

WORKING TOGETHER

Strategy for Inclusive Employee Engagement



2019–2021
2019 Refresh

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Interpreter Services Statement



Metro North Hospital and Health Service is committed to providing accessible services to the community from culturally and linguistically diverse backgrounds.

If you have difficulty in understanding this Report, please contact us on 07 3646 6102 and we will arrange an interpreter to communicate the report to you effectively.

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Foreword by Board Chair and CE

Healthcare is about people –the people we care for, the people providing care and the people supporting frontline staff.

With over 19,000 staff, Metro North is larger than some regional towns. Like a small town, the people who make up Metro North are diverse and bring a wide range of life experience to help improve patient outcomes and fuel new ways of working.

It takes a dedicated effort to ensure we, as an organisation, effectively communicate with and listen to staff across five hospitals and a range of mental health, oral health and community health services throughout Metro North. It is essential to engage with staff right across our organisation to ensure we capture experiences, opinions and ideas to deliver value based care and better outcomes or health goals.

Working Together, our inclusive employee engagement strategy, outlines how we will involve all staff in the planning, implementation and evaluation of our services to improve the quality of life of Queenslanders.

This strategy recognises the vital contribution staff make to delivering care, challenging the norms of healthcare to innovate and meet challenges together as we progress towards MN32. It acknowledges the invaluable role of teamwork in supporting the patient journey and providing connected integrated care

Importantly, Working Together is our commitment to continuing to provide opportunities for staff to advocate for patients, consumers and health system improvements.



Dr Robert Stable AM
Chair, Metro North Hospital
and Health Board

Shaun Drummond
Chief Executive
Metro North Hospital and Health Service

Foreword by combined clinical council chairs

The Metro North Clinical Council is the peak staff advisory body for Metro North. It provides a conduit to include clinical and service direction and leadership on issues of strategic significance for Metro North.

The members of our six directorate Clinical Councils are advocates and representatives of staff at all levels of the organisation. We provide staff a voice in decision-making and act as a reference group to which issues of clinical importance can be referred to for advice. Members of councils provide leadership, direction and guidance with their respective executive teams and involve staff in the planning, delivery, improvement and evaluation of local health services.

Through the Working Together Strategy, Clinical Councils draw on the skills, knowledge and experiences of staff to ensure that their views are communicated to executives and considered in decision making. This strategy provides the

framework to canvas opinions of clinicians and collaborate with other representative groups and partners, internal and external.

This is a time of rapid change in healthcare on many fronts - new technologies, new treatments, digitisation and big data with more complex patients resulting in increasing strain on a system already running at or near capacity. Our health service strives to maintain a high standard of care and delivers excellent outcomes. This is a tribute to the hard work and time put in at many levels by all Metro North staff. As changes continue to be implemented it is vital that staff are supported and feel valued and respected. Staff engagement through the Working Together Strategy is intended to promote and enable staff to continue to rise to the challenge and demands of providing the healthcare into the future that we can all be part of and proud of.

We encourage you to read the Working Together Strategy and take every opportunity to engage with Clinical Council representatives and seize opportunities to have your say.



Introduction

At Metro North Hospital and Health Service (Metro North), we continue to put our people first and to embed strong employee engagement into our service through co-design, planning and improvement cycles. We remain focused to continue to improve the provision of connected, accessible, integrated, high quality value-based health care services for our patients and consumers.

Over the last three years, the Working Together Strategy - Strategy for inclusive clinician engagement 2016-2018 provided direction and supported achievement of a range of employee engagement activities and outcomes. Directorates, clinical councils, clinical streams, business units, professional leads and the Clinical Operations Service Improvement (COSI) unit were key enablers to ensure clinicians were involved in our service design and decision making.

The Values in Action program, which commenced in earnest at Metro North in 2018 expands on the Putting people first strategy with a focus on improving systems, engagement and culture for our people. Embedding Values in Action will be a key driver for this strategy in addition to our legislative requirements for a clinician engagement strategy. Metro North embraces the value our clinicians can contribute and will be encompassing all staff for a more comprehensive strategy in Working Together – Strategy for Inclusive Employee Engagement 2019-2021 (Working Together Strategy).

Employee engagement is about valuing, empowering and enabling all staff in an inclusive and transparent manner to be actively involved in the co-design, delivery and improvement of our health system. In the development of this strategy, there has been increased consultation with our clinical, administrative, patient support and operational staff to inform an all-staff engagement strategy moving forward. We are providing a commitment to broader consultation around proposed changes with a willingness to listen to other options and adjust the direction authentically based on feedback from our staff. This strategy has been informed by professional and operational groups, clinical councils, engagement committees and through various staff forums, meetings and conversations.

As we progress with an exciting digital strategy we need to be mindful that success will only occur with strong clinical engagement and leadership. Such involvement comes with effort and we need to acknowledge this effort and support our staff through the largest transformative change any of us will experience during our careers. We will continue to support staff wellbeing, recognising our strengths are with our culturally diverse workforce who are empowered and enabled by leaders at all levels. We recognise the need to connect employee engagement and experience with patient, consumer and community experience to assist in validating our core focus areas and to move forward with confidence.

Meaningful and sustained employee engagement across Metro North supports person centred care to enable strategic initiatives, strengthen our culture and communication, have effective networks and partnerships and enhance leadership capability. By enabling our staff with systems that support compassionate person-centred care, we can continue to provide safe quality care and inform our future state.

Purpose

The purpose of this Working Together Strategy is to focus on employee experience and engagement efforts across Metro North that provide a sustainable platform for employees to influence the design, planning, delivery, decision making and evaluation of health services for the next planning period of 2019-2021.

Links with other strategies



Effective: October 2019 / Review: October 2020

Outcomes

Our overarching outcomes for the Working Together Strategy are:

- To embed effective employee engagement that contributes to patient safety, quality and experience for improved healthcare outcomes based on compassion.
- Our staff will be engaged with their work, their teams and Metro North and undertake work that is meaningful and in a manner that is reflective of Values in Action.
- Innovations will be used to build greater connectivity across Metro North and position us to deliver the aspirations in MN32.
- To be inclusive of our diverse workforce and be an organisation that supports mentally healthy workplaces i.e. where staff feel valued, supported and respected in an environment where they can work smart, contribute their best, be recognised for their great work and have energy for their home life at the end of the day.
- To provide a safe working environment supported by the necessary infrastructure, technology and guidelines and where psychological safety is cultivated.
- By listening and responding to the needs of our workforce across all areas and disciplines, we are best placed to be an employer of choice to recruit and retain staff who are committed to working within a values-based environment.
- To continue to strengthen partnerships in service and systems improvement where our own staff can inform and be actively involved in our research agenda.



Four Focus areas for 2019 – 2021



The following four focus areas have been identified as the priorities for 2019-2021:

- 1 Our culture
- 2 Leadership development and workforce design
- 3 Communication and interactions
- 4 Partnerships, networks, streams and collaboration

1 Our culture

The Values in Action program supports us to foster trust and embed a culture of engagement using an evidence-based framework. This enables staff to feel safe, valued and recognised for their efforts while acknowledging staff wellbeing is vital to providing compassionate, safe quality care.

To sustain staff engagement, we commit to continuing to listen, be responsive and work together to achieve our shared vision. This includes sharing how we have considered and/or incorporated staff feedback into our future plans.

To continue to support new initiatives in our dynamic environments, we will seek opportunities for innovation (including investment and disinvestment), while being inclusive in decision making and communicate the outcomes to our teams.

Our overall objectives are:

- Be established as an employer of choice; attracting, retaining and promoting staff in a values-based inclusive environment
- To listen to, and respect the opinions and experience of our culturally diverse staff
- To support staff wellbeing via a peer support program and accountable leaders
- To develop capacity and capability to proactively increase responsiveness to change manage service growth
- To establish a wellbeing plan informed, designed and delivered by our staff
- To support and appropriately resource transformation initiatives that will improve the employee and patient experience and support future focus

What we will measure:

- Our staff wellbeing, experience and engagement levels by way of agreed surveys, culturally specific strategies, development and uptake of wellbeing initiatives and Human Resource (HR) data
- Our patient, consumer, families and carer experiences by use of consumer feedback, safety and quality data and patient experience surveys
- The uptake and effectiveness of established, new and refreshed programs/initiatives that support staff wellbeing and education and training
- The outcomes of transformation programs that promote opportunities for innovation, collaboration and developing and attracting talent



2 Leadership development and workforce design

Compassionate and respectful leaders at all levels who role model Values in Action will support staff wellbeing and engagement. This enables and empowers staff to align the work they do with their passion to achieve excellence in patient care.

Leaders and managers who listen, are action oriented and responsive to staff concerns, cultivate a culture of safety and respect while acting with integrity to support their team members to thrive while building trust.

Visible leadership with a commitment to communicating our collective vision will enable a well-informed roadmap to influence service improvements, innovations and collaborations into the future to deliver on the aspirations of MN32.

Our overall objectives are:

- To increase leadership and workforce capability to successfully deliver quality healthcare outcomes and experiences
- To develop and deploy partnership agreements, innovations and digital strategies successfully
- Our leaders and managers will role model behaviours that align with our values, will reward and recognise our staff, act to support staff wellbeing and communicate our intentions and decisions appropriately to transform how we work together
- Our leaders and managers will continue to build confidence and trust by demonstrating that staff escalation of concerns or suggestions for

improvements are being heard, actions are being taken and timely updates are provided back to staff

- To continue to develop staff at all levels by mentoring and coaching and with an active investment for succession planning to develop our future leaders and workforce

What we will measure:

- How our leaders support staff development opportunities and inform new career pathways by way of professional development plans and uptake of education and training opportunities
- The completion of formal/informal qualifications, evaluation of leadership maturity levels and professional development opportunities supported for staff articulated in personal and professional development plans
- How our leaders and executives support frontline directors and managers to lead teams, promote succession management and planning opportunities and engage in mentoring and coaching relationships detailed in professional development plans
- The evaluation of new innovations, service delivery models of care and partnerships that support our workforce capability
- Our staff wellbeing, experience and engagement levels by way of agreed surveys, culturally specific strategies, development and uptake of wellbeing initiatives and Human Resource (HR) data



3 Communication and interactions

The way in which we engage with one another and our patients, families and carers will be strengthened by continuing to work in gentle, respectful and compassionate ways that builds trust and allows us to feel safe about speaking up.

By better understanding how our staff like to communicate and increasing our communication efforts we can be more culturally appropriate, transparent and more inclusive. This in-turn increases understanding and buy-in regarding new initiatives and managing change. Staff who are consulted, feel adequately represented and feel well informed can better understand our decision making and their commitment required to embrace the inevitable change that occurs in healthcare.

By prioritising health literacy of patients, we can better understand, educate and support what really matters to our patients and provide healthcare that is value-based and enhances our patient experience and outcomes.

Our overall objectives are:

- Develop culturally appropriate, tailored, targeted and effective engagement and communication feedback loops that resonate with our diverse staff within their workplace environments
- To better understand and enhance our communication with staff at all levels by using new and established networks and tools
- Support staff to better understand, access and utilise health literacy resources to support our patient needs and to communicate more appropriately with our patients, consumers, carers, families and volunteers
- To establish a culture of feedback that is based on a shared language, peer support, provides opportunities for self-reflection and staff support to foster a culture of safety and respect
- To provide care that is of high value by partnering with our patients to understand what matters most to them and to help inform opportunities to reduce low value care
- To embed best practice change management in how we change and develop our services

What we will measure:

- Staff readiness for change programs scheduled to be deployed in the next 3 years, including digitisation through use of surveys, focus groups and engagement measures
- The reduction of low value care by examining specific opportunities identified in reviews of patient experience and outcome measures
- The implementation of new staff reward and recognition programs/tools, examining our staff experience measures and evaluation of peer support programs
- The development, implementation and evaluation of new tools and digital technologies that better connect us to communicate for safety
- The impact of communities of practice/clinical councils/committees by annual evaluation against the Terms of Reference or agreed measures for that forum/committee



4 Partnerships, networks, streams and collaborations

Seeking out shared learning opportunities across our professional, operational, administrative and support service networks will help us grow together, support and learn from one another, better utilise resources and share the strengths within our teams.

By partnering with other Hospitals and Health Services, industry, academic and industrial partners, other healthcare and non-government/private community service providers, we are better situated to support the workforce of the future, research and innovation and capitalise on our expertise.

By collaborating and partnering with our employees' organisational and professional bodies we can create further opportunities to support staff in more positive engagement for future change and innovation initiatives.

Our overall objectives are:

- To recognise and build on existing innovations and areas of excellence
- To develop and adopt new technologies and innovations that support opportunities

that assist to attract and retain staff and to be healthcare industry leaders

- To grow our partnerships, collaborative efforts and networks that increase workforce capability to adapt to change and support innovation and research, including exploration of collective investment across education and research sectors

What we will measure:

- The impact of our collaborations with other Hospital and Health Services, Department of Health, industry, organisational, industrial, professional and academic partners by adoption of new models of care, workforce planning initiatives, technologies, education and research initiatives
- The impact of increasing our internal collaboration efforts 'with each other' and our partners by examining our staff and patient engagement and experience and opportunities that arise from our networks and collaborations
- The experience of those undertaking school based and youth engagement programs and the number of traineeships that translate to ongoing employment opportunities



Implementation and monitoring

Monitoring will occur via operational planning reporting cycles. An annual Working Together Strategy Board report informed by the directorates, clinical councils, streams, administrative, support and clinical teams will be submitted to the Metro North Board at the end of each financial year. The following positions are responsible for reporting outcomes of the Working Together – Strategy for Inclusive Employee Engagement 2019-2021.



Metro North Business Units	Executive Director of the Business Unit
The Royal Brisbane and Women’s Hospital	Executive Director Royal Brisbane and Women’s Hospital
The Prince Charles Hospital	Executive Director The Prince Charles Hospital
Redcliffe Hospital	Executive Director Redcliffe Hospital
Caboolture Hospital/Kilcoy Hospital and Woodford Correctional Centre	Executive Director Caboolture Hospital
Community and Oral Health Directorate	Executive Director Community and Oral Health
Mental Health Directorate	Executive Director Metro North Mental Health Services
Clinical Support Services	Executive Director Clinical Support Services



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