



People and Culture

Our People Employee Engagement Strategy 2025 – 2027

Working Together for Inclusive
Employee Engagement

**Metro North
Health**



**Queensland
Government**

Our commitment with Aboriginal and Torres Strait Islander people's

Metro North Health (Metro North) is dedicated to honouring the Traditional and Cultural Custodians of the lands and waterways on which we deliver our health services across Metro North.

We pay our respects to Elders, past, present, and emerging, who carry the memories, traditions, and aspirations of Aboriginal and Torres Strait Islander peoples. Their commitment to protecting and promoting these rich cultures inspires us as we strive to build a legacy for future generations.

We recognise the invaluable contributions of our past and current Aboriginal and Torres Strait Islander staff. We are committed to achieving health equity by increasing Aboriginal and Torres Strait Islander people's representation within our workforce and ensuring their voices shape a more equitable health system.

In all we do, we commit to fostering understanding and respect for Aboriginal and Torres Strait Islander cultures, valuing their traditions and amplifying their voices within our health services.

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For more information, contact:

Culture and Wellbeing, Metro North Hospital and Health Service, Block 7, Level 13, Royal Brisbane and Women's Hospital, HERSTON 4029, email MNValues@health.qld.gov.au.

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Foreword by

Board Chair and Chief Executive

As we continue to navigate the ever-evolving landscape of healthcare, we want to take a moment to express our gratitude for your dedication and commitment. Your hard work and passion are the driving forces behind our ability to provide exceptional patient care and to make a difference in the lives of those we serve.

At Metro North Health, our vision is to be a leader in healthcare, delivering high-quality, safe, equitable, and inclusive services to all. Our values of Respect, Integrity, Compassion, High Performance, and Teamwork guide us in everything we do. We are committed to fostering a culture of continuous improvement, innovation, diversity, and health equity.

As we move forward, let us continue to work together, support one another, and strive for excellence in all that we do. Your engagement and dedication are vital to our success, and we are committed to providing you with the resources, support, and environment you need to thrive and perform at your best.

With gratitude,



Bernard Curran

Chair, Metro North Hospital
and Health Service Board



**Adjunct Professor
Jackie Hanson**

Chief Executive, Metro
North Health

Foreword by Combined Clinical Council Chairs

Empowering employees to contribute and engage by increasing employee voice and feedback mechanisms allows Metro North Health to make considered, informed decisions that improve employee experience, service design and delivery of care. In alignment with the strategic direction of the Our People Strategy, Clinical Council aims to ensure that a progressive and sustainable approach to engaging healthcare professionals is firmly embedded in its health improvement initiatives. Active engagement with our staff is a priority and we acknowledge the need to stay connected in more relevant and meaningful ways to strengthen collaboration.

The Metro North Clinical Council (MNCC) is the peak clinical advisory body for the Metro North Health Service Executive Leadership Team. The Council is the major forum for clinical involvement in strategic and governance matters, aimed at providing high quality healthcare and ongoing service improvement. The members of our six directorate Clinical Councils are advocates and representatives of staff from across all levels of the organisation. 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. We encourage you to read the Our People Strategy and take every opportunity to engage with Clinical Council representatives and seize opportunities to have your say.

Introduction

A great workplace is everyone's responsibility. Workplace culture is influenced by employees' experiences of work, for example the way people show care for one another, the emphasis on safety, wellbeing and support, the focus on innovation, learning and growth, and leadership behaviours. In this way, culture plays a big part in influencing peoples' levels of engagement, that is, how committed they are to their workplace.

Metro North Health (Metro North) is dedicated to putting our people first and embedding strong employee engagement into our services through co-design, planning, and improvement cycles. The Metro North Our People Employee Engagement Strategy 2025-2027 (Our People Strategy) is a key document that outlines this commitment. The strategy aligns closely with the Putting People First Strategy and is operationalised through the People and Culture Operational Plan, which fosters a positive workplace culture and supports professional development, and the Metro North Have Your Say Action Plan, which ensures staff feedback is integrated into decision-making processes for continuous improvement.

This strategy sets the direction for our people that will ensure a sustainable, flexible, agile workforce that feels supported and empowered. It acknowledges the invaluable role of teamwork in supporting the patient journey and providing connected integrated care. First and foremost, we want employees to feel valued and to feel able to fulfil their potential. If we get this right, we stand a better chance of meeting the many challenges we face, now and into the future.

"The strategy aligns closely with the Putting People First Strategy and is operationalised through the People and Culture Operational Plan..."

Purpose

Our People Strategy outlines our ongoing commitment to making Metro North a great place to work. It establishes the strategic direction for our employee engagement efforts over the next three years, focusing on enhancing the employee experience and fostering a culture of collaboration and innovation.

This strategy aims to address significant workforce challenges, including staff shortages, burnout, overall well-being issues, and the impacts of the post COVID-19 landscape on healthcare professionals. By prioritising the well-being and development of our employees, this strategy, in conjunction with other key strategies and Metro North's goals, aims to create a positive workplace and culture.

At Metro North, we recognise that the heart of exceptional care lies in the hands of those who provide it. Our People Strategy places a strong emphasis on partnering with clinicians to co-design the future of care delivery. By fostering a culture of meaningful collaboration and consultation, we aim to ensure that those who are closest to patient care have a leading role in shaping our strategic direction and service design.

Created through joint engagement with our staff, clinical councils, and executives, this strategy has been informed by feedback received through past and present engagement processes with employees. It builds on our many achievements and learnings. This strategy is underpinned by Values in Action (VIA), aligns with our commitment to [Putting People First](#), and connects with the strategic intentions from the 'The Best People' of [MN32](#). Building on previous engagement strategies, this latest Employee Engagement Strategy communicates our vision and values and is ambitious in its plan to support Metro North Health staff and ultimately its patients.





Our Vision and Values

Our vision will be updated upon the finalisation of the upcoming Strategic plan.

Metro North Health is proud to be a values-based organisation, creating a foundation to adapt to our rapidly changing environment. Our Values in Action program is part of the 'Our People' strand of the Putting People First Strategy. We strive to create a culture where our values guide our interactions, delivering better experiences for those who use our services and creating a great place to work for our staff.



Respect

We listen, value and acknowledge each other and are inclusive of all culture and beliefs of others.



Integrity

We are honest, equitable and accountable.



Compassion

We create a safe, supportive environment for our patients and staff.



High Performance

We invest in our people to be the best they can be and set clear direction.



Teamwork

We promote teamwork and belonging, where each member of our teams is made to feel they belong and are valued.





Employee Engagement in Context

Employee engagement is the connection employees feel towards their work, their team, and the organisation. There is an overwhelming body of evidence to show that engaged staff who feel connected to their teams, love their jobs, and have positive feelings about the organisation, deliver better health care (2).

It is important to acknowledge that a better workplace is everyone's responsibility and not the responsibility of our senior leaders alone. Every individual staff member contributes to the environment of those around them and has a role in making Metro North a great place to work.

Benefits of an engaged workplace for employers

- Increased performance and productivity
- Reduced absenteeism and sick leave
- Greater staff morale, satisfaction, commitment, and motivation
- Improved corporate image and attraction/retention of employees
- Higher patient satisfaction & improved patient health outcomes

Benefits of an engaged workplace for employees

- Increase in physical health and mental wellbeing
- Improved morale, job satisfaction and motivation
- Greater sense of purpose and meaning in delivering their role and responsibilities
- Increased discretionary effort leading to improved capacity for problem solving, decision making, creativity, lateral thinking, and innovation
- Reduced resistance to change and increased resilience in responding to adverse events



Our Priorities

Drawing insights from ongoing staff feedback, learnings from our previous strategy, results from the Best Practice Australia 'Have Your Say' staff surveys, workforce data, and key themes from the Peer Responder Program, EAP, and Staff Psychology service, 'Our People' Strategy is shaped by the core drivers of engagement. This strategy reflects our unwavering commitment to creating supportive work environments that not only nurture our people but also enhance the quality of care they provide.

The 2025 'Have Your Say' staff survey will provide updated insights and feedback which will be leveraged in future action and strategic planning.

The following three priority areas have been identified to help support our people and improve employee engagement for 2025-2027:





Priority 1

Empowering Leadership Excellence

Strengthening our leadership culture by empowering our leaders & managers to inspire, guide, and support their teams effectively.

Our Aim:

With a commitment to making Metro North a great place to work, we continue to focus on strengthening the capabilities of our leaders by empowering them to inspire, guide, and support their teams effectively. Leadership excellence involves guiding and impacting outcomes, enabling groups to work together effectively, and fostering an environment of trust and collaboration, where staff, and teams, feel safe, valued, and can reach their true potential.

Leaders who are dedicated to communicating our shared vision will develop clear and informed roadmaps, drive service improvement, innovation, and collaboration. It is important that all leaders across Metro North take responsibility for fostering an environment where everyone can thrive. This will be achieved through inclusive and compassionate leadership, building high performing teams, effective performance management, and supporting both personal and professional development.

To address these expectations, an organisation-wide Visible Leadership model will serve as a guide to empower leaders at all levels and formalises the approach our leaders should take. This approach is guided by our Metro North Values, the Capability Framework and feedback from the 2023 Have Your Say Survey. Providing leaders with a clear vision on how to put these aims into practice, will enable them to be confident in creating thriving teams.

How we will do this:

- **Values-based Leadership:** We will refresh the values-led senior leadership program for MNH to increase values-led decision making, transparency, accountability.
- **Leadership Development Programs:** Developing our leaders and managers at all levels through our comprehensive leadership development programs aligned to the Metro North Health leadership capability framework.
- **Coaching and Mentorship:** We are committed to fostering a culture of coaching and mentorship, where leaders actively support their teams. This investment in personal development will empower all employees to reach their full potential.
- **Provide Clarity & Purpose:** Clearly communicate a compelling vision to guide and inspire our people towards collective success.
- **Acting on Employee Feedback:** We will consistently solicit and act on feedback from employees to ensure they feel heard and valued. This includes reviewing insights from our bi-annual "Have Your Say" Staff Survey and integrating them into service and operational plans. Leaders are held accountable for addressing HYS survey feedback and at a local level, develop and implement action plans, and report progress.
- **Reward and Recognition:** We will celebrate and acknowledge those who exemplify the Metro North values and behaviours, fostering a culture of appreciation, by acknowledging your achievements, & appreciating your contributions.

It is important that all leaders across Metro North take responsibility for fostering an environment where everyone can thrive.







Priority 2

Prioritising Workplace Culture & Wellbeing

Creating a culture of safety, inclusion, and respect, where every employee feels valued, supported, and empowered to thrive.

Our Aim:

Workplace wellbeing encompasses the physical, psychological, social, and organisational factors that influence the health, safety, and overall wellbeing of our employees. This means integrating wellbeing into every aspect of the work experience, building on our existing programs and support systems to foster a healthy, supportive, and respectful workplace.

Recognising that a respectful workplace is fundamental to overall wellbeing, we treat every employee fairly, value differences, and foster open, honest communication. We strive to cultivate a culture that celebrates the skills, insights, and contributions of all staff, regardless of gender, race, ethnicity, generation, neurodiversity, sexual orientation, or disability. Employees at all levels are expected to model inclusive behaviours, ensuring that respect and diversity are prioritised and embedded in everyday practices. Our ongoing commitment to these values helps eliminate discrimination in all its forms, fostering a truly inclusive environment where everyone feels valued, respected, and empowered to thrive.

By prioritising Metro North's wellbeing framework including the five domains of wellbeing – physical, mental, social, financial, and workplace and our Metro North Values – we aim to nurture a positive culture, create safe work environments, manage wellbeing risks, and raise awareness of mental health. We are committed to preventing harm, harassment, discrimination, and actively working to eliminate racism, ensuring that every employee has the support they need to perform at their best, collaborate effectively, and thrive without fear of exclusion.

How we will do this:

- **Prioritise Psychological Safety:** We will identify and mitigate risks that could negatively impact employees' mental and emotional wellbeing, including high job demands, low role clarity, poor support, unfair treatment and exposure to traumatic events or occupational violence.
- **Build Cultural Capability:** Ensuring our workforce are equipped with the skills, knowledge, behaviours, and systems that are required to plan, support, improve and deliver services in a culturally respectful and appropriate manner.
- **Promote Diversity, Equity and Inclusion:** We will actively eliminate racial discrimination and create an environment of belonging that recognises and values the unique skills and contributions of all employees, regardless of gender, race, ethnicity, generation, sexual orientation, or disability.
- **Proactive Wellbeing Culture:** We will create a culture where wellbeing is a shared responsibility. Leaders will model positive wellbeing practices, encourage help-seeking behaviours, and foster a healthy work environment that supports mental and physical health.
- **Providing Comprehensive Support:** We will enhance and expand our range of health and wellbeing programs, ensuring they effectively support mental health and wellbeing while also increasing individual awareness and capabilities.

We aim to nurture a positive culture, create safe work environments, manage wellbeing risks, and raise awareness of mental health.







Priority 3

Optimising Our Potential

Enable, support, and professionally develop our people and encourage their active participation in organisational growth and innovation.

Our Aim:

To establish Metro North as an employer of choice, attracting, retaining, and promoting staff in a values-based inclusive environment. In a rapidly evolving healthcare landscape, talent management and succession planning are crucial for addressing workforce challenges and maximising opportunities. Unlocking the full potential of our workforce is foundational to addressing ongoing workforce shortages. We are committed to creating an environment that supports professional growth, aligning individual aspirations with organisational goals. By investing in recruitment, education, continuous improvement, and fostering a culture of curiosity and innovation, we aim to harness our staff's full potential.

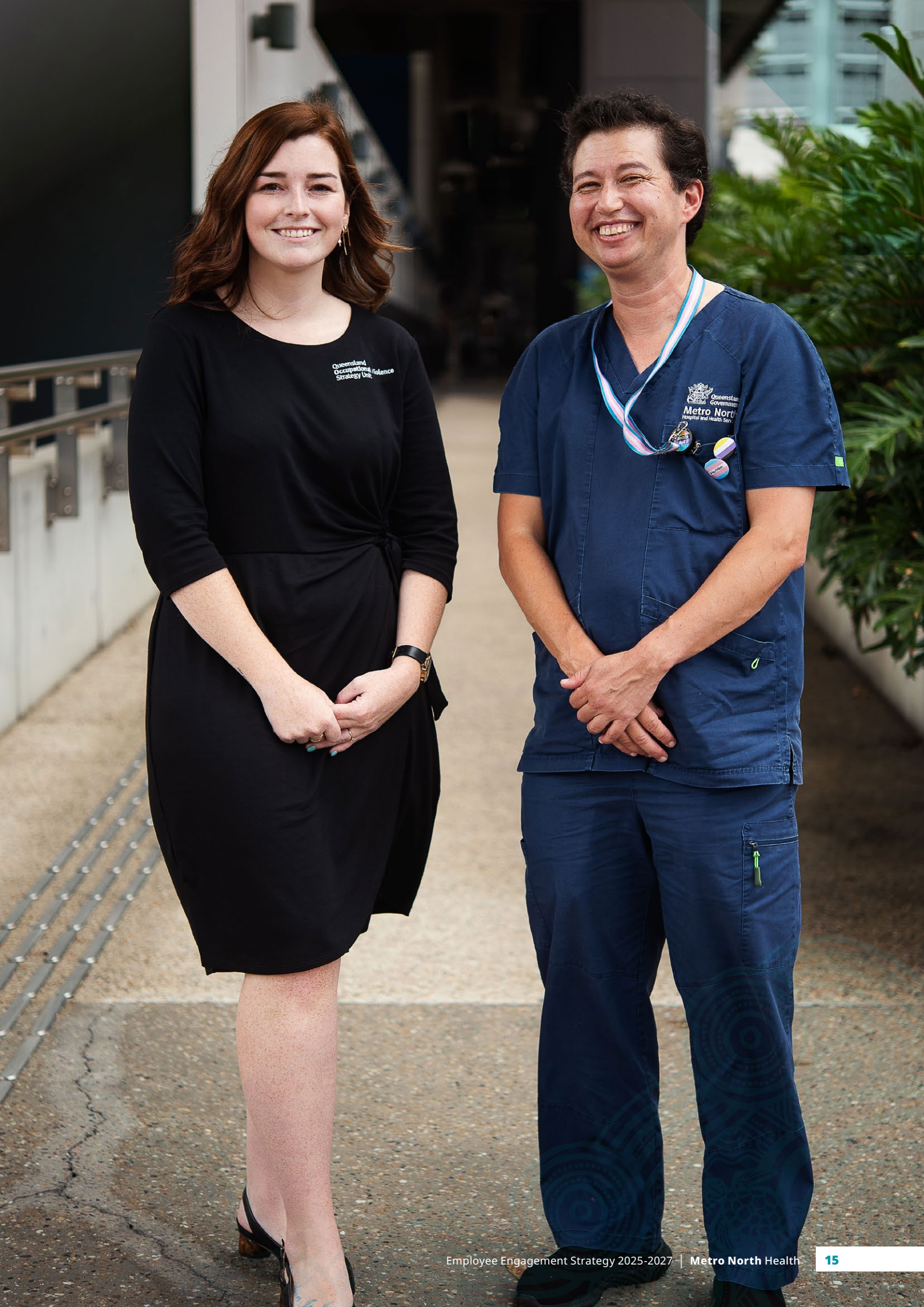
We strive to develop a performance culture where continuous learning is the norm, empowering employees to contribute meaningfully. By engaging staff in the research, co-design, implementation, and evaluation of solutions and strategies, we enhance individual skill sets and ensure everyone feels valued and invested in. This approach not only builds a dynamic and resilient workforce but also aligns with the broader goals of our community, fostering a culture of trust, innovation, and inclusivity.

How we will do this:

- **Support People Development:** We will cultivate an environment that prioritises professional growth and development, ensuring our staff are well-equipped to meet both current and future demands in healthcare, maximising skills to address workforce shortages.
- **Empower Employee Voice:** We will actively encourage a strong employee voice by providing clear channels for staff to raise concerns, suggest improvements, and contribute to decision-making processes, ensuring their input shapes the future of care delivery.
- **Foster Continuous Improvement:** We will empower employees to actively engage in the research, co-design, implementation, and evaluation of solutions, fostering a culture of learning and innovation.
- **Creating Capacity:** Identifying opportunities for improvement through initiatives aimed at enhancing our capacity to deliver better outcomes for both employees and our patients.

By engaging staff in the research, co-design, implementation, and evaluation of solutions and strategies, we enhance individual skill sets and ensure everyone feels valued and invested in.





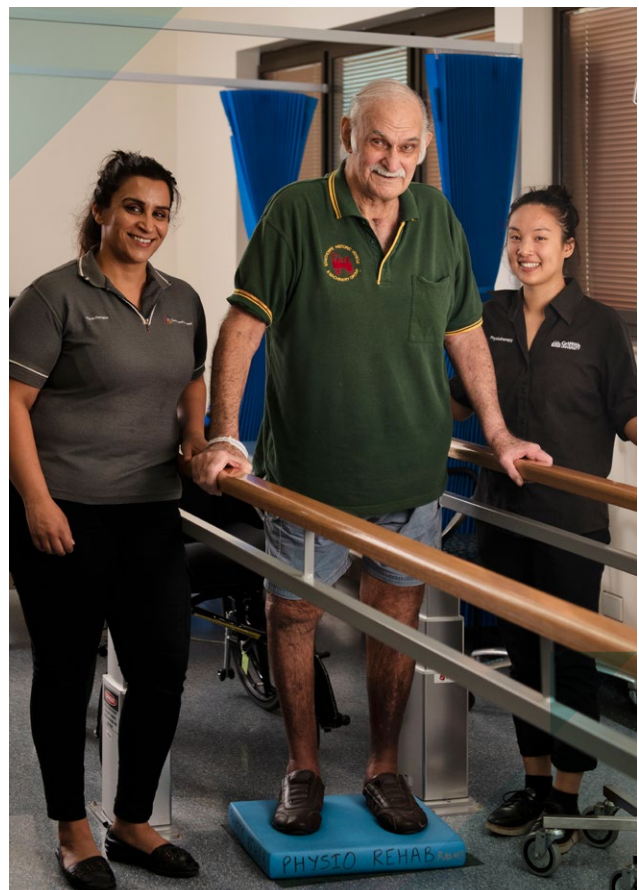


Reporting and Evaluation

Realisation of this strategy is a shared responsibility involving the Metro North Health Board, Executives, Clinical Councils, Leaders, and Employees. Regular monitoring and evaluation of employee engagement is essential to improving Metro North Health's services and maximising benefits for our employees and consumers.

Metro North uses multiple data sets, and data types to measure organisational performance and engagement—including minimum obligatory human resource information (MOHRI) collected from payroll data and the bi-annual Have Your Say employee engagement survey results.

Monitoring will occur via operational planning reporting cycles. An annual Our People 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.






Our Commitment

Owners accountable for the following focus areas will be required to submit progress reports each year for inclusion in the annual Our People Strategy Board report.

Priority Areas	Areas of Focus		Owners
 Priority 1 - Empowering Leadership Excellence	1:1	Implement and embed a clear set of values-based leadership principles that our leaders at all levels will model.	General Manager P&C Programs
	1:2	Further development and delivery of the MN leadership programs and initiatives.	General Manager P&C Programs
	1:3	Grow coaching and mentoring capability across the organisation. Increase utilisation of Metro North Coaching and mentoring program.	General Manager P&C Programs
	1:4	Increased visibility of the Health Service Executive Leadership Team including implementation of regular leader rounding.	Executive Director of All Directorates
	1:5	Provide a strategic narrative that keeps staff informed about organisational goals, changes, and opportunities for involvement, promoting transparency and open dialogue.	Executive Director, Office of Chief Executive and Communications
	1:6	Ensure every business unit at Metro North integrates action plans from the bi-annual 'Have Your Say' staff survey into their service and operational plans.	Chief Executive
	1:7	Introduce new and expand upon existing reward and recognition initiatives.	Chief Executive
 Priority 2 - Prioritising Workplace Culture & Wellbeing	2:1	Co-design, develop and embed the organisation-wide wellbeing framework to improve individual, team, and organisational health and wellbeing across Metro North Health.	General Manager P&C Programs
	2:2	Progress the aims of the Metro North Health Equity Strategy and the Metro North Diversity, Equity & Inclusion Action Plan.	Executive Director of all Directorates
	2:3	Increase promotion, support, and accessibility of flexible working across all streams in Metro North.	Executive Director of all Directorates
	2:4	Focus on and advocate for Occupational Violence Prevention programs and initiatives.	Executive Director of all Directorates
	2:5	Partner with the Hush Foundation to integrate kindness into our practices at Metro North, fostering a more compassionate and safer workplace culture.	Executive Director, Office of Chief Executive and Communications
	2:6	Increase number of new hires from diverse backgrounds, representative of our community, considering: gender, ethnicity, age, sexual orientation, generation, and disability.	All SET members
 Priority 3 - Optimising Our Potential	3:1	Further develop career maps to demonstrate clear career progression pathways for all disciplines.	Director Workforce Reform Coordination
	3:2	Actively encourage Clinician representation on committees that inform decisions on workforce, and service design and delivery.	Operational Leadership Team
	3:3	Harmonise key workforce datasets to support cohesive system level reporting and workforce planning.	Chief People & Culture Officer
	3:4	Continuously adapt our models of care and role scopes to optimise service delivery and meet changing patient needs.	Director Workforce Reform Coordination
	3:5	Improve our on-boarding processes & tools to facilitate an improved on-boarding experience.	General Manager P&C Programs
	3:6	Partner with Government Departments and education sectors to trial innovative programs, to provide comprehensive employment and training opportunities across our services.	Executive Directors of all Clinical and Professional Streams



Priority Areas	Indicators of success will include:
 <p>Priority 1 - Empowering Leadership Excellence</p>	<p>Enhanced organisational alignment and empowered leadership across Metro North Health measured by:</p> <p>Increased employee engagement scores in the 2027 Best Practice Australia (Have Your Say) survey compared to 2025 results.</p> <p>Increased staff reporting confidence in leadership and alignment with organisational values as reflected in the Have Your Say survey responses.</p> <p>Improvement in healthy retention rates, tracked through HR workforce data and Last Impressions exit survey data, particularly in critical and leadership roles.</p> <p>Increase in participation and completion rates for leadership development programs, demonstrating strengthened leadership capacity across Metro North.</p>
 <p>Priority 2 - Prioritising Workplace Culture & Wellbeing</p>	<p>Demonstrated improvements in workplace culture and wellbeing across Metro North Health, measured by:</p> <p>Increase in employee satisfaction scores in 2027 Have Your Say survey compared to 2025 results.</p> <p>Increase in staff reporting awareness and accessibility of flexible work practices.</p> <p>Improvements in diversity, equity and inclusion metrics including workforce representation data and staff feedback in Have Your Say survey.</p> <p>Reduction in occupational violence incidents tracked through HR incident reporting systems.</p>
 <p>Priority 3 - Optimising Our Potential</p>	<p>Enhanced workforce potential and organisational growth measured by:</p> <p>Development and implementation of career maps with an increase in staff reporting clarity on career progression opportunities in 2027 Have Your Say survey.</p> <p>Increased clinician representation on workforce initiatives, with measurable input into organisational strategies and solutions.</p> <p>Adaptation of models of care and workforce scopes with evidence of alignment to changing patient needs and improved service delivery outcomes.</p> <p>Increased satisfaction with onboarding process supported by feedback from new employees.</p>



Metro North Health Strategic Planning Framework

The **Working Together Strategy 2022-2024** is one of Metro North's key documents setting direction and priorities to unite efforts on the initiatives to deliver on strategic directions. The Metro North Health strategic planning framework is outlined below.



Metro North Health Strategic Plan 2020-2024

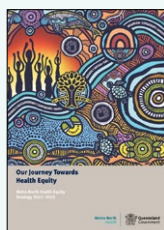


Queensland Health HEALTH Q32

Strategies



Health Services Strategy 2021-2026



Health Equity Strategy 2022-2025



Collaborating in Health Strategy 2022-2024



Local Area Needs Assessment 2022



Research Strategy 2023-2027



Safety and Quality Strategy 2019-2023



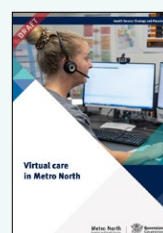
Working Together Strategy 2022-2024



Strategic Workforce Plan 2020-2025



Metro North Digital Strategy 2018-2032



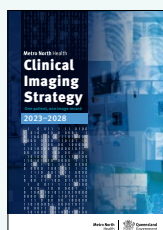
Virtual Care in Metro North



Information Security Strategy (including Cyber Security)



Putting People First Strategy 2018



Clinical Imaging Strategy 2023



Green Metro North Sustainability Strategy 2021-2026

Related Documents

- **Hospital and Health Boards Act Amendment 2023 (Staff Wellbeing)**
- **The Queensland Health Workforce Mental Health and Wellbeing Framework**
- **Managing the risk of psychosocial hazards at work Code of Practice 2022**

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