

Our people



Building our team

As at 30 June 2022,
EMHS employed:

Individual staff

10,503

9350 in 2020-21 ▲

Full time equivalent (FTE)

7452

6845 in 2020-21 ▲

This included: **112**
Aboriginal staff members
105 in 2020-21 ▲





Talent team's bid to secure nurses and midwives, a winner

Nurses and midwives are the backbone of EMHS services. During 2021-22, EMHS made a concerted effort to boost its nursing and midwifery workforce.

This effort has paid off, with an additional **713*** nurses/assistants in nursing now part of the EMHS team.

This success was due to a designated **Talent Acquisition Team**, which instigated several strategic recruitment initiatives in its bid to boost numbers. These included:

- centralising and streamlining the recruitment process, a change that made applying for positions easier for both applicants and nurse managers
- targeting interstate and international applicants
- capitalising on an improved technology pilot for health, made available through the WA Government Recruitment Advertising Management System Platform. This enabled improved automation and applicant experience.

*as of 30 June 2022

Aboriginal cadetship

EMHS values the important contributions our Aboriginal staff members make to our organisation, and recognises that the Aboriginal community will feel more comfortable accessing our healthcare services if they see more Aboriginal people delivering those services.

EMHS has a range of initiatives to encourage Aboriginal people to join our workforce, including participation in the [WA Health Aboriginal Cadetship Program](#). The program offers university students the opportunity to gain paid work experience while completing their undergraduate qualifications.

EMHS has been part of this program since 2019, taking on four cadets annually. During their cadetships, EMHS cadets are given personal and professional support to help them establish a foundation for their careers.

Zyhannah, a member of EMHS' first cohort of cadets, graduated during 2021–22, receiving a Bachelor of Biomedical Science from the University of Western Australia.

During her cadetship, Zyhannah rotated through a range of placements including Respiratory Medicine, Aboriginal Community Health, Aboriginal Health Strategy and Health Promotion.



Supports Sustainable Health Review (SHR) recommendation 3a (see page 63)



Leadership and staff development

EMHS is committed to developing a capable, engaged and resilient workforce by providing ongoing leadership, training and organisational development initiatives, which benefit individual staff members, managers and teams.

In March 2022, EMHS celebrated its one-year anniversary since implementing its first online learning management system (LMS) — **MyLearning**.

During 2021-22, the EMHS MyLearning team produced an extensive catalogue of courses, resources and events to support our diverse training needs. This included:

- an online corporate induction program allowing new starters to be onboarded safely and flexibly during the COVID-19 pandemic
- **22** learning bytes (short-form learning) in a Digital Leadership Academy
- **229** individual online courses and resources, including **131** eLearning modules.

The team also managed the transition from manual data entry of course completions to automatic recording, provided training solutions and support to areas that had no prior training resources, and provided MyLearning support to DoH's Public Health Operations team as part of their rapid onboarding of staff in response to the COVID pandemic.



Face to face (F2F)

In January 2022, a new **MyLearning F2F function** was added to provide staff with comprehensive information on each course. This function also supports facilitators to manage their courses autonomously and electronically, disseminate training materials and capture participant feedback.

In 2021-22, staff were given access to over **400** self-bookable training sessions via F2F.

MyLearning notifications were also activated to provide staff with automatic confirmation of course details, placement in their calendar and notification to their manager, as well as the course facilitator being advised of the booking and the number of places remaining.

MyLearning help desk

A dedicated MyLearning help desk function was established in 2022 to support EMHS staff navigate the LMS, including students, graduates, volunteers and visiting medical practitioners. In addition to more than 10,000 EMHS staff, the MyLearning team also provided advice and support to:

- **3061** students on placement at EMHS
- **566** users at WA Health Public Health Operations
- **1021** users from the WA Health COVID support workforce
- **173** international medical graduates.



Equity, Diversity and Inclusion eLearning

EMHS is proud to have collaborated with other health entities to produce a new **Equity, Diversity and Inclusion** (EDI) eLearning suite to support staff and

help make our health service a vibrant, respectful and inclusive place to work. This is the first collaborative eLearning product of its kind in WA Health.

The package comprises an overview and six modules that align with identified diversity groups — women, youth, Aboriginal people, people with disability, the LGBTIQ+ community, and culturally and linguistically diverse people. It aims to educate and empower staff to respect and celebrate the diversity of our workforce and community.

Since launching the EDI suite as part of World Cultural Diversity Day celebrations (21 May 2022), **221** staff have accessed the training.



EMHS leadership, training and organisational development initiatives



EMHS successfully piloted a new fit for purpose, in-house **Leadership and Management Program** (LAMP), with **20** participants and a modified program for **14** leaders from the RPBG's Outpatients Team



Facilitated involvement in various leadership development activities for current and emerging leaders, including an **Aboriginal Leadership Program** and masterclass workshop series



Implemented a range of improvements in response to the Minister for Health's **Your Voice in Health** staff survey



Managed strategic projects to support the development of capability and culture across the organisation



Designed and delivered new eLearning courses, onboarding programs and corporate training



Strengthened our values-based culture through the **Above and Below the Line** behaviours program



Encouraged participation in the organisation's **Peak Performance Program**



Developed a new **Leading People and Performance Education Framework**



Supports Sustainable Health Review (SHR) recommendation 23 (see page 63)



Champions on mission to lift end-of-life care

In August 2021, EMHS launched an 18-month initiative to improve end-of-life care across our hospitals — the appointment of **30 Palliative Care Champions** who will use their position to champion access to high-quality and timely end-of-life care across their work areas.

The champions will take on a variety of roles to build capacity and achieve positive change at the individual, team and organisational levels.

In support of their efforts, the champions get access to professional development networking opportunities and ongoing information sharing, including a palliative care study day.

The Palliative Care Champions come from a range of disciplines (medical, nursing and allied health) and clinical areas. They were chosen from a strong field of candidates who responded to a call for expressions of interest in the new roles.



Simulation training helping clinicians tackle tough conversations

Talking to patients about their goals of care can be challenging for even experienced clinicians. In 2021-22, clinical staff across EMHS welcomed the roll out of free half-day simulated training sessions designed to help them have those difficult conversations.

The **Talking Together** program — guided by existing evidence-based communication frameworks and training developed by the Cancer Council WA Palliative and Supportive Care Education — uses realistic simulated scenarios to help doctors, senior nurses and allied health staff refine their skills and assist them to deliver realistic health care to patients with complex needs.

During the workshops, participants get to hone their skills with the help of professional actors who take on the roles of patients and carers in realistic scenarios. Participants also benefit from real-time feedback provided by experienced EMHS clinician facilitators.

“Brilliant workshop. Very valuable and teaches skills that can be used in all specialties.”



Celebrating our volunteers

[Volunteers](#) are a valued part of the EMHS team and significantly enhance the hospital experience for patients, families and carers.

Volunteer groups operate across our hospitals providing a wide range of services, including transport for patients, making cups of tea, fetching extra blankets or shopping items for patients, challenging patients to a game of cards, or simply stopping by their beds for a chat. Volunteers also run various retail outlets, provide concierge services, staff the RPH museum, and provide comfort and company to patients with dementia or at risk of delirium.

Many of the EMHS volunteers are retired and want to make a meaningful contribution to their communities.

The absence of volunteers at our hospitals for several months due to COVID-19 restrictions, gave EMHS a renewed appreciation for the difference these individuals make across our sites, and we were delighted to welcome them back following the easing of restrictions.

New group creating cultural connections for Aboriginal patients

A major development on the volunteering front during 2021-22 was the launch of EMHS' inaugural Aboriginal Volunteer Program, [Wool-lar](#) — a Whadjuk Noongar term meaning “celebration” or “happy times”.

The main goal of Wool-lar — which began in late 2021 — is to support the overall wellbeing of Aboriginal patients who might experience isolation and cultural and family disconnection from being in hospital, hindering their recovery.

RPH Haemodialysis Unit Nurse Unit Manager, Melanie McNeice, said that for patients who faced four to five hours of dialysis, three times a week for the rest of their lives, having somebody to yarn with and provide spiritual connection was of great comfort.

“I’m looking forward to making unity, making connections, making sure everyone understands everyone’s journey, where they’ve been, where they are now”

Noongar Elder, Athol (volunteer)



Beryl leaves legacy of warmth and kindness



In November 2021 **Friends of RPH** (RPH's volunteer service) celebrated the contribution of long-time member **Beryl**, who retired after **47 years** with the group.

During her time with Friends, Beryl crocheted **500** rugs for patients, many of which were distributed to dialysis patients. Over the 47 years, she also rounded the wards with a trolley shop, chatted and provided comfort and a listening ear to patients and served at the Friends' gift store.

Despite having led a busy life, Beryl said she enjoyed her time as a Friends volunteer and even in retirement from the group, planned to continue crocheting rugs for patients.

When **Phillip** applied to be part of the volunteer team at AHS, he mentioned gardening as a special interest. His gardening skills were quickly put to use in the rehabilitation garden, which has burst to life under his care.



Through a program called Lasting Words, volunteer **Shane** works with patients being treated palliatively at KH to tell their life stories and create an enduring legacy for their families.



Pauline knows the trauma of attending an ED when a loved one is rushed to hospital. She experienced it personally when her late daughter, Soozie, was admitted to RPH unexpectedly with what later turned out to be pancreatic cancer. Today, as a member of RPH's concierge service, Pauline tries to ease the trauma of an ED visit for other patients and their families.



Bus driver was one of five jobs self-described 'people person' **Michael** had during his working life — so he feels right at home, chatting to the patients he ferries to and from outpatient appointments, as a member of the Bentley Volunteer Drivers Group.



Saluting our champions

EMHS is made up of many amazing individuals and teams whose care, compassion and professional accomplishments shone on national and international stages during 2021-22.



EMHS Chief Executive **Liz MacLeod** was among those honoured, receiving one of the public sector's highest accolades when named **Leader of the Year Working within a Division, Team or Organisation** at the annual Institute of Public Administration Australia (IPAA) WA Achievement Awards.

Commended for her compassion, dedication and professionalism, Liz was described as somebody who led by example in encouraging individuals within EMHS to uphold the organisation's values.

She was also acknowledged for her role as Lead Chief Executive of COVID-19 Health Operations,

where she worked collaboratively to ensure the preparedness of WA's health services.

Other EMHS individuals or projects nominated at the IPAA awards were AHS clinician and researcher, **Dr Sangeeta Malla-Bhat**, EMHS Aggression and Prevention Clinical Lead **Alex Knowles**, **Health in A Virtual Environment** (HIVE) and the **Inclusivity program**, led by nurse **Jane Armstrong**.



Another significant accolade went to RPH nephrologist and hypertension specialist and Dobney Chair in Clinical Research, **Professor Markus Schlaich**, who was awarded the **2021 Arthur C. Corcoran Memorial Lecture Award** by the American Heart Association, Council on Hypertension.

In winning this prestigious international award, Markus joins a long and illustrious list of past recipients.



EMHS' **Data and Digital Innovation (DDI) Team** won the **Innovation in Government** award at the annual INCITE Awards, WA's premier information and communications technology (ICT) awards. They were awarded the prize for developing the COVID-19 Digital Assessment App, which enabled demographic and clinical information to be collected rapidly across multiple settings, and was a vital part of the State's COVID response. The team also received national recognition for the app at the national Digital Disruptor Awards, where they won the prize for **Service Transformation for the Digital Consumer – Government**.





Also highly feted during the reporting period was RPH geriatrician **Dr Zarrin Allam**. The Postgraduate Medical Council of Western Australia named Zarrin **WA Clinical Educator of the Year** in recognition of her outstanding work as an educator. Nominations for the honour are made by peers and supervisors. Zarrin also went on to win the **Australasian Clinical Educator of the Year Award**, which is presented by the Confederation of Postgraduate Medical Education Councils.

At the Australian Institute of Management WA's 2021 Pinnacle Awards, the **HIVE** was awarded the **Pawsey Innovation Excellence** prize. The HIVE combines cutting-edge technology, artificial intelligence and highly-skilled healthcare staff to enable close and continuous monitoring of high-risk patients across multiple health sites from a command centre based at RPH.



Research led by RPH Intensive Care specialist **Dr Steve Webb** won the top accolade at the 2022 Australian Clinical Trials Alliance (ACTA) Awards, where it was named **Clinical Trial of the Year**.

Steve's Randomised, Embedded, Multi-factorial, Adaptive Platform Trial for Community-Acquired Pneumonia (REMAP-CAP) study was recognised for its "incredible contributions" to understanding how to treat COVID.

REMAP-CAP's investigation of 35 individual treatments since the pandemic was declared, is credited with having identified several treatments that are effective in treating critically ill COVID patients. Just as importantly, it identified two treatments that were widely used to treat these patients but were ineffective. Both treatments have now been withdrawn for use in those patients.



At the same awards, practice-changing research led by RPH's Director of Research in the Department of Anaesthesia and Pain Medicine, **Professor Tomás Corcoran**, won the **ACTA Award for Excellence in Trial Statistics**.

His project, Perioperative Administration of Dexamethasone and Infection (PADDI) trial was described as having demonstrated "exemplary statistical aspects" from trial design and planning, through to analysis, reporting and interpretation.

The trial set out to determine whether dexamethasone — a steroid commonly given to prevent nausea and vomiting — if given to patients undergoing surgery would increase their risk of wound-site infection. PADDI found the steroid did not increase the risk of infection and could therefore be given safely to patients undergoing surgery.



Valuing our people

In 2021, EMHS launched the **Values in Action** award program in response to feedback from the Your Voice in Health survey, which indicated that staff wanted more recognition for their work.

In its first year, the program received more than **50** nominations from across sites. Quarterly winners were presented with a framed certificate by the CE during a surprise visit to their place of work.

In March 2022, a gala presentation was held to announce the winner of the inaugural overall **Values in Action Award** — Orthotics and Prosthetics Technical Officer **Michael Nicolaou**, a member of EMHS' Health Technology Management Unit.

Michael was nominated for his embodiment of all six EMHS values.

In presenting Michael with his award, EMHS CE Liz MacLeod described the Values in Action award program as a chance for staff members across EMHS to celebrate individuals and teams who consistently demonstrated the organisation's values.

She said these people did amazing work and were wonderful role models.

In showcasing their achievements, Liz presented Michael and the other 2021 quarterly winners — **Roshni Mathias** (BHS), **Medical Multimedia Design Team** and **Kaylene Waring** (AKG) — with a special commemorative pin, which she hoped they would wear with pride.



Photos L-R: Kaylene Waring, Michael Nicolaou, Roshni Mathias and the Medical Multimedia Design team



Prioritising the wellbeing and safety of our people

Ensuring the safety of staff and keeping them informed during the COVID-19 emergency continued to be a priority for EMHS during 2021-22.

Hoods help keep staff COVID safe

At AKG and RPBG, innovative Australian-designed contraptions known as **medihoods** were used to enhance the protection of staff caring for patients with — or suspected of having — COVID.

The hoods prevent transmission of aerosolised droplets by enclosing the upper part of the patient's body in a transparent tent-like structure, creating a physical barrier between the patient and healthcare staff. The units also incorporate a powerful HEPA fan-filter that draws the patient's expired air out of the hood and scrubs it of more than 99% of particulate matter, further reducing transmission risk.

AKG Director of Clinical Services Dr Alison Parr described the retractable hoods as lightweight and easy to open.

"While they enhance patient and staff safety, they are also comfortable for patients," she said.

"It is a bonus that the medihoods will have a life beyond COVID, because they can also be used on patients with other transmissible illnesses."

Supporting staff in a COVID environment

During 2021-22, EMHS developed a **Staff Wellbeing During COVID** strategy to support health and wellbeing during the pandemic surge period. The strategy included a COVID vaccination program, staff wellbeing, staffing arrangements, face mask fit testing, and constant staff updates. Our Wellbeing Strategy was packed full of ideas and tools to support staff and managers during this period of uncertainty and beyond. By keeping our staff safe and informed, we were able to focus our attention on continuing to deliver amazing care to our patients.

27,422 fit tests for particulate filter respirator (PFR) masks were conducted on more than **12,000** people, including staff, volunteers, students and contractors. **99.7%** of people achieved a fit with at least one PFR, ensuring everyone in the workplace had access to suitable and appropriately fitted personal protective equipment (PPE).



HEPAs help our hospitals breathe easier

Staff were able to breathe a little easier in October 2021, when EMHS took delivery of its first consignment of high-powered HEPA air filtration units. These units had been deployed extensively in the eastern states and in WA's own state-run quarantine hotels.

AKG consultant microbiologist Dr David New said having a unit in the room of a COVID-19 patient reduced the level of virus in the room and in turn the level of virus that could escape from that room every time somebody entered or left it.

“If you think of the COVID patient as a campfire, every time you open or close the door — such as when you enter and leave the room — some of the smoke will inevitably escape into the corridors outside the room,” he explained.

“So, having these filters will help us reduce the infection risk to staff and other patients.”

Dr New stressed that while the filters did not replace the need for vaccination or adherence to good handhygiene and PPE practices, they did provide an added layer of protection against COVID.

The filters remove virus particles from the air and are capable of more than **25-30 air changes** an hour (depending on the size of the room). This is superior to the 10 air changes an hour, recommended by World Health Organization (WHO) guidelines.

Dr New said the filters have a life beyond COVID because they could also be used to reduce other respiratory pathogens such as the influenza virus.

During 2021-22, EMHS procured more than **300 units**, which have been in almost constant use since arriving.



EMHS commitment to occupational safety and health and injury management

EMHS is committed to ensuring the safety, health and welfare of its staff, volunteers, contractors, patients and visitors by:

- Promoting a culture that integrates safety as a core activity into all aspects of work.
- Utilising a risk management approach to identify, investigate, assess and control physical and psychological work health and safety (WHS) issues.
- Applying a continuous improvement approach to WHS, ensuring safe systems of work are in place and are monitored and evaluated.
- Supporting workers in maintaining and improving their health and wellbeing through facilitation of wellbeing programs and strategies across EMHS.
- Providing up-to-date information to all officers, managers and supervisors, workers and safety representatives on changes to the WHS legislation.
- Ensuring all workers understand their duty of care and encouraging them to take responsibility for the health, safety and wellbeing of themselves and others at work.

- Ensuring all officers (under the *Work Health and Safety Act 2020*) are informed, understand the health and safety hazards and risks in EMHS, and provide workers with the right resources and processes to eliminate or minimise these risks, and report any issues that occur.
- Providing information, training, instruction and supervision that is necessary to protect all workers to enable and facilitate safe work practices.
- Enabling communication, consultation and collaboration with workers and other persons to ensure that all practicable measures are undertaken to improve WHS performance.
- Promoting, training and supporting elected health and safety representatives (Safety Reps), and maintaining active and engaged WHS committees.
- Undertaking proactive hazard identification activities, including quarterly workplace hazard inspections and annual aggression risk assessments, in all EMHS services and addressing issues identified through these assessments.
- Complying with relevant legislation, standards, policies, procedures and other requirements in relation to workplace health, safety and wellbeing.

Formal mechanisms for consultation with employees on occupational safety and health matters

Consultation with employees is undertaken through site WHS committees and departmental meetings, with safety as a standing agenda item. EMHS Safety Reps have access to a WHS committee, providing a mechanism for WHS issues to be escalated and for information to be shared across the service.

WHS committees are evaluated biannually to ensure they are fulfilling their purpose and the needs of the workforce and the organisation. EMHS WHS committees:

- facilitate cooperation and consultation between the business and its workers in initiating, developing and implementing measures designed to ensure workers' health and safety at work
- assist in developing safety and health standards, rules and procedures
- provide recommendations about the establishment, maintenance and monitoring of programs, measures and procedures in the workplace that are related to the safety and health of the employees
- consider and make recommendations about any changes to/at the workplace that could affect the safety or health of workers.



Compliance with injury management requirements of the *Workers' Compensation and Injury Management Act 1981*, including the development of return-to-work plans

EMHS provides a systematic approach to workplace-based injury management (IM) services for all employees following work-related injury, illness or disability. EMHS fosters an environment where it is normal practice for workers to be supported to return to productive employment as soon as medically appropriate following work-related illness, injury or disability in a safe way.

The EMHS Workers' Compensation and Injury Management System provides for:

- effective and efficient communication between all parties
- early intervention strategies and return to work processes
- clarity of policy, management practices and programs
- goals and objectives to be logically established, documented, monitored and reviewed
- regular consultation between the injured worker and employer.

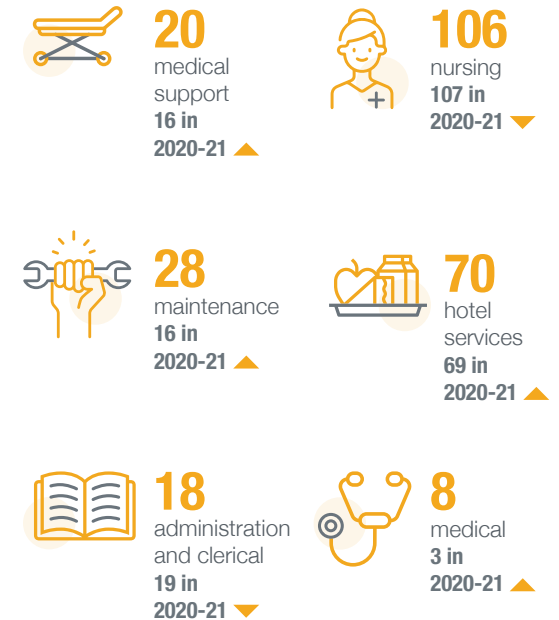
EMHS actively promotes the philosophy of consultation and co-operation between the employer and employee, to ensure best practice and collaborative ways to achieve return-to-work

outcomes and best practice in injury management. The early intervention approach utilised by the IM team promotes recovery at work, where this is medically appropriate and can be achieved safely. The early intervention physiotherapy program allows workers who sustain a minor musculoskeletal injury and are able to continue work in an unrestricted manner, to receive treatment in the workplace and to continue working safely while recovering.

The dedicated IM team builds and maintains positive relationships with all stakeholders, including the injured worker, their managers, treating practitioners and the Government Insurance Division (GID), with the goal to facilitate the best possible outcomes for both the injured worker and the organisation. Best practice IM strategies implemented by the team include:

- provision of return-to-work programs without delay to assist with recovery and consideration of alternative work areas where appropriate
- provision of exercise programs while on workers' compensation to facilitate recovery and return to work
- counselling through the Employee Assistance Program provider
- IM referrals to specialist doctors to facilitate diagnosis and treatment
- monitoring and review of vocational rehabilitation, ensuring it is in line with medical evidence and best practice.

Number of workers' compensation claims by occupational group



TOTAL 250 230 in 2020-21 ▲

Work health and safety performance indicators

Number of fatalities

YEAR	TARGET	ACTUAL
2021-22	0	0
2020-21	0	0
2019-20	0	0

LTI/D severity rate (percentage LTI/D)

YEAR	TARGET	ACTUAL
2021-22	42.72%	40.61%
2020-21	43.92%	46.41%
2019-20	40.77%	47.47%

Percentage of injured workers returned to work within 26 weeks

YEAR	TARGET	ACTUAL
2021-22	80.0%	60.6%
2020-21	80.0%	63.0%
2019-20	80.0%	62.6%

Lost Time Injury and Disease (LTI/D) incident rate (per 100)

YEAR	TARGET	ACTUAL
2021-22	3.15	3.07
2020-21	2.90	2.90
2019-20	2.90	3.50

Percentage of injured workers returned to work within 13 weeks

YEAR	TARGET	ACTUAL
2021-22	70.0%	43.3%
2020-21	70.0%	46.0%
2019-20	70.0%	48.0%

Percentage of managers and supervisors trained in occupational safety, health and injury management responsibilities

YEAR	TARGET	ACTUAL
2021-22	80.0%	72.3%
2020-21	80.0%	73.0%
2019-20	80.0%	82.6%

