



Peninsula  
Health

# People Strategy

---

## 2028

Peninsula Health acknowledges the Traditional Custodians of the lands where our health services are located. We acknowledge the Bunurong and Boon Wurrung people of the Kulin Nation. We pay our respects to Elders past, present and emerging.

# Contents

|  |    |
|--|----|
| Introduction                           | 2  |
| Healthy Lives Strategic Plan 2028      | 3  |
| Workforce Overview                     | 4  |
| External Drivers                       | 5  |
| Internal Drivers                       | 6  |
| People Strategy Summary                | 7  |
| People Strategy Overview               | 8  |
| Peninsula Health Values and Behaviours | 8  |
| People Goal 1: Safety & Wellbeing      | 10 |
| People Goal 2: Culture & Growth        | 11 |
| People Goal 3: Future Workforce        | 12 |
| Planning Process                       | 13 |

# Introduction

The **People Strategy 2024 – 2028** outlines how Peninsula Health will deliver the strategic goal ‘We will co-create the culture where our people thrive, supporting healthy lives for everyone’.

It is aligned to, and will focus on, all People actions needed for the delivery of the Peninsula Health Strategic Plan 2028.

The focus on employee experience reflects the evidence that improving the experience of health sector employees improves the experience and health outcomes of patients and consumers.

This strategy builds upon the significant achievements of Peninsula Health that have supported the growth of the workforce over the last four years. This strategy defines the future direction of our workforce, culture and employee experience at Peninsula Health. It outlines the initiatives that will be undertaken to achieve these objectives.

The Peninsula Health People Strategy shapes the employee experience and has three people goals:

**Safety & Wellbeing:**

We are leaders in safety culture and wellbeing.

**Culture & Growth:**

We value and grow our people. Our teams experience a culture of trust, transparency and sense of belonging.

**Future Workforce:**

Strategic workforce planning and development delivers a dynamic, sustainable team for the future. Whilst this strategy is presented as three goals, each goal and associated focus areas forms part of a complex tapestry that is employee experience.

The success of each goal is dependent on the delivery and success of the other goals. It is only when delivered as a whole that we can deliver the objectives outlined in this plan.

The COVID-19 pandemic has tested health services across the world. We have needed to look to our ability to find a ‘new normal’ in supporting the workforce in the shadow of a pandemic. As such, this strategy includes initiatives which aim to re-build some workforce foundations; and some innovations that aim to propel the employee experience so that every Peninsula Health employee enjoys and finds meaning in the work that they do.

This People Strategy provides a clear blueprint, which articulates Peninsula Health’s strong and ongoing commitment to building an engaged, safe and thriving workforce.

**Trudy Ararat**

**Executive Director, People,  
Culture and Governance**





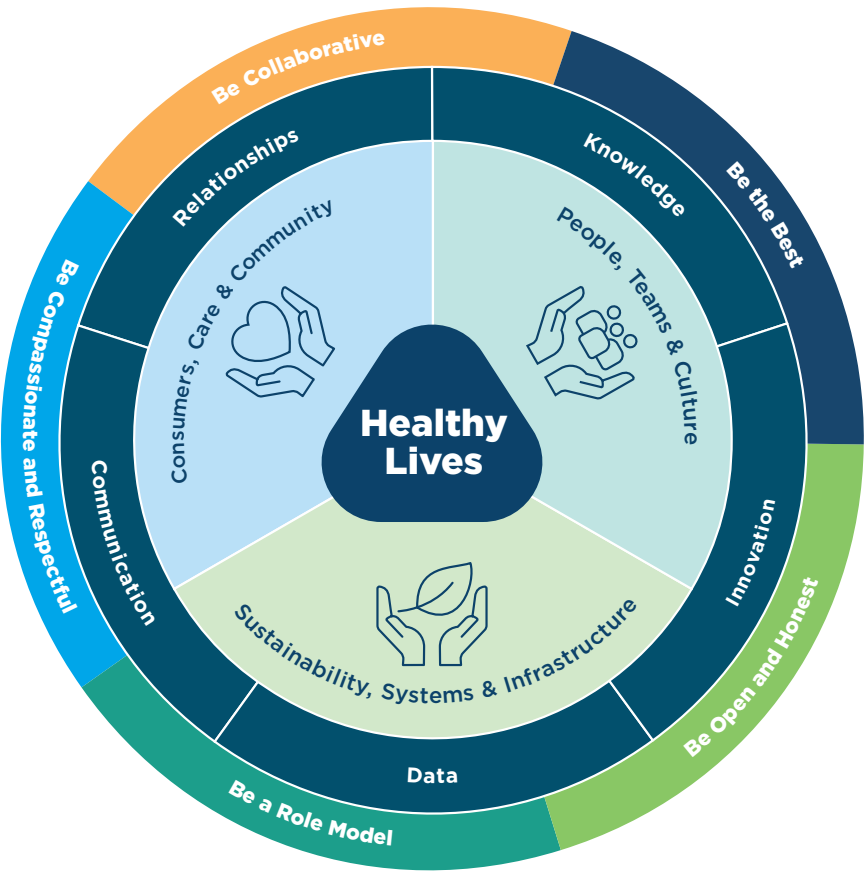
# Healthy Lives Strategic Plan 2028



## Our Mission

*Healthy lives* for everyone, through sustainable, innovative, compassionate care

## Strategic Direction



## Goals



### Consumers, Care and Community

We will partner with consumers and communities to deliver the care they need to live healthy lives.



### People, Teams and Culture

We will co-create a culture where our people thrive, supporting healthy lives for everyone.



### Sustainability, Systems and Infrastructure

We will design and facilitate the delivery of progressive and sustainable healthcare.

# Workforce Overview



**7,486**

employees and growing



**58%**

live in Frankston City and the Mornington Peninsula



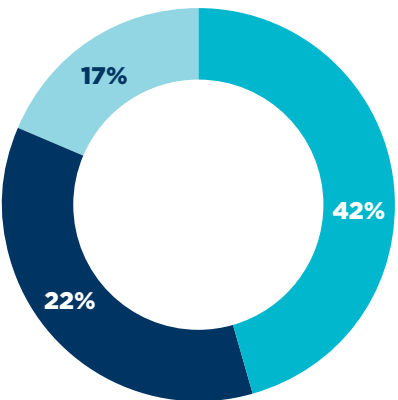
**79%**

identify as female

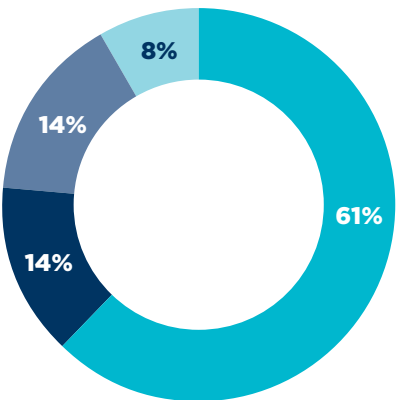
**35%**

of our workforce is older than 48 years old

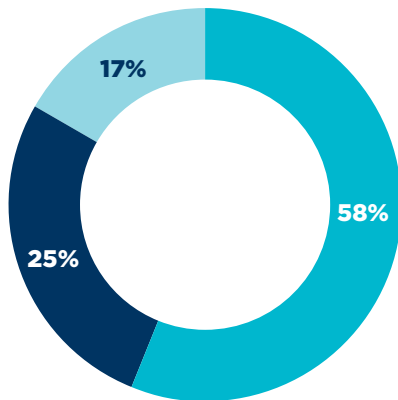
## Diversity in our workforce



## Years worked



## Types of employees



## Our Values



### Be the Best

We maximise our impact through learning and innovation.



### Be Open and Honest

We demonstrate integrity through our actions, which are transparent and accountable.



### Be a Role Model

We take initiative and inspire others.



### Be Compassionate and Respectful

We care with kindness and foster dignity and inclusion.



### Be Collaborative

We work as One Peninsula Health and seek out diverse knowledge and perspectives.



# External Drivers

Analysis of the external drivers influencing the employee experience was a key part of the planning process. Below outlines some of the significant external influences and trends that shaped the focus areas and actions of the People Strategy either directly or indirectly.

## Workforce Shortages

The healthcare and social assistance industry is the largest employing industry in Australia and one of the fastest growing; employment in Health Care and Social Assistance is projected to grow by 301,000 (or 15.8%) by November 2026. Hospitals are the largest sector in the Health Care and Social Assistance industry, employing 27.9% of workers<sup>1</sup>. It is also forecast that the healthcare industry will experience major workforce shortages over the coming years due to an ageing healthcare workforce and current retention challenges, especially in regional areas<sup>2</sup>.

## Ageing Workforce

The ageing workforce is reflected in both the increasing average age of nurses and the increasing percentage of those aged 55 years and over. The ageing of the nursing workforce is expected to continue into the future, as an increasing number of nurses stay at work for longer<sup>3</sup>. There is also wide acknowledgement of the imminent retirement of older nurses, and the consequent impact this will have on the workforce i.e. replaced with a more junior workforce.

<sup>1</sup> Australian Government Labour Market Insights: Health Care and Social Assistance

<sup>2</sup> PwC Australia: Planning for the Healthcare Workforce of the Future

<sup>3</sup> Australian Government Department of Health and Aged Care: Australia's Future health workforce: nurses

## Flexible Work

There is much research which highlights the growing expectations employees have in relation to flexible work arrangements. Flexibility options drive both retention and attraction<sup>4</sup>. Flexible work arrangements include but are not limited to part-time hours, job sharing, compressed hours, working from home and changing start and finish times. It is expected that there will be continued growth of the casual and part time workforce.

## Workforce Wellbeing

The health workforce globally is experiencing high levels of stress and burnout, attributed to heavy workloads, long hours and emotionally taxing patient and consumer care. This is the experience of healthcare professionals in Victoria; a recent VAGO report noted that Victorian public hospital workers' mental health and wellbeing has deteriorated since 2019. This coincides with the COVID-19 pandemic.<sup>5</sup>

<sup>4</sup> McKinsey Quarterly: The Great Attrition is making hiring harder. Are you searching the right talent pools?

<sup>5</sup> VAGO: Employee Health and Wellbeing in Victorian Public Hospitals



# Internal Drivers

Understanding what our employees were looking for from an employer was a key part of our analysis. This analysis involved significant consultation with staff.

## Listening Sessions

What are Peninsula Health employees looking for?

- › Reward and recognition
- › Clear roles
- › Competitive salary
- › Career development
- › Internal secondments and opportunities
- › Physical spaces to connect
- › Supervision and mentoring
- › Technology that makes things easier
- › Car parking
- › Streamlined processes that make things easier
- › Supportive and capable leadership
- › Face to face time with Managers
- › Safety is a given
- › An organisation that cares about wellbeing
- › Culture shift
- › Flexibility
- › Quickly acknowledging and addressing issues

## Drivers of Engagement

- › I get a sense of accomplishment from my work
- › I am developing and learning in my role
- › My organisation is committed to earning a high level of public trust
- › Senior Leaders provide clear strategy and direction
- › All levels of my organisations are involved in the prevention of stress



# People Strategy Summary



## Our Mission

*Healthy lives* for everyone, through sustainable, innovative, compassionate care



### People, Teams and Culture

We will co-create a culture where our people thrive, supporting healthy lives for everyone.

#### **Safety & Wellbeing:** We are leaders in safety culture and wellbeing

- › Safety Leadership
- › Simple system, governance & metrics
- › Safety culture (physical and mental)

#### **Culture & Growth:** We value and grow our people. Our teams experience a culture of trust, transparency and sense of belonging

- › Meaningful work
- › Positive workplace
- › Strong leadership
- › Growth opportunities

#### **Future Workforce:** Strategic workforce planning and development delivers a dynamic, sustainable team for the future

- › Compelling and seamless candidate experience
- › Diversity talent pools
- › Anticipate and prepare for our future workforce needs



### Employee Experience



### Patient, Consumer Experience and Outcomes

## Leaders



**Be the Best**



**Be Open and Honest**



**Be a Role Model**



**Be Compassionate and Respectful**



**Be Collaborative**



# People Strategy Overview

## Our People, Teams, Culture Goal

The 2024 to 2028 People Strategy outlines how Peninsula Health will shape the employee experience to deliver the organisational goal *‘We will co-create the culture where our people thrive, supporting healthy lives for everyone’*

### Leaders

The people leaders at all levels at Peninsula Health are instrumental to delivering the goals and objectives outlined in this strategy. The People, Workplace Safety and Wellbeing team will partner with leaders across the organisation to develop frameworks, tools and resources to enable them to connect and engage with their teams. Supporting and enabling our leaders is a core foundation to enabling this strategy.

### Values

The Peninsula Health Values underpin everything that is delivered as part of this plan. They provide a clear framework for employees, helping them understand what Peninsula Health stands for and expects. They also aid us in attracting like-minded individuals who share our principles.

### Peninsula Health Values and Behaviours

Our Values guide the way we interact with our consumers, partners and peers to achieve our mission.

### People Goals

The Peninsula Health People Strategy shapes the employee experience and has three people goals:

- › Safety & Wellbeing: We are leaders in safety culture and wellbeing
- › Culture & Growth: We value and grow our people. Our teams experience a culture of trust, transparency and sense of belonging
- › Future Workforce: Strategic workforce planning and development delivers a dynamic, sustainable team for the future

Whilst this strategy is presented as three goals, each goal and associated focus areas forms part of a complex tapestry that is employee experience. The success of each goal is dependent on the delivery and success of the other goals. It is only when delivered as a whole that we can deliver the objectives outlined in this plan.

### Strategic Alignment

To achieve the employee experience and objectives outlined in this strategy successful implementation of key Peninsula Health Strategies are crucial including (but not limited to):

- › Education Strategy
- › Corporate Social Responsibility Strategy
- › Digital Health Strategy

### Outcomes

The outcomes of this People Strategy are instrumental in Peninsula Health delivering the Strategic Plan 2028:

- › Our people are highly engaged and feel connected to Peninsula Health
- › Our people are motivated to learn and grow through rewarding development and career opportunities
- › Target zero harm at work
- › Inclusive team culture and skilled leadership delivers wellbeing for all our people
- › Our highly skilled workforce meets the health needs of our community

### Strategic Measures of Impact

- › Employee engagement: Continued improvement in the Engagement Index as reported in the People Matter Survey
- › Employee growth and development: Continued improvement in overall learning and development result as reported in the People Matter Survey
- › Workplace safety: Reduction in the lost time injury frequency rate
- › Employee wellbeing: Reduction in percentage of staff experiencing burnout as reported in the People Matter Survey
- › Workforce capability and capacity: Vacancy rate <5% by 2028

## Our Behaviour statements bring our Values to life.

### Be the Best

We maximise our impact through learning and innovation.

- › I am creative and I try new things.
- › I learn from successes and challenges.
- › I deliver best practice and contribute to improvement and research.
- › I promote our accomplishments.

### Be Open and Honest

We demonstrate integrity through our actions, which are transparent and accountable.

- › I communicate to ensure shared understanding.
- › I invite and welcome feedback.
- › I share errors, incidents and risks and learn from them.
- › I am reliable and do what I say.
- › I speak up when things don't seem right.

### Be a Role Model

We take initiative and inspire others.

- › I teach and mentor to support others.
- › I identify problems and participate in the solution.
- › I provide help when I see others who need it.
- › I take action when I see things that could be improved.

### Be Compassionate and Respectful

We care with kindness and foster dignity and inclusion.

- › I consider the feelings and experiences of others and the impact of my actions.
- › I am friendly and courteous, using smiles, names, please and thank you.
- › I give people my attention and time.
- › I prioritise self-care to enable me to thrive.

### Be Collaborative

We work as a One Peninsula Health and seek out diverse knowledge and perspectives.

- › I listen, seek ideas and ask questions to ensure everyone has an equal voice.
- › I involve people in decisions.
- › I take time to communicate and actively foster relationships.
- › I share information, knowledge and resources for the benefit of all.



# People Goal 1: Safety & Wellbeing

We are leaders in safety culture and wellbeing

| Focus Areas                                     | Objectives   |   | Impact to our organisation:  | Desired employee experience:   |
|---|--|---|--|--|
| <b>Safety leadership</b>                        | Our leaders are capable, visible and responsible for safety and wellbeing.                                   | > | <ul style="list-style-type: none"> <li>› Better (above comparator group) responses to the People Matters Survey Organisational Climate – Safety Climate</li> <li>› % of Leaders who have attended training</li> <li>› % of incident reviews completed in required time frame</li> <li>› Increased number and standard of workplace safety inspections</li> </ul>   | <ul style="list-style-type: none"> <li>› My leader cares about my physical and mental health</li> <li>› My leader takes their safety responsibilities seriously</li> <li>› Senior Leaders and the Organisation care about my physical and mental health</li> </ul>   |
| <b>Simple systems, governance &amp; metrics</b> | Our safety tools and processes are simple and easily accessible.   | > | <ul style="list-style-type: none"> <li>› Better (above comparator group) responses to the People Matters Survey Workgroup Climate – Safe to Speak Up</li> <li>› Increased reporting of hazards</li> <li>› Increased reporting of less severe injuries</li> <li>› Above average of comparator organisations for mandatory safety data (Occupational Health and Safety and Occupational Violence and Aggression) in Annual Report</li> </ul>   | <ul style="list-style-type: none"> <li>› It is safe to speak up when I see safety issues</li> <li>› I know who to speak to, and what to do, when I see a safety issue</li> <li>› I contribute to solutions</li> <li>› I know where to go, and what to do, when someone is hurt</li> </ul>  |
| <b>Safety culture (physical and mental)</b>     | Our leaders and employees partner to proactively review role challenges and work together to overcome these. | > | <ul style="list-style-type: none"> <li>› Better (above comparator group) responses to the People Matters Survey Organisational Climate – Safety Climate</li> <li>› Better (below comparator group) responses to the People Matters Survey Burnout and Stress</li> <li>› Unplanned leave to remain below the target of 5.5%</li> <li>› Increase in Employee Assistance Program usage</li> <li>› Reduction in Lost Time Injury Frequency Rate</li> <li>› Reduction in WorkCover Premium Costs</li> </ul> | <ul style="list-style-type: none"> <li>› My Leader understands the physical and psychological safety risks in my role</li> <li>› I feel confident that there are strategies in place to meaningfully reduce risk I am exposed to</li> <li>› I have conversations with my Leader and team about safety</li> <li>› Less people in my team are getting injured</li> </ul> |

# People Goal 2: Culture & Growth

We value and grow our people. Our teams experience a culture of trust, transparency and sense of belonging

| Focus Areas          | Objectives  |   | Impact to our organisation:   | Desired employee experience:  |
|----------------------|---|---|---|---|
| Meaningful work      | Our leaders are empowered to make a difference.   | > | <ul style="list-style-type: none"> <li>&gt; Above comparator group on the Engagement Index in the People Matter Survey by 2027</li> <li>&gt; Employee turnover below 10% by 2027</li> </ul>   | <ul style="list-style-type: none"> <li>&gt; I know what is required of me to be successful, and there is development to support that</li> <li>&gt; My role makes a difference to our consumers</li> <li>&gt; I am empowered and accountable</li> </ul>  |
| Positive workplace   | Our leaders embrace flexibility, recognise and appreciate their team and value each person's unique best. | > | <ul style="list-style-type: none"> <li>&gt; Increase in flexible work arrangements</li> <li>&gt; 5% year on year increase of Value Recognition e-cards being sent</li> <li>&gt; 5% year on year increase in Values Awards nominations</li> <li>&gt; Better (above comparator group) responses to the People Matters Survey Outcome: 'Inclusion'</li> <li>&gt; Increase in favourable responses to the People Matters Survey item: 'My organisation encourages respectful workplace behaviours'.</li> </ul>      | <ul style="list-style-type: none"> <li>&gt; I am valued and recognised for my contribution</li> <li>&gt; Flexible opportunities are embraced</li> <li>&gt; I am respected</li> <li>&gt; Bullying, discrimination and harassment are not tolerated</li> <li>&gt; Our values are real</li> </ul>  |
| Strong leadership    | Our leadership development inspires and grows the capability of our leaders.                              | > | <ul style="list-style-type: none"> <li>&gt; Better (above comparator group) responses to the People Matters Survey Outcome: 'Senior Leadership'</li> <li>&gt; Better (above comparator group) responses to the People Matters Survey Outcome: 'Manager Support'</li> <li>&gt; In course evaluation data, &gt;95% of staff participants agree that their knowledge and skills have improved</li> <li>&gt; 90% of employees have engaged with their Manager for a performance development conversation</li> </ul> | <ul style="list-style-type: none"> <li>&gt; My Leader empowers me and values my experience and perspective</li> <li>&gt; My Leader is self-aware and accountable</li> <li>&gt; My Leader is open to ideas, change and challenging the status quo</li> <li>&gt; My Leader can personalise their Leadership approach to each team member</li> </ul> |
| Growth opportunities | Our culture encourages learning and growth.   | > | <ul style="list-style-type: none"> <li>&gt; Increase in internal mobility within Peninsula Health</li> <li>&gt; 80% of senior leaders have a recorded individual development plan that they are working towards by 2027</li> <li>&gt; In course evaluation data, &gt;95% of staff participants agree that their knowledge and skills have improved</li> <li>&gt; Increase in favourable responses to the People Matters Survey Job and Manager - Learning and development</li> </ul>                            | <ul style="list-style-type: none"> <li>&gt; My Leader gives feedback (positive and negative) and is open to feedback</li> <li>&gt; My Leader and I talk about my development</li> <li>&gt; I have a development plan that I am progressing</li> <li>&gt; There are opportunities for me to grow at Peninsula Health</li> </ul>                    |



# People Goal 3: Future Workforce

Strategic workforce planning delivers a dynamic, sustainable team for the future

| Focus Areas   | Objectives  |   | Impact to our organisation:  | Desired employee experience:  |
|---|---|---|--|---|
| Compelling and seamless candidate experience          | Compelling and seamless candidate experience          | > | <ul style="list-style-type: none"> <li>Seek – 3% increase in applications started</li> <li>LinkedIn – 20% increase in clicks</li> <li>10% increase in followers on LinkedIn by 2027</li> <li>80% increase in Recruitment survey completion</li> <li>80% of candidates respond favourably to the recruitment survey item: ‘Based on your recruitment experience, how likely would you be to recommend us to a family member or friend?’</li> <li>Reduction in time-to-fill positions</li> </ul> | <ul style="list-style-type: none"> <li>I am excited by the opportunities at Peninsula Health including the re-development, corporate social responsibility focus, clinical trials and virtual care</li> <li>I can already see during the recruitment process why my friend, colleague, family member recommended Peninsula Health to me as an employer</li> <li>The recruitment process was easy</li> <li>The recruitment process was fair</li> </ul> |
| Diversify talent pools                                | Diversify talent pools                                | > | <ul style="list-style-type: none"> <li>80% increase in referrals through the employee referral program by 2027</li> <li>Increase in internal secondments and Higher Duties</li> <li>Improvement in Gender Equality indicators</li> </ul>   | <ul style="list-style-type: none"> <li>I’ve heard great things about Peninsula Health</li> <li>I feel included and belong</li> <li>Peninsula Health is the biggest employer on the Peninsula and has great opportunities</li> </ul>   |
| Anticipate and prepare for our future workforce needs | Anticipate and prepare for our future workforce needs | > | <ul style="list-style-type: none"> <li>Total vacant EFT is less than 5% of total EFT by 2028</li> </ul>  | <ul style="list-style-type: none"> <li>I’m pleased that we have so few vacant positions in the team, it takes some of the pressure off</li> <li>We are prepared for re-developments, service changes and growth of our services</li> </ul>  |

# Planning Process

The People Strategy has been developed with oversight from the People, Workplace Safety and Wellbeing team and ongoing input and direction from a co-design team made up of key stakeholders from across Peninsula Health. A number of activities were undertaken to inform the People Strategy:

## Research:

Review and analysis of workforce literature to understand the future of work, workforce best practices and trends.

## Internal Data Review:

Review and analysis of data including workforce data and people metrics and outcome trends.

## External Analysis:

An analysis of external drivers that will influence the employee experience over the coming four years.

## Employee Listening:

Listening session exploring the ideas and experiences of team members were facilitated. Employees from a cross section of disciplines, sites and roles were engaged in this process.

## Consultation and testing:

Testing a draft strategy at key stakeholder forums and committees to reiterate and refine the People Strategy.

The commitment and passion of leaders and employees alike, in creating a People Strategy which makes a meaningful difference to the experience of all our people, was evident throughout the process. Furthermore, there was a shared understanding and appreciation that improving the experience of our employees would improve the experience and health outcomes of our patients and consumers.







Peninsula  
Health



[peninsulahealth.org.au](https://peninsulahealth.org.au)



Peninsula Health is proudly inclusive.



Peninsula Health is child safe.