

Canberra Health Services

Creating Exceptional Health Care Together

Our People Framework 2021–2023



Canberra Health Services

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To be reviewed in July 2023

A great
place to
work.



Canberra Health Services



Why?

Delivering exceptional care

Canberra Health Services (CHS) exists to provide health care. At CHS, we want the health care we provide to be exceptional. Every member of our CHS team has a role to play in providing exceptional care to our consumers.

Our vision is 'creating exceptional health care together'.

This means:

Together we are a caring team.

We will be successful when:

- people say, every day, 'I trust you to look after me when I am at my most vulnerable'
- carers and family members say, every day, 'I feel safe to leave my loved one in your care'
- staff and healthcare partners say, every day, 'I have pride in my work, and I want to help us all improve'.

We celebrate our successes as one community, and we create a world where people flourish in their best health.

This is our promise to each other, our consumers, their families and carers and our community.

Our vision is exceptional care that is Personal, Effective, Connected and Accessible, Safe and Well-led will be pursued across CHS by everyone, every day, for every consumer, every time.

To receive exceptional care, it is important to our consumers and carers that their care is:



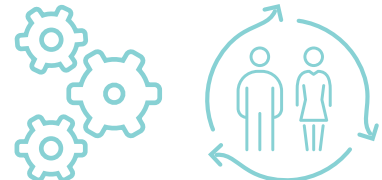
Personal

I am seen and treated as a respected person



Effective

My care helps me meet my goals



Connected and accessible

Everyone is on the same page about my care



Safe

I feel safe



Well-led

I have confidence and trust in those caring for me

Our People Framework

To deliver exceptional care to our consumers, our people need to belong to an organisation that is a great place to work. The Our People Framework describes how we ensure that our staff and managers effectively and efficiently perform their roles.

The Our People Framework defines what we mean by ‘a great place to work’, how we deliver it and what your role is in achieving our vision. It describes:

- **‘why’** creating a great place to work is critical in delivering exceptional care to our consumers, their families and our community
- **‘what’** we want to achieve with every staff member – the goals that support our commitment, in line with our values
- **‘how’** we’ll support our people to make CHS a great place to work and monitor our progress to achieving it
- **‘who’** describes everyone’s roles and responsibilities to make CHS a great place to work.



Our people are the key to achieving our vision. An engaged workforce drives better patient outcomes, increased enjoyment and meaning in our work and helps to attract and keep the best people.

What?

A great place to work

Our goal to ensure that we:

- create an environment to attract, recruit, develop and retain the highest calibre talent
- instill a culture of open and honest communication, in a supportive environment, that will help our people to be their best and to grow professionally, and a culture that fosters open, honest communication throughout the organisation
- invest in the support and development of our team members at all levels from students to senior practitioners, to enable them to develop their capability, grow professionally and deliver best practice care.

By 2023, we will have a positive workplace environment by enhancing our culture, improving our attraction and retention, capability, safety and cross unit collaboration. We will have processes that ensure the system works for our people – not the other way around.

The Our People Framework supports us to deliver on our responsibility to the community for continuous improvement of the safety and quality of our services. The development of CHS as a great place to work ensures that our services are patient centered, safe and effective.

Our people principles

Clear principles provide a shared understanding of where we will focus our attention to make CHS a great place to work.

Principle	Description
Strong leadership and positive culture are critical.	➤ Developing a positive workplace culture through building leadership capability and engaging the workforce – to ensure all team members are able to undertake enjoyable and meaningful work is critical to success.
We work collaboratively.	➤ Enabling greater teamwork, communication and knowledge sharing through unit, team and interdisciplinary learning and that collaboration supports our approach.
We strive to attract, recruit and retain high calibre talent.	➤ Planning strategically for our future workforce needs and enhancing employee attraction and retention.
We ensure a safe working environment.	➤ Enhancing our existing culture and implementing strategies to improve workplace health and safety, with a focus on preventing and minimizing occupational violence.
We develop our workforce's capability.	➤ Investing in training and development programs to enable all team members to advance their capabilities for the future, while creating a reputation as a great learning organisation.



Components of a great place to work

The employee lifecycle (**on page 8**) identifies the different stages a worker experiences as they advance through an organisation, and the role that managers play in optimising that progress.

It also describes the processes involved in people management and leadership throughout the different stages an employee advances through, and meets the principles of the Our People Framework as follows:





Workforce planning

Workforce planning involves continuous business planning to ensure our people are a well-trained, inclusive and a sustainable workforce to meet our current and future needs. It ensures we have the right people, in the right place, at the right time, with the right skills. It is a process of shaping and structuring the workforce to ensure we have enough staff and sustainable capability, capacity and diversity to deliver our organisational objectives, now and into the future.



Recruitment and new starters

Effective recruitment is a process of sourcing and hiring the best-qualified candidates (from within or outside an organisation) for a job vacancy, in a timely and cost-effective manner. It also ensures seamless onboarding processes for our people that will make staff feel welcomed and fully supported to do their best job.



Employment conditions and support

Our people have the right to workplace terms and conditions that are fair and equitable. They are entitled to have equal opportunity to apply for available jobs, higher duties, job rotation schemes and flexible working arrangements. Employment conditions include roles and responsibilities, work hours, leave provisions and salary. The broad areas covered include hours of work, leave and entitlements detailed under the relevant Enterprise Agreements.



Learning and development

Learning and development systems ensure that our people are able to deliver exceptional health care through the effective delivery and development of knowledge, skills, abilities and competencies. We will ensure that our staff are able to meet and maintain their professional obligations. We focus on the development of our people through career and leadership development, talent and succession planning, training and coaching and mentoring for staff across the organisation.



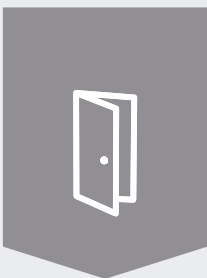
Culture and leadership

CHS is committed to creating a positive workplace with a range of initiatives to ensure all our people embrace the CHS vision, role and values. We support the growth of our leaders and ensure our staff have independent avenues for workplace resolution and support. We improve the frequency and quality of communication, allowing staff to engage in decision making processes and celebrate our successes through the Awards and Recognition Framework.



Health, safety and wellbeing

The health, safety and wellbeing of our people is fundamental to delivering exceptional health care. To achieve this, CHS provides a safe working environment that promotes and supports the physical, mental and emotional health and wellbeing of our people. This includes ensuring work health safety is a priority, providing effective injury management and early intervention services and promoting staff health and wellbeing.



Leaving CHS

At some point in time, the employment relationship between an employee and CHS will come to an end. At this time, it is an opportunity for us to celebrate and appreciate the contribution our people have made to CHS and listen to them to identify any areas for improvement. CHS strives to provide a consistent approach to the cessation of employment, including redundancy, redeployment, retirement, resignation and ill-health.



How?

To ensure that you, your team members and people who access our services are safe and well cared for, the Our People Committee provides oversight and governance to any matters relating to the workplace and our people as a part of our governance structure. It's also fundamental to the provision of a capable and sustainable workforce to meet our vision of creating exceptional health care together.

Principles for our people

The CHS Our People Framework is structured on five key principles that will create a great place to work. These principles are:



Culture and leadership



Collaboration



Attraction, recruitment and retention



Safety and reduction in occupational violence



Workforce capability development



A great place to work is culturally diverse, safe and well led



Culture and leadership

Staff at all levels of the organisation are leaders for change and champions of positive workplace culture. We are innovative, creative and collaborative to ensure that we

improve the engagement and productivity of all CHS staff. This includes:

- developing and delivering culture improvement programs
- establishing and progressing initiatives of the Fostering Organisation Culture Improvement Strategy (FOCIS)
- expecting all staff to meet and uphold the values of our organisation
- embracing the diversity of our staff through inclusion strategies and activities
- ensuring the ongoing effectiveness of the Respect, Equity and Diversity Contact Officers (REDCO)
- supporting improved communication flow through all levels of the organisation
- developing and implementing a Management and Leadership Strategy
- implementing the Awards and Recognition Framework
- reviewing the Performance Framework.

To have a great place to work, we will work together to achieve our goals



Work together collaboratively

To engender a spirit of teamwork, enhanced communication, knowledge sharing and encourage

a positive workplace culture, our people need to work together in a collaborative manner to achieve our goals. We to share our knowledge through interdisciplinary learning and collaboration and supporting each other to reach our personal and professional goals by:

- implementing a culture of cross divisional and unit teamwork across the organisation
- developing a culture of knowledge and initiative sharing across the organisation – a positive initiative in one area of the organisation will be shared so that all areas can flourish and grow
- developing and delivering strategically aligned workforce solutions in areas including people policy, strategies, change management, human resource management, organisational development, diversity and inclusion, general clinical and leadership training, workforce planning, industrial and employee relations, pay and benefits, rewards and recruitment
- collaborating often and effectively with:
 - CMTEDD
 - Workforce Capability and Governance
 - Workplace Safety and Industrial Relations
 - Shared Services
 - universities, colleges and the education sector
 - unions and representative organisations.

A great place to work is an employer of choice attracting and retaining high calibre talent



Attraction, recruitment and retention

To be an employer of choice we plan for our future workforce needs and implement robust recruitment strategies that will attract and retain the highest calibre talent. We encourage recruitment and retention of high calibre talent by:

- developing and implementing attraction and retention initiatives
- developing and maintaining contemporary and relevant workforce strategies to build a sustainable workforce
- enabling streamlined recruitment to ensure swift and seamless onboarding
- working with Shared Services to develop and implement a contemporary Human Resources Information Management System (HRIMS)
- undertaking strategic targeted recruitment through social media platforms, particularly for hard to fill roles
- implementing 'unconscious bias' training to recruitment panel training to ensure merit-based recruitment is exemplified by all hiring managers.

A great place to work is safe for our people



Safety and reduction in occupational violence

We ensure our people are safe in their work environment. Through the development and implementation of workforce health and safety strategies we reduce the threat and occurrence of injury to our people by:

- supporting and encouraging our staff to report workplace incidents and safety risks through their manager or Health and Safety Representative (HSR)
- providing work health and safety training across the organisation
- ensuring the safety of our people through the implementation of the CHS Work Health Safety Strategy 2018-2022
- reviewing and updating WHS policies, procedures and e-learning packages to ensure compliance with legislation and standards
- implementing the CHS Occupational Violence Strategy (2020-2022)
- implementing the CHS MyHealth Strategy 2020-2023 aligned with CHS values, the Whole of Government ACT Public Sector Work, Health, Safety and Wellbeing Policy and the ACTPS Health Minds – Thriving Workplaces Strategy
- developing and implementing Psychological Support for Staff – A Managers Guide to inform managers on how to provide psychological support day to day as well as after an incident.

A great place to work has a skilled and capable workforce

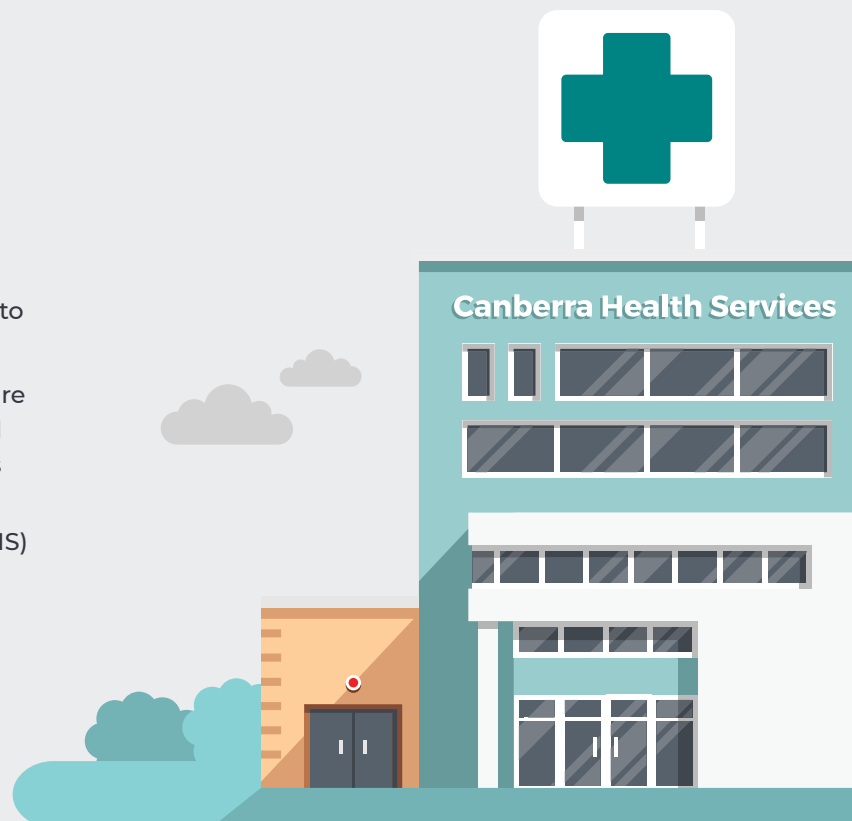


Develop workforce capability

To develop our people, we invest in training and development programs to enable all team members to advance their capabilities for the future, while creating a reputation as a great learning organisation.

CHS builds and sustains organisational capability to respond effectively to business priorities and to meet the needs of the community we serve. We do this through a vibrant and dynamic learning culture, and by building a highly skilled and educated workforce by designing and delivering flexible, innovative and reliable training underpinned by CHS values. This includes:

- partnering with consumers to ensure that we educate our staff and deliver contemporary training including:
 - comprehensive care
 - health associated infections
 - medication safety
 - life support programs
 - mandatory training programs
- developing and implementing a Management and Leadership Strategy to prepare our people to lead teams delivering exceptional care
- providing diversity training to ensure our staff are aware of cultural, religious, physical and mental challenges faced by all our staff and consumers
- ensuring we are ready to meet the National Safety and Quality Healthcare Standards (NSQHS) by developing training to inform our people.

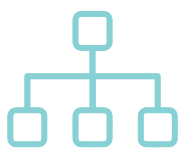




Putting it all together

Critical to the implementation of the Our People Framework at CHS is how the principles are integrated into our work every day and that our workforce understands their roles and responsibilities.

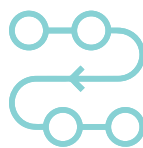
CHS achieves this understanding across our organisation in several ways, including our:



Structure and frameworks



Systems and plans



Processes



Monitoring and review

The Our People Framework is a part of our overarching approach to creating exceptional health care. It is an integral part of a suite of frameworks that define and articulate our agreed governance processes. Refer to our **Exceptional Care and Clinical Governance Frameworks** for more information on our structure and frameworks.



Measuring our progress

Measures that use valid and reliable data will monitor our progress in achieving our goal of being a great place to work. Our results inform the improvement activity we need to undertake.

The data we will monitor is:

- workforce demographics
- a more diverse workforce reflective of our community
- a decrease in our attrition rates
- an increase in current performance development plans
- an improved workforce culture measured quarterly
- an increase in the recruitment of high calibre talent to the organisation
- a decrease in the incidence and impact of occupational violence
- an increase in managers attendance at management and leadership training
- a decrease in the number of bullying and harassment investigations biennially
- increase in maturity of CHS against the organisational culture improvement model
- alignment of our initiatives to meet the National Safety and Quality Healthcare Standards (NSQHS) (**Attachment A**).

The Our People Framework is supported by our CHS Strategic Plan. The Plan sets a clear path forward, operationalises our vision and outlines our priority areas for achieving our goals over a three-year period. Our annual Corporate Plan includes key deliverables to ensure we are meeting our goals. Performance against the Strategic and Corporate Plans are reviewed by the CHS Executive Committee. The Executive Committee reports on our progress to CHS Governance Committee.

This framework will be reviewed every three years. Annual maturity self-assessments will be completed, and action plans developed to ensure we are continually improving how this framework is embedded across the organisation.

Who?

Your role – a great place to work

Everyone at Canberra Health Services has a role to play to improve our workplace and embed the Our People Framework into our daily work. It is the ultimate responsibility of a governing body to set up a sound framework and be accountable for performance and outcomes, however, effective implementation depends on the contribution of individuals and teams at all levels of the organisation.

To feel confident in the care I receive...

It is important to my family and I that:

- I am seen and treated as a respected person
- those treating me come from a diverse background that reflects my community
- I know consumers are valued and have input into how care is designed and delivered
- the way care is provided is clear and easy to understand
- I know the people caring for me are well trained and continue to learn.



To deliver care in a great place to work...

It is important that:

- I am competent in what I do and continue to learn and develop my skills
- I am an active team player and work collaboratively with my colleagues
- I identify if something is unsafe and fix it
- I actively identify and participate in improvement opportunities
- I keep patients, my colleagues and myself from harm
- I embrace a positive workplace culture and uphold the CHS values every day.

To support care delivery in a great place to work...

It is important that:

- I am an active team player and work collaboratively with my colleagues
- I am active in providing support to those staff interacting directly with consumers everyday
- I am competent in what I do and motivated to support the delivery of the best care and services possible
- I keep patients, myself and others from harm
- I embrace a positive workplace culture and uphold the CHS values every day.



To lead in a great place to work...

It is important that:

- I look for ways to support staff to work efficiently and as part of a team
- I guide, engage and support staff to provide or support best clinical care
- I promote a culture of safety, support and learning and celebrate my staff achievements
- I ensure staff work in a collaborative, respectful and kind manner with the care of the patient at the centre of every decision
- I identify and manage risk and support all staff to do the same.

To lead and govern a great place to work...

It is important that:

- I ensure that the CHS values are at the centre of the decisions I make
- I oversee the development, implementation and ongoing improvement of organisation-wide systems supporting our people and their development
- I ensure that I consult widely and all decisions affecting our people are communicated effectively
- I actively participate in strategic planning process and ensure all stakeholders are supported to provide input.
- I will promote a safety culture throughout the organisation.



Attachment A - National Safety and Quality Health Service Standards

The National Safety and Quality Health Service (NSQHS) Standards were developed by the the Australian Commission on Safety and Quality in Health Care (the Commission) with the Australian Government, state and territory partners, consumers and the private sector.

The primary aim of the Standards is to protect the public from harm and improve the quality of health care. They describe the level of care that should be provided by health service organisations and the systems that are needed to deliver such care. Delivery of the eight Standards is an implicit part of delivering quality care and is integral to our core business as a health system. The eight Standards are:



1. Clinical Governance which describes the quality framework required for health service organisations to implement safe systems. This, together with the Partnering with Consumers standard underpins all of the other standards.



2. Partnering with Consumers which describes the systems and strategies to create a consumer-centred health system by including consumers in the development and design of quality health care. This, together with the Clinical Governance standard underpins all of the other standards.



3. Preventing and Controlling Healthcare Associated Infections which describes the systems and strategies to prevent infection of patients within the healthcare system and to manage infections effectively when they occur to minimise the consequences.



4. Medication Safety which describes the systems and strategies to ensure clinicians safely prescribe, dispense and administer appropriate medicines to informed patients.



5. Comprehensive Care which describes the systems and strategies to identify patients and correctly match their identity with the correct treatment.



6. Communicating for Safety which describes the systems and strategies for effective clinical communication whenever accountability and responsibility for a patient's care is transferred.



7. Blood Management which describes the systems and strategies for the safe, effective and appropriate management of blood and blood products so the patients receiving blood are safe.



8. Recognising and Responding Acute Deterioration which describes the systems and processes to be implemented by health service organisations to respond effectively to patients when their clinical condition deteriorates.

Further information: > [Canberra Health Services National Standards Page](#)
> [Australian Commission on Safety and Quality in Health Care](#)

Acknowledgement 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/or Torres Strait Islander peoples who are part of the community we serve.