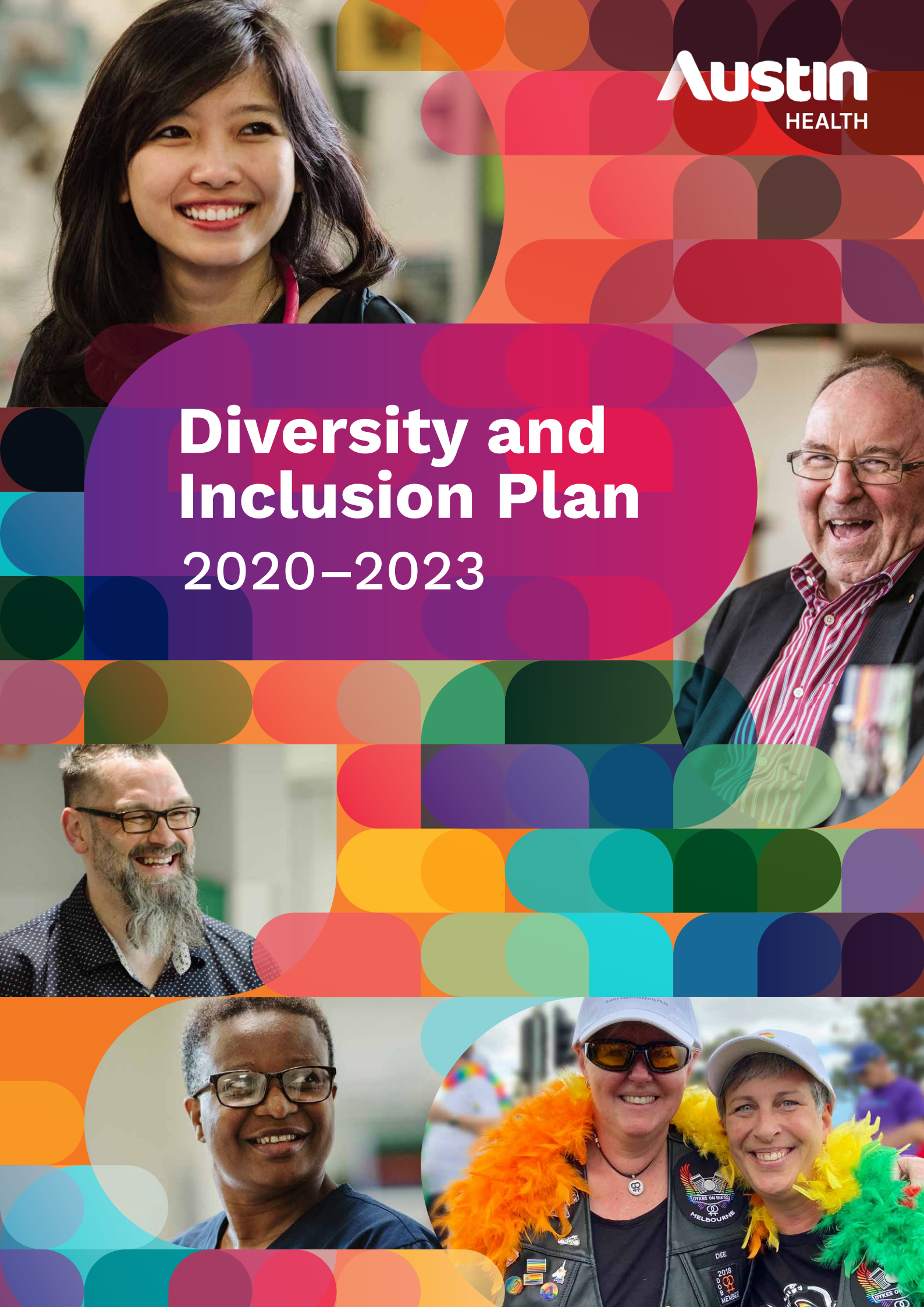




Diversity and Inclusion Plan 2020–2023





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A message from the CEO

I'm pleased to present Austin Health's first workforce Diversity and Inclusion Plan.

This plan has been drafted in consultation with our people and will guide our actions and priorities over the next three years.

Austin Health is an incredible organisation. Our people are driven by a strong sense of purpose in delivering high quality patient care to the community. Our ongoing success depends on our ability to engage and harness the diversity of our people and bring richness to our work environment.

The Austin Health People Strategy 2018-2022 outlines our commitment to creating a workforce where we truly embrace the diversity of our people and strengthen our culture of inclusion. Our Diversity and Inclusion Plan brings this commitment to life. It celebrates the many differences that our people bring to the workforce and creates an environment where their individual contributions are embraced, valued and supported.

Importantly, our plan creates opportunities for each of us to play a role in contributing to the ongoing success of Austin Health. I invite every employee to support this plan and make a personal and meaningful contribution.

This plan focuses on a range of actions and initiatives that will help shape and strengthen our culture, and have a positive impact on the way we engage with our patients and our community to deliver safe, quality and accessible care.

I'd like to personally thank everyone who has contributed to this plan and I look forward to seeing Austin Health progress and flourish as we bring our plan to life.

Adam Horsburgh
Chief Executive Officer



Our commitment to diversity and inclusion

We recognise that our people are our greatest strength. We want them to thrive, be their best selves, and feel engaged, safe and empowered. To achieve this, diversity and inclusion is essential to our culture and our values.

At Austin Health, we're committed to a workplace where:

- our staff embrace the differences, skills and backgrounds of the people that they work with
- we are truly reflective of the communities we serve
- our people can bring their authentic selves to work and feel a strong sense of safety, purpose and belonging
- every employee has a role to play in supporting diversity and inclusion
- everyone's contribution to the workplace is valued.

Our Diversity and Inclusion Plan outlines how we will fulfil this commitment for our people.



“What I enjoy most about working at Austin Health is the diversity of working with other people and patients from different backgrounds; constantly learning about something different.”

Sashi Ragunathan

Advanced Practice Nurse Endoscopist

What does diversity and inclusion mean to us?



Diversity is about what makes each of us unique. It's our background, personality, life experiences and beliefs. In fact, all the things that make us who we are! It includes how we identify in relation to cultural background, gender, sexual orientation, age and physical ability.

Factors such as our appearance, work experience, educational background, seniority, work location, religion and spirituality also contribute to our uniqueness and diversity.

Many aspects of a person's identity overlap: diversity is not about fitting into one category.²

Inclusion is about creating an environment where everyone is accepted, respected and valued for their personal contribution.

Inclusion removes barriers so that everyone can fully participate in the workplace and:

- achieve their full potential
- have a sense of belonging and purpose
- feel safe to speak up and contribute ideas
- have access to opportunities, resources and support
- bring more of themselves to their roles.

Verna Myers said it best: "Diversity is being invited to the party; inclusion is being asked to dance".

Why diversity and inclusion matters to us


There is a great deal of research that demonstrates the benefits of a diverse and inclusive workforce, such as enhancing innovation and creativity, managing risk, improving culture, and generally improving organisational performance³.

While the research is compelling, our people have also been very clear that diversity and inclusion is important and that it truly matters to them. They've told us that diversity and inclusion at Austin Health will:

- enable them to bring their best self to work
- lead to improved patient care
- improve satisfaction leading to increased productivity and efficiency
- reduce absenteeism, sickness and stress leading to a greater sense of wellbeing

- create an environment where everyone feels safe and included
- ensure that we are an attractive and progressive employer of choice so we can attract the best talent in the market
- broaden our perspective, leading to greater innovation
- create a happier workforce delivering person centered care as well as patient centered care
- have a greater impact on the community, our patients and their families.

We couldn't agree more, and that's why diversity and inclusion matters to us.



“Our people have also been very clear that diversity and inclusion is important and that it truly matters to them.”

1 Only skin deep: Re-examining the business case for diversity, Deloitte (2011)

2 Department of Agriculture Inclusion Strategy 2019-2021

3 Deloitte Review (2018) The Diversity & Inclusion Revolution - 8 Powerful truths

Developing our plan

Our workforce Diversity and Inclusion Plan was informed and enhanced by a thorough diagnostic process where we consulted with leaders and staff to help us understand how our people experience working at Austin Health. We wanted to know what we do well to embrace and support diversity, as well as what we need to change.

Through the process we:

1. ran a series of focus groups with more than 100 staff
2. ran a workshop with our Clinical Executive team
3. undertook a desktop review of Austin Health strategies, our Reconciliation Action Plan, staff engagement survey results and relevant internal policies, processes and reports.

A Diversity and Inclusion Reference Group was established to provide feedback, input and guidance into the development of the plan. The Reference Group included clinical and non-clinical staff from across our different workforces.

Governance of our plan

Leadership across all levels of the organisation will have accountability for delivering our Diversity and Inclusion Plan.

The Austin Health Executive team have ownership of the plan.

To ensure there is a robust governance structure in place, the Executive will appoint an Executive Sponsor to lead the implementation, monitoring and reporting of the plan on behalf of the Executive team.

The Executive Sponsor will:

- establish a diversity and inclusion committee with representation from across our workforce who will have responsibility for overseeing the implementation of the plan
- provide an annual progress report to the Austin Health Board and the Executive team
- determine the resources needed to implement and monitor the plan.



“With the barriers of disabling environments removed, ‘differently abled people’ will be able to realise their full potential. I hope Austin Health continues to do more to ensure an inclusive environment for all.”

Ronald Ma
Clinical Costings Analyst

Our diversity and inclusion actions – our focus areas

Our Diversity and Inclusion Plan will focus on four key opportunities.

1

Create awareness and understanding

Create a shared understanding of diversity and inclusion across Austin Health.

2

Build capability and confidence

Build leadership capability and confidence across our workforce to deliver our diversity and inclusion goals and actions.

3

Attract, grow and develop

Attract, grow and retain a diverse and inclusive workforce.

4

Value our people

Create a safe, welcoming and inclusive culture where our people are valued.



Create awareness and understanding

Opportunity	Initiative
<p>Create a shared understanding of diversity and inclusion across Austin Health</p>	<p>Create a dedicated intranet page with diversity and inclusion information, definitions and useful resources for employees and managers.</p>
	<p>Develop and launch a diversity and inclusion wheel for Austin Health that highlights the differences and complexities of diversity within our organisation.</p>
	<p>Develop an annual diversity and inclusion communications and event plan to educate staff and the community and celebrate diversity and inclusion.</p>
	<p>Create opportunities for employees to share their personal stories that will enable staff to develop a deeper understanding and appreciation of diversity and inclusion across our workforce.</p>
	<p>Develop initiatives to ensure that leaders are clear about the role they play in driving diversity and inclusion and ensure they are positive role models for our diversity and inclusion actions.</p>

Our diversity and inclusion actions – our focus areas

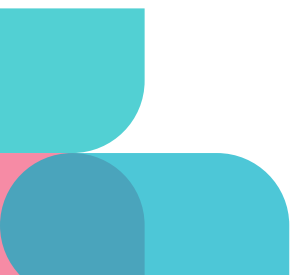
Build capability and confidence

Opportunity	Initiative
Build leadership capability and confidence across our workforce to deliver our diversity and inclusion actions and goals	Develop a suite of resources (eg, guidelines and toolkits) to enable managers to support diversity and inclusion within their teams.
	Embed diversity and inclusion capability into our manager development programs.
	Deliver inclusive leadership training for all senior leaders.
	Provide a suite of training offerings on inclusion and different diversity dimensions (ie, LGBTQ+, culture, disability) that are accessible and available to all staff.
	Review our people policies and practices with a diversity and inclusion lens and a focus on inclusive language.
	Embed diversity and inclusion indicators in the performance review and development plans of the Executive, Operational Directors and Heads of Department.
	Update our position description template to embed our commitment to diversity and inclusion so that all employees are accountable for supporting and upholding our diversity and inclusion commitments.



Attract, grow and develop

Opportunity	Initiative
Attract, grow and retain a diverse and inclusive workforce	Deliver training to managers to remove unconscious bias from the recruitment process.
	Update our external website including our career pages to ensure our diversity and inclusion commitments are clear. Ensure that inclusive language is used throughout the site.
	Provide a suite of job advertisement templates that ensure our diversity and inclusion commitments are clear and articulated.
	Utilise staff stories and profile these in our attraction strategies for career opportunities at Austin Health.
	Upgrade our HR systems to provide more inclusive options for candidates and employees (eg, gender pronouns).
	Establish processes to capture candidate and staff diversity to enable the development of processes, resources and initiatives to meet the needs of our people.
	Embed a diversity and inclusion lens across our succession planning and talent management processes.
	Establish partnerships with local providers who can support the recruitment of staff from underrepresented groups.
	Apply a diversity and inclusion lens to the development of the Austin Health Employee Value Proposition.



Our diversity and inclusion actions – our focus areas

Value our people

Opportunity	Initiative
Create a safe, welcoming and inclusive environment where all our people are valued	Establish a network of diversity and inclusion champions across the organisation to promote, encourage and create visibility of diversity and inclusion initiatives across the organisation.
	Explore opportunities to rollout key initiatives in multiple languages (eg, engagement surveys/pulse checks, mandatory training).
	Establish opportunities to apply a diversity and inclusion lens to reward and recognition across Austin Health.
	Create unisex toilets across our sites.
	Use technology platforms to create and connect a community of like-minded staff from across the organisation (eg, LGBTIQ+ staff, staff returning from parental leave).
	Create a framework for the establishment of staff diversity networks across the organisation and activity that supports the creation of these networks.



“Making a difference is what I enjoy most about working at Austin Health.”

Dennis Emery
Spiritual Care Practitioner

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We acknowledge the Traditional Custodians of the land and pay our respects to Elders past, present and emerging.

We celebrate, value and include people of all backgrounds, genders, sexualities, cultures, bodies and abilities.



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