

# Employee Engagement Strategy 2017-2020

## Introduction

The delivery of outstanding health care services to our communities depends first and foremost on our highly skilled, diverse and dedicated workforce.

This employee engagement strategy reflects the importance of Mackay Hospital and Health Service (MHHS) people and the MHHS Board's commitment to maintain and develop high performing, motivated employees that shape the direction of our organisation. The strategy sets out how we will enhance our organisation, where employees' individual objectives are aligned to our organisational goals and develop a working environment to foster engagement.

Results from the MHHS Staff Communication Engagement Survey 2016, Working for Queensland Employee Survey 2016 and consultation with MHHS clinicians and executive directors have contributed to identify the drivers and related initiatives that would have the biggest impact on engagement.

The key drivers are:

- Living our Values as one HHS
- Employee Journey
- Employee Voice & Communication
- Excellent Leaders and Managers
- Clinical Engagement
- Positive Work Environment

Initiatives and activities developed, are based around these key drivers and require a coordinated, consistent effort from leaders, organisational systems, and individuals.

Our success as an organisation depends on all of us, at all levels.... at the heart of what we do is how we all work together.

**Chief Executive, Helen Chalmers**

## Purpose

A high performing, motivated and valued workforce, delivering the best rural and regional health care for our communities.



## Strategic context and rationale

The MHHS Employee Engagement Strategy 2017-2020 contributes to the Mackay HHS Strategic Plan 2016-2020 and is interlinked with MHHS Operational Plan 2016-2017, Our People Plan 2016-2018, MHHS Communications Strategy 2016-2020 and Communications Plan 2016-2017, Consumer and Community Engagement Strategy 2016-2020 and Education and Research Strategy 2016-2020.

Improving clinician engagement, with a focus on delivering the highest quality patient care possible, is a significant element of the contemporary health reform agenda.

The Hospital and Health Boards Act 2011, s40 (1a) requires Hospital and Health Services to develop and publish a clinician engagement strategy, with the Hospital and Health Boards Regulation 2012, s12 prescribing the minimum requirements for this strategy.

The MHHS Employee Engagement Strategy 2017-2020 has been developed as an overall engagement strategy to impact on all our employees, clinicians and non-clinicians.

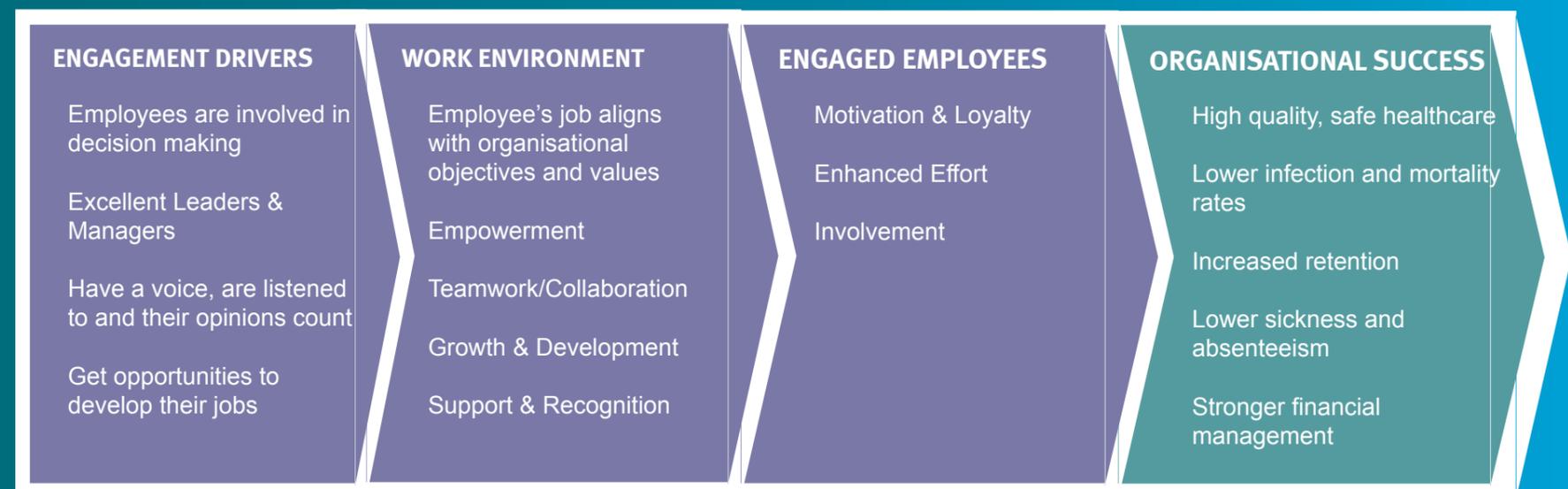
## What is employee engagement?

*'A positive attitude held by the employee towards the organisation and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organisation. The organisation must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.'*

The Institute for Employment Studies



## How does employee engagement impact on health organisations?



Development Dimensions International, Employee Engagement 2005 -2015

# Employee Engagement Key Drivers and Initiatives

## LIVING OUR VALUES AS ONE HHS

- Implement MHHS 'Living Our Values Plan'
- Incorporate our values into all our processes and practices

## POSITIVE WORK ENVIRONMENT

- Develop values based reward and recognition program
- Customise MHHS Employee Health and Wellbeing Program
- Customise staff OVP training

## EXCELLENT LEADERS & MANAGERS

- Excellent Leadership & Management practice
- Get 'people basics' right
- Ensure MHHS Leaders embrace their role

## MHHS EMPLOYEE ENGAGEMENT

## EMPLOYEE JOURNEY

- Develop a new Performance & Accountability Framework
- Develop education program for non-clinical staff
- Re-shape recruitment and selection service model

## CLINICIAN ENGAGEMENT\*

- Embed engagement opportunities into existing practices
- Connect clinicians from all levels & disciplines with each other
- Provide Leadership & Management Training in 'plain English'
- Promote Clinical Council
- Find ways to free up clinicians to focus on clinical work

## EMPLOYEE VOICE & COMMUNICATION

- Develop staff suggestion & idea program
- Provide updated information on key personnel and roles
- Customise communication and variety of channels
- Implement the MHHS Communications Plan 2016-2020

### Our guiding principles

- We act on feedback timely and in a robust process 'You said – we will' or 'cannot because'
- We keep things simple and understandable
- We use our systems/processes more efficiently and do not re-invent the wheel
- We reduce email communication and make it customised, purposeful and meaningful
- We get the people management basics right - it all comes down to communication



**Clinician Engagement \***  
The involvement of clinicians in the planning, delivery, improvement and evaluation of health services within QH, utilising clinician's clinical skills, knowledge and experience.

# MHHS Strategic Engagement Initiatives

KEY DRIVER	OBJECTIVE	INITIATIVE
LIVING OUR VALUES AS ONE HHS	To be an organisation where the values are clear and understood by all staff, embedded at the heart of everything we do	Incorporate MHHS organisational values into all our processes and practices. (SP)
		Implement the MHHS 'Living our Values' Plan. (OPP)
EMPLOYEE JOURNEY	To promote and communicate the 'line of sight' between employee's job role and objectives of the organisation	Develop a new Performance and Accountability Framework, focused on appropriately assessing, rewarding and improving performance through learning and development and creating opportunities for job efficiencies. (SP)
		Develop and implement education program for non-clinical staff. (OP)
		Re-shape and optimise recruitment and selection service delivery model. (OPP)
EMPLOYEE VOICE & COMMUNICATION	Reduce unnecessary information	Communication should be tailored to the target audience, purposeful and relevant. Use a variety of communication channels to reach all employees, so they can choose which channels suit them best. Many clinicians have limited/no access to computers. (CP)
	To be an organisation where employees' views are sought out; they are listened to and see that their opinions count and make a difference	Develop and implement staff suggestion and idea program to develop 'new ways of doing things' and reduce red tape. (OPP)
		Provide employees with updated information on MHHS structures, key personnel, roles and responsibilities.
		Implement the MHHS Communications Plan 2016-2020. (SP)
EXCELLENT LEADERS AND MANAGERS	To develop and grow excellent leaders and managers who inspire, motivate and support their teams to deliver high quality service	Develop management capability and capacity through enhanced and customised education and training programs - focus on Managers to 'get people basics right' and foster an open, trustful and effective communication. (SP)
		Ensure MHHS Leaders embrace their role – people management responsibilities are visible, set the tone, champion the values and behaviours. (OPP)
POSITIVE WORK ENVIRONMENT	Safety, Health & Wellbeing - To keep our people safe and well	Customise, review and evaluate annually the MHHS Staff Health & Wellbeing program. (SP)
		Integrate staff OVP training and education focussed on patient centred care and preventative responses. (OPP)
	Recognition & Celebration - To develop a values based reward and recognition program	Recognise, celebrate and share the achievements and stories of individuals and teams who demonstrate our commitment to patient care and 'live our organisational values' – Annual event and during the year. (SP)
CLINICIAN ENGAGEMENT	To provide opportunities and mechanisms for clinicians to influence planning and decision making with respect to MHHS priorities	Plan and engage early, to give clinicians the opportunity to organise and prepare participation.
		Embed engagement activities into existing management practices and not as an additional task.
		Create opportunities for clinicians at all levels to connect in meaningful ways with each other (within, between and across disciplines).
	To provide Leadership & Management Training in 'plain English'	Assist clinicians to develop their leadership style to enhance performance of clinical teams and to build their management capability. Use of 'plain English' in management training to ensure clinician involvement (Finance, Budget Management, etc.) (SP)
	Re-shape the MHHS Clinical Council	Re-shape the MHHS Clinical Council to create a forum for clinicians to debate complex issues and share collective knowledge to improve healthcare services.
	To create a supportive work environment	Find ways to free up clinicians to focus on clinical work . (SP)

# MHHS Engagement Structures

In addition to organisational forums created to encourage staff engagement; such as reward and recognition events, social activities, consultative forums & senior leader forums; MHHS provides a range of engagement opportunities for our clinical workforce.

## Clinician Engagement Structures

Mackay HHS's engagement is aligned to the priorities of the Queensland Health Clinician Engagement Framework which describes how clinicians can engage in a devolved health system. This framework maximises the input provided by clinicians and gives guidance to governance and communication.

## National and State wide alignment

Clinician engagement at the national level is defined in the National Health Reform Lead Clinicians Group Policy. The National Lead Clinicians Group is the peak advisory body that advises the Federal Health Minister.

At State level, Queensland Health supports clinician engagement by establishing, supporting and funding the Queensland Clinical Senate and state wide Clinical Networks and by providing advice and support to Hospital and Health services (HHS) in order to support them to engage their clinicians locally.

Mackay Hospital and Health Service clinicians are actively encouraged to participate both in state wide Clinical Networks and the Queensland Clinical Senate.

## Mackay Hospital and Health strategy alignment

The Mackay Hospital and Health Service Strategic Plan 2016-2020 sets out how we will deliver outstanding health care services to our communities through our people and partners. The Mackay HHS Consumer and Community Engagement strategy, Northern Queensland Health Leadership Charter, the Mackay HHS People Plan will be pivotal to the successful implementation of our strategic plan.

## Linkage with the Northern Queensland Primary Health Network

MHHS has partnered with the Northern Queensland Primary Health Network (NQPHN) to enhance clinical practice and patient outcomes.

## MHHS Clinical Council

The MHHS Clinical Council is the peak clinician led group that provides leadership and input regarding the organisation's imperatives to the Mackay HHS Executive. The Clinical Council provides an opportunity for clinicians and members to engage in planning, priority setting and service improvements.

Staff members are able to make an on-line Clinical Council Referral on issues that affect patient care or clinical practice. Information about Clinical Council objectives, meeting documentation and decisions is available to all hospital and health staff via an intranet page.

## Mackay Medical Staff Association

The Mackay Medical Staff Association (MSA) is an association for all medical officers at Mackay Base Hospital that provides social, educational and advocacy roles for members and the medical workforce. The MSA actively promotes professional development opportunities for doctors and provides significant support for interns and junior doctors.

## MHHS Junior Medical Officers Forum

The MHHS Junior Medical Officer Forum provides an area where JMOs are encouraged to have a voice in:

- how training for junior doctors is developed, implemented, evaluated and improved
- support for operational issues that impact on training
- developing a mentoring system for all doctors

## Other MHHS Clinical Engagement Entities

There are a number of existing clinical committees, forums and groups that convene regularly and function within the existing professional framework.

- Clinical Council
- MHHS Clinical Governance Committee
- Nursing and Midwifery Consultative Committee
- Clinical Directors Meeting
- Nursing and Midwifery Executive Council

# Review and Evaluation

The MHHS Employee Engagement Strategy will be published on the MHHS website.

The strategy is reviewed annually and evolves throughout implementation to reflect survey results and feedback from clinicians and non-clinicians.

The main measure of the effectiveness of the Employee Engagement Strategy will be the annual Working for Queensland Employee opinion survey.

**The Mackay Hospital and Health Service**  
**Eight hospitals. Four community health facilities.**  
**One organisation.**

