

Hollywood Private Hospital

Case Study

Hollywood Private Hospital is a teaching hospital based in Perth that provides a wide range of acute care specialist services. Just over half the staff are nurses, of which 60% work part-time.

Workplace Program Development

What did they analyse?

- Staff turnover
- Workplace flexibility

What did their analysis show?

- 27% staff turnover.
- Absenteeism due to inflexible working hours.

Work Organisation Issue

Inflexible working hours.

Actions taken

- Implemented part-time work and job share.
- Flexible start and finish times which employees can negotiate.
- Working from home, school term work only.

Outcomes

- 95% reduction in total number of lost days in five years.
- Absenteeism reduced to 2.24% - lower than industry standards.

Conditions of Service Issue

Staff turnover.

Actions taken

- Childcare referral service implemented.
- Education and awareness-raising sessions on work and lifestyle issues.
- Access to hospital services.
- Option to trade salary for additional leave.
- Career break scheme implemented.

Outcomes

- Staff turnover reduced from 27% to 12.6% in three years.
- 92% of nurses return from maternity leave, with 85% of those changing their hours.

Key Factors to Success

- Hollywood's approach to designing work and family policies for a diverse range of occupational groups is actively supported by the CEO and senior and middle managers.

Quick Facts File

Industry: Predominately Female
Healthcare

Number of employees: 850

Male/Female: 50/800

Status:

Compliant
Employer of Choice

Relevant Employment Matters:

✓ Work Organisation

✓ Conditions of Service

"70% of the total operating budget relates to labour costs, therefore it makes good sense to nurture this resource."

*Kevin Cass-Ryall
Executive Director*