Canberra Health Services

Fostering Organisational Culture Improvement Strategy 2020 – 2022

Our FOCIS for a positive workplace

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Acknowledgment of Country

Canberra Health Services acknowledges the Traditional Custodians of the land, the Ngunnawal people. Canberra Health Services respects their continuing culture and connections to the land and the unique contributions they make to the life of this area. Canberra Health Services also acknowledges and welcomes Aboriginal and Torres Strait Islander peoples who are part of the community we serve.

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A great place to work.

CEO's message

While much has been done to reshape our workplace, there is more to do to achieve a safe, supportive, positive workplace and achieve our vision.

All of us have a right to work in a safe and harmonious work environment that enables us to achieve both individual and organisational goals for exceptional person-centred care. This environment is created by everyone through our shared commitment to our:

Vision
Creating exceptional health care together

Role
To be a health service that is trusted by our community

Values
Reliable, Progressive, Respectful and Kind

Our vision and role reflect what we want our health service to stand for, to be known for and to deliver every day. They are our promise to each other and the community we serve.

Our values guide our behaviours, the way we treat each other, the way we perform our jobs and the way we provide our services. It's through our values led behaviours that we embody our vision and role.

Our organisational vision, role and values will guide us to create a future where we grow and develop to do our best, are responsible and responsive, and are treated fairly, with respect and civility – in other words a positive workplace.

Our Fostering Organisational Culture Improvement Strategy (FOCIS) is our roadmap for how we will cultivate a positive workplace for all our people and the community we serve. The objectives set out in this strategy can only be achieved with contributions from all of us – we are on this journey together and we all have a role to play in creating a positive workplace.

A positive workplace - definition

It is our people who informed what a positive workplace looks like for Canberra Health Services (CHS). In 2019, we had over 7700 conversations with our staff when we refreshed our vision, role and values. Through this consultative project our people provided feedback, and this shaped how we define our workplace.

A positive workplace means that CHS is a great place to work because our people are engaged, collaborative and committed to providing exceptional care every day for our community. Our workplace culture is about:

- **How we work together**
- **How we work with our patients and their loved ones**
- **The space we work in**
- **What we do when things go wrong**
- **How we are supported to grow in our roles**

Importance of a positive workplace

Research states that better patient outcomes across a variety of health settings are associated with a positive workplace and organisational culture. Activities that promote positive cultures will enhance outcomes in health care organisations. A positive culture is described as an environment that is cohesive, supportive, collaborative, and inclusive. [1]

This evidence confirms that a focus on promoting and sustaining a safe, supportive, and positive workplace for our people is directly linked to exceptional patient care.

The benefits of having a positive workplace culture in a public health system:

- **ensures a responsiveness to the needs of the community and changing health environment**
- **ensures we work alongside consumers and carers, and listen and learn from them**
- **promotes a reputation of being an employer of choice**
- **attracts a high calibre of skilled people**
- **supports a lower staff turnover and staff absenteeism which leads to retainment and maturity of health capability**
- **cultivates an engaged workforce who experience joy and meaning in their work which drives better patient outcomes**
- **encourages trust between employees which results in effective communication and social cohesion, leading to high quality and safety of care**
- **supports employees to cope and manage a stressful health care environment**
- **encourages a lower risk of complaints, grievances and poor workplace behaviour arising from stress.**

1 Braithwaite J, Herkes J, Ludlow K, Testa L, Lamprell G. Association between organisational and workplace cultures and patient outcomes: systematic review. BMJ Open. 2017;7(11):e017708. Published 2017 Nov8. Doi:10.1136/bmjopen-2017-017708

Culture transformation

There are a number of elements that contribute to our FOCIS.

Our 2019 Workplace Culture Survey told us that workplace behaviours continue to be problematic across the organisation. This confirms we have to focus on improving our workplace culture. We want our people to experience the positive workplace they defined.

To demonstrate our genuine commitment to this, we have made 'a great place to work' one of our strategic priorities. It is through our people we will provide exceptional care that is personal, accessible, effective, safe and well-led.

Developing a positive workplace is a core element of Our People Framework because we want to create an environment where:

- **we attract, recruit, develop and retain the highest calibre talent and support our people to be their best and grow professionally**
- **we are committed to investing in the development and capability of our people to build a highly skilled workforce**
- **we will establish process and systems for our people to feel safe in their work environment**
- **we will embed work practices that are fair and equitable and support our managers and leaders to promote respect, collaboration, and inclusion**
- **we will celebrate our success and acknowledge the dedication and contributions of our people.**

By focusing on building and sustaining CHS to be a great place to work, we will bring our new Clinical Governance Framework to life, to ensure everyone can freely communicate, work alongside our consumers, implement safe and quality systems, monitor and measure so the care we provide is always safe.

To make sure we involve our people in this journey of culture transformation, we established a Positive Workplace Working Group (PWWG) in November 2019. Everyone in the organisation has the opportunity to participate. The role of this group is to lead activities which support building a positive workplace.

The Independent Review into Workplace Culture within ACT Public Health Services Final Report released in March 2019 provided a number of recommendations. These are to be implemented to support the improvement of workplace culture across the ACT public health system. The initiatives currently underway as part of this strategy directly align to progressing the implementation of the recommendations.

This strategy is about creating sustainable change through evidence-based practice which sets the direction of how we will achieve this cultural transformation. It outlines the actions and initiatives we will develop and implement to create a better workplace. A workplace where our people collaborate, work with our patients and their loved ones, know what to do when things go wrong and feel supported every day to grow.

Our roadmap to create a positive workplace

FOCIS is our vehicle to cultivate how we achieve cultural transformation. It is our two-year road map on how we will positively transform how patients, our people and community experience our organisation and services.

To inform how we create a sustainable positive workplace cultural transformation we partnered with the ANU Research School of Management to develop an evidence-based system-wide (ACT public health system) Workplace Culture Framework. The Workplace Culture Framework articulates our five workplace change priorities for culture transformation.

Organisational Trust

Leadership and People

Workplace Civility

Psychological Safety

Team Effectiveness

Each change priority has a set of dimensions and associated criteria to comprehensively describe each attribute.

01 Organisational trust

- Strategy and vision
- Governance
- Values
- Internal communication
- Decision making
- Organisational structure

02 Leadership and people

- People strategy
- Learning and development
- Performance planning
- Recognition

03 Workplace civility

- Policy and guidance
- Early intervention
- Complaints process

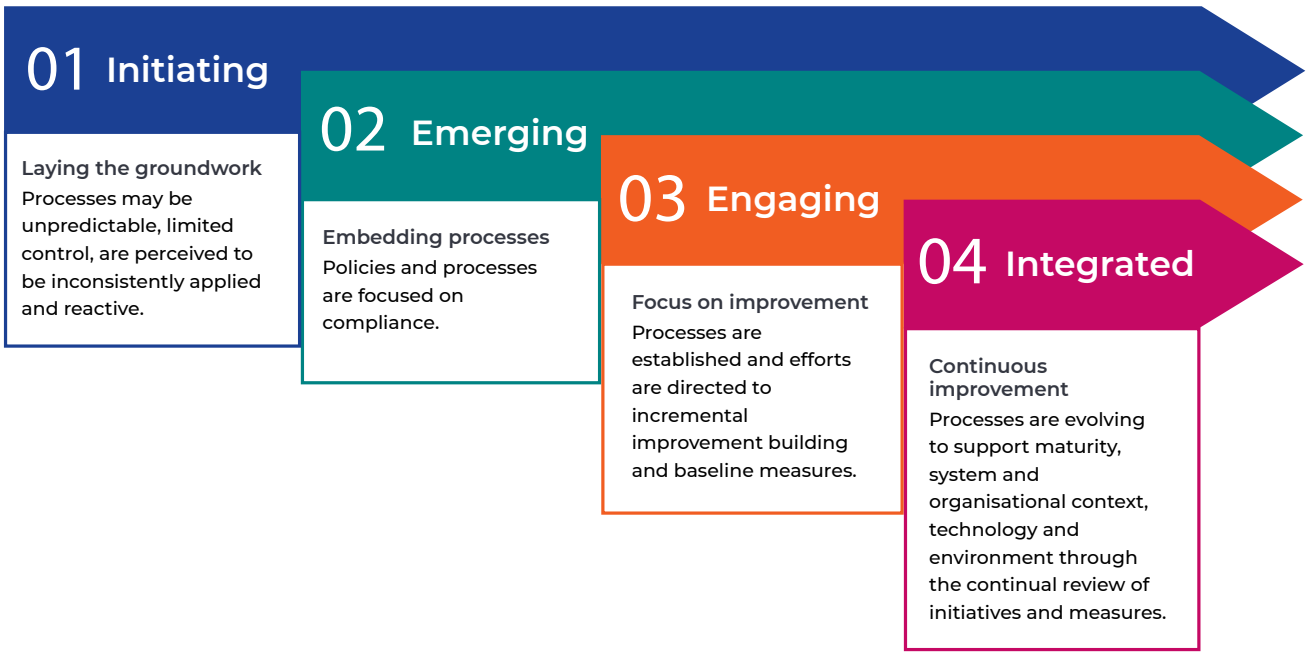
04 Psychological safety

- Policy and guidance
- Diversity and inclusion
- Participation in decision making

05 Team effectiveness

- Team goal clarity
- Team engagement
- Team building

The Organisational Culture Improvement Model (OCIM) was developed to assess our organisational culture maturity against the Workplace Culture Framework change priorities. This model is based on four levels of maturity.



CHS assessed itself against the OCIM, retrospectively (2019) and to date (2020). The outcomes of those assessments have informed our FOCIS and in particular, identified and prioritised the major organisational initiatives to be implemented in the next three years to move up the improvement model.

Maturity Level 2019: 1.4	Maturity Level 2020: 1.7	Target Maturity Level 2021: 2.7	Target Maturity Level 2022: 3.5
1 – Initiating	2 – Emerging	3 - Engaging	3 - Engaging

Organisational trust	
2019	1.6
2020	2.1
Target	**3.1**

Leadership and people	
2019	1.3
2020	1.6
Target	**2.6**

Workplace civility	
2019	1.3
2020	1.8
Target	**2.8**

Psychological safety	
2019	1.3
2020	1.7
Target	**2.7**

Team effectiveness	
2019	1.3
2020	1.7
Target	**2.7**

Our FOCIS areas

While the OCIM assessment reflected the work progressed to reshape our workplace, it identified there is more to do to achieve a safe, supportive, positive workplace and achieve our vision.

As a result of our assessment against the five workplace culture priorities, we have reviewed and identified the areas where we need to make an investment. This allowed us to identify important opportunities and informed our focus.

We are committed to our culture transformation through the development and implementation of a range of activities to promote a positive culture. We have outlined the key initiatives we will progress as part of our FOCIS.

Organisational trust

We will improve the trust in CHS by having clear governance that influences fair, transparent and well-informed decisions. We have strong and effective channels for communication and employee feedback. Our vision and values are understood and demonstrated every day.

Our initiatives

To achieve this goal, key initiatives we will undertake include:

- reporting continual progress on achievement of the Strategic Plan and Corporate Plan activities
- implementing the Clinical Governance Framework by progressing our eight frameworks which will inform our systems and processes and provide a unified approach
- ongoing review of committee structures and terms of reference annually
- continue to progress initiatives under Choosing Wisely
- collaborating and consulting with our people on the 2022 National Standards and Accreditation
- monitoring and reporting how well we are embedding values-led behaviour based on our Workplace Culture Survey 2021 results
- monitoring engagement through regular Pulse Surveys
- showcasing a CHS value quarterly to recognise people and teams who consistently exemplify positive workplace behaviour
- continuing to undertake the Workplace Culture Survey 2021 to hear from our people
- capturing data on clarity of reporting lines and delegation through the Workplace Culture Survey 2021 to enhance operational effectiveness
- implementing our internal communication strategy to share information broadly across the organisation to support emerging operational needs
- annually evaluating the effectiveness of internal communication activities to support communication and business goals
- implementing the Improving Medical Engagement and Culture (IMEC) Strategy
- developing policies and procedures to support evidence-based decision making
- monitoring operational structures to better enhance operational effectiveness

Leadership and people

We will enhance management and leadership capability to build and sustain an engaged workforce. Our people will be supported to perform their roles, have opportunities to grow and develop and their contributions are recognised. We have the right people in the right job at the right time.

Our initiatives

To achieve this goal, key initiatives we will undertake include:

- implementing the Awards and Recognition Program, including hosting the annual CEO awards ceremony
- refreshing the Performance Framework to support our people with role clarity and performance development
- implementing Our People Framework to outline how we will invest and care for our people
- an increased emphasis on education and training of staff to learn with, from and about each other with the goal to provide exceptional health care together
- evaluating effectiveness of our people training programs and identify training needs
- in partnership, developing a territory wide education and training framework to support the sharing of education & training across the public healthcare sector
- implementing the Management and Leadership Strategy to inform how we will develop and promote management and leadership skills
- progressing nurse and midwife leadership training
- offering a new suite of evidenced-based management and leadership training programs
- strategically planning for our future workforce through identification of critical roles, reviewing future internal and external workforce supply and demand and providing longer term attraction, recruitment and retention strategies.
- continuing to implement the initiatives of the MyHealth and Wellbeing Strategy

Workplace civility

We will strengthen our policies and practices to improve respectful and civil behaviour. We will actively communicate the importance of values led behaviour and provide training and support to skill our people in resolving workplace incivility.

Our initiatives

To achieve this goal, key initiatives we will undertake include:

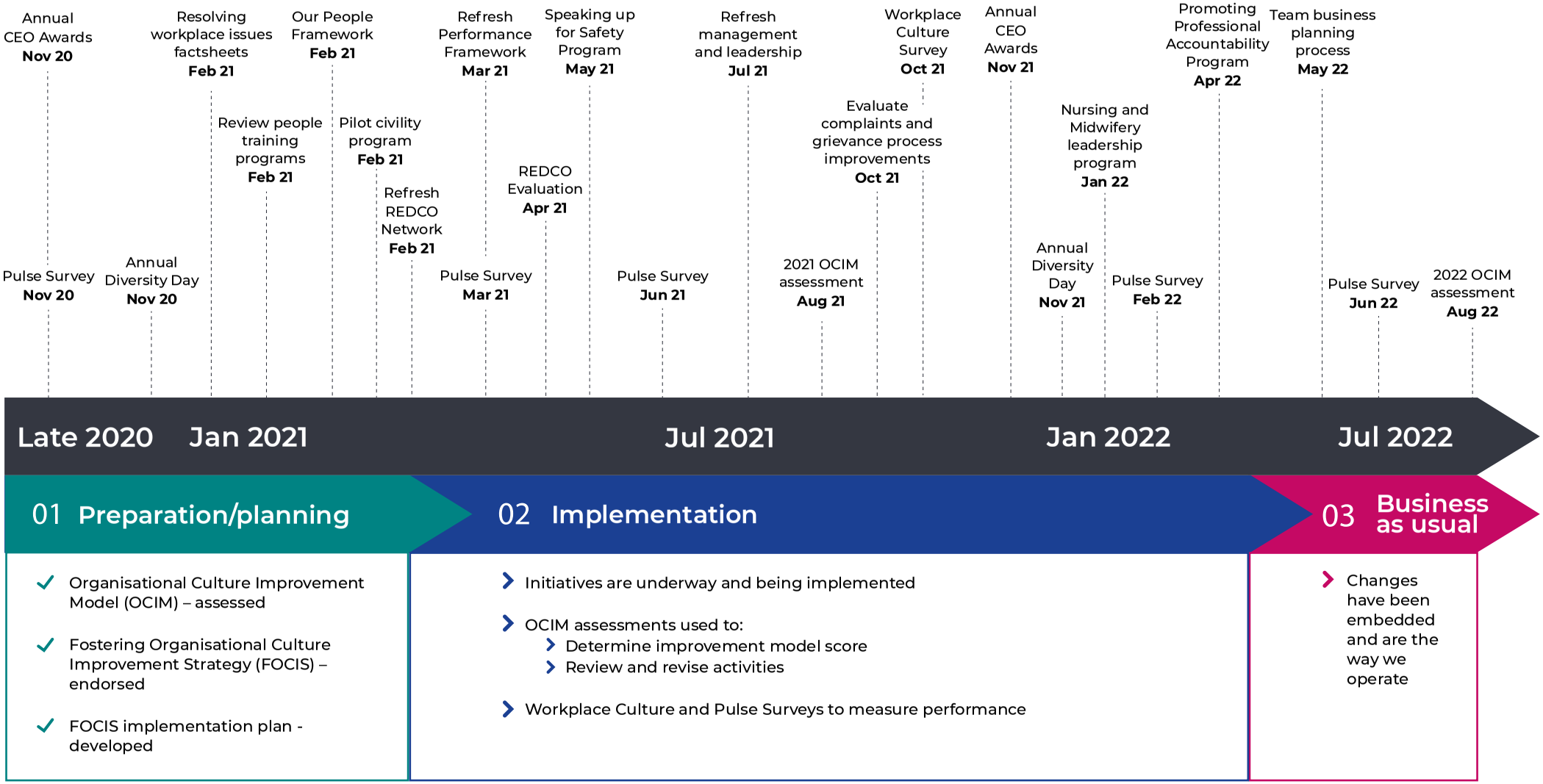
- developing factsheets and a manager toolkit to guide how to best resolve workplace issues
- refreshing manager training to build capability so our managers effectively resolve workplace issues and complaints
- continuing the Workplace Resolution and Support Service
- continuing to provide guidance and direction about workplace practices through our internal HR Business Partner Unit and Employee Services Unit
- progressing opportunities identified through mapping our complaints and grievance processes to improve our practices
- refreshing our Respect, Equity and Diversity Contact Officer (REDCO) Network
- piloting an evidenced-based civility program
- implementing the action plan for the Occupational Violence Strategy
- continuing to identify and support culture improvement through cultural diagnostics
- mapping complaints and grievance processes and implementing identified opportunities

Psychological safety	We will foster an environment that enables our people to feel empowered and safe to speak up. Cultural improvement activities will be implemented to support our people and consumers to educate everyone about the importance of inclusion. Our consultation will be a two-way feedback processes to achieve effective decision making.
Our initiatives	To achieve this goal, key initiatives we will undertake include: • implementing the Speaking up for Safety and Promote Professional Accountability Programs from the Cognitive Institute • identifying gaps in psychological safety policies and guidelines to inform the development of appropriate support and training • continuing to promote external psychological support programs • developing workforce actions plans and staff networks to support cultural inclusion in-line with the Inclusion Roadmap • ongoing delivery of Diversity Day training program • improving recruitment practices to make them more inclusive • monitoring and tracking diversity data to anticipate needs and mitigate risks • continuing to evaluate our peoples' views on being consulted on decisions that impact them in the Workplace Culture Survey 2021
Team effectivenes	We will enable collaborative teamwork and improved team performance through building our management and leadership capability and workplace civility initiatives. Team goals will define purpose and provide clear expectations.
Our initiatives	To achieve this goal, key initiatives we will undertake include: • establishing a team business planning process, where teams identify how they support the goals of the Corporate Plan • each division assessing against the Organisational Culture Improvement Model to progress local initiatives • developing a mentorship workforce model • continuing to evaluate team behaviours and cohesion in the Workplace Culture Survey 2021 • continuing to deliver a range of team building services through our internal Workforce Culture and Leadership Unit

Implementation plan

Accompanying our FOCIS is an implementation plan which is a 'living' document and will be modified as we deliver our key initiatives and identify further initiatives. People and Culture will review and monitor all initiatives every quarter over the next two years. Several of the activities are ongoing and will be progressed through the life of the FOCIS.

The 2020-2022 timeline illustrates the delivery timeframes of our key initiatives.



Measuring our progress

To measure our progress for a positive workplace environment, over the next two years, each year we will assess our organisation against the OCIM. This will identify the level of maturity we have achieved, identify further gaps (if any) and inform new initiatives.

Our intention is to progress to the next level of maturity each year, until we reach level 4 where activities are integrated, standardised, and there is evidence of evaluation for continuous improvement.

The PWWG will champion and drive forward initiatives that are aligned to our FOCIS and continue to support and build a positive workplace.

The Workplace Culture Survey 2021 will provide critical information on staff engagement and how we are travelling.

The Workplace Culture Pulse Surveys will inform the level of engagement of our people and check we are on the right track.

People and Culture will continue to measure and analyse employee metrics to assess improvements in:

- rates of unplanned leave
- separation rates and the associated reasons for learning, along with exit survey information
- compensation cases related to psychological injury
- work-related issues staff seek the Employee Assistance Program
- misconduct allegations and investigations
- improved compliance to essential education
- performance plans are current and include relevant training and development needs in relation to conduct.

The role of our people

Creating and sustaining a positive workplace requires engagement, commitment, and collaboration by us all.

Everyone is an advocate for change and plays an important role in creating a great place to work. It is through our people who deliver exceptional health care to our community and it is through our people we will deliver our FOCIS.

We need everyone to be engaged and inspired to demonstrate the right behaviour which leads to great teamwork, which ultimately creates an environment of safety and trust.

Everyone has a responsibility to:

- **model values-led behaviour in every interaction**
- **share information**
- **communicate with respect**
- **check-in with your colleagues**
- **be receptive to feedback.**

Everyone is welcome to participate in the PWWG and can get involved by reaching out to the CHSpositiveworkplace@act.gov.au.

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