

Ramsay Australia Workforce Report 2018



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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 more than 30,000 people is key to achieving our goals and we must ensure that our workplace relations strategies and people management practices support and enhance the delivery of high quality health care services.

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:

- Development of HR systems, policies and procedures using clear standards and guidelines;
- Education, instruction and advice on people 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 employment law and good faith bargaining in all industrial situations including both individual and collective bargaining;
- Monitoring organisational culture and engagement of the workforce and supporting both employees and management in continuously seeking ways to engage staff, increase retention and uplift performance;
- Development and implementation of learning and development (L&D) initiatives that support growth of both the organisation and individuals whilst also addressing mandatory training requirements, ensuring compliance with relevant policies, practices and legislative/regulatory requirements and building management capability;
- Supporting the professional development of the future healthcare workforce through a range of training and education via strong partnerships with universities and educational institutions across the country; and
- Offering a range of scholarships to employees for conferences, short courses, workshops or seminars to assist employees to further their careers and uplift their capabilities.

Key Performance Indicators

- Employee turnover
- Employee absenteeism
- Learning and development: 100% mandatory training compliance, graduate/trainee recruitment targets, clinical placement numbers, intern training
- Ramsay Training Institute (RTI) Learning Activity: total L&D spend
- Compliance with the Workplace Gender Equality Act 2012
- Mitigation of industrial action and reduction in number of bullying/harassment or adverse action claims
- Ramsay Leadership Program

Major Initiatives and Achievements in Fiscal Year 2018

In fiscal year 2018, Ramsay Australia employed approximately 22,000 permanent staff (73% of total workforce) and approximately 8,000 temporary and casual staff (27% of total workforce).

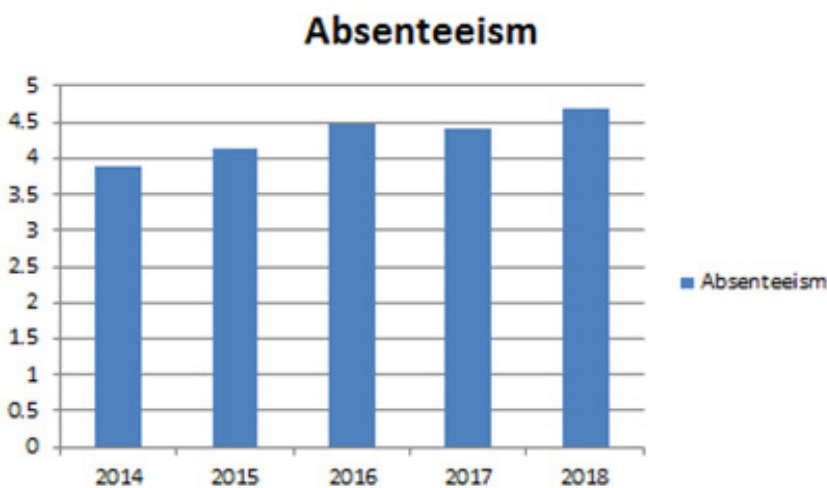
Employee Turnover

Ramsay Health Care’s employee turnover has remained steady at 9.4% well below the Company’s threshold of 12%. “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.



Employee Absenteeism

The Company invests heavily in employee wellness programs, employee benefits and flexible working arrangements which contribute to low absenteeism rates. The absenteeism rate for the year also remains steady at 4.7%. This is being closely monitored by management to identify opportunities for improvement in the management of all absences.



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 employees spent a total of approx. 78,000 hours (approx. 10,000 days) in FY2018 undertaking mandatory online training to enhance knowledge and skills. This equates to an average of 2.6 hours per employee (0.35 days) for the year. The training includes a variety of non-clinical and clinical modules such as Safety; Customer Service; Anti-Discrimination, Bullying and Harassment; Manual Handling; Competition Law and Infection Control. In addition to mandatory online training, significant investment is also made in face to face skills and competency training and individual professional development.

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

- Employment of dedicated educators and facilitators in all facilities
- Investment in graduate programs. Ramsay employed 614 graduates across nursing, midwifery and allied health in FY 2018 at a total wages cost of approximately \$31 million
- More than 96,000 clinical placement days offered to student nurses and midwives and allied health professionals
- Continued partnerships with TAFE and private RTOs in training of Enrolled nurses (Diploma of Nursing students)
- Study leave and education support provided to employees
- Traineeships and apprenticeships offered throughout the organisation
- National internal Ramsay Scholarships offered to upskill and develop our existing workforce to the value of \$80,000 annually
- Large internal investment in the roll out of a national three year education program and feedback framework to enable a “Speaking Up For Patient Safety” to ensure all patient-facing employees have the skills and tools to advocate for patient safety regardless of their position or seniority within the business
- Partnership with select Universities offering between 50–75% Scholarships to fund Post Graduate and Specialist Programs
- Opportunities for employees to enrol in heavily discounted post graduate or HECS free studies with some of our existing VET and Tertiary partners

The Ramsay Training Institute (RTI) Learning Activity

The Ramsay Training Institute (“RTI”) offers a wide range of education programs for new and existing employees. 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 mandatory and non-mandatory learning modules for all employees.

The RTI has an annual budget of \$900,000 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 financial year.

	Modules completed	Total wages cost to undertake
Mandatory Training	150,062 modules	\$4.76 million
Orientation	70,256 modules	\$2.23 million
Professional Development	53,181	\$2.23 million
Management Development	962	\$41,606.50
TOTAL	274,461	\$9.27 million

Graduate Recruitment

Ramsay Health Care has a comprehensive graduate education program in place which resulted in the hiring of 614 graduate nurses, midwives and allied health professionals across Australia in 2017/18. 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 2017/18 totalled more than \$31 million.

Ramsay Health Care also partners with the Department of Health and Ageing to directly employ medical graduates in our facilities.

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)
- Telecommuting

Under the Workplace Gender Equality Act 2012, all non-public sector organisations with 100 or more employees are required to report on a series of gender equality indicators including representation and remuneration of women and men in the workforce, and policies and strategies to promote gender equality. Ramsay has lodged the required report and is compliant with the Workplace Gender Equality Act 2012 for reporting period 1 April 2017 to 31 March 2018.

The representation of women throughout the organisation continues to remain strong. In 2018 women comprised approximately 82% of front line workforce throughout the Group. Women occupy approximately 51% of senior executive positions¹ and approximately 56% of senior management positions². In addition, women comprise 20% of the Ramsay Health Care Board.

80.9% of the overall workforce is females.

¹ Senior executive positions are those senior executives up to two levels below Craig McNally, CEO & Managing Director.

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

Figures below are based on the Workplace Gender Equality Agency’s standardised occupational categories of managers, as shown in the table.

Benchmark 1.1: Gender composition of the workforce

Women



Men



The figures above show the gender composition of the workforce of Ramsay Health Care Australia and comparison group for 2017–2018. It should be noted that Ramsay Health Care’s gender composition is trending on the incline.

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

Ramsay Leadership Programs

In the last twelve months, Ramsay Health Care has developed and piloted a leadership program specifically targeted to supporting and upskilling our Frontline Leaders across the business, in all specialties and disciplines. This blended learning program has been designed to provide participants with the skills, tools and support to lead their team and help build a culture of engagement, innovation and accountability across the organisation.

Program focus areas include understanding self- and team-leadership, how to drive great customer experience through role modelling and great employee engagement, how to lead and navigate through change, how to set performance expectations and coach the team to meet them, and how to understand and influence the commercial factors that influence the business.

The program pilot included 60 participants from 10 hospitals across 3 states, completing a combined total of 1,600 hours of facilitated learning and 900 self-directed online learning sessions. The program also provided each participant with highly individualised feedback around key leadership competencies to allow them to set clear and insightful personal development goals, as well as providing targeted mentored support to help them achieve these.

Workplace Relations

It is notable that Ramsay Health Care has negotiated enterprise agreements and managed workplace change during the past decade without any significant industrial issues. During this time, Ramsay has been able to maintain a cost efficient and productive workforce whilst maintaining our reputation as a highly respected employer where employees are recognised and valued.

Workplace relations at Ramsay is the responsibility of line managers, supported by our Human Resources team. Managers undertake mandatory annual training on the management and handling of bullying and harassment issues. Ramsay's HR policies and practices are driven by a fundamental principle of fair and equitable treatment of our employees. When workplace issues and/or conflict arise, our manager's adopt a fair and just approach when dealing with difficult situations. This approach is strongly linked to maintaining the "The Ramsay Way" which forms the core of our workplace culture.

Grievances and Workplace Issues

There are a broad range of policies and guidelines available to manage workforce issues and to give employees a clear pathway for engaging with management and/or to raise complaints/grievances. Managers are trained in counselling techniques and in the use of Performance Management systems. Managers and employees also have access to Performance Management Guidelines by which poor performance and/or behaviour standards are managed. To ensure a comprehensive HR service is provided at all times our National HR Services Team operates as a HR "Helpdesk" to deliver workplace relations advice, support and coaching to managers and non-management employees alike. The National HR team supports the State based HR/ER specialists who have primary responsibility to support and advise operational and corporate managers to apply best practice HR principles.

Ramsay maintains an external Whistleblower Hotline service which provides employees with an additional independent reporting mechanism. When Whistleblower complaints are made they are immediately referred to HR for preliminary evaluation then they are either investigated using internal HR resources or they are referred externally depending on the particular circumstances. All Whistleblower reports and findings are referred back to the Ramsay Health Care Board once concluded.

There is also a comprehensive Employee Assistance Program (EAP) which provides confidential counselling and support to employees who elect to utilise that confidential service. The EAP is staffed by qualified, independent and professional providers, and is available to all employees and their families for work related or personal issues at no cost to the employee.

The national implementation of the Vanderbilt-based "Speak Up For Patient Safety" program is also working to ensure the provision of a safe work environment for all employees, at all levels of the organisation, and providing employees with a feedback mechanism to raise any concerns around patient practices in a confidential and streamlined process.

