

Aldersgate Nursing Home

Case Study

Aldersgate Nursing Home has been recognised as an *Employer of Choice for Women* by EOWA and was a finalist in the 2001 EOWA *Business Achievement Awards* for “Outstanding EEO Practice for the Advancement of Women”.

Workplace Program Development

What did they analyse?

- Workplace Profile
- Information from Workplace Survey
- Information from Exit interviews
- Turnover statistics
- Injury statistics
- Sick leave statistics

What did their analysis show?

- Strong satisfaction with multi-skilling program.
- 100% satisfaction with access to educational opportunities.
- Total management support for in-house recruitment and revised recruitment policies and procedures.
- 93% of staff not interested in promotion.
- 37% of staff identified difficulties with work/home balance.

Training and Development Issue

Required manager training in performance management system.

Actions taken

- Training for senior staff in undertaking annual performance appraisals.

Outcomes

- Staff reported benefits of the training in managing performance on daily basis.

Work Organisation Issue 1

Concerns regarding work/home balance.

Actions taken

- Implemented self-rostering for all staff. Staff work within a master roster and create shifts to suit their needs.

Outcomes

- Achieved industry record of 100% return from maternity leave.
- Assisted in reducing staff turnover and sick leave.

Work Organisation Issue 2

Concerns regarding job security.

Actions taken

- Implemented a policy to consolidate casual positions to permanent part-time.

Outcomes

- Extensive list of casual employees reduced by half as well as providing increased job security. Currently 90% of staff work part-time.

Quick Facts File

Industry: Predominantly Female
Community Services

Number of employees: 197

Male/Female: 12/185

Status:

Waived

Employer of Choice for Women

Relevant Employment Matters:

✓ Training and Development

✓ Work Organisation

✓ Conditions of Service

✓ Sex-based Harassment

✓ Pregnancy, Potential Pregnancy and Breastfeeding

A recent staff survey revealed that 93% of Aldersgate staff said that their job was more than just a means to earn an income.

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Work Organisation Issue 3

Unacceptable level of injuries and number of sick days taken.

Actions taken

- Commenced no-lift policy (to be completed over two years). A partial policy has now been implemented. The equipment is in place and an educational program has assisted staff in adopting the new practices.

Outcomes

- There has been a 50% reduction in staff injuries related to inappropriate lifting techniques.

Conditions of Service Issue

Improvements to staff incentive program.

Actions taken

- Research into a comprehensive program has been completed and presented to the Board of Management, which has approved funding for the 2001/2 financial year.

Outcomes

Currently being implemented. Evaluation will be during the next reporting cycle.

Sex-based Harassment Issue

Need for greater knowledge of EEO programs.

Actions taken

- Aldersgate contracted the Anti-Discrimination Commission to educate staff and review policies, procedures and educational material.

Outcomes

- Positive feedback was received from the ADC. Their suggestions for minor changes to Aldersgate's policies were incorporated.

Pregnancy, Potential Pregnancy and Breastfeeding Issue

With a predominantly female workforce, many with children, the issue of returning to work after maternity leave is high on the agenda.

Actions taken

- Self-rostering system to suit individual's needs such as doctor's appointments.
- Offer return to work after maternity leave earlier than nominated if desired.
- Can resume previous role, however can also change duties if required.

Outcomes

- 100% return to work after maternity leave.

Key Factors to Success

- CEO Marlene Johnston has taken a major role in supporting and developing her predominantly female staff through her personal approach of "putting myself in the shoes of others" and her determination to make a difference.
- CEO is well aware of the mechanics of cultural change and drives change from the top.

"If you have a happy workforce, that is reflected in all aspects of your organisation."

Marlene Johnston
CEO