



# Clinician and Employee Engagement Strategy

## Our vision

To be a trusted and valued leader in the delivery of health services to rural and remote communities

## Our purpose

To provide safe, effective, responsible and sustainable rural and remote health services that people trust and value

### OUR VALUES



**Quality**

*Striving for excellence and the highest standards of care*



**Compassion**

*Treating people with kindness, respect and dignity*



**Accountability**

*Showing reliability and taking ownership*



**Engagement**

*Connecting with others to work effectively and inclusively*



**Adaptability**

*Constantly learning, changing and growing*

## Why do we engage?

The provision of safe, high-quality, person-centred healthcare depends first foremost on the skill and dedication of clinicians. However, the health outcomes of a community are inextricably linked to the expertise and support of the broader health workforce and organisational context. Therefore, genuine, proactive engagement with all employees is essential. Through effective engagement and collaboration, we aim to ensure our entire workforce has the support and resources needed to deliver integrated, responsive, high-quality healthcare across the South West.

### Purpose

This strategy outlines our plan to guide effective engagement with our clinicians and employees through communicating appropriately and effectively, and partnering in the planning, monitoring and evaluation of our health services.

### Scope

The strategy outlines how South West Hospital and Health Service (SWHHS) will engage and collaborate with clinicians and employees in the planning, design and delivery of healthcare for the 2022–2026 period. It demonstrates our commitment to continuously improving engagement with our workforce, and actively partnering in areas including safety and quality, service planning and design, service delivery and service evaluation.

The strategy applies to all South West Hospital and Health Service employees who work together as a team to care for our communities. This includes clinicians, non-clinicians, visiting medical specialists, administration staff, contractors and volunteers. The scope of our service includes acute care, primary and community care, residential aged care, telehealth services, allied health, and hospital in the home services.

### Levels of engagement

<b>Individual</b>	Strengthens individual participation by providing our employees and clinicians with accurate and impartial information to help them understand problems, find alternatives and seek solutions.
<b>Work Unit</b>	Partners with our clinicians and employees for service planning, delivery, evaluation and improvement.
<b>Organisational</b>	Supports how we will engage with our overall workforce to plan and design safe, high-quality, high-value and effective care.
<b>System</b>	Focuses on how our employees engage with, contribute to and influence health policy, reform and legislation, and the availability of best practice evidence across all levels of government and internationally.

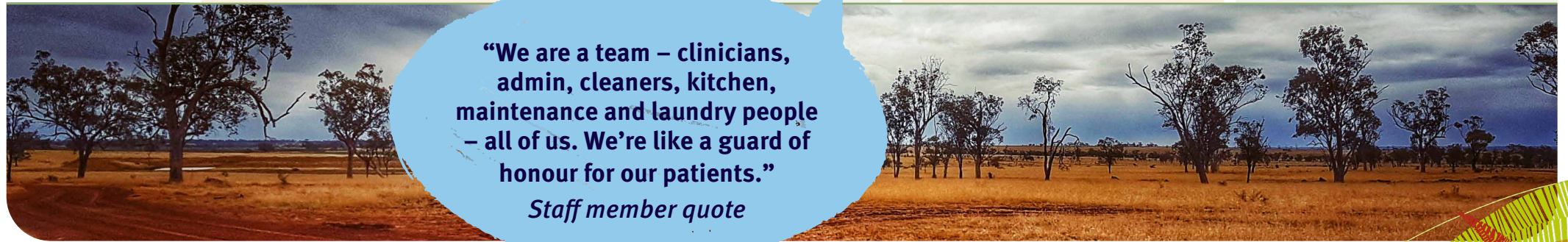


# OUR PROMISE

	Engagement	Information	Consultation	Participation	Measures
Individual		<ul style="list-style-type: none"> <li>Individualised career support and effective onboarding is offered to all employees</li> <li>Role clarity – tasks, responsibilities, reporting lines are clearly defined</li> <li>Comprehensive induction and orientation processes are offered to new starters</li> <li>Responsibilities in relation to mandatory training are made clear</li> <li>Opportunities for professional development are offered and uptake supported</li> <li>Responsibilities in relation to human resources, financial management and recruitment are consistent and clearly defined.</li> </ul>	<ul style="list-style-type: none"> <li>Employees have multiple opportunities to provide feedback, including via Senior Leaders Forum, 'Ask Executive' and other consultation mechanisms</li> <li>Executive leaders routinely engage with clinicians 'on the floor' to ensure information is shared and concerns are heard and acknowledged</li> <li>Employees are encouraged to contribute to strategic and operational plans</li> <li>Clinical training is aligned to service areas</li> <li>Clinicians are represented on key groups and forums within SWHHS, such as the Clinical Council and the Community Advisory Network (CAN).</li> </ul>	<ul style="list-style-type: none"> <li>Employees are encouraged to speak up for safety and share innovative ideas and solutions</li> <li>Clinicians help develop solutions and action plans in response to employee and consumer feedback</li> <li>SWHHS committees and forums, such as the CAN, include clinician representatives</li> <li>Where practicable, employees participate in co-designing solutions to identified issues</li> <li>Clinicians are encouraged to identify and share ideas and solutions as part of the Clinical Council</li> <li>Employees are supported to apply for professional development opportunities.</li> </ul>	<p><b>100% of SWHHS committees and meetings include clinician and employee members</b></p> <p><b>100% of 30-day reviews for new staff members completed</b></p> <p><b>85% of employees complete all mandatory training requirements including the annual My Pathway</b></p> <p><b>Number of employees engaged in SWHHS health and wellness engagement initiatives.</b></p>
Work unit		<ul style="list-style-type: none"> <li>Using various channels, employees are kept up to date of decisions, policies and procedures, plans, new programs and initiatives relevant to their work unit</li> <li>Employees are enabled to access summaries of work unit level meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Various processes are available for obtaining employee feedback and engagement in service delivery improvement opportunities</li> <li>Executive leaders make routine visits to work units and facilities to promote recognition and connectedness</li> <li>Employees are involved in service design, planning, and review of processes at all levels across SWHHS</li> <li>Employees contribute to developing operational plans for their work unit.</li> </ul>	<ul style="list-style-type: none"> <li>Employees contribute to service delivery design, process review and quality improvement initiatives</li> <li>Employees have opportunities to develop solutions to operational service delivery challenges</li> <li>Senior Leaders guide decision-making around service design, planning and delivery</li> <li>Employees receive professional support through supervision and mentoring</li> <li>Employees operate according to SWHHS Village Connect principles.</li> </ul>	<p><b>Work unit meeting minutes reflect employee involvement in decision-making and problem-solving</b></p> <p><b>Employee input and engagement principles inform published policies and strategies</b></p> <p><b>Employee achievement is celebrated through Pulse articles, Facebook posts, monthly Spirit Awards and annual staff awards.</b></p>



	Engagement	Information	Consultation	Participation	Measures
Organisational		<ul style="list-style-type: none"> <li>Key information and decisions from board and executive meetings are shared with employees</li> <li>SWHHS's organisational hierarchy, values, purpose, vision, governance plans and strategies are widely shared and communicated</li> <li>Employees are kept informed of organisation-wide initiatives, decision, programs and strategies through staff forums such as virtual Town Hall meetings, #HSCE Message, monthly Pulse newsletters, SWHHS Facebook page and other information channels.</li> </ul>	<ul style="list-style-type: none"> <li>Senior leaders and clinicians contribute advice to strategic and organisational plans, targets and performance</li> <li>Employee feedback in relation to organisational culture, performance and staff satisfaction is monitored and recorded</li> <li>Recruitment processes demonstrate appropriate representation on selection panels</li> <li>Employees contribute to identifying training needs, and developing and delivering training programs</li> <li>Employees are involved in decision-making that directly affects their role.</li> </ul>	<ul style="list-style-type: none"> <li>SWHHS operates on psychological safety principles and encourages graded assertiveness practices</li> <li>Systems exist to support clinician innovation, including the Clinical Council and clinician involvement in addressing Working for Qld Survey data</li> <li>Senior Leaders and partner organisations (e.g. Health and Wellbeing Qld; Western Qld PHN) work together on integrated service planning and provision</li> <li>Employees are provided with opportunities to be involved in SWHHS events, celebrations and workplace wellbeing activities.</li> </ul>	<p><b>Board and executive meeting summaries, strategic and operational plans, Working for QLD survey data – published on QHEPS</b></p> <p><b>Mechanism in place to address poor performance and bullying.</b></p>
System		<ul style="list-style-type: none"> <li>Employees are kept up to date of legislative changes, and decisions that may affect service capacity and provision</li> <li>Employees are informed of key representatives and advisory groups relevant to their service</li> <li>Employees are aware of and have access to information related to best-practice care.</li> </ul>	<ul style="list-style-type: none"> <li>Feedback from clinicians and senior leaders is actively sought for incorporating into relevant discussion papers and quality safety standards</li> <li>Employee contributions are sought to address legislative and quality safety standards.</li> </ul>	<ul style="list-style-type: none"> <li>SWHHS clinicians are represented at local, regional, state, national, and international conferences, and on statewide clinical groups such as Clinical Senate and statewide forums</li> <li>Clinicians and senior leaders are proactive in seeking system-wide solutions to safety and quality issues including new approaches to healthcare</li> <li>Employee contributions are sought to address legislative and quality safety standards.</li> </ul>	<p><b>Level of involvement of clinicians and employees on key projects</b></p> <p><b>Maintain SWHHS representation of clinicians in statewide forums.</b></p>



**“We are a team – clinicians, admin, cleaners, kitchen, maintenance and laundry people – all of us. We’re like a guard of honour for our patients.”**  
*Staff member quote*

Adapted from the International Association for Public Participation (IAP2) matrix

