



Diversity and Inclusion Programs



Health
Central Coast
Local Health District

Central Coast Local Health District Diversity and Inclusion Programs

At Central Coast Local Health District we value diversity and inclusion as a key part of Caring for the Coast. Evidence confirms that care is most effective when provided by a workforce that mirrors the community it serves. With the Central Coast community including people from over 161 countries of birth other than Australia who now make the beautiful Central Coast home, our community is enriched by celebrating diversity and inclusion in our workplace.

Our District welcomes everyone! Including people from all ethnic groups, people of all ages, people of all genders, Aboriginal and Torres Strait Islander people, people from Culturally and Linguistically Diverse backgrounds (CALD), people who identify as Lesbian, Gay, Bisexual, Transgender, Intersex, Queer (LGBTIQ), people with a disability, people of all religious faiths everyone is welcome and we believe that everyone has something wonderful to offer.

Our District is a welcoming workplace where we support people to be their true selves to deliver their best for our patients, our staff and our community. We do this by implementing programs which will foster a culture where diversity of the workforce is recognised and valued, and by developing programs to attract and retain a high quality diverse workforce.

Please enjoy learning about the many ways that the District seeks to deepen diversity and inclusion as part of how we 'Care for the Coast' every single day.

Yours sincerely

Dr Andrew Montague

MBBS, FRACGP, MHA, FRACMA

Chief Executive



Workforce diversity is about acknowledging, valuing and respecting the differing backgrounds, skills and experiences we all bring to the workplace, and cultivating a supportive workplace environment

Our Priorities:

Foster a culture where diversity of the workforce is recognised and valued



Attract and recruit a high quality diverse workforce



Develop and retain a high quality diverse workforce



Our Strategies:

To foster a culture where diversity of the workforce is recognised and valued we will:

1. Promote a workplace whereby diversity is valued, nurtured and celebrated
2. Deliver targeted programs which demonstrate a commitment to the principles of diversity
3. Ensure Policies and key documents incorporate the principles of diversity
4. Address obstacles to diversity


To attract a high quality diverse workforce we will:


1. Strengthen partnerships with peak bodies to improve employment outcomes
2. Implement innovative approaches to attract people from diverse backgrounds
3. Ensure accessible and inclusive recruitment and selection practices
4. Endeavour to reflect the diversity within our community in the CCLHD workforce

To develop and retain a high quality diverse workforce we will:

1. Build the capability of leaders and managers to support the development of a diverse workforce and to provide a supportive work environment
2. Include workplace diversity measures within workforce planning activities
3. Provide career pathways for identified staff from diverse backgrounds

Diversity & Inclusion Programs

Programs/Strategies	Targets (activity outcome)	Timeframe	Progress
Workplace Culture 			
Appointment of Diversity & Inclusion Champions	CCLHD Diversity & inclusion vision statement established	April 2017	
	Diversity Champions appointed	June 2017	
	Diversity Champions are provided with diversity training and ongoing support	August 2017	
Creation of a Diversity Network intranet site	Website established which provides information and links to policies, Champions, networks, celebration of inclusive practices occurring across CCLHD and to seek feedback from staff	September 2017	
	On line conversation space created		
Promotion of the benefits of a diverse workplace	Communication Plan developed to promote the vision, champions and website. Including activities such as:	September 2017	
	<ul style="list-style-type: none"> Articles in Staff Newsletter e.g. profile of diversity of staff in the organization Inclusion of guest speakers at various events to present on the topic of diversity 		
	<ul style="list-style-type: none"> Publication of data in the annual report which outlines the success of diversity and inclusion strategies and highlights areas for improvement 	June 2018	
	<ul style="list-style-type: none"> Reinforce how diversity & inclusion is supported as part of the Caring for the Coast values and behaviours 	June 2017	
Working relationships with peak bodies	Accurate information and advice available on intranet	June 2017	
	Connection with wider promotional activities. Participation in recognised diversity events across CCLHD including but not limited to: <ul style="list-style-type: none"> International Day of People with Disability Reconciliation Week, NAIDOC week Harmony Day Seniors week Mental Health month Wear it Purple Day 	Ongoing	
Barriers to diversity and inclusion identified/removed	Identify underrepresented groups in line with demographic data.	June 2017	
	Identification of services/salary bands that have an under/over representation of particular age, gender, disability etc.	June 2017	
	Increased proactive documentation, recording and communication of diversity data and individual workplace adjustments	Sept 2017	
	Increased number of staff from underrepresented (priority) groups who identify as such in the workplace with a 5 year target to achieve equal representation numbers to demographics.	June 2022	

Programs/Strategies	Targets (activity outcome)	Timeframe	Progress
Attraction & recruitment 			
Implementation of innovative approaches to attracting a diverse workforce	Targeted recruitment campaigns : 3 per annum in 2017 and then 8 campaigns per annum from 2018 onwards	3pa in 2017 increasing to 18pa by 2018.	
	Opportunities for work experience, placement traineeships, internships are created and promoted for people with diverse backgrounds in line with District priority groups	Ongoing	
	People from diverse backgrounds are highlighted on our career pages, promotional literature and recruitment publications	September 2017	
	The diversity statement is included within recruitment advertisements and job application kits.	Ongoing	
Managers are supported to recruit a diverse workforce	Employment opportunities are promoted through a variety of media sources, educational units and community organisations.	January 2018	
	Recruitment documentation and processes support diversity.	January 2018	
	Diversity and inclusion guidance materials for selection panels developed (eg supporting reasonable adjustment etc)	January 2018	
	Information about the Diversity Network is included in the new starter pack	January 2018	

Workforce development and retention

Policies and key documents incorporate the principles of diversity	Use of workforce planning processes to inform the development of diversity employment strategies (local analytics for departments and divisions)	Ongoing	
	Career pathways in place for staff from diverse backgrounds through mechanisms such as scholarships, cadetships and graduate program placements.	January 2018	
	The CCLHD Disability plan, Multicultural Plan, Aboriginal Health Plan etc reflect the diverse workforce strategies	January 2018	
Build the capability of leaders and managers to develop a diverse workforce and provide a supportive work environment	Include D&I information within induction, team leader and middle management training	January 2018	
	Develop a Managers Toolkit on Diversity & Inclusion	January 2018	
	Training module developed on how to draft policies using inclusive language	When commenced	
	Participate in development of Statewide HETI content regarding workplace diversity training	September 2017	
	Workforce diversity is included within senior executive workforce reports		

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Workplace Culture

Workplace Diversity and Inclusion Champions

The District is the largest employer in the Central Coast region. With over 7500 staff employed by the District, champions will be selected who have particular interest and skills in creating a workplace culture that is diverse and inclusive. In particular champions will be identified based on their contributions to support people from Culturally and Linguistically Diverse (CALD) backgrounds, people who are Lesbian, Gay, Bisexual, Transgender, Intersex, Queer (LGBTIQ), people from all religious backgrounds/faiths, people with a disability and all underrepresented groups. Put simply – champions will be people who support employment participation from all underrepresented sectors of the community and are committed to positive action to address this.

Champions will be selected to represent a broad cross section of the organisation. Champions will include District Executive, Managers and Staff. They will receive training and be part of a wider supportive network of champions who are passionate about diversity in the workplace.

Diversity Intranet Site

The District will launch a diversity page on its intranet which provides access to content about diversity. This may include policies, profiles and contact information for Diversity Champions, links to networks, or simply a place to celebrate the many good news stories about diversity at the District.

Staff will be able to offer feedback and start a conversation in a safe and supported online space that they can interact with dynamically.

Promoting the benefits of a diverse workplace

The District prides itself on being an inclusive and welcoming workplace. It strives to be an employer of choice for underrepresented groups within the community where staff and prospective staff genuinely experience 'a fair go'. Talent is celebrated in all forms. The District will do this by producing a diversity communications plan that showcases the abilities and talents of staff. It will include;

- Articles in Staff Newsletters e.g. profile of diversity of staff in the District
- Inclusion of guest speakers at various events to present on the topic of diversity
- Publication of data in the annual report which outlines the success of diversity and inclusion strategies and highlights areas for improvement

Working Relationships with peak bodies

The District will continue to deepen its relationships with peak bodies to provide access to education, information and advocacy for underrepresented groups in the workforce and in the wider community. Some of these key relationships will be celebrated and linked with established programs celebrating our diverse workforce and include;

- International Day of People with Disability
- Reconciliation Week/ NAIDOC week
- Harmony Day
- Seniors week
- Mental Health month
- Wear it Purple Day



Barriers to diversity and inclusion identified/ removed

Greater employment participation of underrepresented groups will require the District to identify and (wherever possible) remove practices which prevent or limit participation of these groups in the workplace. Examples of unacceptable practices which will not be tolerated include;

- Racism
- Discrimination
- Harassment/Vilification
- Ageism
- Selection to roles based on factors other than identified job requirements

The District will measure performance in its annual report with a targeted improvement of 0.5% or greater in each demographic – e.g. improved identification and employment participation of people from a CALD background, staff who speak a Language Other than English (LOTE), staff who identify as LGBTIQ,

Attraction and recruitment of a diverse workforce



Implementation of innovative approaches to attracting a diverse workforce

The District will increase employment participation of a talented and diverse workforce by committing to the following actions.

- 1) Continuation and deepening of targeted recruitment campaigns for underrepresented groups – in particular workers with a disability or refugees in accordance with the Government Sector Employment Act 2013 (NSW). This will deliver 5 placements per annum in 2017 increasing to 10 per annum by 2018
- 2) The District already operates a number of successful programs to support work experience, adult and school based traineeships, internships and cadetships. The District will prioritise candidates from diverse backgrounds who are underrepresented in the workforce and ensure that onboarding processes are responsive to candidate requirements including the removal of entry barriers which may be directly or indirectly discriminatory
- 3) People from diverse backgrounds will be featured on career pages, marketing collateral, promotional materials and recruitment information to publicly confirm that the District is an employer of choice for all people within the community.
- 4) The District will include a diversity statement in all recruitment advertising and recruitment materials as a mandatory branding message
- 5) The District will continue to engage in a variety of marketing channels to support applications from a broad and diverse cross section of the community. This will include liaison with community organizations and educational partners.



Managers are supported to recruit a diverse workforce

The District will continue to support its managers and staff who conduct recruitment by;

- 1) Ensuring that recruitment documentation and processes support recruitment of a diverse workforce (e.g. ensuring language used in advertising is inclusive and welcoming)
- 2) Developing fact sheets and guidance materials to assist selection panels appreciate diversity (for example facilitating ease of access and plain language documents on diversity content to better inform selection decisions)
- 3) Promotion and inclusion of information regarding diversity networks and diversity champions being offered to managers and new starters.

Workforce development and retention



Inclusive Workforce Practices

The District currently evaluates the diversity of its workforce in a number of ways. These include as part of the annual report, provision of data for the NSW State of the Sector Report (including the NSW Workforce Profile Report), accreditation, and a range of other external and internal review points. These datasets will be progressively reviewed to identify the District's performance against target to increase employment participation of underrepresented groups. These will also form the basis for Workforce Planning to identify opportunities to increase employment of these groups as part of the evolution of long term strategies to ensure appropriate workforce supply needs are aligned to the consumer market demands identified in the Clinical Services Plan. Reports will be made at least annually available to the District's Executive Leadership Team and Board to report on performance.

The District will also continue to leverage from established programs supporting employment participation including scholarships, cadetships, and targeted graduate placements.

The District enjoys solid planning architecture for consumer access in the Disability Plan, Multicultural Health Plan, the Aboriginal Health Services Plan and other plans which are reinforced by increased employment participation from these groups in our workforce.

The District will also reinforce how diversity and inclusion are supported as a central pillar of the Caring for the Coast values and behaviours. Diversity and inclusion is everyone's business and evidence supports that diverse workplaces supportive of all workers are generally high performing organisations.



People Leaders' Capabilities

The District will include educational content for all people leaders in new manager training programs and new staff induction. The District will also establish a proactive target of 0.5% improvement of employment participation across all salary band levels within the organisation for underrepresented groups within the workforce. This will be achieved through improved information, education, data collection and strategies which support inclusion of all workers to be their true selves at work.

A people leader's toolkit will be developed and available on the intranet page to support people leaders to understand the benefits of inclusion and diversity. The District's policy and procedures committee will also undertake training in reviewing policies with a 'diversity lens' to ensure that all policy documents ratified at peak committee level are reviewed by trained personnel familiar with appropriate language that supports diversity. The training will also be made available to all staff who create policy content as part of their work role/s.

Once developed, the District will also seek to partner with NSW Health Learning to ensure that the content is made broadly accessible via 'My Health Learning' to all NSW Health staff.

Workforce Profile Data

Workforce Diversity Report

Current Selections

Cluster Health
Reporting Entity Central Coast Local Health District

1. Size of Agency (Headcount)

	2014	2015	2016	% Change 2015 to 2016
Headcount at Census Date	5,849	6,064	6,147	1.37%
Non-casual Headcount at Census Date	5,408	5,611	5,630	0.34%

2. Workforce Diversity Survey Response Rate (Non-casual Headcount at Census Date)

	2014	2015	2016
Non-casual Headcount at Census Date	5,408	5,611	5,630
Non-casual Workforce Diversity Survey Respondents at Census Date	4,982	5,250	5,280
Response Rate	92.12%	93.57%	93.78%

Note: All calculated Workforce Diversity data in Tables 1 and 2 are based on employee status as at Census Date.

3. Workforce Diversity Actual Staff Numbers (Non-casual Headcount at Census Date) - 2016

Remuneration Level of Substantive Position	Total Staff (Men, Women & Unspecified)	Respondents	Men	Women	Unspecified Gender	Aboriginal & Torres Strait Islanders	People from Racial, Ethnic, Ethno-Religious Minority Groups	People whose Language First Spoken as a Child was not English	People with a Disability	People with a Disability Requiring Work-related Adjustment
\$0 - \$44,683	21	20	2	19	0	6	0	5	1	0
\$44,683 - \$58,867	1,673	1,586	350	1,323	0	82	55	125	45	7
\$58,867 - \$65,608	475	468	89	386	0	11	26	40	9	3
\$65,608 - \$83,022	1,693	1,613	282	1,411	0	19	120	296	30	7
\$83,022 - \$107,362	1,108	1,032	220	888	0	12	61	82	21	7
\$107,362 - \$134,202	418	388	165	253	0	2	51	70	10	3
\$134,202 > (Non SES)	238	169	158	80	0	0	28	47	3	1
\$134,202 > (SES)	4	4	4	0	0	0	0	0	0	0
Total	5,630	5,280	1,270	4,360	0	132	341	665	119	28

Note 1: Unspecified gender includes unknown, withdrawn, or indeterminate/intersex recorded values.

4. Workforce Diversity Actual and Estimated Staff Numbers (Non-casual Headcount at Census Date) 2016

Remuneration Level of Substantive Position	Actual					Estimated				
	Total Staff (Men,Women & Unspecified)	Respondents	Men	Women	Unspecified Gender	Aboriginal & Torres Strait Islanders	People from Racial, Ethnic, Ethno-Religious Minority Groups	People whose Language First Spoken as a Child was not English	People with a Disability	People with a Disability Requiring Work-related Adjustment
\$0 - \$44,683	21	20	2	19	0	6.3	0.0	5.3	1.1	0.0
\$44,683 - \$58,867	1,673	1,586	350	1,323	0	86.5	58.0	131.9	47.5	7.4
\$58,867 - \$65,608	475	468	89	386	0	11.2	26.4	40.6	9.1	3.0
\$65,608 - \$83,022	1,693	1,613	282	1,411	0	19.9	126.0	310.7	31.5	7.3
\$83,022 - \$107,362	1,108	1,032	220	888	0	12.9	65.5	88.0	22.5	7.5
\$107,362 - \$134,202	418	388	165	253	0	2.2	54.9	75.4	10.8	3.2
\$134,202 > (SES)	4	4	4	0	0	0.0	0.0	0.0	0.0	0.0
\$134,202 > (Non SES)	238	169	158	80	0	0.0	39.4	66.2	4.2	1.4
Total	5,630	5,280	1,270	4,360	0					

Note 1: Estimated figures are calculated on the basis of the number of employees that have responded ""yes"" to the Workforce Diversity category as a proportion of the total number of employees who have responded to the Workforce Diversity (EEO) survey, multiplied by the total amount of employees in the salary band i.e. Estimated People with a Disability from salary band 1 = (Actual number of People with a Disability in salary band 1/Total number of respondents from salary band 1)* Total number of Staff in salary band 1s

Note 2: Estimated figures are only calculated for those agencies with a response rate of greater than 65%. For those agencies with response rates less than 65%, actual figures are used to calculate the representation and distribution of these groups.

Note 3: Respondents are classified as employees who have provided an answer for any of the Workforce Diversity questions, whether they have chosen to withdraw their response or not i.e. all employees who do not have "missing" as their response.

Note 4: Separated employees are excluded in the above table.

Note 5: Unspecified gender includes unknown, withdrawn, or indeterminate/intersex recorded values.

4a. Workforce Diversity Actual and Estimated Staff Numbers (Non-casual Headcount at Census Date) as Percentage 2016

Remuneration Level of Substantive Position	Actual					Estimated				
	Total Staff (Men,Women & Unspecified)	Respondents	Men	Women	Unspecified Gender	Aboriginal & Torres Strait Islanders	People from Racial, Ethnic, Ethno-Religious Minority Groups	People whose Language First Spoken as a Child was not English	People with a Disability	People with a Disability Requiring Work-related Adjustment
\$0 - \$44,683	21	95.2%	9.5%	90.5%	0.0%	30.0%	0.0%	25.0%	5.0%	0.0%
\$44,683 - \$58,867	1,673	94.8%	20.9%	79.1%	0.0%	5.2%	3.5%	7.9%	2.8%	0.4%
\$58,867 - \$65,608	475	98.5%	18.7%	81.3%	0.0%	2.4%	5.6%	8.5%	1.9%	0.6%
\$65,608 - \$83,022	1,693	95.3%	16.7%	83.3%	0.0%	1.2%	7.4%	18.4%	1.9%	0.4%
\$83,022 - \$107,362	1,108	93.1%	19.9%	80.1%	0.0%	1.2%	5.9%	7.9%	2.0%	0.7%
\$107,362 - \$134,202	418	92.8%	39.5%	60.5%	0.0%	0.5%	13.1%	18.0%	2.6%	0.8%
\$134,202 > (SES)	4	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
\$134,202 > (Non SES)	238	71.0%	66.4%	33.6%	0.0%	0.0%	16.6%	27.8%	1.8%	0.6%
Total	5,630	93.8%	22.6%	77.4%	0.0%					

Note 1: Estimated percentages are calculated in a similar manner to the estimated figures in table 4, only they are expressed as a percentage i.e. Estimated Percentage of People with a Disability from salary band 1 = (Actual number of People with a Disability from salary band 1/Total number of respondents from salary band 1).

Note 2: Estimated figures are only calculated for those agencies with a response rate of greater than 65%. For those agencies with response rates less than 65%, actual figures are used to calculate the representation and distribution of these groups.

Note 3: Unspecified gender includes unknown, withdrawn, or indeterminate/intersex recorded values.

Central Coast Local Health District Workforce Diversity

Trends in the Representation of Workforce Diversity Groups				
Workforce Diversity Group	Benchmark/Target	2014	2015	2016
Women	50%	76.7%	77.5%	77.4%
Aboriginal People and Torres Strait Islanders	2.6%	2.0%	1.9%	2.5%
People whose First Language Spoken as a Child was not English	19.0%	8.9%	11.7%	12.8%
People with a Disability	N/A	2.9%	2.4%	2.3%
People with a Disability Requiring Work-Related Adjustment	1.5%	0.6%	0.6%	0.5%

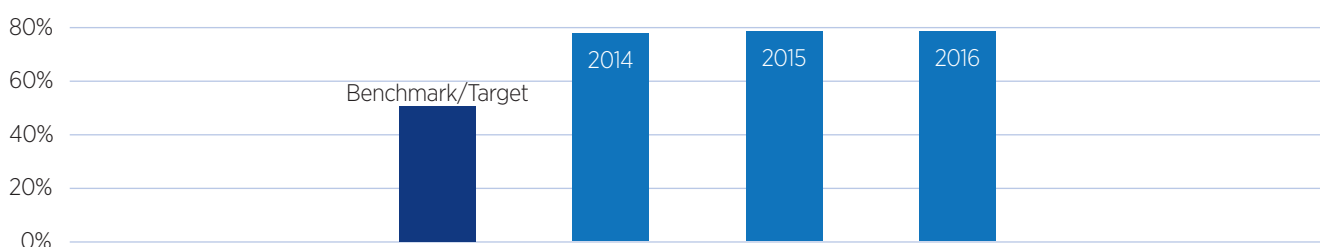
Trends in the Distribution of Workforce Diversity Groups				
Workforce Diversity Group	Benchmark/Target	2014	2015	2016
Women	100	89	88	88
Aboriginal People and Torres Strait Islanders	100	73	72	70
People whose First Language Spoken as a Child was not English	100	118	111	112
People with a Disability	100	99	101	95
People with a Disability Requiring Work-Related Adjustment	100	112	116	106

Note 1: A Distribution Index of 100 indicates that the centre of the distribution of the Workforce Diversity group across salary levels is equivalent to that of other staff. Values less than 100 mean that the Workforce Diversity group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the Workforce Diversity group is less concentrated at lower salary levels.

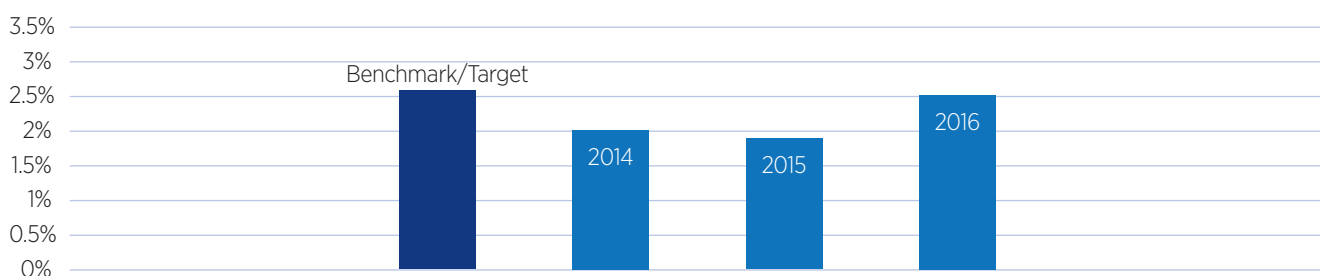
Note 2: The Distribution Index is not calculated where Workforce Diversity group or non-Workforce Diversity group numbers are less than 20.

6. Representation of Workforce Diversity Groups - Graphs

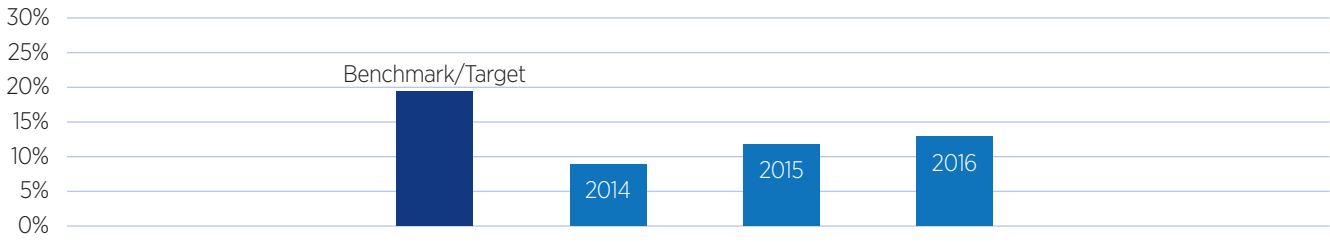
Workforce Diversity Group	Benchmark/Target	2014	2015	2016
Women	50%	76.7%	77.5%	77.4%



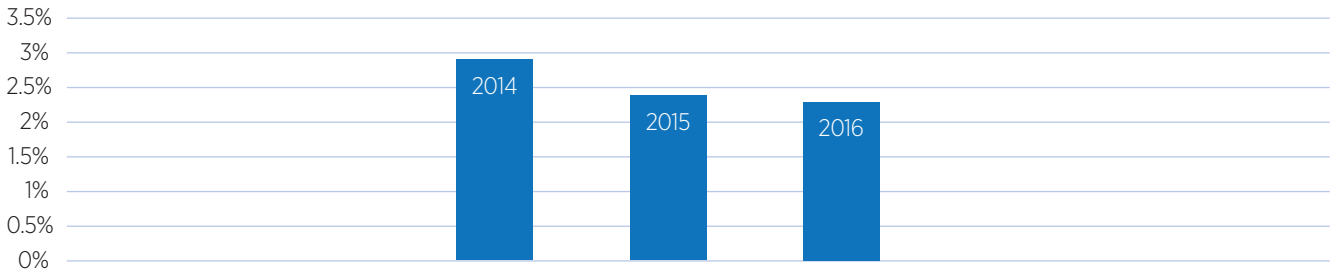
Workforce Diversity Group	Benchmark/Target	2014	2015	2016
Aboriginal People and Torres Strait Islanders	2.6%	2.0%	1.9%	2.5%



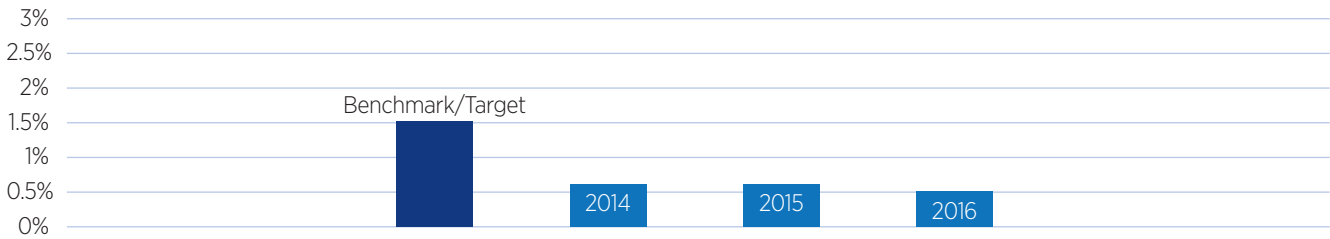
Workforce Diversity Group	Benchmark/Target	2014	2015	2016
People whose First Language Spoken as a Child was not English	19.0%	8.9%	11.7%	12.8%



Workforce Diversity Group	Benchmark/Target	2014	2015	2016
People with a Disability	N/A	2.9%	2.4%	2.3%



Workforce Diversity Group	Benchmark/Target	2014	2015	2016
People with a Disability Requiring Work-Related Adjustment	1.5%	0.6%	0.6%	0.5%



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