Metro South Health

Workforce Engagement Strategy

2013-2015

Full version
Contents

Executive Summary ............................................................................................................................................. 4

Introduction......................................................................................................................................................... 5

  Purpose of PAVE the way .......................................................................................................................... 5

  The Strategic Planning Context .................................................................................................................. 5

  How PAVE the way fits into the planning context ..................................................................................... 6

  How PAVE the way was developed ........................................................................................................... 6

Workforce Engagement....................................................................................................................................... 7

  Definition of Workforce Engagement ........................................................................................................ 7

Working in Metro South Health ........................................................................................................................ 9

  Understanding the work of Metro South Health ......................................................................................... 9

Workforce Engagement priorities ..................................................................................................................... 10

  Priority 1: Business literacy ....................................................................................................................... 11

  Priority 2: Management and leadership ................................................................................................... 11

  Priority 3: Workforce management systems ............................................................................................. 11

  Priority 4: Communication ........................................................................................................................ 12

  Priority 5: Capability development ........................................................................................................... 12

  Priority 6: Workforce planning and innovative workforce models ........................................................... 12

Workforce Engagement: a plan for action ........................................................................................................ 13

Governance ....................................................................................................................................................... 19

  Governance Structure ............................................................................................................................... 19

  Action Group 1 ........................................................................................................................................... 22

  Action Group 2 ........................................................................................................................................... 22

  Action Group 3 ........................................................................................................................................... 23

  Recruitment of Action Group Members .................................................................................................... 23

  Planning, Engagement and Reform Support .............................................................................................. 24

Metro South Health Workforce Engagement Strategy 2013-2015
Reporting ................................................................................................................................................... 24
Evaluation.......................................................................................................................................................... 25
Implementation Schedule .................................................................................................................................... 26
Executive Summary

Metro South Health, along with all other hospital and health services, is experiencing significant reform as a result of both the Commonwealth and State Reform Agenda\(^1\). A vital component of these reform processes is workforce engagement, ensuring that all staff are equipped with the skills, resources and knowledge to work with Metro South Health in achieving our goals.

PAVE the way, the Metro South Health Workforce Engagement Strategy will deliver significant workforce reform focused on developing a positive organizational culture.

Success in Metro South Health relies on the ability to bring people together and enable them to do their best work, not only through policies, and processes but also by creating cultures that invite participation. Culture encompasses the values, beliefs, attitudes and behaviour of an organisation and in this way culture forms and transforms over time.

Metro South Health’s organisational culture must align to Government health targets and community expectations. This organization culture will in turn enable our workforce to grow and change in response to the rapidly changing health environment; will facilitate the involvement of the workforce in decision making; and will support the continuous improvement of workforce capacity and capability.

PAVE the way is a key component of Metro South Health’s approach to reform. It will facilitate significant organisational development, re-focus and re-design that will ensure that the Metro South Health workforce has the capability, the culture and the commitment required to be health reform leaders.

PAVE the way will be facilitated by the Metro South Health Planning, Engagement and Reform Team, in collaboration with all clinical and non-clinical teams, to respond to the following priority areas:

- **Improve Business Literacy** to enable involvement in decision making
- **Improve the quality of Management and Leadership** at all levels of the organisation
- **Develop Management Systems** that optimise the capacity, productivity and distribution of the workforce throughout Metro South Health
- **Increase opportunities for Open and Effective Communication** between employees in the organisation
- **Support the Development of Capabilities** in the workforce, both personal and organisational
- **Undertake Workforce Planning** and Implement **Innovative Workforce Models**

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Introduction

Purpose of PAVE the way

Metro South Health needs an integrated, high performing workforce to meet the growing health care needs of the community.

This workforce engagement strategy aims to:

- Create a flexible workforce able to grow and change in response to the rapidly changing health environment
- Facilitate the involvement of the workforce in planning, leadership, decision making and reform
- Develop a workforce culture aligned to Government health targets and able to develop and maintain community confidence
- Support the continuous improvement of workforce capacity and capability.

The Strategic Planning Context

Metro South Health Strategic Plan 2012-16
Sets the direction for the health service: defines the vision, the purpose and priorities

Strategic Workforce Plan 2012-17
Ensures the workforce meets the growing demand for health services: focuses on building capacity, boosting productivity and improving distribution

Consumer and Community Engagement Strategy 2013-15
Enables planning, design and delivery of services to meet the needs of the people who use them: embeds an engagement framework and philosophy in the hospital & health service

Workforce Engagement Strategy
Engages the workforce in the planning, design and delivery of services

Clinician Engagement Strategy
Enables people who directly provide clinical services to have a voice in planning, design and delivery of services
How PAVE the way fits into the planning context

Metro South Health’s **vision** is *to be renowned worldwide for excellence in health care, teaching and research*

And its **purpose** is *to deliver high quality health care through the most efficient and innovative use of available resources, using planning and evidence-based strategies*

This purpose is driven by the following objectives:
- Improving services for patients
- Implementing reform of the Queensland health system in Metro South
- Focusing resources on frontline services
- Ensuring accountability and confidence in the health system.

Metro South Health recognizes that it is the workforce who delivers the services and functions needed to meet the objectives. Therefore PAVE the way makes a vital contribution to achieving the priorities in the *Metro South Health Strategic Plan 2012-16*.

How PAVE the way was developed

PAVE the way was developed using the following processes:

1) A review of the literature
2) Analysis of previous Staff Culture Surveys
   Metro South Health has historically used a combination of the Better Workplaces Staff Opinion Survey and the Best Practice Australia Staff Culture Survey. The results from previous surveys were examined for common themes however these surveys alone were not adequate to drive the development of PAVE the way. Significant environmental, legislative and structural changes have occurred since the last survey was completed.

3) Consultation.
   The consultation process consisted of:
   a) Written communication with Metro South Executive
   b) Interviews with key staff
   c) Whole staff survey via Metro South Consultation Hub

Further consultation with staff regarding the development of action plans will occur in response to the Best Practice Australia Staff Culture Survey.

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Workforce Engagement

Definition of Workforce Engagement

Whilst there is no single accepted definition of workforce engagement, most agree that workforce engagement goes beyond the traditional measures of staff satisfaction, staff turnover and compliance with the code of conduct.\(^6\)

In Metro South Health workforce engagement is thought of as how well the workforce (employees) and the organisation are aligned.

‘an organisation is aligned when all employees have a commonality of purpose, a shared vision, and an understanding of how their personal roles support the overall strategy.’

Kaplan and Norton (2004)\(^7\)

To achieve alignment between the workforce and organisation a holistic, coordinated effort is required. Key elements (see Table 1) need to be in place in the organisation to drive productivity and profitability, and ensure a positive experience for the people who use the services. No single element can create organisational effectiveness; excellence is needed across the full range of elements. Organisational effectiveness needs to be sustained across all of these elements to deliver workforce engagement.

\(^6\)Markos, S. and Sandhya Sridevei, M. 2010, Employee Engagement The Key to Improving Performance, International Journal of Business and Management, vol 5, number 12, Canadian Center of Science and Education.


6 Robins 2004

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Metro South Health Workforce Engagement Strategy 2013-2015
Table 1: Elements for workforce-organisation alignment

<table>
<thead>
<tr>
<th>Element</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy</td>
<td>The role, purpose and strategic direction that summarises the work of the organisation and/ or division are clear and appropriate.</td>
</tr>
<tr>
<td>Leadership</td>
<td>Leaders have the capability and capacity to drive sustainable business success.</td>
</tr>
</tbody>
</table>
| Culture and Values | A set of shared, basic assumptions about how to behave and carry out work within the organisation that is aligned to business strategy. The systems, symbols and behaviours that leaders and other employees are exposed to within an organisation must align to the desired culture to achieve the business strategy. Employees need to gain satisfaction from the job and be inspired by the organisation to do the work. To enable this to occur employees need an understanding of:  
  - the organisation’s ‘business’  
  - how their role fits and contributes to the business of the organisation  
  - what the organisation expects of them |
| Structure, Roles and Capability | Capable people doing the right work through a ‘fit for purpose’ structure and clearly described role accountabilities and relationships. |
| Workforce Management Systems and Processes | The workforce needs to be supported by people systems and processes that drive the right behaviours. These systems and processes work in organisations to send messages, share information and make well informed decision across the business. Organisational processes and systems are an extension of leadership, creating consistency and trust. |

An engaged workforce is achieved when a high number of employees are aligned to both the job they do and the organisation they work for.

An engaged employee will show:

1. Commitment to the job and organisation  
2. Pride in the job and in the organisation  
3. Willingness to advocate the benefits and advantages of the job and organisation  
4. Satisfaction with the job and organisation

Metro South Health Workforce Engagement Strategy 2013-2015
Working in Metro South Health

A workforce is engaged when a large number of employees are aligned to both their role and the organisation they work for. They share the same values*. They know how to do their work and they understand how their work contributes to the organisation.

When employees are positive about their role and the organisation, they are more likely to feel satisfied, committed and proud. They are also more likely to be advocates for the organisation they work for – and in turn behave in ways that enhance the performance of the role and the overall organisation.

This cycle of increasing alignment – values - knowledge – satisfaction – advocacy - performance has been recognised when developing the workforce priorities.

*Metro South Health workforce engagement strategy aligns closely with the values of the Queensland Public Service:
  - Customers first
  - Ideas into action
  - Unleash potential
  - Be courageous
  - Empower people

Understanding the work of Metro South Health

Metro South Health is the most populated of the 17 Hospital and Health Services (HHSs) in Queensland. As a statutory body Metro South Health is responsible for delivering public health services to almost 1 million residents (23% of Queensland's population) through more than 10 000 staff located in six hospitals and numerous community facilities. Metro South Health is funded by the Queensland Government through a service agreement with the Department of Health. Metro South Health’s vision is ‘To be renowned worldwide for excellence in health care, teaching and research.’

The primary function is to provide public hospital and health services for patients, teaching and research within the Metro South geographical area. Metro South Health’s functions are outlined in part 2, division 1 of the Hospital and Health Boards Act 201111. Metro South Health also has other business functions:

- ensures the operation of the HHS is delivered efficiently, effectively and economically
- contributes to state-wide health planning in conjunction with the Department of Health and other hospital and health services
- works closely with other health providers including local primary healthcare organisations.

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Workforce Engagement priorities

Workforce engagement

- Workforce reform — focused on developing a positive organisational culture
- Local clinicians leading reform
- Continuous improving capability
- Workforce culture aligned to government health targets
- Flexible workforce responsive to change

- Develop management systems that optimise the capacity, productivity and distribution of the workforce throughout Metro South Health
- Improve the quality of management and leadership at all levels
- Improve business literacy to enable involvement in decision making
- Undertake workforce planning and implement innovative workforce models
- Increase opportunities for open and effective communication between employees in the organisation

Metro South Health has identified six workforce engagement priorities to focus on in the first three years.

**Priority 1: Business literacy**

*Improve business literacy to enable involvement in decision making*

Business literacy is about providing all employees with information about the organisation so they understand how it works and what drives business decisions. This encourages and assists the entire workforce to participate effectively in decision-making processes at all levels of the organisation. It includes building literacy about the structures and processes, the services provided, the finances and the performance of the organisation as well as the demographic, social, political, environmental and economic forces that drive changes in health.

**Priority 2: Management and leadership**

*Improve the quality of management and leadership at all levels of the organisation*

Effective management and leadership is a critical factor in successful innovation and reform. Metro South Health is currently operating in a complex and changing environment, which provides both opportunities and challenges. To be effective in this type of environment a particular style of management and leadership is required to not only adapt but to thrive. Adaptive leadership is about mobilising people to tackle tough challenges through building on the past, encouraging innovation and diversity. It acknowledges that old perceptions may need to be rearranged or discarded.

Leaders can be found in all types of roles, at all different levels of the organisation as well as among consumers and carers. Building strong relationships between those who aspire to lead, and those who choose to follow is the essence of the leadership process. Leaders need to be able to identify areas for change and be supported to act upon them through good management.

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader." —John Quincy Adams

“Management is doing things right; leadership is doing the right things.” — Peter F. Drucker

**Priority 3: Workforce management systems**

*Develop management systems that optimise the capacity, productivity and distribution of the workforce throughout Metro South Health*

Management of the human resources that make up the organisation requires the coordination of a variety of systems. Workforce management is responsible for the attraction, recruitment, performance management, rewarding and safety of employees while ensuring compliance with employment and labour laws. This creates a supportive and safe working environment.

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Priority 4: Communication

*Increase opportunities for open and effective communication between employees in the organisation*

Workforce change relies on innovative, flexible and customisable ways of working together to build shared images of a preferred future and ways of creating that future that support quality service delivery. To do this employees need to be engaged in meaningful work, understand the links between their role and the goals of the organisation and feel connected with the organisation. This connectivity comes about through open and effective communication between employees in the organisation. Communication strategies need to reach the whole organisation and provide two-way input at all levels. Strategies need to involve the workforce in the early stages of change providing opportunities for discussion, feedback and participation. Strategies also need to effectively manage the major barriers to change; anxiety, reactive decision-making, negative cultures and fatigue.

Priority 5: Capability development

*Support the development of capabilities in the workforce, both personal and organisational*

The workforce in Metro South Health needs to be adaptable and equipped with the capabilities, skills and support to provide excellent team-based, interprofessional and collaborative ways of working and models of care. To do this Metro South Health also needs to build the capability of all employees and the organisation as a whole. (See Appendix 2: Capacity Building Framework 15)

Priority 6: Workforce planning and innovative workforce models

*Undertake workforce planning and implement innovative workforce models*

Workforce planning ensures that there are sufficient numbers of appropriately trained employees to carry out the organisation’s purpose. That is, there is an accurate match between skills and jobs to build a strong, interconnected and sustainable organisation. It provides managers with a framework for making staffing decisions based on the organisation’s capacity, values, management plan, budgetary and other available resources.

The aim of workforce planning is to have a greater understanding of the Metro South Health workforce and improve the capacity of the workforce to respond to change and business needs as they arise. This will involve the development of innovative workforce models. Workforce planning is a continuous process of matching workforce requirements to business objectives now and in the future.

15 A Framework for Building Capacity to Improve Health, 2001, NSW Health Department
Workforce Engagement: a plan for action

**PRIORITY 1 – IMPROVE BUSINESS LITERACY TO ENABLE INVOLVEMENT IN DECISION MAKING**

**Key Performance Indicators**
- A Metro South Health resource repository is developed, maintained and accessed by the workforce
- Metro South’s strategic intents and KPIs are evident in the processes and results of all organisational activities
- The Metro South Health workforce are aware of the HHS vision, core function, client base, and understand the environment in which they are operating (BPA Q# 1183-1191)
- The Metro South Health workforce make constructive contributions to decision making related to their work (BPA Q# 1186, 1189)

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop a repository of resources and data that identify, articulate, and provide detail about the business of Metro South Health and is readily accessible to staff</td>
<td>2014</td>
</tr>
<tr>
<td>Reform current processes to ensure business literacy is integrated into all organisational activities eg role descriptions, recruitment and orientation, regular staff forums and news bulletins, share patient feedback, PAD processes, support for operational planning to reflect strategic intents</td>
<td>2014</td>
</tr>
<tr>
<td>Provide opportunities for staff to participate in making decisions about significant changes to the business and/or provide transparent documentation of this process as appropriate eg strategic planning, clean sheet redesign, changing models of care, business reviews, quality improvement</td>
<td>2013</td>
</tr>
</tbody>
</table>
**PRIORITY 2 – IMPROVE THE QUALITY OF MANAGEMENT AND LEADERSHIP AT ALL LEVELS**

**Key Performance Indicators**

- The Metro South Health workforce demonstrates the appropriate leadership and management behavior in their work contexts, required for progressing the strategic plan. (BPA Q# 59-72, 846-865)
- The Metro South Health workforce complies with requirements for performance appraisal and development

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Develop and implement a Metro South Health Management Development Strategy which addresses</td>
<td>2014</td>
</tr>
<tr>
<td>- Future management requirements to achieve the <em>Metro South Health Strategic Plan 2012-2015</em></td>
<td></td>
</tr>
<tr>
<td>- Audit/ needs assessment to determine level and quality of management in Metro South Health</td>
<td></td>
</tr>
<tr>
<td>- ‘on-boarding’ processes to socialize new managers to the Metro South Health management culture</td>
<td></td>
</tr>
<tr>
<td>- learning and development options including training, mentoring, supervision</td>
<td></td>
</tr>
<tr>
<td>- processes to effectively manage poor management eg reform of Performance Appraisal and Development and implementation of the <em>National Clinical Supervision Competency Resource 2013</em></td>
<td></td>
</tr>
<tr>
<td>- accountability for increasing workforce engagement embedded in performance review for managers</td>
<td></td>
</tr>
</tbody>
</table>

Develop and implement a Metro South Health Leadership Development Strategy (eg HWA Health LEADS Australia) which addresses

- Future leadership requirements to achieve the *Metro South Health Strategic Plan 2012-2015*
- Audit/ needs assessment to determine level and quality of leadership at all levels in Metro South Health
- ‘on-boarding’ processes to socialize new leaders to the Metro South Health leadership culture
- learning and development options including training, mentoring, supervision
- opportunities for staff to ‘practice’ leadership skills through supported action learning processes

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**PRIORITY 3 – DEVELOP MANAGEMENT SYSTEMS THAT OPTIMISE CAPACITY, PRODUCTIVITY AND DISTRIBUTION OF THE WORKFORCE THROUGHOUT METRO SOUTH HEALTH**

**Key Performance Indicators**

- Increased employee satisfaction in the Metro South Health workforce as measured in workforce surveys (BPA Q# 732-3, 739-40, 746-749, 837-842, 797-801, 4447-4449, 5779-80)
- Improve retention and absentee rates and vacancy management; (BPA Q# 666, 616)
- YTD average FTE (MOHRI) within target range

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop and implement the <em>Strategic Workforce Plan 2012-2017 (2013 Supplement)</em>[^17] focused on;</td>
<td>2015</td>
</tr>
<tr>
<td>1. Building capacity in the workforce</td>
<td></td>
</tr>
<tr>
<td>2. Boosting productivity</td>
<td></td>
</tr>
<tr>
<td>3. Improving distribution of the workforce to complement service plans</td>
<td></td>
</tr>
<tr>
<td>4. Risk management framework for workforce issues</td>
<td></td>
</tr>
<tr>
<td>Identify and implement best practice improvement strategies in all areas of the organisation eg Productive Ward</td>
<td>2013</td>
</tr>
</tbody>
</table>

[^17]: Strategic Workforce Plan 2012-2017
**PRIORITY 4 – INCREASE OPPORTUNITIES FOR OPEN AND EFFECTIVE COMMUNICATION BETWEEN EMPLOYEES IN THE ORGANISATION**

**Key Performance Indicators**
- Metro South Health employees feel connected with each other and the organisation (BPA Q# 59-67, 1180, 6596, 1183, 1187, 738-9, 852, 858-861)

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Implement the <em>Metro South Health Clinician Engagement Strategy 2012-2015</em> to ensure clinicians are actively engaged in planning, delivery, improvement and evaluation of health services eg annual clinician forum</td>
<td>2013</td>
</tr>
<tr>
<td>Develop and monitor the effectiveness of innovative and multi-directional internal communication strategies to strengthen relationships, trust and cooperative practice between all staff at all levels</td>
<td>2013</td>
</tr>
<tr>
<td>Clarify, communicate and embed Metro South Health’s vision and values within the cultural framework of Metro South Health through; implementing a Workforce Engagement Strategy Communication Plan, embedding in selection, promotion and performance management processes</td>
<td>2013</td>
</tr>
<tr>
<td>Support managers and leaders to meet the communication expectations of the workforce through implementation of a range of engagement tools eg FiSH! Philosophy, StuderGroup (including Leader Rounding), pyramid of visitation (from Productive Ward)</td>
<td>2015</td>
</tr>
<tr>
<td>Develop and implement systems for rewarding and recognising outstanding contributions to organisational achievements that are aligned with the Metro South vision and values (including supportive approaches to learning from negative outcomes and experiences)</td>
<td>2014</td>
</tr>
</tbody>
</table>

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[^18]: Metro South Health Clinician Engagement Strategy 2012-2015

PRIORITY 5 – SUPPORT THE DEVELOPMENT OF CAPABILITIES IN THE WORKFORCE, BOTH PERSONAL AND ORGANISATIONAL

Key Performance Indicators
- The Metro South Health workforce has the capability to perform the work required of them (BPA Q# 59-67)
- Metro South Health embeds a capacity building approach to ensure the sustainability of activity and resources (BPA Q# 736-7, 9991, 616, 666)
- % of all Metro South Health staff categories completing a PAD

<table>
<thead>
<tr>
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<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide employees with opportunities for flexibility, autonomy and accountability in their work practices through improved design and application of performance appraisal and development, supervision and mentoring</td>
<td>2014</td>
</tr>
<tr>
<td>Implement learning frameworks and pathways to enable staff to meet the organisational and work unit level expectations of Metro South Health eg Allied Health Capability Development Framework, profession specific capabilities, cultural capability frameworks, change management capabilities</td>
<td>2014</td>
</tr>
<tr>
<td>Embed a person-centred approach to the provision of care through improved; health literacy, shared decision making, consumer and community engagement, interprofessional training, training in values-based practice.</td>
<td>2014</td>
</tr>
<tr>
<td>Develop strategies to ensure staff have the necessary skills to partner with other service providers and the community in the planning and delivery of health services eg facilitation, leadership</td>
<td>2014</td>
</tr>
<tr>
<td>Adopt a ‘learning organisation’ approach to ensure that the structures, systems, policies, procedures and practices of MSH adapt to and reflect the changes made in its vision, purpose and priorities.</td>
<td>2014</td>
</tr>
</tbody>
</table>
**PRIORITY 6 – UNDERTAKE WORKFORCE PLANNING AND IMPLEMENT INNOVATIVE WORKFORCE MODELS**

**Key Performance Indicators**
- Number of new workforce models successfully implemented in Metro South that are innovative, based on sound evidence and address priorities reflected in competitive outcomes in state-wide and Health Round Table benchmarking
- The Metro South Health workforce engages in planning, delivery, improvement and evaluation of health services (BPA Q# 1187-9)

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design innovative workforce models to successfully assess and manage workforce issues that will affect MSH's ability to deliver its business now and into the future.</td>
<td>2014</td>
</tr>
<tr>
<td>Design work processes and roles that represent meaningful and challenging work and have a clear line of sight to business results and/or client outcomes</td>
<td>2015</td>
</tr>
<tr>
<td>Implement workforce design and modeling to enable MSH to grow efficient and effective models of person-centred care</td>
<td>2015</td>
</tr>
<tr>
<td>Develop a mechanism for directly linking expenditure on people to business outputs and outcomes ie health economics processes</td>
<td>2015</td>
</tr>
</tbody>
</table>
**Governance**

The scope of the PAVE the way reaches across every employee, every service stream and every facility in Metro South Health and therefore requires:

a. High level executive support for implementation and reporting  
b. An implementation strategy that maximises engagement, aligns with core business areas and structures and capitalises on existing expertise and initiatives that have achieved excellence.  
c. Shared accountabilities that promote a whole of Metro South perspective and culture

PAVE the way will deliver significant workforce reform focused on developing a positive organizational culture.

As a critical reform and engagement initiative, implementation will be led by the Planning, Engagement and Reform Unit. Ongoing maintenance strategies and accountabilities will be developed and embedded in line with the implementation processes.

**Governance Structure**

A ‘dual operating’ governance structure will be utilised to implement PAVE the way. The features of this dual operating system are as follows:-

- the existing Metro South Health organisational structure  
  - critical for setting the strategic direction, planning reform in line with the operational needs of the organisation and ensuring ongoing acceptance of change  
  - will maintain implemented reforms  

- an integrated Network of Action Groups, focussed on reform  
  - will develop strategies, implement change and embed processes quickly and effectively  
  - will bring together stakeholders and representatives with the necessary expertise and influence to drive implementation throughout the organisation.

**Sponsor:**

Executive Director, Planning, Engagement and Reform (PER)
Steering Committee:
The Metro South Health Executive Reform Committee will provide oversight of the overall *PAVE the way* as well as the activities of each of the Action Groups. The Steering Committee will be responsible for collating quarterly and annual reports of progress with the implementation plan.

Network (Action Groups)
- 3 Action Groups will be formed to implement the 6 priority areas for action. Collectively these Action Groups form a network.
- A Chair and Co-Chair will be identified to lead each working group
- Group members will be up to 15 staff who are nominated (or self-nominated) via an expression of interest.
- Each Action Group will report regularly to the Steering Committee

Figure 4 on the following page depicts the governance structure diagrammatically.
Figure 4: Governance

METRO SOUTH ORGANISATIONAL STRUCTURE

Health Service Chief Executive

Health Service Executive

Planning, Engagement & Reform Unit

Metro South Health Staff

Reform Executive Committee

Priorities 1 & 4 Action Group

Priorities 2 & 5 Action Group

Priorities 3 & 6 Action Group

Action Group 1

Priority 1: Improve business literacy to enable involvement in decision making
Priority 4: Increase opportunities for open and effective communication between employees in the organisation

Chair: Director Planning, Engagement and Reform
Co-chair: Executive Director Information Services

PER Support Staff:
- Director Engagement
- Director Health Service Planning
- Director Media and Communication

Action group members are drawn from:
- Executive
- Information services
- Finance services
- Media and communication
- Educators (orientation)
- Corporate Services (Workforce Management Services)

Action Group 2

Priority 2: Improve the quality of management and leadership at all levels of the organisation
Priority 5: Support the development of capabilities in the workforce, both personal and organisational

Chair: Executive Director Nursing & Midwifery Services
Co-chairs: Executive Director Allied Health
           Executive Director Medical Services

PER Support Staff:
- Director Health Reform

Action group members are drawn from:
- Nursing
- Allied Health
- Medical
- Corporate Services (Workforce Management Services)
Action Group 3

Priority 3: Develop management systems that optimise the capacity, productivity and distribution of the workforce throughout Metro South Health
Priority 6: Undertake workforce planning and implement innovative workforce models (eg clinical redesign, quality improvement projects)

Chair: Executive Director Corporate Services
Co-chair: Executive Director Clinical Governance

PER Support Staff:
• Director Health Service Planning
• Director Engagement
• Director Health Reform

Action group members are drawn from:
• Stream Leaders
• Network Executive Directors
• Clinical Governance
• Quality Coordinators
• Corporate Services (Workforce Management)

Recruitment of Action Group Members

The Metro South Health Engagement Team will assist each Action Group to seek expressions of interest for approximately 15 participants. These staff will represent streams, departments, team and/or units and be drawn from the service areas as described for each Group. Members will be sought from a range of levels, professions and work locations in Metro South Health.

Staff will be required to demonstrate the capabilities listed below (or have the ability to rapidly acquire these skills) as well as demonstrate an alignment to Metro South Health’s strategic and operational intent for the future. They will need to negotiate approval to participate with their line manager prior to expressing interest.

Action group members require the following capabilities to effect change;

• A thorough working knowledge of, and alignment to, the organisation’s strategic and operational direction
• Active leadership and facilitation in forums, networks and committees
• Able to create a learning environment within the team, drive a learning and development agenda and deliver training as appropriate
• Able to support innovation in workforce development through proposals, implementation strategies and evaluation.
Action group members would be required to:

- Support Action Group chairs and co-chairs with implementation planning and activities within their areas of operation and influence
- Provide additional local knowledge to assist the Action Group in delivering a tailored approach
- Participate in a network of other Action Group members to share learning and resources, problem solve and promote consistency and transparency across Metro South Health.
- Demonstrate that approval has been obtained from their line manager to participate in an action group.

Planning, Engagement and Reform Support

The Planning Engagement and Reform Unit will provide support to the action groups in the following areas:

- identify priorities, initial objectives and strategies
- outcome measures, KPIs and evaluation data related to these
- processes for workforce engagement
- provide workbooks to document activity
- quarterly and annual report templates
- secretariat

Reporting

Outcome measures and key performance indicators are detailed in PAVE the way along with initial objectives and strategies for each Priority area. Each Action Group will be required to report progress quarterly against these to the Metro South Health Reform Executive Committee using workbooks provided. Each working group will be provided with the relevant reports from the Metro South Health Employee Survey to monitor performance and guide future planning. The working groups will be responsible for supporting services, units and departments with specific plans to address issues arising from;

- the Metro South Health Employee Survey
- regular temperature checks conducted by the Engagement Unit via the Consultation Hub
- emergent areas of workforce concern identified from other audit and/or assessment activities
Evaluation

Metro South Health Employee Survey every 2 years

Metro South Health has partnered with Best Practice Australia to regularly assess the organisational culture. Employees will be invited to participate in a culture survey every two years. This will be carried out by Best Practice Australia. It gives staff a formal opportunity to provide feedback. The information will enable Metro South Health to continuously improve workforce engagement. Results of the Survey will be provided to each Action Group for management.

The Employee Survey assesses performance against the following criteria:
- Engagement
- Leadership
- Values and Behaviour
- Quality and Innovation
- Safety
- Consumer Outcomes

Figure 5: BPA Culture Model

These criteria are designed to capture three significant interacting dynamics:
- Engagement Culture
- Attraction, Retention and Turnover Factors
- Social Cohesion

These dynamics are influenced by the following elements:
- Employee Satisfaction
- Working Environment
- Team Dynamics
- Work-Life Balance

Workforce engagement monitoring

To complement the Employee Survey, Metro South Health will also conduct its own ‘temperature checks’ at more regular intervals. Emergent areas of workforce concern will be identified, investigated and managed effectively. Monitoring activities will be undertaken by the PER Unit and results will be provided to Action Groups and/or specific departments, teams, units or services for management.
<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>WHEN</th>
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<tbody>
<tr>
<td>Literature search and review, analyse previous staff culture surveys</td>
<td>May 2013</td>
</tr>
<tr>
<td>Consultation 1 : written communication with Metro South Health Executive, interview key staff</td>
<td>June 2013</td>
</tr>
<tr>
<td>Develop draft Workforce Engagement Strategy</td>
<td>July 2013</td>
</tr>
<tr>
<td>Table draft strategy at Metro South Health Executive</td>
<td>August 2013</td>
</tr>
<tr>
<td>Consultation 2 : Consultation Hub and interview key respondents</td>
<td>August 2013</td>
</tr>
<tr>
<td>Revise <em>PAVE the way</em> (Workforce Engagement Strategy)</td>
<td>September 2013</td>
</tr>
<tr>
<td>Conduct Metro South Health Employee Survey</td>
<td>September 2013</td>
</tr>
<tr>
<td>Develop implementation plan (including governance)</td>
<td>September 2013</td>
</tr>
<tr>
<td>Table revised strategy and implementation plan at Metro South Health Reform Executive Committee</td>
<td>October 2013</td>
</tr>
<tr>
<td>Develop implementation materials</td>
<td>October 2013</td>
</tr>
<tr>
<td>Inform workforce of results of consultation</td>
<td>October 2013</td>
</tr>
<tr>
<td>Inform workforce of results of Metro South Health Employee Survey and launch final PAVE the way</td>
<td>November 2013</td>
</tr>
<tr>
<td>Expressions of interest for PAVE the way Action Groups</td>
<td>November 2013</td>
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<tr>
<td>Establish Action Groups</td>
<td>November 2013</td>
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<tr>
<td>Develop evaluation materials</td>
<td>November 2013</td>
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<tr>
<td>Report quarterly on progress of Action Groups</td>
<td>March 2014</td>
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<td>June 2014</td>
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<td>September 2014</td>
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<td>December 2014</td>
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<td></td>
<td>June 2014</td>
</tr>
<tr>
<td>Annual Report PAVE the way</td>
<td></td>
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</tbody>
</table>
Appendix 1: The Metro South Health approach to workforce engagement

The evidence about workforce engagement has been combined with knowledge about the current environment to develop a map that guides how workforce engagement will be happen in Metro South Health. It shows the likely results of activities or resources as well as the links in the chain of reasoning about how resources, activities, outputs, impact and outcomes are all connected.

Political, social & economic environment

Drivers
- Strategy
- HR Practices
- Supportive Management Behaviour
- Values Recognition
- Personal Attributes

Processes
- Learning and continuous improvement
  - Employees, supervisor, manager, union and community participation

Change focus
- Deliver great management and leadership at all levels
- Improve business literacy to enable involvement in decision making
- Support personal & organisational capability development
- Undertake workforce planning & implement innovative workforce models
- Communicate to ensure every role counts and connects
- Workforce Management Systems for optimum capacity, productivity and distribution

Results
- Improvements in workforce culture as measured by the Best Practice Australia survey

Benefits for society

27
Appendix 2: Capacity Building Framework

Capacity building framework key action areas

- Develop infrastructure
- Enhance program sustainability
- Foster problem solving capabilities

Organisational Development
- Policies and procedures
- Strategic directions
- Organisational structures
- Management support
- Recognition and reward systems
- Information systems
- QI systems
- Informal culture

Workforce Development
- Workforce learning
- External courses
- Professional development opportunities
- Undergraduate and Post Graduate degrees
- Professional support and supervision
- Performance management systems

Resource Allocation
- Financial resources
- Human resources
- Access to information
- Specialist advice
- Decision making tools and models
- Administrative support
- Physical resources

Leadership
- Interpersonal skills
- Technical skills
- Personal qualities
- Strategic visioning
- Systems thinking
- Visioning the future
- Organisational management

Partnerships
- Shared goals
- Relationships
- Planning
- Implementation
- Evaluation
- Sustained outcomes

Adapted from: A Framework for Building Capacity to Improve Health, 2001, NSW Health Department
Appendix 3: Background information

Environmental, Political, Social Context
The delivery of health services has undergone and will continue to undergo significant change as a result of the Commonwealth’s National Reform Agenda. On the 1st July 2012 Queensland transformed its health system by implementing 17 Hospital and Health Services (HHS). The HHSs are separate legal entities, have a Board and are responsible for ensuring the effective delivery of safe, high quality and locally responsive health services. In addition to this Metro South Health has been created in an environment of a new State Government with significantly changed policies and priorities. In the current challenging fiscal environment, any attempt to pursue a ‘business as usual approach’, and meet productivity targets by progressively identifying separate savings through piecemeal strategies will not address the magnitude and demands of sustained savings requirements\(^\text{19}\). These factors led to a review of the existing organisational structure within Metro South Health and subsequent recommendations to restructure and reorganize many clinical and non-clinical services. This combined with the MOHRI and budgetary targets have made engaging meaningfully with the workforce a high priority.

Supporting this priority is Queensland Health’s Strategic Plan 2012-2016 which identifies one of the key health service outcomes as ‘Health service delivery is supported by high quality corporate and clinical governance and management’. Within this outcome is the action to ‘build a positive, innovative and responsive workplace culture within Queensland Health based on valuing and supporting our staff\(^\text{20}\).

Relevance to Metro South Health Strategic Plan 2012-16
The Metro South Health Strategic Plan 2012-16 sets the overall direction for the health service for the next few years. It clearly articulates Metro South Health’s purpose to ‘deliver high quality health care through the most efficient and innovative use of available resources, using planning and evidence-based strategies’. This mission is driven by the following objectives:

- Improving services for patients
- Implementing reform of the Queensland health system in Metro South
- Focusing resources on frontline services
- Ensuring accountability and confidence in the health system.

PAVE the way contributes to a number of priorities articulated in the Strategic Plan including:

**Priority 1: Stakeholders**
- Ensure the involvement of clinicians in the planning, implementation and evaluation of health care.

**Priority 2: Service Delivery**
- Ensure that the planning of future health services is based on population growth, demographics and health needs (including consultation with clinicians)


Priority 3 People
- Attract, develop and support a high quality workforce
- Build and maintain a positive and productive workplace where staff can perform at their best, are acknowledged and supported.

Priority 4 Teaching and Research
- Create a culture of education, research and innovation

Priority 7 Image and Reputation
- Promote and market our world-class health service- locally, nationally and internationally

Relationship with Clinician Engagement Strategy
The Hospital and Health Boards Act 2012 requires Hospital and Health Services to develop a Clinician Engagement Strategy as one of its core engagement processes. Metro South Health recognizes that people who directly provide clinical services are best placed to identify improvement to service delivery and patient care outcomes.

The Metro South Health Clinician Engagement Strategy is designed to ensure local clinicians have a voice in the planning, implementation and review of clinical services in Metro South Health. It forms a core component of the broader Workforce Engagement Strategy and should not be considered in isolation.

Relationship with Consumer and Community Engagement Strategy 2013-2015
The Hospital and Health Boards Act 2012, requires Hospital and Health Services to develop a Consumer and Community Engagement Strategy as one of its core engagement processes.

The Metro South Health Consumer and Community Engagement Strategy 2012-2015 provides the mechanism to enable Metro South Health to better plan, design and deliver services that meet the needs of the people who use them. The Strategy forms a key component of the overall engagement strategies across Metro South Health and is linked with both the clinician engagement strategy and workforce engagement strategy by embedding an ‘engagement framework and philosophy’ within the health service.

Relationship to Metro South Health Workforce Strategy
The Metro South Health Strategic Workforce Plan 2012-2017 (2013 Supplement) sets the direction for Metro South to be in a strong position to meet the challenges of increasing demand for health services from a growing and diverse population. The Workforce Plan aims ‘to promote systematic change in our health workforce with reliable information to support the addressing of immediate and future health workforce needs.’ Three key strategic directions added in 2013 focus on building capacity, boosting productivity and improving distribution. PAVE the way contributes by embedding a philosophy and framework of engagement with the workforce, thus providing a supportive organisational culture for operationalizing the systems and processes detailed in the Workforce Plan.

Relationship to Learning and Development
Learning and Development is a critical enabler for any change management process and underpins the successful implementation of both the Metro South Health Workforce Plan 2012-2017, and PAVE the way 2013-15.