
In focus: Our workplace

A photograph of two healthcare professionals, likely surgeons or nurses, in a clinical setting. They are wearing blue bouffant caps and blue scrubs. They are looking towards the right side of the frame, where a large monitor is visible. The lighting is bright and clinical. The image is overlaid with a blue tint.

KFSH&RC's employees are fundamental to our success. Their commitment, dedication and varied specialist skills are critical to delivering our stretching vision and purpose. We want our colleagues to maximize their potential, to have the opportunity to continuously develop and feel proud to work at KFSH&RC. We want to reinforce a culture where this is possible and invest in our workforce to enable them to have a long and prosperous career with us.



We provide a safe and inclusive working place

We are proud of the skills and experience we have within our workforce. Each of our people, departments and sections has plans in place, which focus on the recruitment and retention of talent, especially Saudi nationals. We are also proud to support a diverse workforce in terms of gender, nationality, background and skills. The skills of our employees are crucial to providing excellent patient care and hence we have a key focus on training and development. We monitor satisfaction through an employee satisfaction survey. Above all however, we want to keep our employees safe whilst they do their jobs. We have health and safety policies and procedures in place to help us to do this.



Employee benefits

- Relocation allowance
 - Repatriation allowance/ticket
 - Severance benefits
 - Education allowance
 - Housing allowance/accommodation
 - Service year bonus
 - On-call compensation
 - Overtime compensation
 - Compassionate leave/ticket
 - Marriage leave
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- Scholarship leave
 - Accompany leave
 - Business leave
 - Professional leave
 - Examination leave



Nationalities

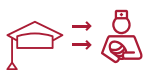
We are proud to have a diverse workforce. In Riyadh we employ people from 62 nationalities and in Jeddah we employ people from 40 nationalities.

In this chapter

- Employee recruitment, retention and diversity
- Training and development
- Saudization
- Occupational health, safety and wellbeing

Our employees are the heart of KFSH&RC, and recruiting and retaining talent is fundamental to our success. We have a number of programs and activities for this, including specific recruitment events to attract graduates to medical residency programs.

Employee recruitment, retention and diversity



Nursing Affairs recruitment

The Nursing Affairs team has a program of ongoing engagement with universities and nursing colleges to develop relationships to recruit future nurses. They run a Summer Volunteer Program that offers Bachelor of Science in Nursing (BSN) students the opportunity to enhance their learning and understanding of their professional roles and responsibilities through hands-on training in direct patient care. The program received 14 students in 2015. This helps build relationships and attract students. The team celebrates the success of graduates through a biannual graduation event, which highlights the outstanding performance of new graduates and students.

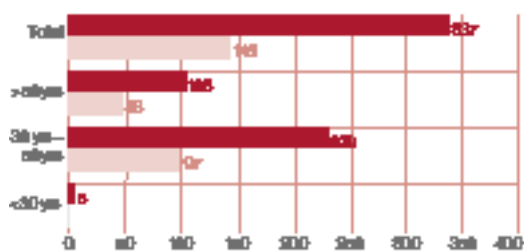
Employees hired and leaving | 2014–2015

	Number of new employees hired 2014	Number of new employees hired 2015	Number of employees leaving 2014	Number of employees leaving 2015
Males < 30 years	456	258	86	123
Males 30 years – 50 years	557	303	339	243
Males > 50 years	77	34	142	152
Females < 30 years	962	564	160	174
Females 30 years – 50 years	533	332	414	340
Females > 50 years	67	33	128	126
Total	2,652	1,177	1,268	1,158

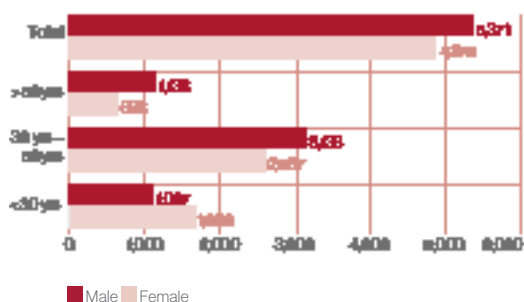
Diversity

At KFSH&RC we are proud to support our diverse workforce. We host a number of activities throughout the year that celebrate various events and cultures. This helps create an inclusive culture and atmosphere within the hospital where all are welcomed. Activities in 2015 included a Hajj Awareness Day, Ramadan Awareness Day and celebrations, Eid reception and celebrations, International Women's Day celebration Indian, Filipino and Malaysian cultural events for nurses.

Age diversity in KFSH&RC Management and Supervisory Employees | 2015



Age diversity across employees in Riyadh | 2015



Employee referrals program

KFSH&RC runs an internal referral recruitment program where a current hospital employee can earn from 500 USD up to 2,500 USD for referring successful candidates. This program is another aspect to our recruitment and employee engagement strategies.

KFSH&RC wants all employees to maximize their potential. To support this goal, we offer a range of courses and programs throughout the year, ranging from professional capabilities enhancement, to send language acquisition, to online training courses and beyond.

Training and development

Talent management in 2015

42

participants successfully completed the 18-month Talent Development Program

28

of these individuals have been promoted to higher positions across a range of departments

9

of the participants were also selected to join an Emerging Leader Fellowship Program at Cleveland Clinic, Ohio

Through our diverse offerings we aim to bring personally fulfilling and career enhancing opportunities to every one of our staff.

Programs	Participants
Allied Health Programs 8 unique 1-3 year courses	162
English Language 3 Month Course	914
Medical Internships 1 year programs	1,171
Examination Leave Provided to support additional university education	3,931
Saudi Career Development 1 year on the job training to support sustainable Saudization	428
iLearn Online Courses Many topics with 64,948 courses completed	11,315



International English Language Testing System (IELTS)

In 2015, 16 people started their careers in our Office Assistant Program. The Program stipulates specific IELTS scores for candidates. To support these individuals and others requiring improved English language skills, KFSH&RC entered into an IELTS off-site training center agreement to support participants through the exams. The resources and support available in the training center, not to mention hard work of these individuals, led to them passing their IELTS exams and continuing on their courses.

Employee performance management

We have an ongoing process of employee performance management at KFSH&RC. The program was established to drive improvements in the management tools and processes to support employees in achieving excellent performance. An online system is used to support employees in developing their personal objectives.

Talent management

Succession Planning serve as a crucial component of the KFSH&RC's overall Talent Management strategy to identify and develop employees to fill-in key leadership positions as well as Critical and Hard to fill positions within the corporate (KFSH&RC's Riyadh and Jeddah) and to create a Succession Planning process that supports the corporate to respond quickly to sudden losses of talent. The main goal of the KFSH&RC's Succession Planning project is to build bench-strength throughout the corporate, so that whenever a vacancy occurs, the corporate has many qualified candidates internally that can be considered for career advancement.

The KFSH&RC's Succession Planning Initiatives Key Driving Forces are: aging population of the KFSH&RC's workforce; shortfall in the skills possessed by those available for recruitment; keep and retain the best employees 'top performers employees' through the implementation of effective Retention Strategies; and develop the best people through a well-targeted and well-structured Talent Development Program.

At KFSH&RC we support those individuals who have the potential to progress into leadership roles through our Talent Development Program. This program consists of both learning theory from external international experts, along with practical applications presented by KFSH&RC's subject matter experts.

The evaluation metrics for the 2016-2017 Talent Development Program will be focused on both; process and outcomes. The newly designed Talent Development Program is targeted towards building on the leadership capacities and capabilities of the Future Generation of Leaders of the KFSH&RC.

KFSH&RC is committed to supporting Saudi nationals seeking opportunities within the hospital, one of our key targets. This is aligned to the Government's focus and policy introduction to promote Saudization across the country. We have specific initiatives to support this aim and as per our Employee Relations Manual (ERM), preference is always given to qualified Saudi nationals during the recruitment process.

Saudization



Saudi home healthcare nurses

Saudi nurses have been recruited into home healthcare. They bring additional skills to the team and can be used as a cultural tool, a spokesperson and a translator. This enhances the patient experience even further.



"As Saudi home healthcare nurses, we all wanted to feel closer to our community, which we did by assessing and accessing our patients in their own environments.

Our patients and community have been overwhelming in welcoming us in our work. We have had a lot of positive feedback from patients."

Saudi home healthcare nurse



Nursing Affairs

Nursing Affairs is committed to recruiting and retaining the best and brightest Saudi nurse interns and new graduates. This is done through a New Graduate and Development Program (NGDP). In 2015, the NGDP had a total of 77 interns and new graduate nurses from various universities and nursing colleges through collaboration with 12 universities.



Medical radiographer training

The Department of Training and Development at KFSH&RC collaborated with Loma Linda University School of Allied Health Professions in southern California. The collaboration led to a training course for medical radiographers (x-ray technologists). The course focuses on both theoretical learning and practical experience and was attended by a class of Saudi Nationals. The participants amassed a wealth of experience and completed the course with the necessary skills and experience to be entry-level medical radiographers.

Saudization statistics

Saudi employees in 2015:

6,036

Saudization rate:

43.6% (2015)

45% (2014)

The decline in the Saudization rate is due to a government mandated fixed pay scale that resulted in affecting the hospital's talent competitiveness



Health and safety is a key focus area for us at KFSH&RC. We have policies and procedures in place to help ensure the safety and wellbeing of our patients, visitors, employees and all who work with the hospital.

Occupational health, safety and wellbeing



In 2015, we have recorded the following incidents:

Incident type	Total number of incidents by type	Incident subcategory	Total number of reported incidents by subcategory
Safety	10	Chemical Spills	9
		Radiation Spills	1
Work-related injury	136	Manual handling incidents	3
		Needle stick injury	85
		Splashes	21
		Other	27

Note: Data for Riyadh only

Working environment

KFSH&RC are preparing strategies and approaches to address the needs of the workplace of tomorrow. The 2020 Workplace Environment Vision will be structured around providing an intensely personalized, social experience to attract, develop, and engage talent across different generations and cultures. The goal is to create a competitive advantage by transforming KFSH&RC into a healthy working environment.

Our Work-Life Quality (WLQ) project will be achieved through:

- 1 Work-life balance (WLB) program initiative
- 2 Great Place to Work® accreditation leading to employer of choice recognition

About the WLB program

WLB was established to create a more flexible, supportive working environment that allows all of our employees to create a sustainable balance between their work and personal life.

The program has a strategic emphasis that aligns closely with the KFSH&RC's vision, mission, values, and culture. The program aims to enhance employees' productivity, improve recruitment and retention, motivation and engagement, and enhance KFSH&RC's image and patient satisfaction.

The first phase of the KFSH&RC's Vision 2020 WLB program was conducted in 2015. During this phase, we conducted a work life balance assessment, which addressed five key WLB dimensions:

- Life @ home
- Workplace flexibility
- Employee health and wellbeing
- Employee support services
- KFSH&RC community

The results of the assessment are currently under review and analysis and will be acted upon in 2016.

Great Place to Work accreditation readiness

Becoming an employer of choice is a key goal of KFSH&RC. A Great Place to Work accreditation program is in progress to help achieve this aim. This consists of two aspects, a trust index and culture audit. The program will help understand the trust and engagement in the hospital through identification of strengths and improvement areas. It will also build a roadmap to become accredited.