



Kerang District Health

Gender Equality

Action Plan

2022 - 2026





Kerang District Health acknowledges the Traditional Custodians of the land we live and work on, the Barapa Barapa people, and recognise their continuing connection to the land and waterways.

We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People.



Achieving gender equality
requires the engagement of
women and men, girls and boys.
It is everyone's responsibility.

Ban Ki-Moon

quotezancy

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Who is Kerang District Health?

We are a small rural health service committed to providing the highest quality, safe and effective healthcare. We do this through the services we provide using the staff we employ to ensure we are best meeting our communities needs.

We provide an integrated range of acute, sub-acute, residential aged care and community services to a population of approximately 4,000 people from the Gannawarra Shire.

We deliver a range of acute and allied health services within its main hospital building; acute medical services, transitional care, palliative care, oncology, an urgent care centre, pathology and radiology services and an operating theatre, which offers elective low complexity surgical services.

Residential aged care services are provided to 30 residents in "Glenarm" the residential aged care home with community aged care services including district nursing, planned activity groups both centre based and mobile, an adult exercise group and a men's shed.

The issue of increasing health service demand and rising cost of health service delivery, which is attributed to the ageing population, increasing chronic disease and advances in health technology, present challenges to health service delivery. We are committed to working collaboratively with our partner agencies and are grateful to our partners for their ongoing willingness to collaborate enabling better health and wellbeing outcomes for our local community.



Our Purpose

Kerang Distric Health exists to:

Protect, Restore and Enhance Health

For us this means:

- We deliver the best services aligned to community needs
- We measure and make adjustments to enhance health outcomes
- We create environments where our staff and community can thrive
- We work together for collective impact

Our Values

To assist us to achieve our purpose there are four key behaviours that guide how we work, how we interact with each other, with our partners and our community.

Our values are:

Caring

We will be person centred, show compassion and empathy

Accountability

We will be transparent, trustworthy and responsible for our actions

Respect

We will embrace and be considerate of the differences between all people

Excellence

We will be dedicated to every person, every time



Our Services

We are integral to the provision of comprehensive and responsive healthcare in the local community. We provide accessible acute care, primary care, sub-acute and residential aged care services in hospital, residential and community based settings. Targeted health education and prevention programs to support the health and compliment clinical services. Promotion of wellbeing, individual responsibility and self-management are all encouraged and supported throughout service delivery to protect, restore and enhance health.

The core services and programs we deliver are grouped into three themes:

ACUTE CARE SERVICES	AGED CARE SERVICES	PRIMARY AND COMMUNITY SERVICES
Medical Services Surgical Services Oncology Urgent Care Centre Palliative Care Transitional Care Radiology Pathology Physiotherapy	Planned Activity Groups Residential Aged Care Physiotherapy	General Practice District Nursing Allied Health Health Promotion Men's Shed Community Garden Physiotherapy Opportunity Shop

Whilst many of our services are universal and available to all community members, many are purposefully designed for those in the community who experience inequality in health outcomes and/or access to health services. Including:

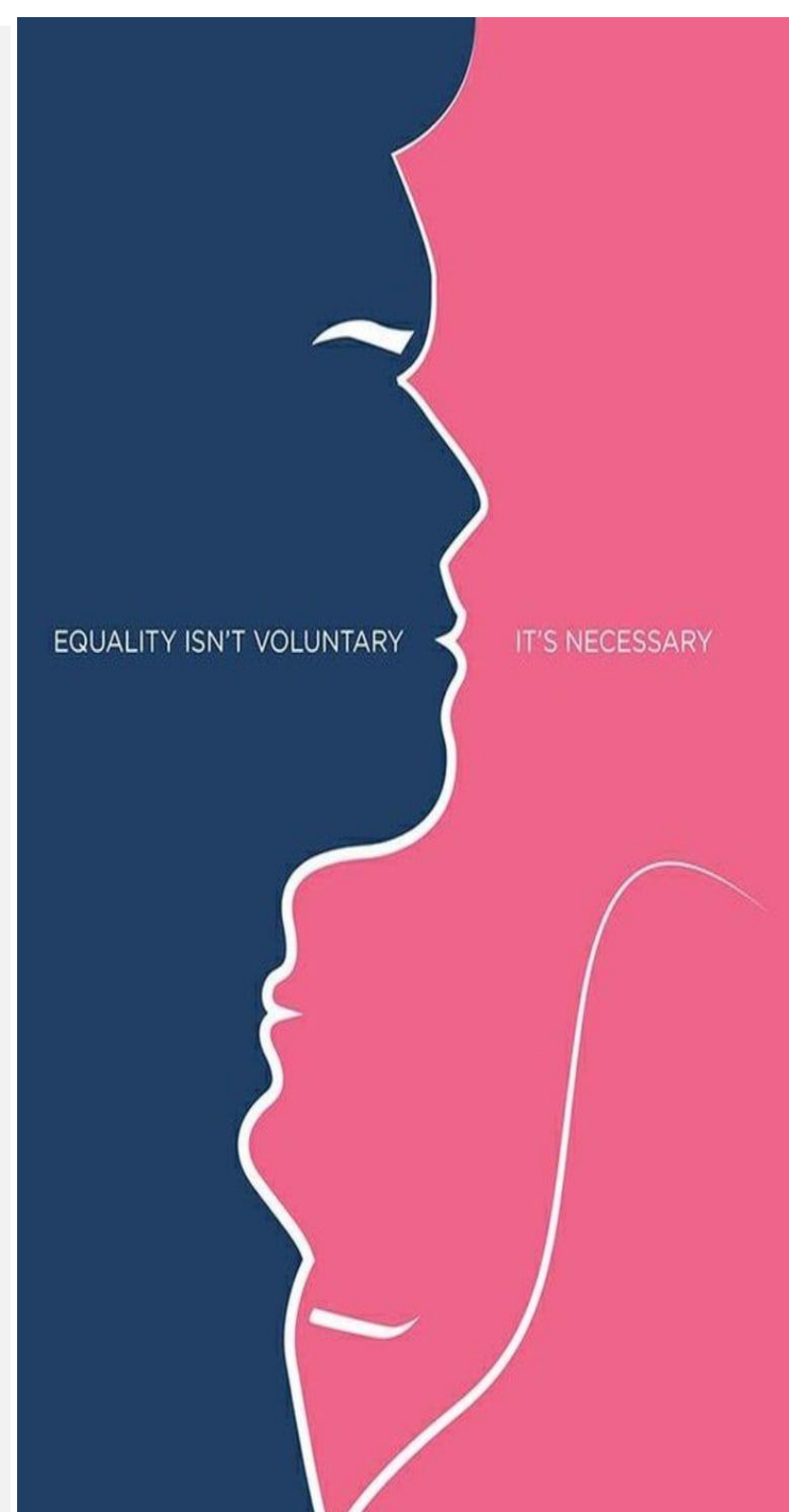
- People who live in areas of locational disadvantage
- Aboriginal and Torres Strait Islanders
- People with a disability
- People isolated without a social support network
- Vulnerable children, young people and families
- People from linguistically diverse backgrounds
- People from the LGBTIQ community





EQUALITY ISN'T VOLUNTARY

IT'S NECESSARY



Message from the CEO



I feel so privileged to be leading the team at Kerang District Health as Chief Executive Officer and former Director of Clinical Services.

Culture change and influence starts at the top with the Board of Directors, the CEO and the senior management team genuinely championing and filtering to all levels of the organisation creating a real sense of psychological safety. We need to invest in our staff with relevant training and education and awareness to become a highly engaged team.

We, as leaders, play a critical role. We need to 'walk the walk; drive the cultural shift and call out behaviours that don't align with our values – smashing the bystander mentality, the gender stereotypes and the conscious and unconscious biases about job roles and responsibilities in the workplace.

We need to work closely with our partnering organisations to share ideas and collaborate. And lastly, we need to engage our consumers from diverse backgrounds to review our processes and ensure we are doing this right!

I am excited to support the KDH Gender Equality Action Plan and look forward to sharing this with our organisation and the community.

Kellie Byron-Gray

Chief Executive Officer

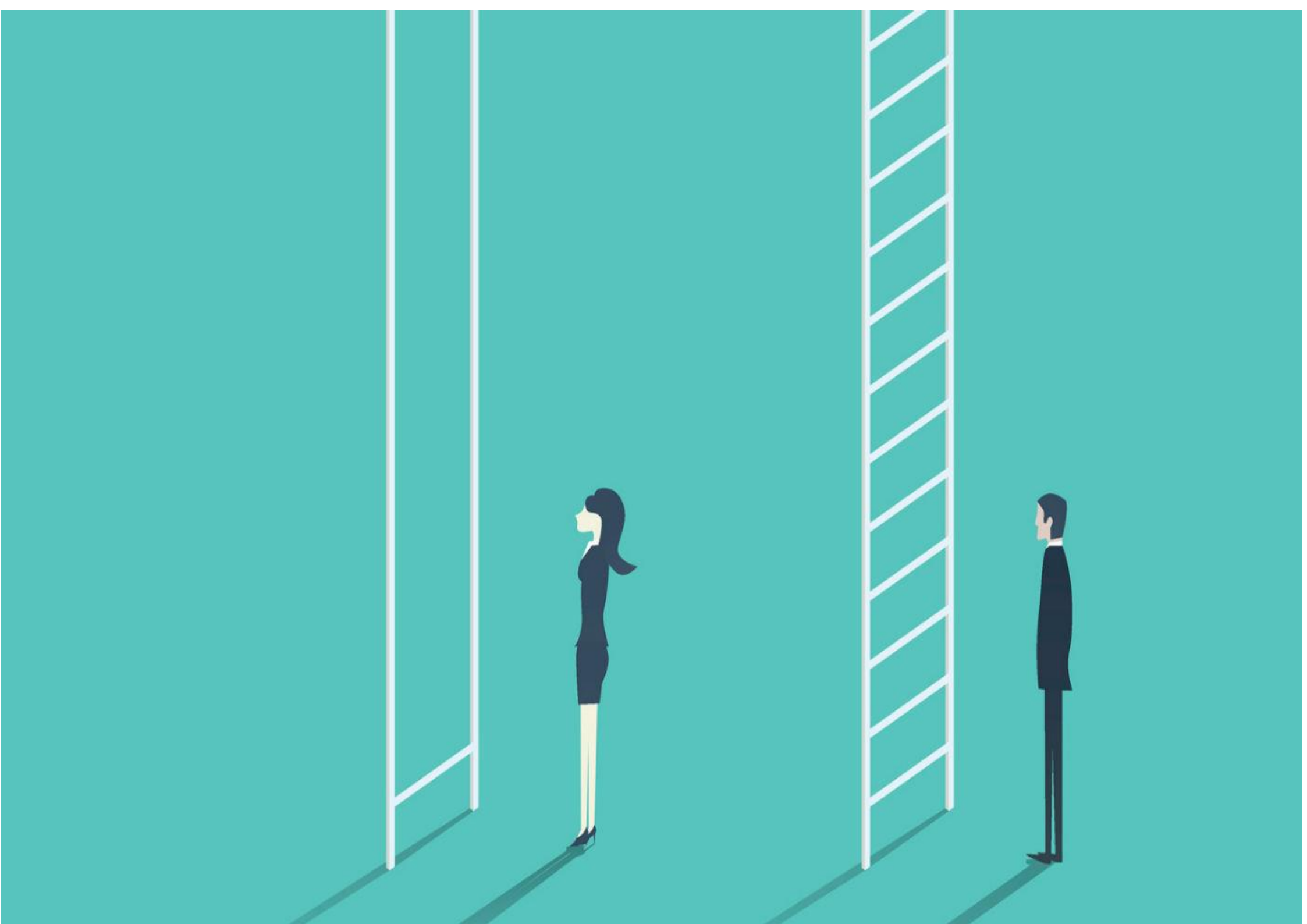
Legislative Framework

The *Gender Equity Act 2020* requires each defined entity to address its obligations and promote gender equality in the workplace, consider gender equality when developing policies and programs and delivering services to the public.

When developing a GEAP, defined entities must have regard to legal obligations they may have under Commonwealth and State legislation and industrial instruments, including but not limited to:

- The *Fair Work Act 2009* (Cth) and other Commonwealth workplace relations legislation.
- The *Equal Opportunity Act 2010* (Vic) and the *Charter of Human rights and Responsibilities Act 2006* (Vic)
- The *Sex Discrimination Act 1984* (Cth) and the *Workplace Gender Equality Act 2012* (Cth)
- Enterprise Agreements, workplace determinations and modern awards.





Gender Equity Principles

- All Victorians should live in a safe and equal society, have access to equal power, resources and opportunities and be treated with dignity, respect and fairness.
- Gender equality benefits all Victorians regardless of gender.
- Gender equality is a human right and precondition to social justice.
- Gender equality brings significant economic, social and health benefits for Victoria.
- Gender equality is a precondition for the prevention of family violence and other forms of violence against women and girls.
- Advancing gender equality is a shared responsibility across the Victorian community.
- All human beings, regardless of gender, should be free to develop their personal abilities, pursue their professional careers and make choices about their lives without being limited by gender stereotypes, gender roles or prejudices.
- Gender inequality may be compounded by other forms of disadvantage or discrimination that a person may experience on the basis of Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes.
- Women have historically experienced discrimination and disadvantage on the basis of sex and gender.
- Special measures may be necessary to achieve gender equality.



**Gender equality must
become a lived reality.**

Michelle Bachelet

Gender Equality Action Plan in Context

Kerang District Health is committed to adopting the Gender Equality Action Plan and devoting the necessary resources to implement, monitor, evaluate and report on the Plan. Workforce plans will be developed by the leadership group with ongoing monitoring and reviews to monitor progress. Ultimately, all staff will implement the Gender Equality Action Plan in everyday culture, values and practices. A gap that was identified from our baseline audits, was the deficiency in capturing data. Appropriate systems will be put in place to collect and report on the level of data required to measure progress. This will ensure reliable reporting of statistics and commentary on workforce participation and experience, according to the principles of gender equality and intersectional characteristics, required under the Gender Equality Act 2020.

Training, development and awareness activities are an effective way to unite our employees to develop skills, aptitude and capabilities in the areas of gender equality, diversity and inclusion and to create a culturally safe organisation. We encourage all employees to join in and get involved.

Kerang District Health will ensure that the culture, environment, career opportunities and employee benefits support and complement our goal to attract, develop and retain an inclusive, high-performing and engaged workforce.



Employee Engagement Process

Employee engagement for the Kerang District Health Workforce Gender Audit was undertaken in 2021 and 2022.

The People Matter Survey was completed and available in August 2021, with 64% of KDH staff participating.

The Workforce Gender Audit templates were populated with 165 employee profiles against the seven indicators:

- gender composition of governing bodies
- gender composition at all levels of the workforce
- gendered work segregation
- recruitment and promotion
- gender pay equity
- leave and flexibility
- workplace sexual harassment.

In January 2022, Kerang District Health and Cohuna District Hospital, partnered together and consulted with stakeholders across the Gannawarra Shire Council region. Participants were asked to complete a survey focused on the principles of Gender Equality and the perception within the workforce and community. Consultation with Unions occurred via regular consultative meetings where union representatives were briefed on the progress of the GEAP.

39 responses were received and summarised in the baseline audit analysis.



Kerang District Health Baseline audit analysis

Workforce Gender Audit Data Summary

Demographics - Gender

Profile June 2020

What this is

This shows the distribution of staff by gender as at the last full pay period in June 2020.

Why is this important

Percentage of staff by gender illustrates gender balance within your organisation.

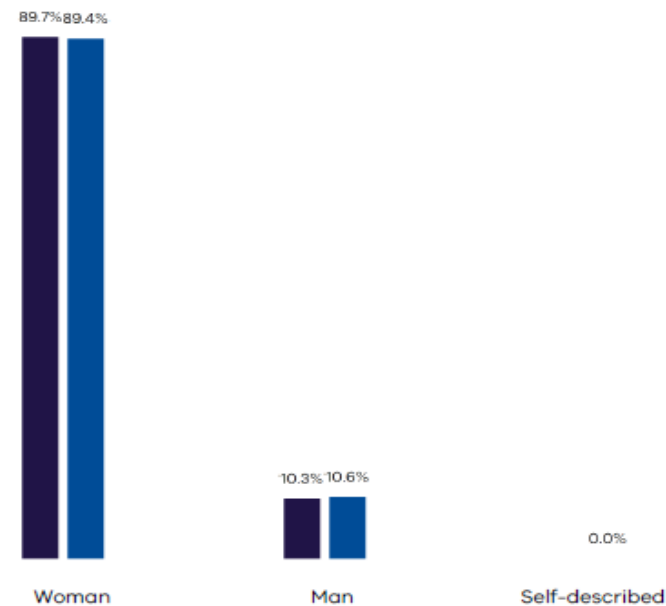
How to read this

Each label represents a gender demographic. Each result is the percentage of staff in that category. You can compare your distribution with the average of your comparator group.

Example

In June 2020:

- 89.7% of your staff were women, compared to 89.4% in your comparator group.



■ You June 2020 ■ Comparator June 2020

Demographics - Gender

Turnover 1 of 3

What this is

This is the number of men and women that started and left your organisation in 2019-20, expressed as a proportion of all staff employed in 2019-20 (for all ongoing and fixed term staff).

Why is this important

Commencement and separation rates by gender help you understand the impact of turnover on gender. Are turnover rates higher for men or women?

Commencement rates higher than separation rates indicate growth.

How to read this

The bar graph shows the commencement and separation rate of staff by gender in 2019-20. You can compare the rates for your organisation against the average of your comparator group.

Example

In the 2019-20 financial year:

- Women in your organisation had a commencement rate of 7.2% or 10 people, and a separation rate of 7.2% (10 people)

Commencement rate 2019-20

Woman: 7.2% (10 people)

Man: 11.8% (2 people)

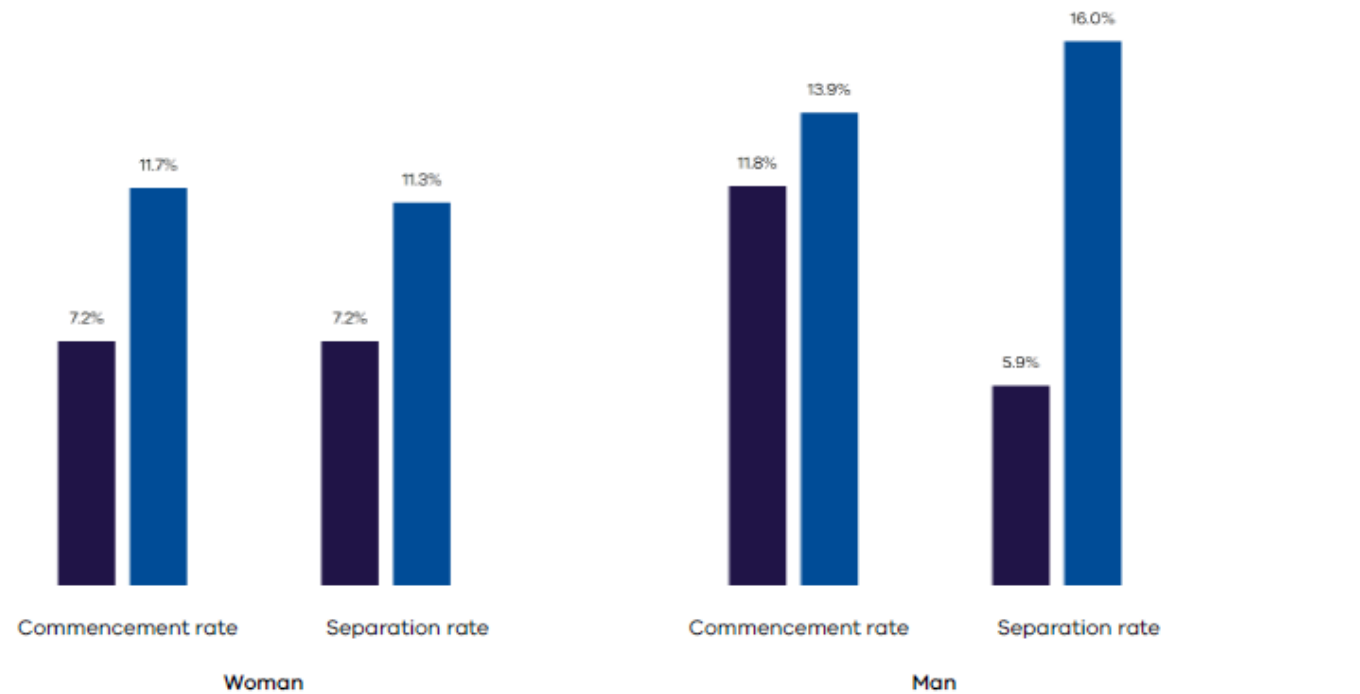
Self-described: 0.0% (0 people)*

Separation rate 2019-20

Woman: 7.2% (10 people)

Man: 5.9% (1 people)

Self-described: 0.0% (0 people)*



*This number is too small to measure against other genders in visual format

■ You 2019-20 ■ Comparator 2019-20

Demographics - Aboriginal and/or Torres Strait Islander

Profile June 2020

What this is

This shows the distribution of staff by Aboriginal and/or Torres Strait Islander status as at the last full pay period in June 2020.

Why is this important

The Government's Victorian Aboriginal Affairs Framework establishes a plan for 'closing the gap' in Victoria by 2031. Under the plan the Government has committed to increasing Aboriginal participation in the Victorian public sector workforce.

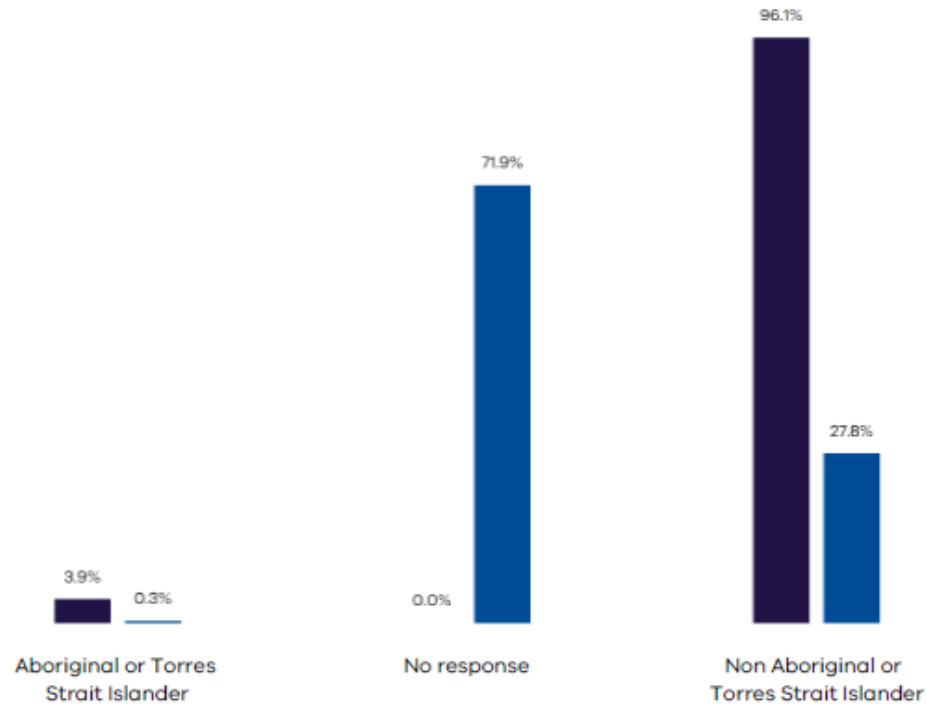
How to read this

Each label represents a demographic. Each result is the percentage of staff in that category. You can compare your distribution with the average of your comparator group.

Example

In June 2020:

- 3.9% of your staff were Aboriginal and/or Torres Strait Islander compared to 0.3% in your comparator group.



■ You June 2020 ■ Comparator June 2020

Demographics - Disability

Profile June 2020

What this is

This shows the distribution of staff by those who reported having a disability in 2019-20 as at the last full pay period in June 2020.

Why is this important

Under the "Getting to work" initiative the Victorian Government has committed to increasing participation of people with disability in the Victorian public sector workforce.

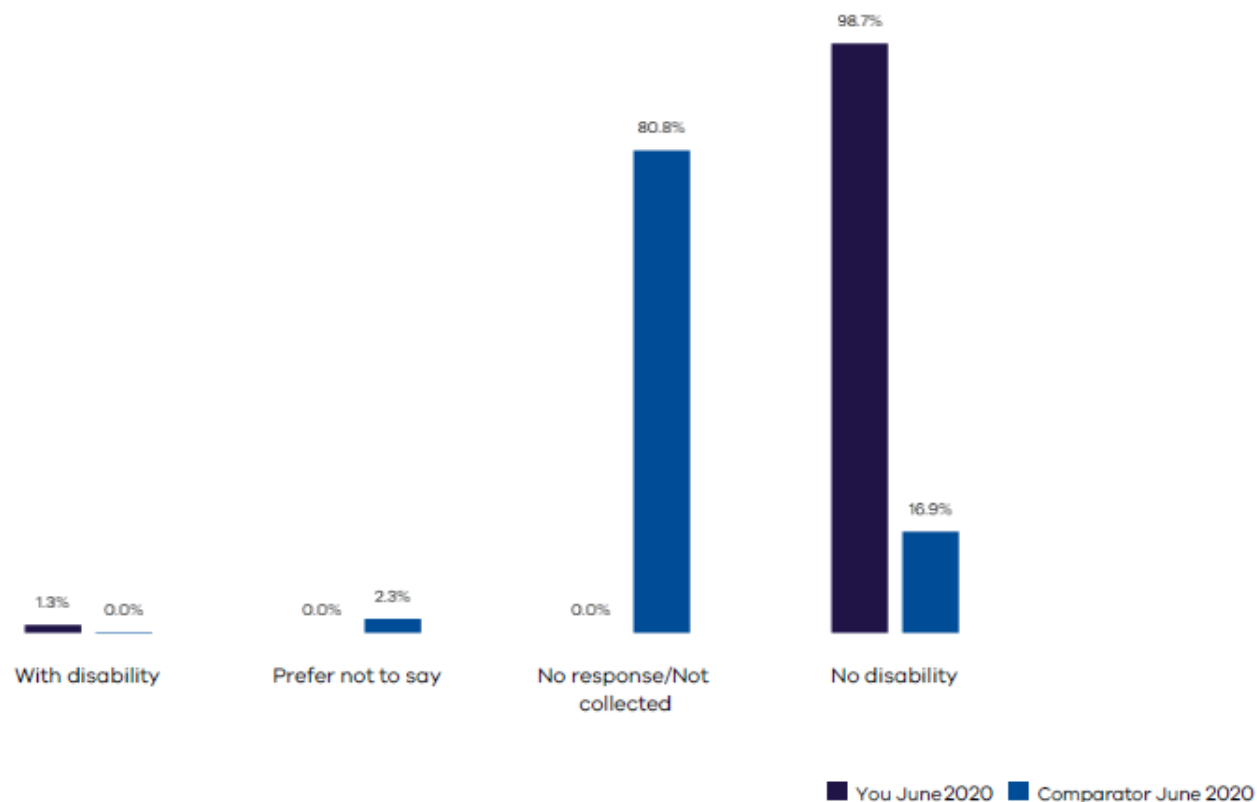
How to read this

Each label represents a particular demographic. Each result is the percentage of staff in that category. You can compare your distribution with the average of your comparator group.

Example

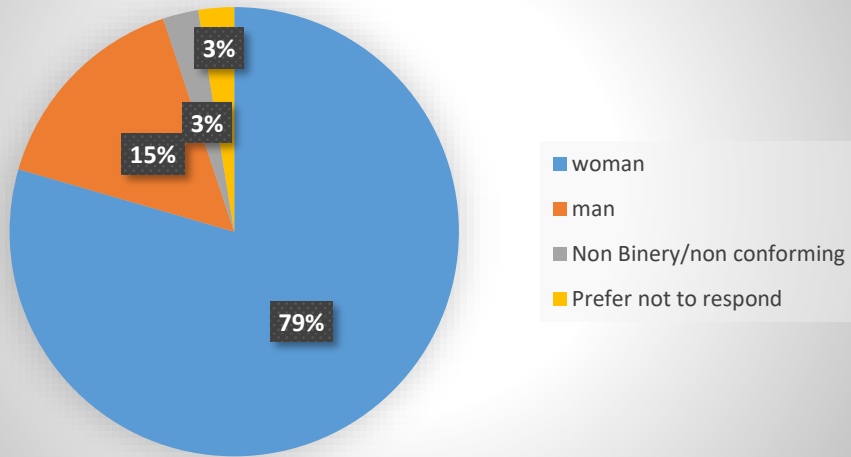
In June 2020:

- 1.3% of your staff reported having a disability, compared to 0.0% in your comparator group.

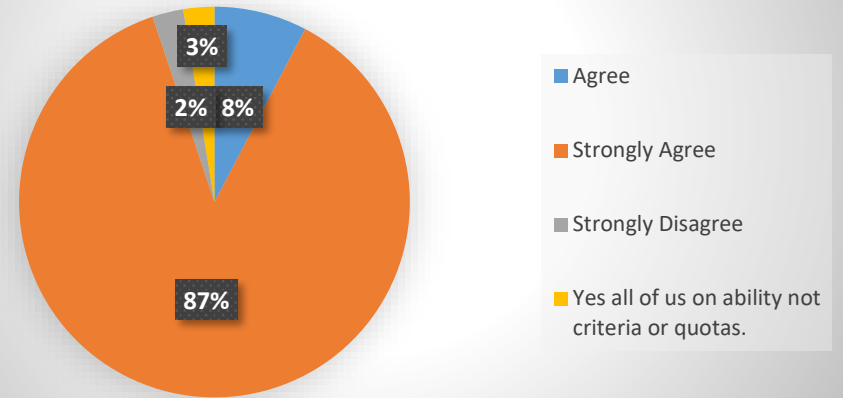


Consultation Survey- 39 results

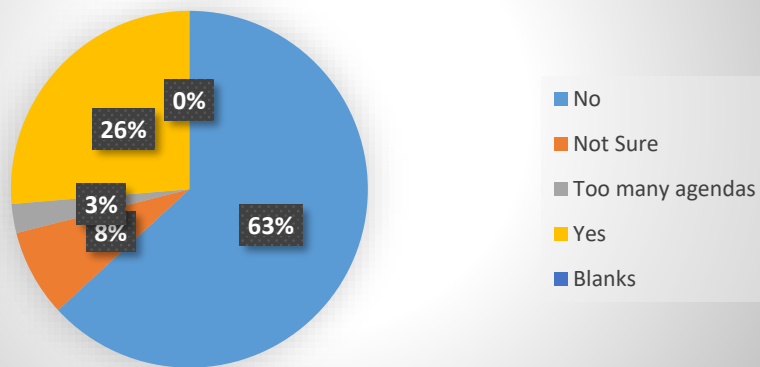
What do you identify as?



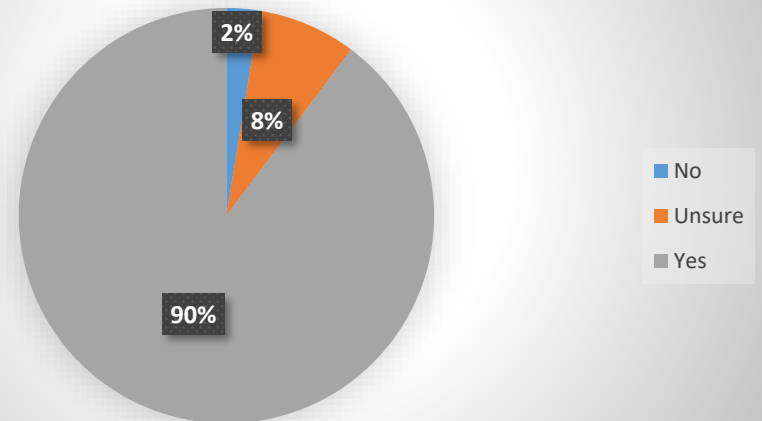
All Victorians should live in a safe and equal society, have access to equal power, resources and opportunities and be treated with dignity, respect and fairness



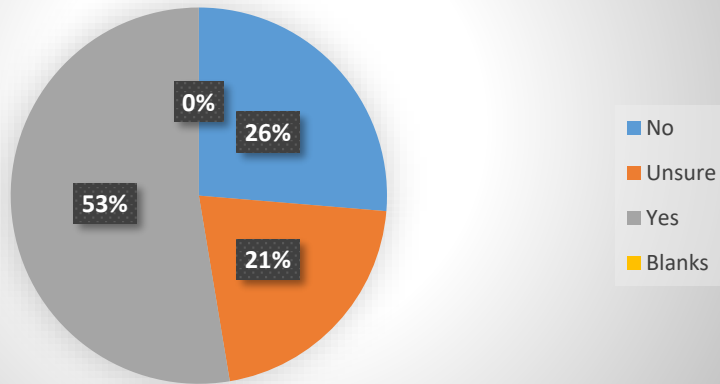
Currently, in 2022, do you think all Victorians are afforded the same opportunities regardless of gender?



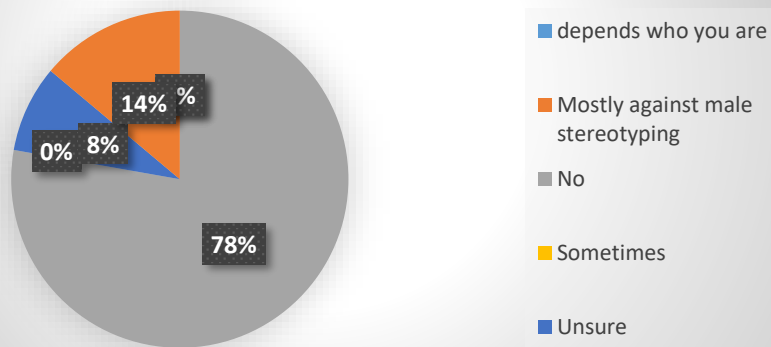
Do you feel that your organisation provides you with the ability or opportunity to identify as a particular gender?



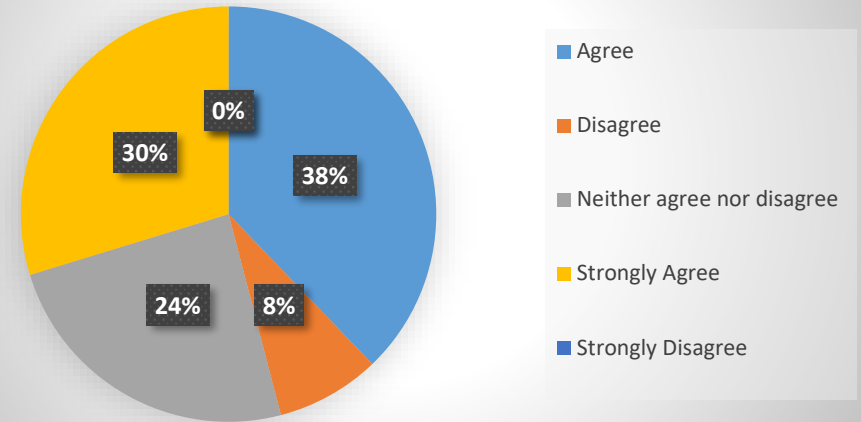
Do you believe that a gender pay gap exists?



Do you believe that gender inequality, discrimination and/or disadvantage occurs in your organisation based on attributes such as Aboriginality, disability, gender identity, religion and /or sexuality



Family violence and other forms of violence against women and girls stems from gender inequality.



Comments received:

"making sure all are involved in any activity, business etc. this at times is a big problem"

"Public Toilets do not allow for non- binary consumers and public at KDH."

"Examine all employment awards and find where the pay rate is distinguished by your sex. Amend them. Make a list of any opportunities that you have been denied."

Comments received (continued....)

"I have heard inappropriate comments made in the workplace regarding trans people more which I was quite shocked."

"KDH has a female CEO, 4 of 6 board members are female, 2 of 4 exec team are female. This is a non-issue."

"I think our organisation as a whole is very welcoming for all people regardless of gender differences and preferences."

"Put respect as a priority, as a very proud mum of a gay daughter I know how hard she has fought for respect, we are 1 and we shouldn't be divided"

"Integrate gender equality into plans & policies as well as provisions to educate staff, raise awareness through forums and meetings. Add as agenda item to management meetings. Have a system where staff can report and have support"

"Flexible working arrangements supporting employees with family or caring responsibilities"

"Inequality and family violence does not only occur to women. Why are men left out of your questions/survey?"

"I have not witnessed any gender equality issues at my workplace"

"The main area that I see gender inequality is where it is assumed that women of a certain age will just go and have babies - and so opportunities are not always offered to them"

"Involving gender equality on agendas and ensuring we promote that we are a gender equality organisation at every level i.e. email signature, website, on job adverts etc."

Gender Equality Action Plan (GEAP)

Objective

One:

Improve Organisational capability by taking steps to be a safer and more gender equitable organisation



Strategies

Strategy 1.1

Promote and provide education and support to all stakeholders around the key principles of achieving gender equality

Strategy 1.2

Embed gender equality in our recruitment, remuneration and promotion processes, and support women and men to utilise flexible work options without penalty.

Actions

Learning and development for all staff, volunteers and contractors for increased understanding of the requirements.

Ensure consumer engagement where appropriate.

Learning and development for leaders that equips them to manage a diverse team whilst having systems and processes in place to capture this data.

Monitor and review advertisements/position

Indicators

Survey results show an improved understanding of gender quality in comparison to the base line audit.

Policies and procedures on recruitment, selection and appointment and remuneration are gender inclusive.

Gender data is included in HR Metrics reported and

<p><i>Strategy 1.3</i> Appropriate use of gender neutral and inclusive language and diverse images in all of KDH policies, procedures and communications</p>	<p>descriptions/associated documents to ensure they reflect KDH's diverse community, with particular emphasis on the LGBTI+ community.</p>	<p>can be easily analysed.</p>
<p><i>Strategy 1.4</i> Leadership commitment to gender and intersectional equality</p>	<p>Support the review of the recruitment, selection and appointment policy and procedure.</p>	<p>Gender proportional spread of managerial positions.</p>
<p><i>Strategy 1.5</i> Leadership commitment to cultural safety.</p>	<p>Include Gender appropriate language on all recruitment forms and record data for all recruitment and promotional occasions.</p>	<p>Reduced gender pay gap</p>
<p><i>Strategy 1.6</i> Develop and provide professional development on gender, intersectionality and inclusion.</p>	<p>Role-model a commitment to women in leadership and diversity, within the organisation and with local health and business partners.</p>	<p>Increased availability and uptake of flexible work arrangements</p>
	<p>Incorporate gender equality, diversity and inclusion in the</p>	<p>People Matter Survey results reflect a decrease in reports of sexual harassment, bullying and discrimination</p> <p>Know Better Be Better actions are met.</p>

Strategy 1.7

Maintain a workplace free from sexual harassment, bullying and discrimination.

KDH Staff Education Plan, frameworks, strategies, policies, procedures and rules as these documents are reviewed.

Continue to ensure the Know Better Be Better principles are adhered to and maintained.

Senior Executive and Board Chair pledge is shared with the organisation.

Workforce metrics such as B, H &D are tabled and discussed at the highest level of governance

Objective

Two:

Strategies

Actions

Indicators

Strengthen our response to violence against women and family violence



Strategy 2.1

Ensure that our services are equipped to respond effectively to violence against women and family violence

Strategy 2.2

Encourage help seeking and provide accessible information about family violence.

Ensure all staff complete the Strengthening Hospital Response to Family Violence (SHRFV) training via the Kineo portal annually along with MARAM and Information Sharing and Child information sharing schemes

Include information on SHRFV at KDH professional Development Days.

Embed MARAM principles and practices

Review current referral processes and information provided by the health

Training compliance records
Increase in the number of people who feel safe to report instances measured by ?

Staff participation in regional family violence forums or webinars

Education and training records

Objective Three:

Strategies

Actions

Indicators

Ensure that the development of policy, programs and services considers the specific impacts on all genders and backgrounds.



Strategy 3.1

Introduce and strengthen our capacity to apply an intersectional lens to inform policies, plans, programs and engagement through routine gender impact assessments.

Strategy 3.2

Develop a monitoring and evaluation framework with clear evaluation points.

Explore intersectionality training for staff.

Identify opportunities for alignment with the development of related programs and services by partnering with local/regional health agencies and specific working groups.

Develop a monitoring and review framework with a quarterly progress report

Increased awareness and understanding of the extent and impact of gender inequality.

that is reported to the highest level of governance, develop 3-5 key monitoring questions which will give an overview of performance against the targets set out in this action plan.

Progress reports are also made available to all levels of the organisation through committees and staff forums

Objective Four:	Strategies	Actions	Indicators
Create a welcoming and accessible organisation.	<p>Strategy 4.1</p> <p>Ensure people with a disability, low health literacy and low socio-economics can easily access</p>	<p>Staff education and training</p> <p>Conduct audits of buildings for useability and accessibility by people with a disability and establish a</p>	<p>Audit conducted and schedule of modifications implemented (if applicable)</p>



information, services and facilities.

Strategy 4.2

Ensure our services are welcoming for our diverse consumers.

Strategy 4.3

KDH provides safe and inclusive spaces for our diverse community.

Strategy 4.4

KDH celebrates diversity and celebrates LGBTI+ and disability-related events.

schedule of modifications (if applicable).

Conduct a secret shopper model throughout the organisation to test our accessibility, inclusiveness and legibility of signage etc . Ensure all new (and existing) publicly available information is available in accessible formats.

Engage consumers to assist with planning.

Review KDH's website accessibility/useability.

Aboriginal & Torres Strait Islander flag/s are displayed. Consumer participation and consumer stories are considered in any events or celebrations.

Rainbow Flag displayed throughout the organisation.

Development, renewal, approval and implementation of consumer publications procedure, including ensuring Information is available in accessible/useable formats

Ensure KDH's staff are aware of the availability of relevant information to assist our community

KDH's website meets Australian Government web accessibility requirements

Development and implementation of a

Interpreter symbol displayed in consumer contact areas, public areas and website.

Safe, inclusive spaces are clearly identified and established for use.

We will promote days of significance through a variety of media such as:

- International Women’s Day
- World Autism Awareness Day
- International Day Against Homophobia, Transphobia, and Biphobia (LGBTQ+)
- International Day of the World’s Indigenous People (United Nations)
- World Mental Health Day (People with Disabilities)

calendar of events including all significant days that celebrate our diverse community

Cultural rooms and gardens are accessible and maintained

Information/ directional map includes location of these spaces

All displays meet guidelines and are monitored to ensure they meet safety and quality standards

All flags/symbols are utilised in KDH publications

Kerang District Health
13-17 Burgoyne Street
Kerang Victoria 3579
www.kdh.org.au

