



Ramsay Australia Workforce Report

Human Resources / 2015



Overview

Ramsay Health Care recognises that its employees are essential to its success and accordingly, strives for excellence and continuous improvement in delivery of workplace practices to promote a positive, harmonious and productive workplace where people like to work.

Our strong focus on people is embedded throughout the organisation's ethos of People Caring for People, and this is represented by a unique culture and a set of values collectively known as "The Ramsay Way". As a large employer, ensuring a sustainable workforce of approximately 27,000 is key to achieving our goals and we must ensure that our workplace relations strategies and management practices support and enhance the delivery of high quality health care services.

- ✓ Monitoring organisational culture and engagement of the workforce and supporting both staff and management in continuously seeking ways to engage staff; and
- ✓ Development and implementation of learning and development (L&D) initiatives that support growth of both the organisation and individuals whilst also, through mandatory training requirements, ensuring compliance with relevant policies, practices and legislative/regulatory requirements.

Scope

The National, State and Site HR teams plan, develop and deliver an array of services and products for all facilities and workplaces of Ramsay Health Care Australia. This includes:

This includes:

- ✓ Development of HR systems, policies and procedures using clear standards and guidelines;
- ✓ Education, instruction and advice on HR management practice and appropriate action when dealing with workforce issues;
- ✓ Establishing performance standards and targets for the workforce, and monitoring organisational performance;
- ✓ Ensuring compliance with industrial regulations and good faith bargaining in all industrial situations including both individual and collective bargaining;

Key Performance Indicators

- Employee turnover
- Employee absenteeism
- Training and development: 100% mandatory training compliance, graduate/trainee recruitment targets, clinical placement numbers, intern training, total L&D spend as a % of total labour costs
- Compliance with the *Workplace Gender Equality Act 2012*
- Mitigation of industrial action & reduction in number of bullying / harassment or adverse action claims.

Major initiatives and achievements in fiscal year 2014

MyTime implementation

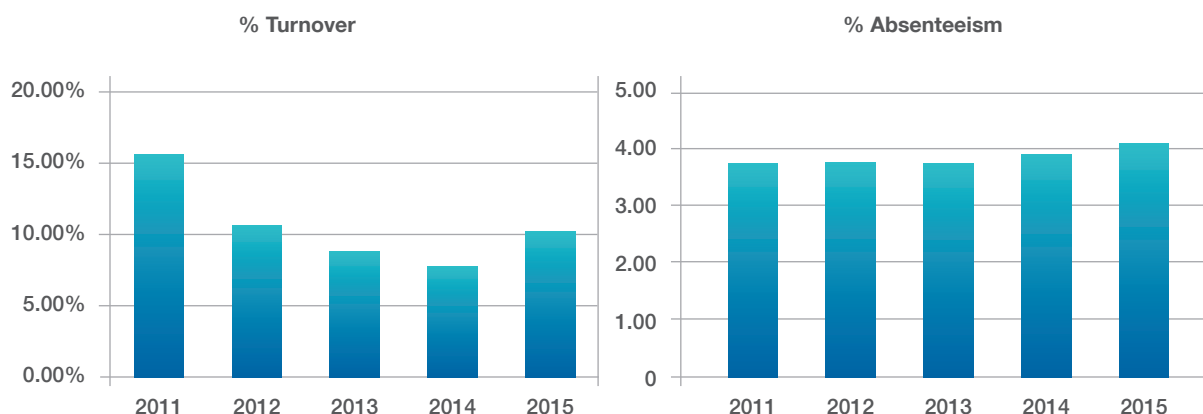
MyTime is Ramsay's new time and attendance system and is a single convenient online system that improves on current payroll and HR processes, eliminating paper timesheets and rosters to achieve a new level of efficiency and accuracy. The MyTime project continues to roll out throughout Australia and in July 2015, 59 hospitals (17,356 employees) were live and being paid on MyTime.

Employee absenteeism

The Company invests heavily in staff wellness programs, employee benefits and flexible working arrangements which contribute to low absenteeism rates. There have been no industrial disputes resulting in employee absenteeism. Absenteeism remains stable at 4.13%.

Employee turnover

Ramsay Health Care's employee turnover has remained steady at 9.85%, well below the Company's KPI of 14%. "Onboardplus" a program that includes detailed screening, interviews, scheduled debriefs and regular reviews aimed at improving turnover outcomes, continues to play an important role in the low turnover rate.



Learning & Development

Ramsay Health Care is committed to the ongoing training of our existing employees and invests in the future workforce of Australia through training of students and graduates.

Ramsay Health Care has a robust education and training program across the company and has many strong links with the Tertiary Sector in relation to education. Our commitment to training and development is evidenced in the following ways:

- ✓ Employment of dedicated educators in all facilities
- ✓ Investment in graduate nursing programs (EN & RN graduate wages) at a cost of \$27 million
- ✓ Accredited Specialist Doctor training – over 170 medical registrars hired in 2014-15 at a cost of \$6.4 million
- ✓ 39,476 clinical placement days offered to student nurses & midwives
- ✓ 1573 enrolled nurses trained in partnership with TAFE in 2015
- ✓ Strong use of trainees and apprentices throughout the organisation
- ✓ Continued investment in, and ownership of, a Registered Training Organisation (RTO) called the “Ramsay Training Institute”
- ✓ Study leave and education support provided to employees – \$4.874 million.

The Ramsay Training Institute

The Ramsay Training Institute (“RTI”) offers a wide range of education programs for new and existing staff. The RTI has education programs in place which include a number of scholarships for fully subsidised external tertiary training, diploma and certificate training programs run in conjunction with TAFE and other tertiary institutions, as well as a number of in-house training and development programs and a comprehensive e-learning program for a range of compulsory training modules for all staff.

The RTI has an annual budget of \$1.1 million to produce and deliver mandatory and other specialist training to all Ramsay Health Care facilities in Australia. The following is a breakdown of training undertaken by employees through the RTI in the last twelve months.

	Modules completed	Total wages cost to undertake
Mandatory training	172,286	\$5.32 million
Orientation	62,842	\$1.93 million
Professional development	12,178	\$501,616
Management development	1,921	\$79,125
TOTAL	249,227	\$7.83 million

Registered Nurse UK Transfer Program

Ramsay has launched an innovative pilot program for registered nurses employed in the Australian business to transfer to Ramsay UK and work in a hospital in England for a period of up to two years and return to Australia. This program brings together a global vision, allowing the two countries to work together to solve a resources deficit and utilises skilled resources that may otherwise be surplus.

The program provides an opportunity for our graduate nurses to gain valuable experience and advance their nursing careers in a dynamic way.

Graduate recruitment

Ramsay Health Care has a comprehensive graduate education program in place which resulted in the hiring of over 539 graduate nurses and midwives in Australia in 2015. This development program is run in all states where we operate and our ability to hire graduates is limited only by our ability to accommodate them within a balanced health care model. Wages for graduate nurses and midwives in our facilities in 2015 totalled over \$27 million.

Ramsay Health Care also partners with the Department of Health and Ageing to directly employ medical graduates in our facilities. During 2015 57 medical graduates were employed and 95 medical graduate positions are projected to be available for 2016. The employment of medical graduates in private hospitals is a new initiative as in the past, graduates generally needed to work in a large public hospital in order to meet the requirements of their training.

We are hoping to continue to grow the number of Ramsay Health Care facilities which will directly employ medical graduates. We also support medical graduates employed by the public health system by providing opportunities for rotations through private hospitals.

Workforce diversity, gender equality and equal opportunity

Leadership equality and gender diversity is evident throughout Ramsay Health Care. Some of the measures in place to promote gender equality within the company are:

- Flexible working practices
- Job-sharing
- Purchased annual leave
- Paid parental leave
- On-site child care facilities (some hospitals)

The representation of women throughout the organisation is strong. In 2015 women comprised 82% of employees throughout the Group. Women occupy 16.7% of senior executive positions¹ and 53% of senior management positions². These figures do not reflect the level of female management representation in our hospital facilities as 60% of all Australian senior management positions are currently held by women, which is exceptional.

In April 2015 our first female directors were welcomed to the Board; Patricia Akopiantz and Margaret Seale, meaning that women now comprise 20% of the Ramsay Health Care Board.

Ramsay received the 2015 Workforce Gender Equality Agency (WGEA) notice of compliance after submitting the WGEA 2015 Report (publicly available here) and is committed to ongoing initiatives to improve gender equality in the workplace.

1 Senior executive positions are those reporting directly to Chris Rex, CEO and Managing Director

2 Senior management positions are those managers up to two levels below the senior executive positions

Ramsay has a “50Plus” program which recognises and rewards the contribution of our experienced workforce, which is essential for delivery of complex health services. Trainees programs and apprenticeships are encouraged and supported and contribute to youth employment.

Additionally, the company has over 1073 sponsored overseas employees working in a variety of clinical roles, as well as 57 overseas medical interns trained in our hospitals, which evidences both our commitment to diversity and our commitment to training Australia's future healthcare workforce.

Workplace relations

There has been no industrial action for the last nine years at Ramsay Health Care, despite needing to close a number of departments within smaller facilities due to changing operational needs or reducing service demands in specific areas. There has been significant rationalisation of the number and complexity of industrial instruments used at Ramsay in order to simplify interpretation, create some consistency in terms and to ensure alignment with changing Modern Awards and new National Employment Standards. During 2015, Ramsay has taken action to address a range of particular labour issues including limiting employees working excessive hours by rationalising employment contracts where employees were working multiple roles across different Ramsay owned facilities.

Grievances and workplace issues

There are a broad range of policies and guidelines available to manage labour force issues and to give employees a clear pathway for engaging with management and/or to raise grievances. Managers are trained in the use of the Performance Management system at Ramsay Health Care and employees have access to the Disciplinary Guidelines by which poor performance and/or behaviour standards are enforced. Additionally, there is a National HR Services Team which operates as a HR “Helpdesk” to deliver workplace relations advice, support and coaching to managers and staff to assist in the resolution of performance management, disciplinary matters, grievances and complaints. There are also State based Employee Relations experts who are deployed to facilities in each state to deliver annual training programs including comprehensive performance management programs, as well as resolving any escalated disputes or conflict.

Ramsay has engaged Deloitte to provide an external Whistleblower Hotline for employee complaints and are escalated to a Ramsay Board member and a member of the Executive Management team for investigation. There is also a comprehensive staff EAP program which provides confidential counselling using qualified, independent providers, which is available to staff and their families for any work or personal related issues they may be experiencing.

Staff satisfaction and engagement indicators

Following the 2014 nation-wide Staff Satisfaction Survey, Ramsay facilities implemented action plans to ensure each facility could maintain or improve their top strengths as well as address any poor performance areas or specific employee annoyances. Ramsay continues to monitor staff satisfaction and engagement and multiple channels are available for employees to share their thoughts about working with Ramsay (performance review process, exit interviews and surveys).

Employee share scheme

The purpose of the Employee Share Scheme is to provide long-serving staff with the opportunity to acquire an ownership interest in Ramsay and has been offered for the 3rd successive year to eligible staff. The scheme has been a huge success and very well received with more than 13,000 employees that share in the financial future at Ramsay.



www.ramsayhealth.com.au