



Gender Equality Action Plan 2021-25



Kilmore
District Health

Acknowledgement of Traditional Owners

Kilmore District Health acknowledges the Taungurung people, the traditional owners and custodians of the land and water on which we live, work and play. We pay respect to Elders past, present and emerging.

We affirm our commitment to reconciliation, and we make it happen by strengthening partnerships and continuing our work with Aboriginal peoples.

Kilmore District Health acknowledges that to 'Close the Gap' we need to work together with Aboriginal and Torres Strait Islander people, communities, staff and stakeholders to ensure that we meet community needs.

Child Safe Place

We comply with standards, and work to ensure that the safety of children is promoted, that child abuse is prevented, and that any allegations of child abuse are properly responded to.

Commitment Statement Against Family Violence

Our vision is a future where our community is free from family violence and where healthy, respectful relationships prevail.

All Welcome Here

Everybody matters. Kilmore District Health is committed to embracing diversity. We respect and welcome all people.

The icon is a reflection of the rich history of the organisation. It features a colour palette that expresses warmth and positivity.



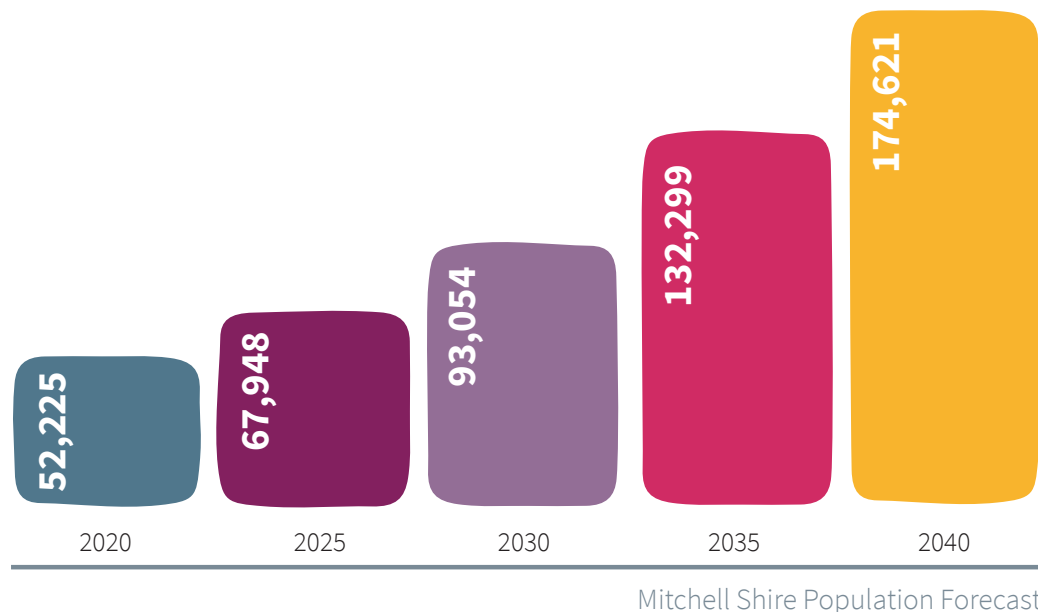
The cross formation maintains a strong health care association. It communicates strength in serving those in need by working together as a team.

The block shapes of the logo are inspired by the bluestone bricks of the iconic hospital building. These blocks come together to create a contemporary, dynamic and solid entity, helping to demonstrate the message of collaboration, community and diversity.

Kilmore District Health

The new name of the organisation represents the large range of services we provide outside the traditional hospital setting including aged care.

Our District



The Local Population

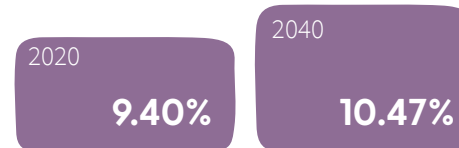
Kilmore District Health is located in the Mitchell Shire which is part of the Northern Growth Corridor. We live in areas that extend from Broadford and Pyalong in the north, to Wallan and Craigieburn in the south, over to Lancefield and Romsey in the west; and Whittlesea to the east.

Our local government area is Victoria’s fastest growing municipality. This sustained population growth in Mitchell Shire is expected to continue, which presents our community with future challenges and opportunities.

By 2040 our total population will increase to 334% its current size.

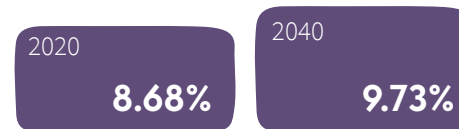
0-5 years

In 2040, 10.47% of the population in Mitchell Shire will be 0-5 years old



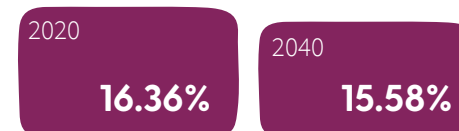
6-11 years

In 2040, 9.73% of the population in Mitchell Shire will be 6-11 years old



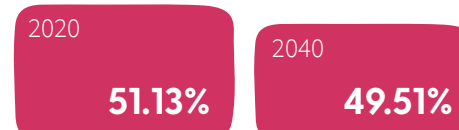
12-24 years

In 2040, 15.58% of the population in Mitchell Shire will be 12-24 years old



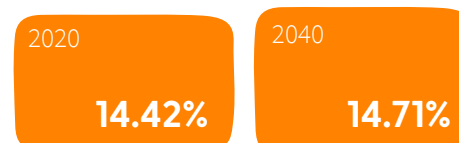
25-64 years

In 2040, 49.51% of the population in Mitchell Shire will be 25-64 years old



65+ years

In 2040, 14.71% of the population in Mitchell Shire will be 65+ years old



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REACH Values



RESPECT

I will greet people with eye contact, a smile or verbal acknowledgement.

I will seek guidance, direction, assistance and support from those around me.

I will display a professional and positive attitude at all times by being friendly and helpful to others.

I will speak to a colleague if a concern arises between us rather than gossiping or speaking negatively about that person.

I will treat everyone with fairness and equality with regards to different opinions, background, religious beliefs, political beliefs, sexual orientations, heritage, and life experiences.

ABOVE THE LINE

BELOW THE LINE

I will not walk through a closed door without knocking.

I will not exclude, ignore or fail to acknowledge others when talking in an open area.

I will not talk about others when there is no need to do so.

I will not engage in gossip.



EXCELLENCE

I will embrace and model the organisation values (REACH).

I will actively support team members by adhering to and guiding others in line with our policies and procedures and agreed processes of work.

I will participate in a team environment where objective feedback is seen as valuable, not critical.

I will work collaboratively with others across the whole organisation.

I will work diligently to complete my allocated tasks, appropriately handover and go above and beyond when an opportunity presents.

ABOVE THE LINE

BELOW THE LINE

I will not just focus on my own area and responsibilities and avoid contributions to other areas.

I will not discuss process problems in front of or with a consumer.

I will not just tick boxes and avoid reviewing all relevant information.

I will not intentionally avoid tasks to increase the workload of others.



ACCOUNTABILITY

I will conduct myself as per the professional code of conduct and the agreed REACH behaviours.

I will be ready and prepared to start work/meetings/appointments at the designated start time.

I will work within my scope and capability and seek support when required to ensure safety at all times.

I will own my own behaviours and address poor behaviours of others in a timely manner.

I will ensure conversations I am having are both appropriate and being held with the right people in the right place.

ABOVE THE LINE

BELOW THE LINE

I will not turn up to work late and/or unprepared.

I will not use inappropriate language or tone.

I will not ignore feedback or concerns brought to my attention.

I will not have confidential conversation in open public areas.



COMPASSION

I will check and ask people if they are ok and listen to their response.

I will touch base with the people I am looking after and working with throughout my shift to ensure their needs are met and they are safe.

I will show empathy and understanding for others.

I will listen to consumer needs and respond in a positive manner.

ABOVE THE LINE

BELOW THE LINE

I will not display dismissive behaviours such as lack of eye contact and eye rolling.

I will not walk past and ignore someone if they look like they need assistance.



HONESTY

I will provide and accept feedback to improve my performance.

I will engage in inclusive and open communication with others.

I will follow through on what I have been allocated and/or committed to and escalate appropriately if I am unable to complete the task/s or meet the timeframes.

I will ensure accurate and timely reporting.

I will look after myself so I can meet the expectations of my role within the organisation.

ABOVE THE LINE

BELOW THE LINE

I will not misappropriate the health services consumables and assets.

I will not avoid reporting mistakes, risks, errors, safety concerns and/or incidents.

I will not deliberately and wilfully withhold information.

I will not cut corners to get the job done.

CEO Message

The Gender Equality Action Plan 2021–2025 will play an integral part in Kilmore District Health (KDH) achieving our vision of “Caring together, better health and wellbeing for our community” and in particular, Strategic Priority number 2 “People who care” of our Strategic Plan¹, which is “*Valuing, empowering and providing opportunities for our workforce.*”

We plan to create and maintain this valued and empowered workforce by fulfilling the four objectives listed below:

Embed a culture of values-based behaviours that will result in:

- above peer Victorian Healthcare experience survey results;
- achievements that are celebrated and promoted; and
- strong People Matter Survey results with continued success in measures for cultural diversity and human rights.

Providing a safe workplace and supporting health and well-being that will result in:

- a happy and energised workforce, measured by a significant increase in engagement and job satisfaction;
- that no employee is injured at work; and
- there is no bullying and harassment and violence and aggression in the workplace.

Identifying, attracting & retaining a skilled and committed workforce that will result in:

- actively engaged Volunteers across all areas of the organisation;
- having an adaptable workforce with the skill blend to meet changing service needs; and
- career pathways will be established to support organisation employment opportunities.

Facilitating flexible learning and career development pathways that will result in:

- a workforce that is actively engaged in learning and development;
- a growth in staff with recognised advanced practice skills; and
- staff that are successful in securing development and promotion opportunities.

Our efforts to achieve our Strategic Plan are guided by our REACH values (page 6). Respect, Excellence, Accountability, Compassion and Honesty.

Continuing our commitment to existing workforce programs to achieve these four objectives, together with the introduction of new and innovative practices identified through the development of this Gender Equality Action Plan, we can move forward in addressing Gender Inequality at KDH.

Our staff have responded to the annual People Matter survey and we have heard the strength of their voice in regard to the seven Gender Equality indicators. We are committed to making change to address the issues they have raised, so our staff feel valued and empowered and are provided with opportunities to reach their personal and professional goals while they are a part of the KDH team and beyond.

By acknowledging our Gender Equality efforts to date and embracing this action plan as a roadmap to guide us on our journey, we will ensure that the Gender Equality principles are imbedded in everything we do.

I am confident that we can make meaningful change to address Gender Inequality at Kilmore District Health and I am excited about reporting our progress against this action plan to the Gender Equality Commissioner, our workforce, our peers and our community.



Jennifer Gilham
Acting Chief Executive Officer

¹ www.kilmoredistricthealth.org.au/strategic-plan

Executive Summary

The following document is a detailed plan outlining actions required to address issues identified through a baseline audit of Kilmore District Health's (KDH) workforce and People Matter (PM) survey data as at 30 June 2021. The workplace audit data (from the KDH payroll and HR systems) has been combined with the 2021 People Matter survey responses of 55% of KDH employees and analysed to identify workforce issues associated with each of the seven indicators of Gender Equality, as outlined by the Gender Equality Commission². A summary of the findings of the baseline audit analysis are presented in this report. Extensive analysis has been conducted to identify these

issues and this analysis has been documented separately. For access to the baseline data that informs the issues outlined in this report, please contact kilmoreweb@kilmorehealth.org.au

The Gender Equality Action Plan will focus on aligning the Gender Equality indicator key issues with the objectives of KDH's strategic priority 2 "People who care" of our Strategic Plan, which focuses on "Valuing, empowering and providing opportunities for our workforce".

Gender Equality Indicator	Key Issues Identified	KDH Strategic Priority related objective	Key Success Measure of Gender Equality Action Plan strategies
Indicator #1 Gender composition at all levels of the workforce	Quality of data: <ul style="list-style-type: none"> Gender and diversity descriptor limitations (workforce data & use of gender & diversity descriptors by KDH staff in PM survey) Anonymity threshold restricts visibility of diversity group data in PM survey (i.e. no data for groups with less than 10 respondents) Data 'grouped for anonymity' with prefer not to say respondents 	n/a	Improvement in accuracy of gender and intersectionality indicator data in workforce data systems and People Matter survey reporting
Indicator #2 Gender composition of governing bodies	<ul style="list-style-type: none"> Board documentation to reflect Intersectionality and Gender Equality principles 	n/a	Board documents to guide members in making decisions that reflect consideration of gender equality principles and intersectionality
Indicator #3 Equal Remuneration - Gender pay gap	<ul style="list-style-type: none"> Large gender pay-gaps appear when data is compared by level from the CEO; age range; and employment basis (or a combination of these) 	n/a	More accurate representation of gender pay gap at KDH for further analysis. Need to compare 'like for like' roles to determine degree of inequity

Executive Summary (continued)

Gender Equality Indicator	Key Issues Identified	KDH Strategic Priority related objective	Key Success Measure of Gender Equality Action Plan strategies
Indicator #4 Sexual Harassment in the workplace	<ul style="list-style-type: none"> KDH staff don't feel safe to challenge inappropriate behaviour at work Staff don't feel that KDH takes steps to eliminate bullying, harassment and discrimination Staff do not feel that KDH encourages respectful workplace behaviours 	No. 2.2 – Provide a safe workplace and support health and wellbeing	Improvement in unfavourable response rates to sexual harassment People Matter survey statements
Indicator #5 Recruitment and Promotion practices in the workplace	<ul style="list-style-type: none"> Staff don't feel that KDH makes fair recruitment and promotion decisions, based on merit Staff don't feel that they have an equal chance at promotion at KDH 	No. 2.3 – Identify, attract & retain a skilled and committed workforce No. 2.4 – Facilitate flexible learning & career development pathways	Improvement in unfavourable response rates to recruitment and promotion People Matter survey statements
Indicator #6 Leave and Flexibility	<ul style="list-style-type: none"> KDH staff don't feel confident that if they request a flexible work arrangement, it would be given due consideration Staff feel that using flexible work arrangements is a barrier to success at KDH 	No. 2.2 – Provide a safe workplace and support health and wellbeing	Improvement in unfavourable response rates to leave and flexibility People Matter survey statements
Indicator #7 Gendered segregation in the workplace	<ul style="list-style-type: none"> People in my workgroup often reject others for being different 	No. 2.1 – Embed a culture of values based behaviours	Improvement in unfavourable response rates to gendered work segregation People Matter survey statements

² www.genderequalitycommission.vic.gov.au/workplace-gender-equality-indicators (06 March 2022)

Case for Change

Kilmore District Health's (KDH) case for change is based on the recognition of our efforts to date to achieve our vision of 'Caring Together'. We also acknowledge the need for focused effort, resources and time commitment to adopt the following Gender Equality Action Plan on our path to reaching Gender Equality at KDH.

There is more to be done to support our community and workforce which is rapidly expanding and increasing in diversity and we know that the effort required to achieve our objectives will be immense. We are looking to ensure our success into the future and strengthen our ability to manage the challenges our community will face.

We will do this by formalising and strengthening our foundation work around Diversity, Inclusion and Health Literacy through our existing action plans as well as documenting our commitment to gender equality in this action plan. The Principles of Gender Equality³ are the foundation that allow us to assess our efforts through a gender and diversity lens, giving us a guideline to identify new actions and measures that will impact our workforce and community. These principles will assist in developing and reviewing all existing processes in place at KDH to ensure we are delivering a balanced use of resources and opportunities to our community that addresses gender inequality together.

We acknowledge the well-documented effects of intersectionality⁴ on inequality and the magnification of the disadvantage that may result for individuals who identify as belonging to one or more social identity or diversity groups. Intersectional attributes include Aboriginality, age, disability, ethnicity, gender identity, race, religion and sexual orientation. We recognise that inequity can be the result of one social factor, but also that the intersection of those factors can cause even greater inequality to individuals and diverse communities.

Kilmore District Health's impact on gender equality in our workforce and our community has been guided by the following:

- our Operational Business Plan (created to meet our 2021-2025 Strategic Plan commitments);
- our Reconciliation Action Plan; in addition to our Diversity, Inclusion and Health Literacy, LGBTIQ+, Disability, Mental Health, CALD, Positive Aging and Children and Young Persons Action Plans.

Several of the strategies outlined in our existing plans overlap with the actions in this Gender Equality Action Plan, which is set to reinforce our efforts and develop on our foundation work to address gender inequality.

The needs of our workforce and of the community we serve have led to the development and endorsement of the above-mentioned individual action plans. In isolation, each plan aims to achieve improved outcomes for a specific diversity group. However, implementing these plans simultaneously has enabled us to work towards addressing the disadvantage experienced by many individuals and groups in our community.

Initiating the Gender Equality Action Plan acknowledges the achievements of the individual plans, while embracing their combined purpose, which is equality. We are striving to create a more equitable organisation for our workforce and provide a service that addresses our community's needs and allows all of us to feel a sense of pride in our work.

³ <https://www.legislation.vic.gov.au/as-made/acts/gender-equality-act-2020> p6

⁴ Intersectionality gender inequality: Section 6(8) of the Gender Equality Act 2020 outlines that "gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience based on Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes". (<https://www.legislation.vic.gov.au/as-made/acts/gender-equality-act-2020>)

Data analysis methodology

Kilmore District Health (KDH) payroll and HR systems present the details of 352 staff from a 12-month reporting period, up to 30 June 2021. The age, employment status and remuneration of 30 men and 322 women formed the workforce data component of this report.

The People Matter (PM) survey data for the same reporting period was used to provide insight into the impact our organisational approaches have on a smaller proportion of staff. We were able to analyse data pertaining to different gender identities of our staff, those who identify as having a disability, staff who identify as Aboriginal and staff from a myriad of cultural backgrounds.

While 55% of our staff completed the People Matter survey in mid-2021, in order to identify emerging issues, understand existing issues in greater detail and monitor our progress against this action plan we will aim to maintain this participation rate, while also encouraging more staff to complete the survey over future years. An increase in the number of respondents will develop our understanding of the diversity of our workforce and any workplace issues they may face, so we can implement strategies to make equitable improvements to our working environment. Our goal is to encourage staff to feel safe to identify their diversity, so the increased number of respondents will reduce the 'grouping' of the diversity cohorts with other groups (such as the 'prefer not to say' respondent group) due to the anonymity threshold⁵.

While we strongly support the use of the anonymity threshold to protect the privacy of our PM survey respondents, it has prevented accessing survey responses from diversity groups such as religion and race. Increasing the number of respondents within a diversity group will allow us to conduct meaningful analysis of the PM survey responses of a non-grouped cohort and also allow for analysis of the group's responses based on gender.

Analysis of responses from individual diversity groups, such as Aboriginality, sexual orientation, and disability, without being combined with the 'prefer not to say' respondent data would allow KDH to generate targeted strategies to address specific issues each of the groups are experiencing in the workplace.

The PM survey responses are a key contributor in identifying inequalities in our organisation and directing our resources toward targeted approaches, systems development and operational improvements. By implementing these strategies and conducting Gender Impact Assessments (GIA) of our policies, procedures, guidelines, documentation, publications, training, services and programs, we will be enabled to make reasonable and material change to address gender inequality in our workplace.

The key issues for our workforce that are addressed in this Gender Equality Action Plan were identified using an approach that considered both the *favourable*⁶ response rates of our staff to the Gender Equality Indicator PM survey statements and the *unfavourable*⁷ response rates of the same statements. Analysis of the favourable response rates to the PM survey statements indicate which gender and diversity groups had less support or agreement for a statement when compared to the average of all respondents. This low favourable response rate, when combined with a high unfavourable response rate to the same statement provided greater confidence that the issue identified is an accurate representation of a gender equality issue for KDH staff and required action.

⁵ no data presented in survey findings for groups or teams of less than 10 respondents

⁶ Favourable responses include 'agree' or 'strongly agree' with a PM survey statement

⁷ Unfavourable responses include 'disagree' or 'strongly disagree' with a PM survey statement

Data analysis methodology (continued)

A focus on comparing 'unfavourable' with 'favourable' response rates from the People Matter survey.

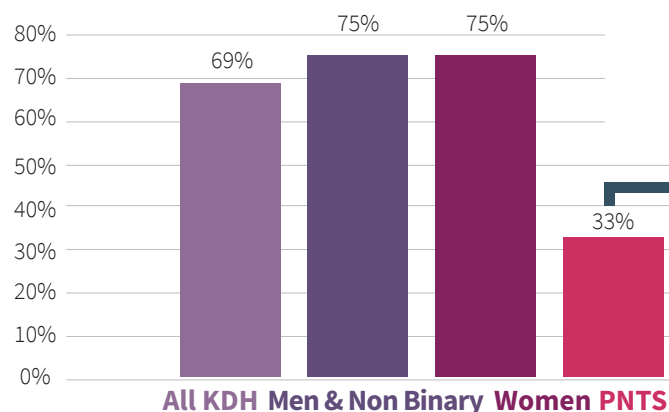
A low favourable response rate does not necessarily suggest that a group of respondents disagrees with the statement, it may be that respondents 'neither agree nor disagree' with the statement and have selected a neutral response. For example (below), the 'prefer not to say' (PNTS) gender group reports a 33% favourable response rate to a PM survey statement, which is considerably lower than the average favourable response rate of 69% from the 'All KDH' group.

The same 'prefer not to say' gender group has a 10% unfavourable response to the same statement (compared to the 4% unfavourable response rate from the All KDH group). The remaining response rate of 57% is attributed to a neutral response. A low favourable response rate does not necessarily imply that the item should be declared an issue (and lead to an action to address it) and the majority of the respondents may be neutral in their response, as in the example below. Alternatively, if the low favourable response rate is considered in conjunction with a high unfavourable response rate, then it does indicate that there is an issue and action should be taken. Identifying issues from the workforce data analysis that require action should

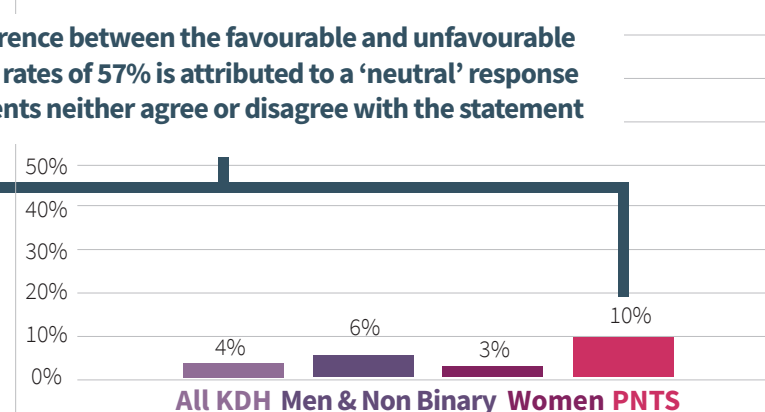
consider the favourable, neutral and unfavourable response rates, not a favourable response in isolation. When considering the unfavourable response rates in conjunction with the favourable response rates in this report, the intensity of disagreement from our workforce was able to clearly identify our key areas of concern that require action. Identifying the issues in this way has led us to develop a series of targeted strategies and quantitative measures to address these issues.

The strategies listed in this Gender Equality Action Plan are designed to achieve the outcome of 'a reduction in the unfavourable response rate' as compared to 'an increase in the favourable response rate' to the PM survey statements regarding Gender Equality. The intention of implementing strategies to address the identified issues is not necessarily to encourage a staff member to shift from an unfavourable response to a favourable one, but to encourage our staff to shift from an unfavourable response to a neutral response where they neither agree nor disagree with a PM survey statement. The measured change in the decrease of unfavourable response rates to PM survey statement will be our key measure of success.

Proportion of **favourable** responses to People Matter survey statement "There is a positive culture within my organisation in relation to employees with disability".

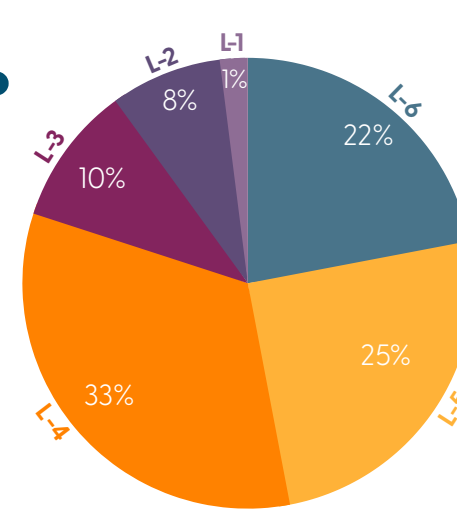
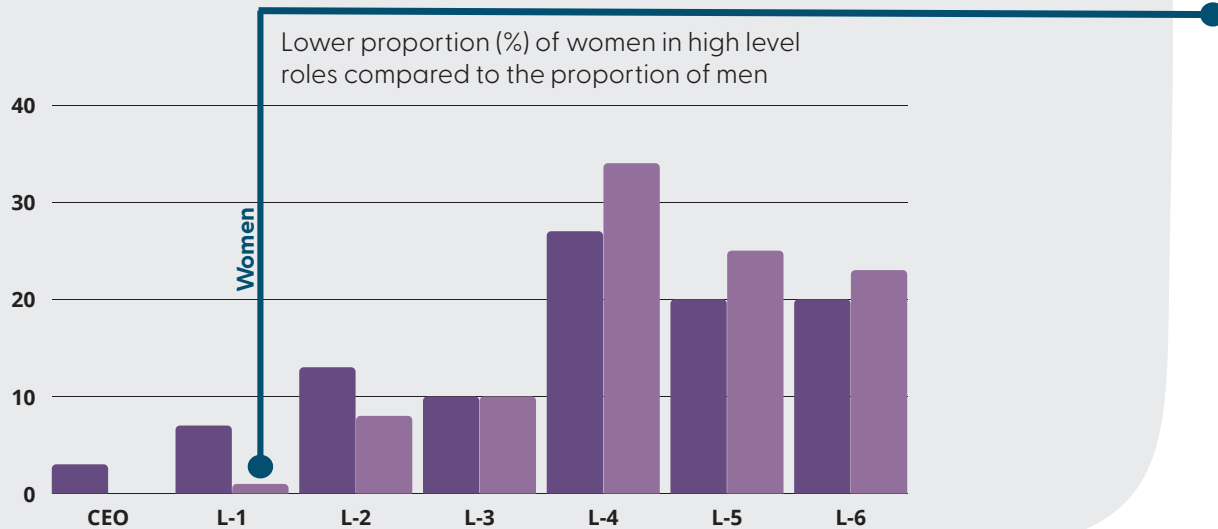


Proportion of **unfavourable** responses to People Matter survey statement "There is a positive culture within my organisation in relation to employees with disability".



The difference between the favourable and unfavourable response rates of 57% is attributed to a 'neutral' response
Respondents neither agree or disagree with the statement

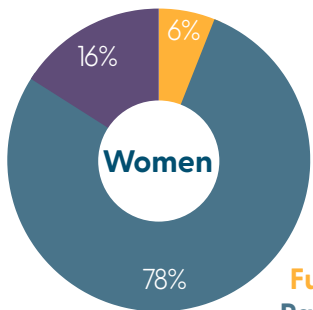
Our Workforce



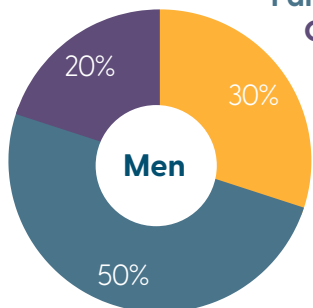
Proportion (%) of staff at each level from CEO



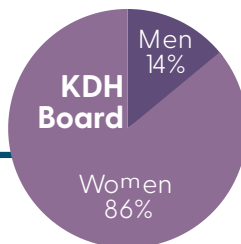
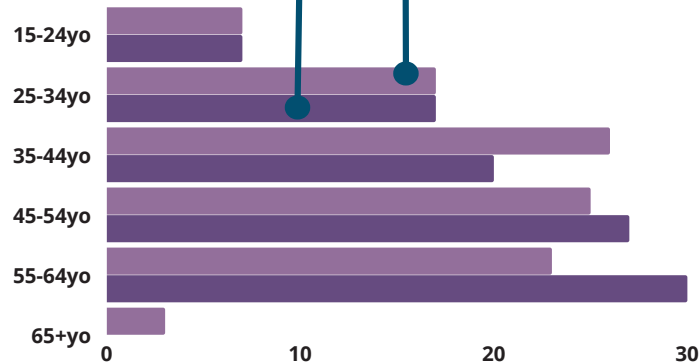
Full Time v's Part Time



Full Time
Part Time
Casual



Proportion (%) of Men & Women by age range



Men earn

2.6%

more than women

2.8%

of staff utilised
EAP counselling

Of the People Matter
responses received

3%

of staff experienced sexual harassment.
There were no official reports from staff

2.6%

of staff accessed
paid parental leave

1.4%

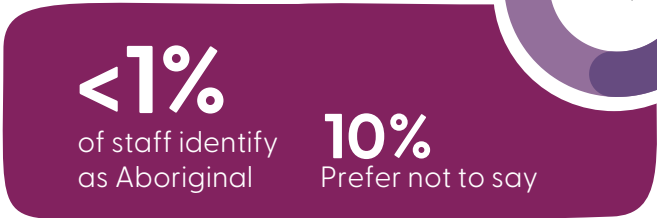
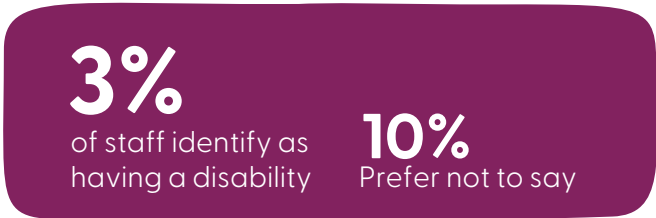
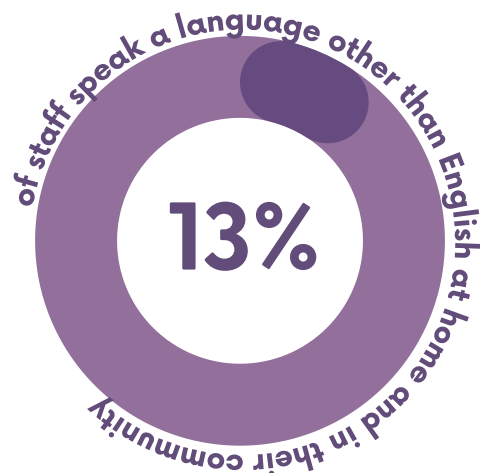
of staff accessed
family violence leave

(100% of these staff were women)

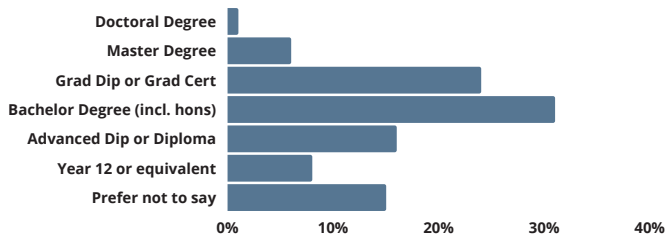
Our Diversity

People Matter survey response rate 2021

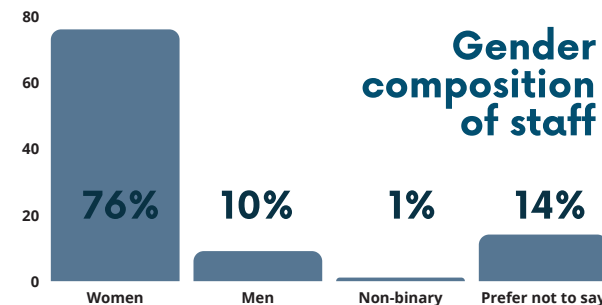
(152 respondents of 277 staff as at 02 July 2021)



12% of staff were born outside of Australia



Highest level of education of staff



Gender composition of staff

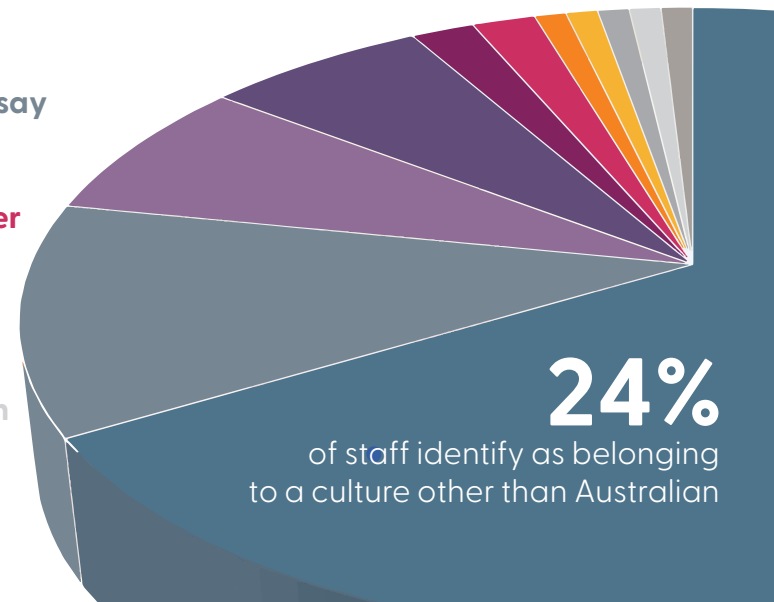
55% of staff have been employed for less than 5 years

45% of staff have been employed for 5 or more years



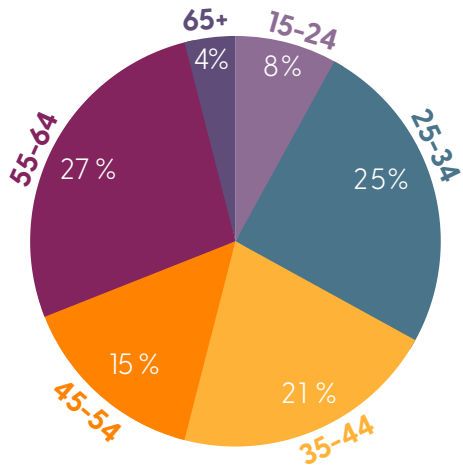
Straight (Hetrosexual) Prefer not to say Gay Bisexual Don't Know Different term

- 76% Australian
- 13% Prefer not to say
- 8% UK
- 7% European
- 2% New Zealander
- 2% Other
- 1% ATSI
- 1% African
- 1% Central Asian
- 1% South East Asian
- 1% South Asian

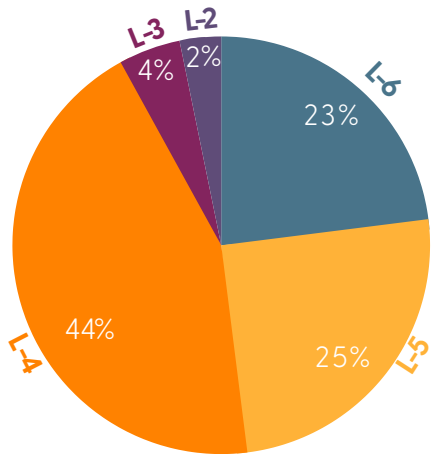


Recruitment & Promotion

Age Range of Women exiting KDH
(retirement, end of contract, resignation)



Level of Women exiting KDH
(retirement, end of contract, resignation)



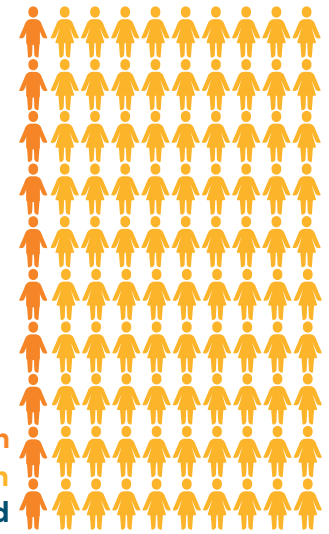
23% of women performed

HIGHER DUTIES

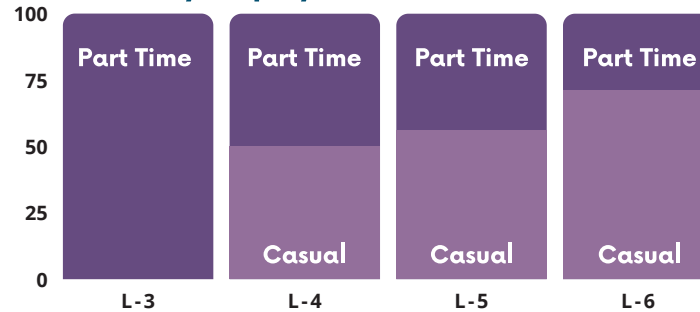
compared to 36.7% of men



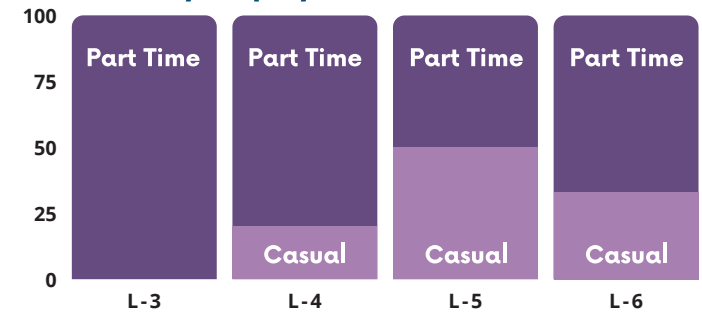
10% Men
90% Women
136 Staff recruited



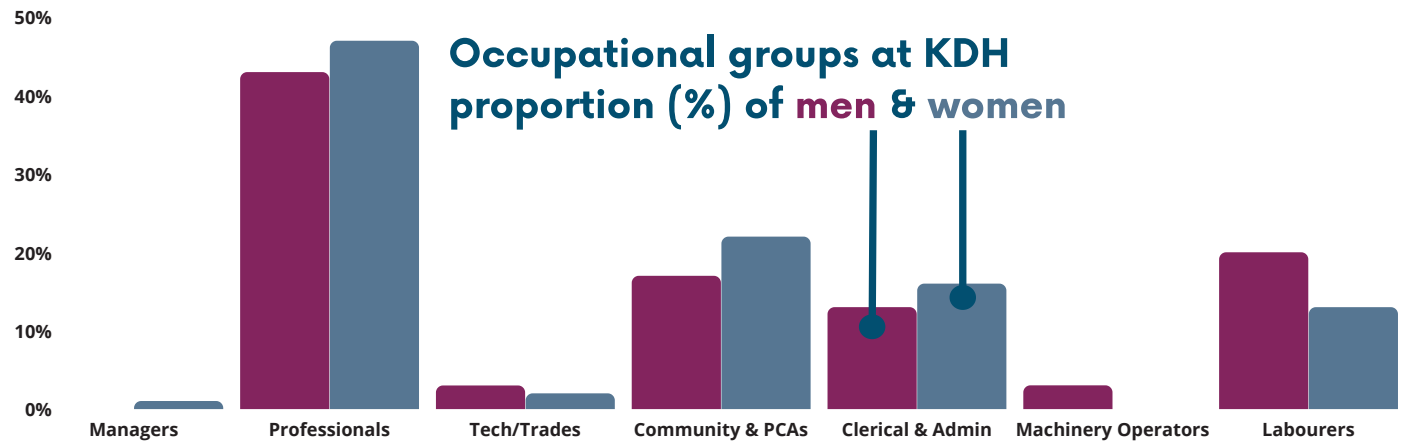
New Female Recruits
by employment basis and level



New Male Recruits
by employment basis and level



Occupational groups at KDH
proportion (%) of men & women



Consultation and engagement

Staff consultation regarding the state of gender equality at Kilmore District Health (KDH) and the start of fulfilling our requirements under the Gender Equality Act 2020 began in mid-2021. Due to the challenges posed through the COVID-19 pandemic, we were required to alter the format of consultations from larger group sessions and surveys to smaller feedback, focus groups and individual consultation meetings with select members of our KDH workforce.

Consultations have occurred with; KDH Board Directors, Executive Directors, members of the Senior Leadership Team, representatives of key internal working groups such as our Diversity, Inclusion and Health Literacy Working Group and with internal specialist teams who will be integral to the implementation of the action plan, including the education team. We also met with specialist staff teams (e.g. Education) and our general workforce (including administration teams). The format was small group sessions (to accommodate staffing requirements on shift as well as allowing for social distancing requirements) and where appropriate, an interview format with one or two people (in particular, with Directors and Senior Leaders) to gain insight into what they believed were the reasons behind the PM survey responses that have been identified as key issues for KDH.

These consultation sessions provided the qualitative data we needed to further define the issues identified through the baseline audit analysis. The strategies and measures outlined in this Gender Equality Action Plan are of value to our KDH workforce and the implementation of these strategies has received Board endorsement and Executive commitment. Our agreed strategies will be introduced to our workforce in a respectful and inclusive way. We acknowledge the time commitment our staff require to do their work and are mindful of the pressure our staff have been under for the past two years.

KDH had 352 staff as at 30 June 2021. Staff who identify as female form the majority of our workforce gender split 91% (n=322). Our staff numbers have and continue to fluctuate over 2021/22 due to the introduction of new positions to support our COVID-19 response and the increase in demand for our services, which has changed the way we work. Due to the demands and challenges we faced in 2021 stemming

from COVID-19, there has been limited development of programs and interventions that directly impact the key issue areas. Whilst we don't anticipate a significant shift in the change to response, it is our plan to conduct further consultations with a larger stakeholder group following the release of the 2022 People Matter (PM) survey results.

The in-depth analysis of the 2021 PM survey data will provide the baseline for comparison with the 2022 data. We will clearly outline any changes in data impacting the key issue areas introduced in this action plan and investigate any new issues that arise. We will then amend any strategies and measures to include any new areas of concern raised by our staff so we can ensure we are meeting the needs of our workforce with relevance.

To ensure our progress against the Gender Equality Action Plan is communicated with our governing bodies, we will provide regular progress reports in the form of a project dashboard to the following governing bodies in monthly or bi-monthly intervals:

- KDH Board and Executive (Primary Governing Body)
- Diversity, Inclusion and Health Literacy Working Group
- Reconciliation Action Plan Working Group
- Policy and Procedure Review Committee
- Learning and Development Team
- People and Culture Team
- Work Health and Safety Committee
- Quality and Safety Committee, and
- Governance and Remuneration Committee

Leadership and Resourcing

We recognise the commitment the Kilmore District Health Board has made in appointing a Gender Equality Project Officer to guide this work to date. Allocating resources to a Gender Equality Project Officer position has enabled in-depth analysis of the baseline audit data and the development of the Gender Equality Action Plan.

A business case has been developed to present to the Executive Committee for consideration to extend this resource to continue progressing the work. A scoping exercise to determine the key strategies for implementation will be conducted following submission of this action plan to the Gender Equality Commission.

Prioritisation of those strategies will be determined by the KDH Board and Executive team. These governing bodies have oversight of other action plans and the KDH Strategic Plan that will be run simultaneously and are best placed to manage the delivery of this project.

The prioritisation of key strategies will be based on:

- the needs of our workforce
- the impact on our workforce (including the time commitment that may be required to deliver or participate in some actions)
- the delivery schedule
- key Gender Equality Commission reporting requirements
- budget, and
- availability of required resources.

Measuring and Progress

Progress against the strategies listed in this Gender Equality Action Plan will be monitored using a project dashboard format containing a series of data in charts, tables and gauges measuring progress against the defined quantitative measure (e.g. % decrease in unfavourable response rate to PM survey statement compared to previous year; % increase in optional online learning participation). The dashboard will include key issue progress updates to be presented to the relevant governing committees (e.g. the progress made in the gender pay gap area will be reported to the pay and remuneration committee).

All change will be tracked and reported. Positive change due to the implementation of a strategy is the optimal outcome, but negative change, or challenges and obstacles to successful implementation will also be documented. This evidence will form the basis for proposing alterations to the Gender Equality Action Plan strategies. The action plan is a working and dynamic document and will be reviewed with the aim of strengthening existing strategies, or developing new ones in response to the needs of our workforce.

Part A: Gender Equality Action Plan

Indicator

#1

Gender composition of all levels of the workforce

Issue: Data issues with workforce systems and People Matter survey reporting, including:

- 1a) Gender and diversity descriptor limitations in workforce data and use of gender and diversity descriptors by KDH staff in People Matter survey
- 1b) Anonymity threshold restricts visibility of diversity group data in People Matter survey and also groups data for anonymity (e.g. Aboriginality diversity indicator combined with ‘prefer not to say’ and male gender combined with non-binary gender) leading to misrepresentation in survey results

Key success measure Improvement in accuracy of gender and intersectionality indicator data in workforce data systems and People Matter survey reporting

Strategy	Actions	Timeline	Lead	
1.1.1	Address limitation in workforce data gender and intersectionality descriptions to ensure a greater diversity of options	Support a ‘whole of government’ approach to improving data collection systems to include additional gender identity options and intersectional data such as Aboriginality, Cultural Identity (ethnicity and race), Religion, Sexual Orientation (LGBTIQ+) and Disability	31 Oct 2025 (2nd GEAP due date)	People & Culture, Gender Equality (GE) Project Officer
		Identify strategies to update KDH staff profiles in existing workforce data management systems to capture intersectionality indicators, using existing system data points e.g. gather information on Aboriginality of staff prior to the development of a new workforce data system to record all diversity indicators	Oct 2025	People & Culture, GE Project Officer
		Improve workforce data collection processes in HR and Payroll systems at the point of onboarding new staff	Oct 2025	People & Culture, GE Project Officer
		Conduct an annual review of workforce data management systems to identify incomplete staff profiles and fill data gaps	Aug 2025	People & Culture, GE Project Officer

Strategy	Actions	Timeline	Lead	
1.1.2	Increase number of KDH staff completing annual People Matter survey	Increase the People Matter (PM) survey participation rate from 55% in 2021 to 65% in 2022 with the goal of 75% participation rate by 2025	PM survey 2022/23/24	People & Culture, GE Project Officer
	Increasing the number of respondents decreases the likelihood that data will be excluded or grouped due to the anonymity threshold	Encourage staff to provide truthful and reliable responses to PM survey questions and statements by outlining the privacy aspects of the PM survey and survey management. The aim is to enable high value data analysis and the development of strategies that forge meaningful change	PM survey 2022/23/24	People & Culture, GE Project Officer
		Issue a personal invitation (SMS or email) to staff on leave to complete PM survey. Leave includes: long service leave, parental leave, Workcover, family violence leave, annual leave, special leave, carers leave, compassionate leave, emergency leave, COVID-19 special leave, leave without pay, study leave, sick leave	PM survey 2022/23/24	People & Culture, GE Project Officer
		Adopt the structured roll out and communication plan from VPSC (Vic Public Sector Commission) when planning the PM survey program at KDH	August 2022/23/24	People & Culture, GE Project Officer
1.1.3	Encourage respondents to commit to a diversity group or gender group other than 'prefer not to say' by disclosing their gender and intersectionality data	Develop an approach to increase awareness of disclosing personal details in the PM Survey and how personal details are managed by VPSC and KDH	PM survey 2022/23/24	People & Culture, GE Project Officer
		Reduce the number of respondents who select 'prefer not to say' option for diversity descriptors and gender by reinforcing the privacy conditions of the PM survey and how personal data is managed and the impact on the data when 'prefer not to say' is selected as a response	Annual	People & Culture, GE Project Officer
1.1.4	Close the data gaps (missing information that was not able to be analysed in this baseline report due to the lack of data)	Analyse the Gender pay gap workforce data by diversity group and gender from workforce data	Oct 2023	People & Culture, GE Project Officer
		Identify if detailed sexual harassment data is available in workforce data (if a report was made) or if it is contained in another reporting format to access details such as: number and type of complainants by gender; respondents by gender and intersectional attributes; outcomes by gender	Oct 2023	People & Culture, GE Project Officer
		Analyse leave and flexibility workforce data by diversity group and gender	Oct 2023	People & Culture, GE Project Officer

Strategy		Actions	Timeline	Lead
1.1.5	Increase awareness of gender diversity and understanding of sexual orientation in the workforce	Review take up of gender pronoun email tags introduced during 'Wear it Purple' day 2021 (LGBTIQ+ Action Plan measure). Location of pronouns to be moved to after the staff members name so it is more visible/prominent	31 Oct 2023 (progress report)	People & Culture, GE Project Officer
		80% of KDH staff to complete LGBTIQ+ inclusive practice training (LGBTIQ+ Action Plan measure)	Dec 2022	Community Engagement Officer
		Inclusion of KDH staff representation on LGBTIQ+ professional associations and forums aimed at improving the quality of services provided to LGBTIQ+ consumers (LGBTIQ+ Action Plan measure)	Dec 2022	Community Engagement Officer
		Liaise with Mitchell Shire Social Justice Committee KDH representative and other regional diversity groups to encourage participation in local LGBTIQ+ initiatives and training (LGBTIQ+ Action Plan measure)	Dec 2022	Community Engagement Officer
		Transgender and Gender Diverse Inclusive Care training attended by Senior Leadership team (OpBusPlan 2.1.3)	Dec 2022	Executive Team, Community Engagement Officer
		Transgender inclusiveness practice guideline developed (OpBusPlan 2.1.3)	Dec 2022	Community Engagement Officer
1.1.6	Recognise days of significance specifically related to Gender Equality, Intersectionality, Diversity and Inclusion, Religion, Disability and include links to training courses to align with these events	Advertise events and training through KDH intranet (e.g. Mitchell Shire Diversity Week, Gender Equality training during International Women's Day; Family Violence training during 16 days of activism – Violence Against Women; World day of social justice; International Transgender Day of Visibility; Zero discrimination Day; National Close the Gap Day – Indigenous Social Justice awareness day; International Day for the Elimination of Racial Discrimination; Sorry Day, Equality Day; IDAHOBiT; World Day for Cultural Diversity for Dialogue and Development; Reconciliation Week; Flexible Working Day; Pride Month; NAIDOC Week; International Equal Pay Day; Domestic Violence Awareness Month; Carer's Week; Intersex Awareness Day and International Day of People with Disabilities)	Ongoing	GE Project Officer and Communications Officer
1.1.7	Ensure Diversity and Inclusion related policies, procedures and forms reflect Gender Equality Principles	Assess Diversity, Inclusion and Health Literacy Policy for GIA suitability and conduct GIA if required. Review due 28/08/2024	Aug 2024	GE Project Officer, Policy & Procedure Review Committee and Policy Owner
		Assess Diversity, Inclusion and Health Literacy Terms of Reference for GIA suitability and conduct GIA if required. Review due 25/08/2021	ASAP	GE Project Officer, PPG Review Committee and Policy Owner

<p>Issue: Lower proportion of women in higher level roles compared to the proportion of men See Gender Equality Indicator no. 5 Recruitment and Promotion</p>	<p>Key success measure: Increase in the proportion of women in higher level roles</p>
<p>Issue: Inequality in the proportion of women in full time employment (6%) compared to men (30%) See Gender Equality Indicator no. 5 Recruitment and Promotion</p>	<p>Key success measure: Increase in the proportion of women in full time employment</p>
<p>Issue: A consistently unfavourable response rate from “Aboriginal and prefer not to say” diversity group to the Diversity and Inclusion statements in the People Matter survey about “positive culture” in relation to employees:</p> <ol style="list-style-type: none"> 1) of different sexes/genders 2) who are Aboriginal and/or Torres Strait Islander 3) from varied cultural backgrounds 4) of different age groups 5) who identify as LGBTIQ+ and 6) with a disability 	<p>Key success measure: Improvement in unfavourable response rates to Diversity and Inclusion People Matter survey statements from “Aboriginal and prefer not to say” diversity group</p>

Strategy		Actions	Timeline	Lead
1.2.1	Deliver intersectionality training to all KDH staff	Source and deliver online Intersectionality training	Oct 2023	Community Engagement Officer
		Review existing diversity and inclusion training packages offered at KDH and source updated packages if required	Oct 2023	GE Project Officer, Education Coordinator and Community Engagement Officer
		Review and consider revising mandatory competency timeframe for completion of existing online diversity and inclusion training packages	Dec 2022	GE Project Officer, Education Coordinator
		Number of staff identified/self-identify as having low computer literacy/skills to be given support to complete mandatory online training packages	July 2023	GE Project Officer, Education Coordinator
1.2.2	KDH Reconciliation Action Plan (RAP): Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	95% of staff complete the Aboriginal Cultural Competency eLearning/online training (mandatory) (RAP Action no. 5)	Feb 2023	Education Coordinator
		Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning (RAP Action no. 5)	Dec 2022	Chief Executive Officer

Strategy		Actions	Timeline	Lead
1.2.3	KDH Reconciliation Action Plan (RAP): Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country (RAP Action no. 6)	June 2022	Community Engagement Officer
1.2.4	Review Disability Awareness training and increase staff knowledge and awareness around disability issues	Source and deliver online disability awareness training package for staff	June 2023	GE Project Officer, Education Coordinator & Community Engagement Officer
		95% of all staff completing mandatory disability awareness online training	Oct 2023	Executive Team
1.2.5	The KDH Reconciliation Action Plan, action no. 9 “Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development” will be used to address this issue.	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy	June 2022	People & Culture, GE Project Officer
		Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders	Dec 2022	People & Culture, GE Project Officer
		Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace	Dec 2022	People & Culture, GE Project Officer
		Encourage staff who identify as Aboriginal and/or Torres Strait Islander to do so on the PM survey instead of selecting ‘prefer not to say’. 0.67% of KDH staff (n=1) as at 30/06/2021	Dec 2022	People & Culture, GE Project Officer
		Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy	June 2023	People & Culture, GE Project Officer
1.2.6	Ensure Aboriginal and Torres Strait islander related policies, procedures and forms reflect KDH commitment to Gender Equality Principles	Assess Reconciliation Action Plan (RAP) Working Group Terms of Reference and program documents for Gender Impact Assessment (GIA) suitability and conduct GIA if required. Review of TOR due 22/10/2024	Nov 2024	GE Project Officer, PPG Review Committee and Policy Owner

Indicator

#2

Gender composition of governing bodies

Issue: Board documentation to reflect Intersectionality and Gender Equality principles

Key success measure Board documents to guide members to make decisions that reflect consideration of gender equality principles

Strategy	Actions	Timeline	Lead
2.1 Enhance Board members awareness and understanding of Intersectionality and Gender Equality Principles	Assess Board induction package document for Gender Impact Assessment (GIA) suitability and conduct GIA if required	Prior to AGM 2023	GE Project Officer, PPG Review Committee and Policy Owner
	Assess Board of Directors/Management charter for GIA suitability and conduct GIA if required. Due for review 18/12/2023	Jan 2024	GE Project Officer, PPG Review Committee and Policy Owner
	Assess Clinical Governance Board Subcommittee Terms of Reference for GIA suitability and conduct GIA if required. Due for review 28/10/2022	Nov 2022	GE Project Officer, PPG Review Committee and Policy Owner
	Assess Community Advisory Board Subcommittee for GIA suitability and conduct GIA if required. Due for review 25/02/2024	Mar 2024	GE Project Officer, PPG Review Committee and Policy Owner
	Assess Board Appointments procedure for GIA suitability and conduct GIA if required. Due for review 04/11/2024	Dec 2024	GE Project Officer, PPG Review Committee and Policy Owner
	Assess Audit and Finance Board Subcommittee for GIA suitability and conduct GIA if required. Due for review 21/10/2022	Nov 2022	GE Project Officer, PPG Review Committee and Policy Owner

Indicator

#3

Gender Pay Gap

Issue: Large variation (+/-) in gender pay gap by employment basis, level from CEO and age range (or a combination of these filters)

Key success measure More accurate representation of gender pay gap at KDH for further analysis. Need to compare 'like for like' roles to determine degree of inequity

Strategy	Actions	Timeline	Lead	
3.1	Investigate the level from CEO classification system for KDH staff in workforce data to determine if they are appropriate for KDH structure	Review of "levels from CEO" classification to determine if staff allocation to level from CEO should be adjusted to reflect more detail in occupation and role. This will decrease the number of cross-profession comparisons made to give a true representation of the pay gap	Oct 2023	GE Project Officer
		Support a Commission led revision of 'levels from CEO' that acknowledge the impact of role and qualification on level. This measure will result in a more accurate representation of the gender pay gap baseline for KDH	Oct 2023	GE Project Officer
		Document 'levels to CEO' at KDH once a revised classification is released by the Commission and made fit for purpose by KDH	Oct 2023	GE Project Officer
		Report to Executive and Board on revised 'levels to CEO' classification and resulting gender pay gap analysis based on 'like for like' role comparison	Oct 2023	GE Project Officer
3.2	Ensure Pay and Remuneration related policies, procedures and forms reflect KDH commitment to Gender Equality Principles	Assess Governance and Remuneration Board Subcommittee Terms of reference for GIA suitability and conduct GIA if required. Review due 24/02/2024	Mar 2024	GE Project Officer, PPG Review Committee and Policy Owner

Indicator

#4

Sexual harassment in the workplace

Issue: High unfavourable response rate to Sexual Harassment People Matter survey statements that include:

- 1) Staff feeling safe to challenge inappropriate behaviour at work
- 2) KDH taking steps to eliminate bullying, harassment and discrimination, and
- 3) KDH encouraging respectful workplace behaviours

Key success measure Improvement in unfavourable response rates to Sexual Harassment People Matter survey statements

Strategy	Actions	Timeline	Lead
4.1.	Improve tracking of sexual harassment complaints at KDH	Conduct a review of the existing process for reporting sexual harassment complaints/incidences	Oct 2024 People & Culture, GE Project Officer
4.2	Review the process for reporting inappropriate, offensive behaviour, bullying, harassment and discrimination at work to ensure it is responsive, clear, confidential, respectful and effective	Conduct a review of the existing process for reporting inappropriate and/or offensive behaviour, bullying, harassment and discrimination within the workplace	Oct 2024 People & Culture, GE Project Officer
4.3	Consider the effectiveness of bullying and harassment investigations and resulting recommendations/actions on workplace health and safety	Conduct a review of the effectiveness of bullying and harassment investigations conducted by KDH	June 2023 People & Culture, GE Project Officer
		Consult with KDH workplace contact officer/s regarding the effectiveness of the process to support KDH staff who report inappropriate and/or offensive behaviour, bullying, harassment and discrimination	June 2023 People & Culture, GE Project Officer
4.4	Strengthen KDH support for Violence Against Women campaign	Increase awareness of the impact of violence against women by supporting staff to undertake informal learning to develop understanding of intersectional factors and the impact on violence against women	Oct 2023 Education Coordinator, SHRFV (Strengthening Hospital Response to Family Violence) Project Lead

Strategy		Actions	Timeline	Lead
4.5	Encourage KDH staff to seek help and information about Violence Against Women and Family Violence	Review Intranet resources for relevance (e.g. up to date, intranet links, key contacts)	Oct 2023	SHRFV (Strengthening Hospital Response to Family Violence) Project Lead
4.6	Investigate feasibility of outsourcing management of sexual harassment, bullying, harassment, interpersonal conflict, inappropriate and/or offensive behaviour complaints	Conduct a review of external providers (service offering and costings) to provide support for managers and staff	Oct 2023	People & Culture
4.7	Organisation commitment to adopting “Framework for promoting a positive workplace culture: preventing bullying, harassment and discrimination”	Progress toward implementing minimum standards as outlined in the framework (OpBusPlan 2.2.3)	ASAP	People & Culture
4.8	Enhance management capability to practically manage incidences of harassment, bullying, interpersonal conflict and challenging behaviours	Development of/sourcing of an appropriate online training package to assist staff with managing interpersonal conflict and challenging behaviours	June 2023	People & Culture, Education Coordinator
		Managers/leaders participation in ‘leadership study days’ to develop skills to support staff with interpersonal conflict and challenging behaviours and practically manage harassment and bullying claims	June 2023	Executive Team, Education Coordinator
4.9	Maintain ‘peer to peer’ counselling program	Increase the number of staff participating in ‘peer to peer counselling’ course. 18 staff undertaking ‘peer to peer’ counselling 2022	June 2023	People & Culture, GE Project Officer
4.10	Build ‘accidental counsellor’ capability	Increase the number of ‘accidental counsellors’ from 2 to 18 in 2022	June 2022	People & Culture

Indicator

#5

Recruitment and promotion practices in the workplace

Issue: High unfavourable response rate from all groups regarding fair Recruitment and Promotion decisions based on merit

Key success measure Improvement in unfavourable response rates to Recruitment and Promotion (decisions based on merit) People Matter survey statement

Strategy	Actions	Timeline	Lead	
5.1.1	Review recruitment processes to attract greater gender diversity in candidates	Assess position description template and recruitment and selection process for new staff for GIA suitability and conduct GIA if required	July 2022	GE Project Officer, PPG Review Committee and Policy Owner
		Review of language in job descriptions, composition of interview panels, shortlisting, and appointments	June 2023	People & Culture, GE Project Officer
		Assess Recruitment Procedure reference for GIA suitability and conduct GIA if required. Review due 22/10/2021	ASAP	GE Project Officer, PPG Review Committee and Policy Owner
		Assess Induction and Orientation Procedure for GIA suitability and conduct GIA if required. Review due 30/11/2021	ASAP	GE Project Officer, PPG Review Committee and Policy Owner
		Assess Workforce and Succession Planning Procedure for GIA suitability and conduct GIA if required. Review due 03/02/2023	April 2023	GE Project Officer, PPG Review Committee and Policy Owner

Strategy	Actions	Timeline	Lead	
5.1.2	Review staff exit procedure to identify key factors influencing/impacting staff retention	Review current state of exit interview and exit survey questions and report on key factors that impact staff retention at KDH	ASAP	GE Project Officer, Policy & Procedure Review Committee and Policy Owner
5.1.3	Reducing barriers for people with a disability from accessing employment at KDH	Establish relationships with Disability Service Providers and Disability Employment Agencies to investigate and strengthen opportunities for work experience, volunteering and employment for people who have a disability (Disability Action Plan measure)	TBA	People & Culture, Community Engagement Officer
		Build our capacity to provide employment materials in accessibility formats and informing potential employees of our willingness to offer alternative formats where required and possible (Disability Action Plan measure)	TBA	Community Engagement Officer
5.1.4	Consider part time/job share flexibility in senior level role advertisements	Report on the feasibility of increasing the proportion of women in higher level roles in part time/job share employment	Oct 2023	People & Culture, GE Project Officer
		Determine the baseline number of job-share roles at KDH	ASAP	People & Culture, GE Project Officer
5.1.5	Further investigate the reason for the high proportion of women in part time roles	Report on results of focus group responses to why the majority of women at KDH are employed in part time roles	Oct 2023	GE Project Officer
		Report the desire for full time employment from those women employed part time	Oct 2023	GE Project Officer
		Report strategies to address any inequitable reasons for the high proportion of women in part time roles	Oct 2023	GE Project Officer
5.1.6	Review use of REACH values in internal recruitment process	Incorporate an applicant's need to show evidence of demonstrating KDHs REACH values during the recruitment process	Dec 2022	People & Culture, GE Project Officer
5.1.7	Expand pathways to employment at KDH by embedding partnerships with local education institutions and partner providers (Op Bus Plan 2.3.3)	Explore opportunity to establish a rural generalist training post	Dec 2022	DCACS & DMS
		Undertake agency accreditation process/s that are required to support a training post	Dec 2022	DCACS & DMS
		Increase our capacity to provide clinical placement for students, re-entry nurses	Dec 2022	DCACS, DMS & Education Coordinator

Strategy	Actions	Timeline	Lead	
5.1.8	Implement a workforce planning process and model to identify, monitor and respond to changing capability and capacity requirements (OpBusPlan 2.3.2)	Training for staff who complete data entry for HR onboard and LiveHire (online recruitment system) to ensure intersectional indicators are captured at the point of recruitment/promotion/secondment	June 2023	People & Culture, GE Project Officer
		Increase the quality of data captured in payroll and HR systems covering intersectional indicators	June 2023	People & Culture, GE Project Officer
Issue: High unfavourable response rate from all groups regarding an 'equal chance at promotion' at KDH		Key success measure Improvement in unfavourable response rates to Recruitment and Promotion (equal chance at promotion) People Matter survey statement		
5.2.1	Maintain contact with staff on leave to ensure career aspirations are supported during time away from KDH to minimize disruption to career progress	Ensure scheduling of 'keep in touch' discussions between direct managers and staff on leave and include reminders to undertake career planning	Dec 2023	People & Culture, Management Team
		Survey staff on leave/recently returned from leave to determine if the degree of contact from KDH was/is adequate (e.g. workcover/parental/long service/unpaid/extended sick leave)	Dec 2023	Management Team
5.2.2	Support employees to realise their potential through accessible learning and development opportunities (OpBusPlan 2.4.1)	Increase in number of staff successfully completing Clinical Manager to Manager (CM2M) training	Ongoing	People & Culture
		Source a future leaders course/training for aspiring managers (similar to Clinical Manager to Manager career development course)	June 2023	People & Culture, Education Coordinator
		Document options for online learning options (Availability of face to face as well as online learning at most tertiary institutions due to COVID-19). Consider the option of training for staff who were not able to attend onsite, who may be able to participate from home/work with 'study leave' option. Also, with more options for part time study with flexible learning, staff who couldn't commit to full time study may now like to consider the part time remote option.	June 2023	People & Culture, Education Coordinator
5.2.3	Consider training options for Managers to recognise promotion/secondment/higher duty potential in team members	Source an appropriate training course	June 2023	People & Culture, Education Coordinator
5.2.4	Provide secondment and promotion opportunities that support the growth and development of people (OpBusPlan 2.4.3)	Ensure all secondment positions are advertised and go through appropriate recruitment processes – this will assist in staff interpretation that promotion is just and equal and that all opportunities are being offered to all staff.	June 2023	People & Culture

Issue: High unfavourable response rates from all groups to the following Leave and Flexibility People Matter survey statements:

- 1) I am confident that if I requested a flexible work arrangement, it would be given due consideration, and
- 2) Using flexible work arrangements is not a barrier to success in my organisation

Key success measure Improvement in unfavourable response rates to Leave and Flexibility People Matter survey statements

Strategy	Actions	Timeline	Lead	
6.1	Ensure family violence documentation to ensure clarity of message	Review intranet-based family violence messaging to ensure clarity of message and how to access support	Dec 2023	SHRFV Project Lead
		Maintain training for family violence contact officers	Annual	SHRFV Project Lead
6.2	Maintaining connections with community support networks	Allocate resources to ensure meaningful contribution to community support network meetings and support for local family violence support services	Dec 2023	SHRFV Project Lead
6.3	Enhance flexible working arrangement options at KDH	Outline the process of formally requesting flexible work arrangements at all levels of employment at KDH	Dec 2022	People & Culture, GE Project Officer
		Conduct and report on an investigation into the feasibility of flexible role arrangements	Dec 2022	People & Culture, GE Project Officer
		Conduct a survey of staff utilising 'informal' flexible working arrangements (i.e. verbal agreement with manager)	Dec 2022	People & Culture, GE Project Officer

Strategy	Actions	Timeline	Lead
6.4	Equip managers to lead flexible teams	Provide training for managers to increase skills in managing staff who are working flexibly to ensure productivity is maintained	June 2023 GE Project Officer
6.5	Check in with employees on flexible work arrangements	Survey staff on flexible work arrangements report to determine degree of satisfaction with their work using a regular feedback loop between manager and staff member	Annual Management Team
6.6	Encouraging staff to consider transition to retirement plans and outline benefits of the plan	Identify number of staff on 'transition to retirement' agreements	June 2023 People & Culture
		Increase in proportion of staff on 'transition to retirement' agreements if there is demand for this program	June 2023 People & Culture
6.7	Consider flexibility in new positions (part time/job-share)	New positions clearly advertise the need for full time applicant (if the position requires full time commitment), but that "consideration will be given to requests for part time job share arrangements" if appropriate	July 2022 People & Culture
6.8	Implementation of 'Optima' to replace 'roster on' to allow access to more flexible options for staff to aid flexibility	Increase in proportion of staff who use 'shift swap' to provide flexibility	July 2023 People & Culture
		Decrease in proportion of staff who do not use any form of arrangement to provide flexibility in their role	July 2023 People & Culture
		Recruit Consultant to implement transition from 'roster on' (existing rostering system) to 'Optima'	July 2023 People & Culture
6.9	Consider training options or guidelines to enhance staff productivity when conducting 'work from home' for staff who may have may not have done so in the past	Report on 'best practice' work from home strategies that relate to hospital/health care setting	July 2023 GE Project Officer

Indicator

#7

Gendered Segregation in the workplace

Issue: High unfavourable response rates from all groups to Gendered Segregation People Matter survey statement ‘People in my workgroup often reject others for being different’

Key success measure Improvement in unfavourable response rates to Gendered Segregation People Matter survey statement

Strategy	Actions	Timeline	Lead	
7.1	Ensure KDH infrastructure is inclusive for all genders and diversity groups	Contribute to the toilet and change room audit across all KDH facilities and consideration given to amending facilities to ‘unisex’ (LGBTIQ+ Action Plan measure)	Dec 2022	Community Engagement Officer
		Contribute to Disability/Physical Access Audit conducted on KDH infrastructure to ensure compliance with Disability inclusive and accessible practice (Disability Action Plan measure). Originally completed in March 2019	Dec 2022	Community Engagement Officer
7.2	Appropriate use of gender neutral, culturally sensitive and inclusive language and images in all KDH communications	Adopt LGBTIQ+ inclusive language guidelines for reviewing language and images in all KDH publications and communications resulting in documents and forms that are gender and sexual orientation inclusive (LGBTIQ+ Action Plan measure)	Ongoing	Community Engagement Officer
		Conduct ‘The Rainbow Tick’ LGBTIQ+ inclusive practice staff survey for health and human services conducted in 2023 following 12 months of implementation of Gender Equality Action Plan (LGBTIQ+ Action Plan measure)	July 2023	Community Engagement Officer
		Continue KDH staff representation on LGBTIQ+ regional community of practice forums (LGBTIQ+ Action Plan measure)	Ongoing	Community Engagement Officer

Strategy	Actions	Timeline	Lead	
7.3	Apply a gender lens to KDH policies, procedures, publications, forms, programs, services and communications	Provide training to Policy and Procedure review committee members in conducting Gender Impact Assessments on policies/documents/programs that have a direct and significant impact on the public	Oct 2023	GE Project Officer
		Provide training to the Diversity, Inclusion and Health Literature working group members in conducting Gender Impact Assessments on policies/documents/programs that have a direct and significant impact on the public	Oct 2023	GE Project Officer
		Report on progress of Gender Impact Assessments conducted on policies, procedures, publications and forms listed in this action plan	Oct 2023	GE Project Officer
		Investigate and document KDH programs that have a direct and significant impact on the public that may be suitable for a Gender Impact Assessment	Oct 2023	GE Project Officer
7.4	REACH values staff empowerment training to address 'above and below the line' behaviours	REACH awards to celebrate staff and teams who model REACH values and behaviours by holding each other to account and calling out below the line behaviour and show casing above the line behaviours (2.1.1 OpBusPlan)	Ongoing	People & Culture, Executive Team
		Conduct REACH values training sessions for staff	Dec 2022	People & Culture, Education Coordinator
		Online training module developed to explain the KDH REACH values in new staff orientation pack and as a stand alone learning package to remind staff of the values	Dec 2022	People & Culture, Education Coordinator
		Consider the feasibility of team level REACH awards to celebrate positive behaviours within a smaller team environment	Dec 2022	People & Culture, Education Coordinator
7.5	People Matter survey 'roadshow' to take staff through general findings and team specific reports	Report of 2022 People Matter survey results compared to baseline data (2021)	Sept 2022	People & Culture, GE Project Officer
		Roadshow of 'general' findings to at least 65% of workforce	Sept 2022	People & Culture, GE Project Officer
		Roadshow of 'team specific' findings to at least 70% of teams	Sept 2022	People & Culture, GE Project Officer
		Communications plan developed for roadshow	Sept 2022	People & Culture, GE Project Officer
		Use PM survey feedback to identify cross organisational and group specific issues related to staff wellbeing and job-related stress (OpBusPlan 2.2.1)	Annual Aug-Sept	People & Culture, GE Project Officer

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