims: Metro North currently reporting 7.6% below the industry standard
- Lower average days to first return to work – Metro North is 5.7 days below the industry average; and
- Average days paid per approved WorkCover claim – Metro North remains above the industry standard by 2.1 days.



NEW SERVICE SUPPORTS INDIGENOUS PATIENTS

Hospital stays can often be a confronting experience, but a new service for patients at Royal Brisbane and Women's Hospital (RBWH) is providing comfort and support to Aboriginal and Torres Strait Islander patients.

The dedicated after-hours service was launched by Metro North Hospital and Health Service (MNHHS) in October 2014 and is being accessed by hundreds of patients each month.

Director of the Metro North Aboriginal and Torres Strait Islander Health Unit Angela Scotney said the new services forms part of the existing Indigenous Hospital Liaison Service at RBWH, The Prince Charles Hospital, Caboolture and Redcliffe hospitals.

"Each month the Indigenous hospital liaison officers see an average of 500 patients for a variety of health conditions including acute and chronic illnesses," Ms Scotney said.

"The After Hours team at the RBWH is particularly important as many patients come from outside of Brisbane and they don't have family support here."



NURSES LOOK TO THE FUTURE

Metro North Hospital and Health Service hosted its inaugural nursing and midwifery leadership conference from 11–12 May.

The Key to the Future: Unlocking Nursing and Midwifery Leadership and Workforce was hosted at the Education Centre at Royal Brisbane and Women’s Hospital, Herston.

Metro North Hospital and Health Service Executive Director Nursing and Midwifery Services, Adjunct Associate Professor Alanna Geary said nursing and midwifery represented a substantial proportion of the health workforce and therefore it is imperative that practice and ideas remain contemporary and leadership ability is strengthened.

“Today’s healthcare environment holds many challenges and nurses and midwives will play a major role in meeting those challenges,” Adj Assoc Professor Geary said.

“This conference was an exciting opportunity to showcase our collective skills and knowledge and to learn from world renowned researchers and colleagues.”

Key presenters included Ita Buttrose AO OBE, Professor Glenn Gardner and Professor Christine Duffield.

“The diversity of presentations and experience of the speakers was second to none and to have such expertise and influence in one place to empower nurses and midwives is an outstanding testament to the organising committee,” Adj Assoc Professor Geary said.

Inaugural MNHHS nursing and midwifery conference guest speakers Professor Glenn Gardner (second from right) and Professor Christine Duffield (right) are welcomed to the conference by Dr Amanda Dines, Adj. Assoc. Professor Alanna Geary and MNHHS Board member Professor Helen Edwards OAM.



Transition to Business Partnering HR Service Delivery Model

The transition to prescribed employer in July 2014 and change of government in February 2015 has seen significant change in the industrial and legislative environment within which Metro North operates. This transition has been managed with minimal impact on business operations or industrial disputation, which is due in part to the support provided by HR business partners at each facility.

A business partnering model for HR services operational delivery was introduced to increase local facility based services, provide timely responses to business needs and support deployment of HR policies, process and programs. Facility level engagement with executive, management and staff has occurred in a diverse range of HR subject matter supporting proactive performance management principles and best practice solutions to workforce issues that are inhibiting business outcomes.

Increased access to HR services supports management, prioritising in-person engagement, to promptly resolve matters by consultation, cooperation and discussion.

A modest reduction in complex HR matters has resulted with further early intervention strategies and related line manager capability development being prioritised for 2015/2016.

Springboard – Online Recruitment

The Springboard e-Recruitment system was initially rolled out in the Corporate Services and Performance areas and subsequently phased into the RBWH facility. Phase 3 commenced in April 2015 to extend the functionality to all other Metro North facilities.

All MNHHS facilities will be using Springboard by September 2015 resulting in greater efficiencies in processing times and positive business outcomes due to reduced vacant positions.

Industrial Relations

During the 2014-15 financial year, changes to the Industrial Relations legislation have produced significant change to the industrial relations landscape. MNHHS has managed the transition with minimal industrial disputation reaching the Queensland Industrial Commission.

We have seen a 61% reduction in the number of suspensions and a 60% reduction in suspension time through proactive management of workforce risks and increased manager education.

Metro North will continue to engage with the industrial unions to maintain constructive relationships to provide appropriate management of staff.

SCIENTISTS MAKING A WORLD OF DIFFERENCE WITH EPILEPSY RESEARCH

Queensland researchers have led an international team to victory, predicting the occurrence of epileptic seizures with unprecedented accuracy.

Dr Quang Tieng, Dr Simone Bosshard and Dr Min Chen from Professor David Reutens's epilepsy research group at the UQ Centre for Advanced Imaging collaborated with California-based engineer Drew Abbot and mathematician Phillip Adkins to develop a computer algorithm that predicts the occurrence of epileptic seizures from the brain's activity recorded up to an hour beforehand. Professor Reutens, who leads the Centre for Advanced Imaging, is also Metro North Hospital and Health Service's Director of Epilepsy Services.

The team won the Seizure Prediction Challenge sponsored by the American Epilepsy Society, the US National Institute of Neurological Disorders and Stroke, and the Epilepsy Foundation.



Scientists Dr Min Chen, Dr Quang Tieng, Director of the Centre for Advanced Imaging Professor David Reutens, and Dr Simone Bosshard. Doctors Chen, Tieng and Bosshard were part of an international collaboration that developed computer algorithms to predict the onset of epileptic seizures with an accuracy of 82 per cent.

“The team's computer algorithm out-performed those from over 500 teams from around the globe by predicting seizures with an accuracy of 82 per cent,” team leader Quang Tieng said.

Nearly one in 26 people worldwide suffers from epilepsy and approximately one-third of these people have ongoing seizures that are not sufficiently treated with medications or other therapies.

Professor Reutens said epileptic seizures occurred unpredictably and sometimes led to severe consequences such as injury and death.

“This work will ultimately help patients with epilepsy towards greater independence through implantable devices to prevent seizures or through early warning systems. This research is an example of how partnerships between researchers and clinicians in Queensland can result in world-leading outcomes,” Professor Reutens said.

The Centre for Advanced Imaging was created in 2009 as a strategic initiative of The University of Queensland. It reflects the growing role of imaging in cutting-edge biotechnology and biomedical research at UQ. Bringing together the skills of a critical mass of researchers and state-of-the-art research imaging instruments, it is the only facility of its type in Australia, and one of only a handful of such centres in the world.

The commencement of a Statewide Epilepsy Service at Royal Brisbane and Women's Hospital has been adopted as a Metro North Health Service Strategy (2015-2020).

6.2 Early retirement, redundancy and retrenchment

During the period, 18 employees received redundancy packages at a cost of \$1,056,831.35. Employees who did not accept an offer of redundancy were offered case management for a set period of time, where reasonable attempts were made to find alternative employment placements.

At the conclusion of this period, and where it is deemed that continued attempts of ongoing placement were no longer appropriate, employees yet to be placed were terminated and paid a retrenchment package. During this period, two employees received retrenchment packages at a cost of \$93,300.16.