

Danila Dilba
Health Service



Sustainable workforce at Danila Dilba Health Service



Danila Dilba Health Service (DDHS)

- An Aboriginal community-controlled organisation providing culturally-appropriate, comprehensive primary health care and community services.
- Seven clinics that serve the needs of some 80% of the Aboriginal and Torres Strait Islander community.
- 185 staff

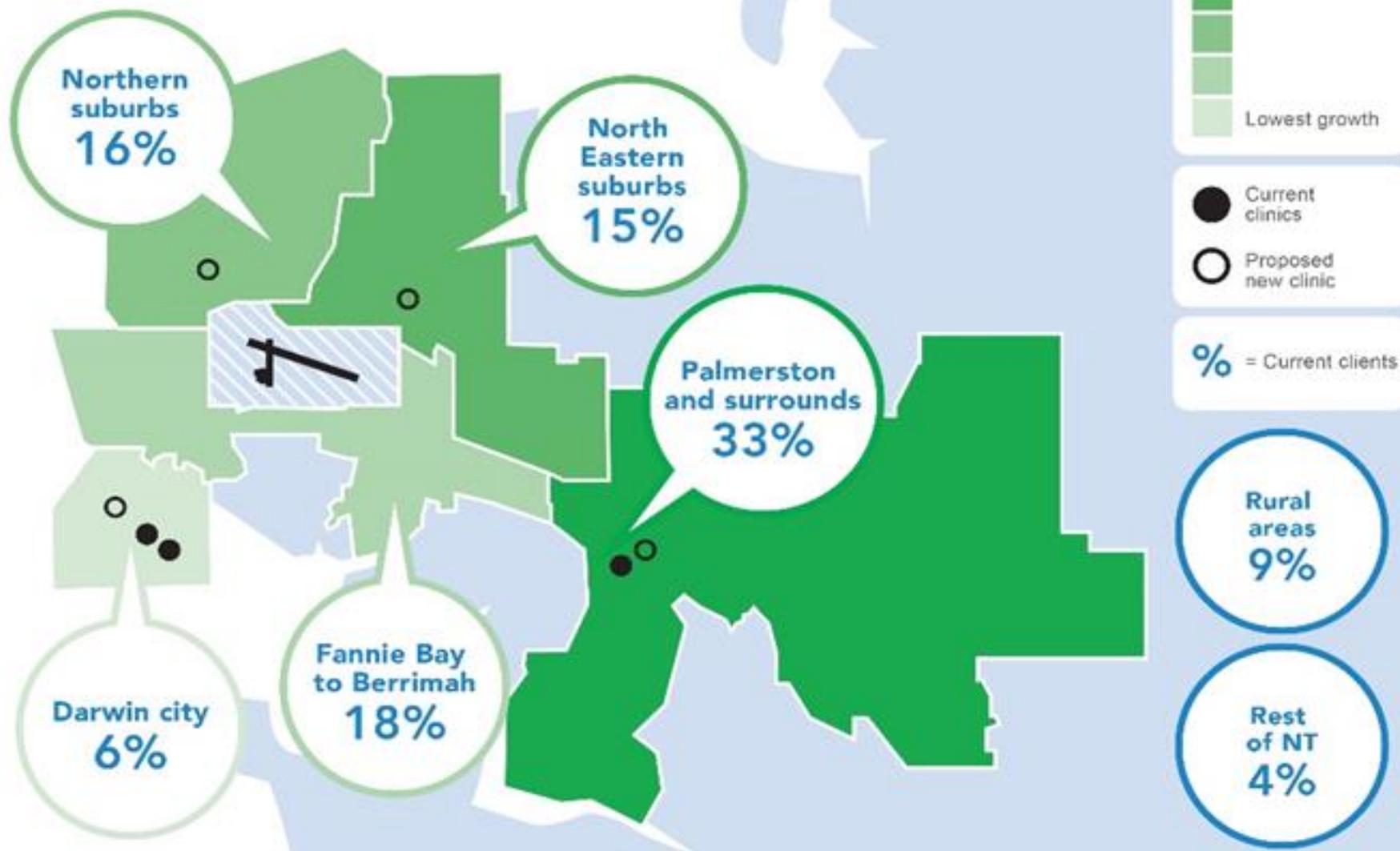
DDHS Philosophy

- Know our community
- Know our clients
- Know our client's health
- Care for our client's health across their lifetime

New service delivery

- provide services close to where people live
- integrated services - a 'one stop shop'
- permanent staff allocated to each clinic to build team stability and improve continuity of care for our clients
- cultural safety
- extended hours
- 'SQI' - safety, quality, improvement
- data collection - informs what we do and how we do it

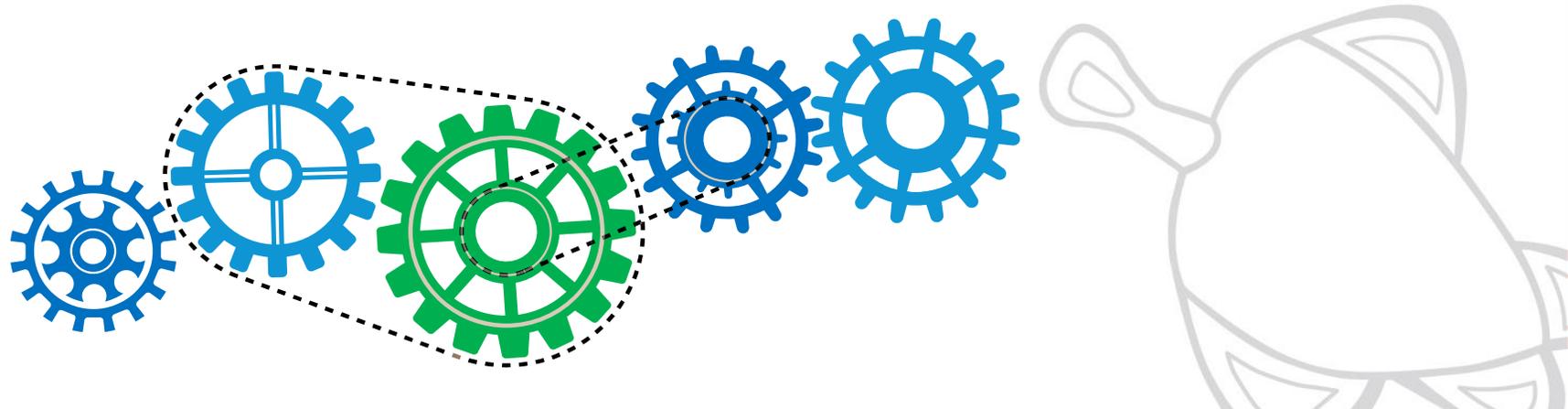
Current client locations and growth



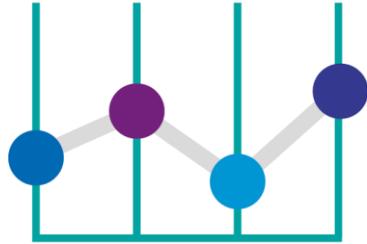


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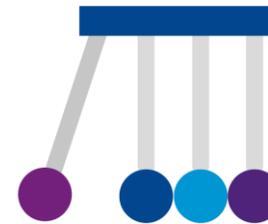
Gap analysis



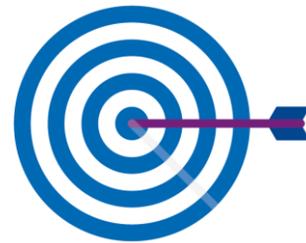
What brought us to this point?



Competitive Positioning



Build the Momentum



Brand Reputation

Gap analysis

1. Labour market insights

- NT - Smallest labour market in Australia.
- Recruitment and retention challenges
- Darwin experiences issues around staff retention with 35% of employers citing it as an issue for their businesses.

2. Talent supply analysis

- Unavailability of AHP's - Data obtained by the ABC shows the number of registered Aboriginal Health Workers in the NT fell almost 17 per cent over six years, even though almost a third of the Territory's population is Indigenous.
- Unavailability of experienced Indigenous candidates locally

3. Talent competitor insights

- a strategic review of our talent competitors' messaging and points of differentiation.

Sustainable work force

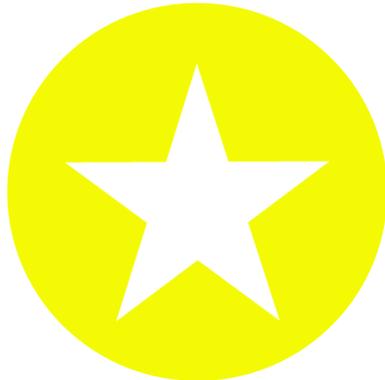
- Expansion of clinics and services – Building new workforce
- 2016 - 36% staff turnover
- Develop internal leaders
- Increase aboriginal staffing
- Identify learning potential and upskill
- Improve quality of new hires
- DDHS reliance on temporary staffing and its impact in terms of continuity of care to clients
- Traineeships
- Review third party contracts
- Create new positions – Safety and Liaison officers
- Frontline staff – Dashboard

HR Strategy



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Talent Management



Attract and recruit the
best people
(Capability)

Engagement



Pride and Motivation of
being at
Danila Dilba
(Transformation)

Learning and Development



Build a meaningful career and
create your path
(Growth)

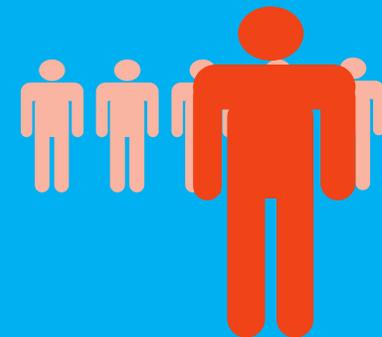
1. Talent Management



Attract and recruit
the best people
(Capability)

- Adoption of innovative and culturally appropriate recruitment and retention strategies
 - End to end online recruitment
 - Paperless Onboarding
 - Employer branding initiatives
 - Recruitment marketing
- Indigenous employment and career pathways
- Traineeships and GP Registrar placements
- Embedding cultural safety framework

Engagement starts
before employee
joins DDHS



Employer Branding

In the talent market, understanding, shaping and amplifying your employer brand is the key to attracting and retaining the very best people.

For us, this represented a powerful opportunity.

It's time to tell and sell your story.



The Power of Talent Attraction

Discovery workshops with staff

From the interviews conducted with staff, opportunity at DDHS can be broken down into three key areas:

- ✓ Career progression
- ✓ Role diversity
- ✓ Education

Powered by People Inspired by Ideas

EVP Pillars



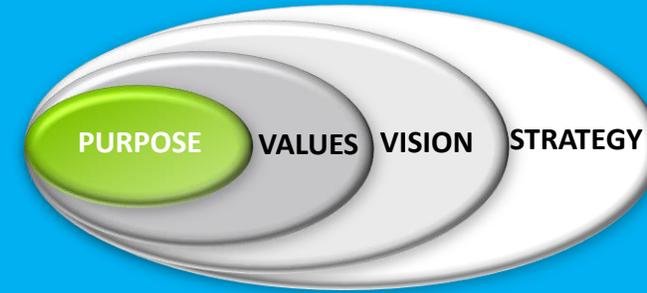
Continuous listening

Real-time feedback – online suggestion box

www.suggestionox.com



2. Engagement

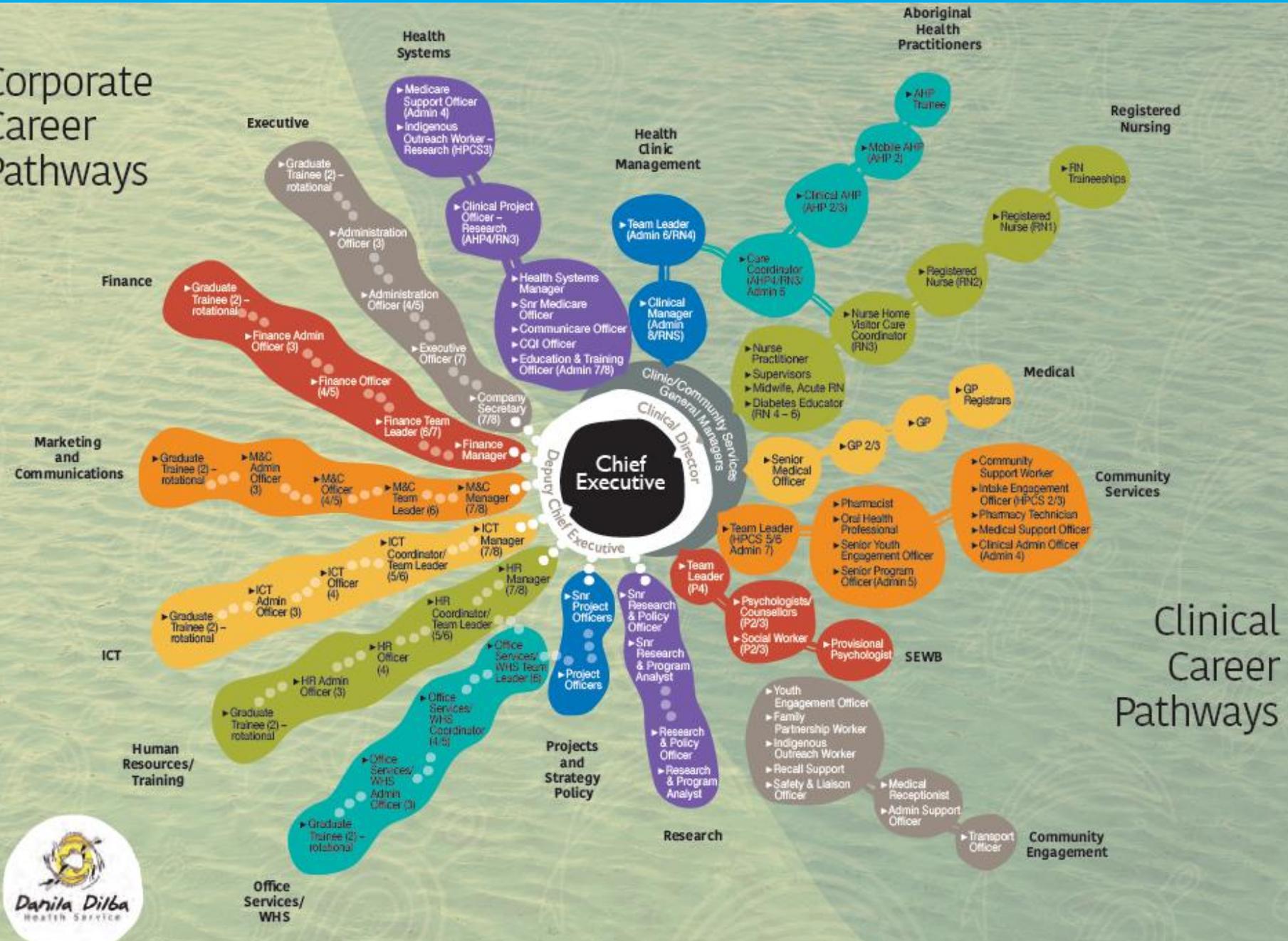


Pride and Motivation
of being at
Danila Dilba
(Transformation)

- Clinic/Service purpose statement - alignment of DDHS Purpose, Values, Vision, Strategy and Staff
- Implementation of staff survey action plan – ‘You said, we listened, lets act together’
- EBA 2018-2022
- Career Pathways
- Succession planning
- Integration of HR Systems
- Online WPA



Corporate Career Pathways

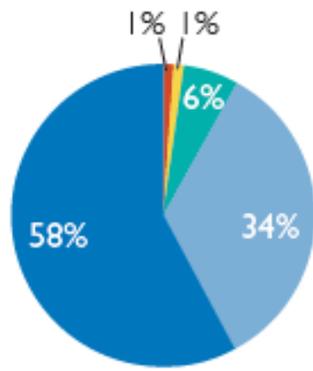


Clinical Career Pathways

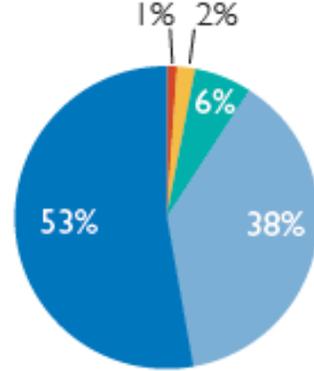


Staff engagement

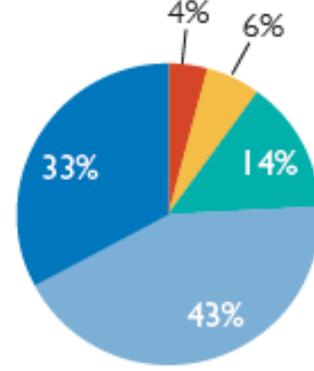
Proud to work at DDHS



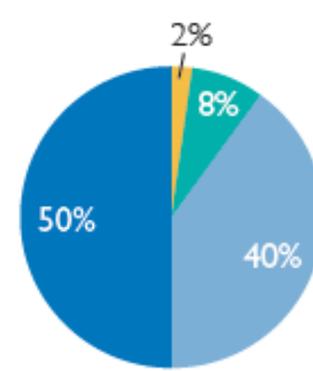
Would recommend working at DDHS



DDHS has an outstanding future



Danila Dilba engagement profile



- 
- Strongly agree
 - Agree
 - Neither disagree or agree
 - Disagree
 - Strongly disagree

- Strongly agree
- Agree
- Neither disagree or agree
- Disagree
- Strongly disagree

- Strongly agree
- Agree
- Neither disagree or agree
- Disagree
- Strongly disagree

- Highly engaged
- Moderately engaged
- Passive
- Disengaged

3. Learning and development



Build a meaningful career and create your path (Growth)

- Integral to maintain quality data collection and continuous quality improvement
- Blended learning -adhoc and formal



Scarcity of multi-disciplinary skills



With a Commercial mind-set



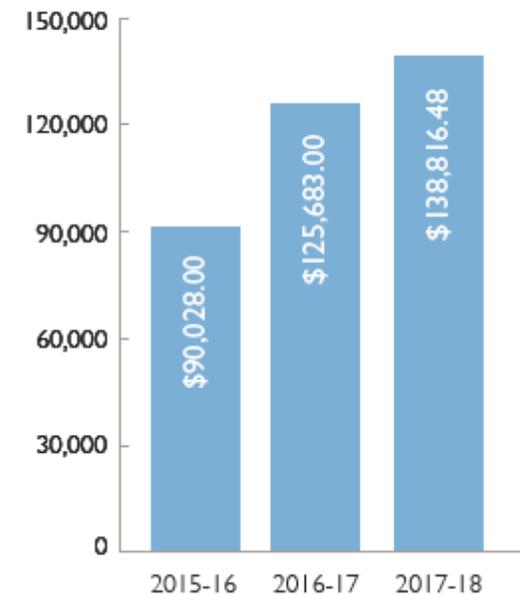
Learning and development



Build a meaningful
career and create
your path
(Growth)

- 70:20:10
- Formal learning
- AMSED ELearning platform
- Development of customized training modules
- My360 feedback for managers
- Mentoring and Coaching

Learning and development expenditure



Learning and development stats

- ✓ 35% of our current workforce went through a formal training since 2016-17
- ✓ 19% staff are engaged in formal training in 2018-19
- ✓ 6 Traineeships
- ✓ Reduced expenditure on casual or agency staff as much as \$250,000 per year
- ✓ L & D Expenditure of \$139,000 in 2017-18, a 55% increase in spending from two years ago
- ✓ Among the Executive Management team and Clinic Managers (14 staff) 8 are trained for leadership roles with a formal training at DDHS

Learning culture

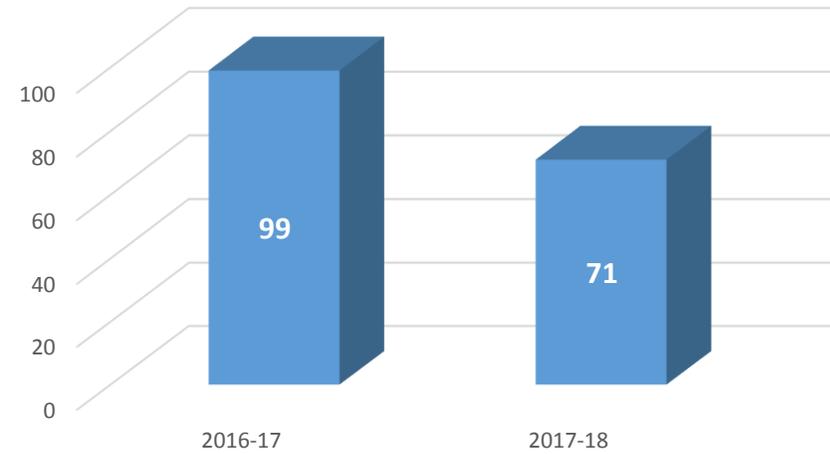
Staff	Active in training	% of staff
183 (2018-19)	36	20%
Trainees, Registrars	248.75 hours of training per month	10%
183	8 hours of training average per month	90%
183 (July 2018 – May 2019)	744 AMSED online modules were completed which totals to 1,134 CPD hours.	All staff 6.19 CPD Hours per staff

Outcome

Clinical incidents

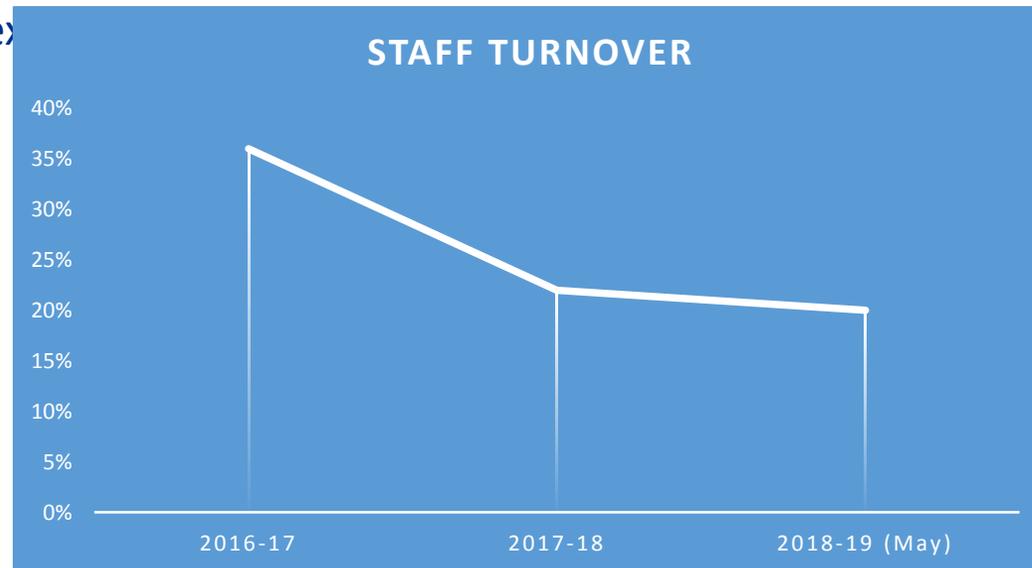


WHS Incidents



Culture of Innovation, Quality and Improvement

- 71% Indigenous Leadership team
- 51% Indigenous staff
- Maximise client accessibility – 20% increase in the number of episodes of care
- Client feedback survey 2018 – strong satisfaction with the service
- A review of Danila Dilba’s data collection practices undertaken in 2018 by KPMG gave the highest overall assessment rating of ‘optimised’ and concluded that “the service focuses on optimisation of its processes to take account of changing needs and expectations”.



2018 Achievements

Winner 2018 AHRI
Indigenous Employment
Award

Finalist - 2018 NT Medium
Employer Training Award



Quality Innovation Performance (QIP) Accreditation 2019

DDHS was reaccredited by QIP in February 2019 and the following are the three key strengths mentioned by the accreditator's.

- DDHS focus on clients
- Clarity of Strategic Plan across organisation
- Strategic approach to human resources

Consistent feedback from board members to clients, strong commitment to evidence based service delivery supported by use of data and systems approach

Building on success

- Employer Branding - We have received 535 applications for the 75 positions advertised externally and filled 62 positions in 2017-18. Average of 7.13 applications per position
- 7 GP Registrars became GP's & 10 former staff members returned to DDHS since 2017
- Danila Dilba is now tracking above the national trajectories for six out of seven data items relating to five nKPIs (2018 Indigenous health data quality report).
- A significant increase of 17.5% in income was generated by Medicare that reflects an increase in uptake of our services, better service delivery and improved billing efficiency
- Improved health outcomes for Aboriginal people and value for money for the Commonwealth.



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