

Partners in Change, a Clinical Engagement Strategy 2019-2021

19 January 2019

Version 1.3

*Our vision is to provide
excellence in care to
remote Queenslanders.*

We would like to pay our respect to the First Peoples, traditional custodians of the land and waterways and thank the custodians who act on behalf of their peoples for their continued hospitality across the expanse of the health service.

We acknowledge and celebrate the continuation of a living culture that has a unique role in the Central West Hospital and Health Service area.

We also acknowledge our elders past and present as well as our emerging leaders of tomorrow and thank them for their wisdom and guidance as we seek to improve healthcare outcomes for all our population.

Copyright

Central West Hospital and Health Service Clinician and Engagement Strategy 2019-2022

Published by the State of Queensland (Central West Hospital and Health Service), January 2019



This document is licensed by the State of Queensland (Central West Hospital and Health Service) under a Creative Commons Attribution (CC BY) 4.0 International licence. To view a copy of this licence, visit <http://creativecommons.org/licenses/by/4.0>

© State of Queensland (Central West Hospital and Health Service) 2019

You are free to copy, communicate and adapt the work, as long as you attribute the State of Queensland (Central West Hospital and Health Service).



Interpreter Service

The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding this strategy, you can contact us on (07) 46528030 and we will arrange an interpreter to effectively communicate the report to you.

Disclaimer

The content presented is distributed by the Queensland Government as an information source only. The State of Queensland makes no statements, representations or warranties about the accuracy, completeness or reliability of any information contained in this publication. The State of Queensland disclaims all responsibility and all liability (including without limitation for liability in negligence) for all expenses, losses, damages and costs you might incur as a result of the information being inaccurate or incomplete in any way, and for any reason reliance was placed on such information.



Contents

Background	1
Objectives.....	1
Purpose	2
Clinician Engagement in Context.....	2
Key Components of Clinical Engagement.....	3
Current Structures for Clinician Engagement in Central West Health	5
Clinician Engagement Strategy Principles and Action Plan.....	6
Reporting and Evaluation.....	8
Appendix A: Implementation Plan	10
Appendix B: Clinician Engagement Road Map	11



Central West Health Clinician Engagement Strategy (2019-2021)

Background

Clinician engagement is integral to the culture and clinical performance of Central West Hospital and Health Service (Central West Health). Central West Health is committed to engaging with our clinicians on our journey towards becoming an integrated, forward-thinking and agile system that is well equipped to deal with current and future challenges.

An indicator of success of the 2019-2022 Central West Health Clinician Engagement Strategy is that Central West Health clinical staff reflect on the alignment between their personal vision and the vision of Central West Health *to provide excellence in care to remote Queenslanders*. Resulting from this strategy clinicians will develop a deeper understanding of how they are an integral part of the design and delivery of excellence in care for remote Queenslanders as well as develop a sense of empowerment and a desire to help shape the future of Central West Health.

The 2019-2022 Central West Health Clinician Engagement Strategy has been developed by Central West Health to build and nurture a strong culture of clinician engagement, as per the Queensland Government *Hospitals and Health Boards Act 2011* and the *Hospital and Health Boards Regulation 2012*. This Strategy builds on the Central West Hospital and Health Service Employee & Clinicians Engagement Strategy 2016–19, guided by the 2015-2019 Central West Hospital and Health Service Strategic Priorities and is informed by our clinical staff across all disciplines, to ensure local relevance.

Objectives

The objectives of this Strategy arise from the published Values of Central West Health, namely:

- **Patient-centred care:** Ensure services are clinician led, patient-centred, collaboratively delivered and culturally appropriate.
- **Quality and safety:** Support clinicians to lead quality improvement initiatives and provide care that is safe and evidence-based.
- **Integrity:** Ensure clinicians work in a culture of trust, respect, honesty and professional practice aligned to the values of the HHS.
- **Investing in staff:** Enable clinicians to develop their innate leadership capabilities and progress professionally, learn, discover, teach and translate new findings.
- **Innovation and change:** Develop clinician involvement in and accountability for the HHS's clinical, managerial, operational and strategic designs, processes and outcomes.



Purpose

- The purpose of the Central West Health Engagement Strategy is to ensure that clinicians have a voice which is heard in Central West Health, building on the strengths and diversity of our clinicians working in a remote area. It empowers our clinical workforce to be involved in shaping the direction of Central West Health in the next planning period of 2019-2021 focused on People, Services and Systems.
- It will inform and guide clinicians in our partner organisations about the mechanisms by which they too can engage with the vision of Central West Health, to provide excellence in care to remote Queenslanders.
- It aims to bridge the disconnect between clinicians who identify local issues and the work being undertaken to manage those issues. It fosters a sense of local power and effectiveness by identifying opportunities for engagement and provides guidance and structure for middle level managers in their interactions with clinicians.
- Central West Health Clinical Engagement Strategy directly addresses the challenges of Forces Transforming Healthcare as they manifest in the remote context:
 - The ageing population (both patients and providers) requires clinicians to work at top of scope, delegating as appropriate to other clinicians and support staff.
 - The epidemic of lifestyle associated illness requires clinicians to work in an interdisciplinary environment with well-designed care pathways to manage chronic patients with multiple morbidities.
 - The information revolution requires implementation of electronic medical records in robust clinical business systems, and requires interface with decision support systems to improve delivery of evidence-based care.
 - Advanced (and expensive) technology and treatments requires assessment of a range of new technologies and treatments for affordability and value. They will require modification of the way in which Central West Health clinicians accommodate new technology and treatments provided both by Central West Health locally and our clinical partners. Technology advances provide significant opportunity for providing healthcare closer to home.
 - The new healthcare consumer requires clinicians to be transparent on quality and efficiency. The patient experience is always a quality indicator.

Clinician Engagement in Context

In Central West Health, we define clinician engagement as the collaboration between management and front-line clinicians in co-design, planning and decision-making to provide better health care for our communities into the future.

This strategy applies to the Central West OnePractice Service Model, the clinical workforce partnership directly linking primary and acute care for Central West Health.



The Clinician Engagement Strategy works in synergy with the following key plans:

- Central West Hospital and Health Service Strategic Plan 2015-2019 (2018 Update)
- Central West Hospital and Health Service Integrated Workforce Plan 2017-2020
- Central West Hospital and Health Service Consumer Engagement Strategy 2017-2020

This Strategy aligns to the 2018 Update of the Central West Hospital and Health Service Strategic Plan 2015-19 based on expectation that achieving these priorities will require clinicians to be embedded in the planning, delivery and measurement of all undertakings:

Table 1: Priorities

Priority
1. Develop a strong and positive leadership culture that ensures Central West Hospital and Health Service is an exemplar in remote, integrated, innovative, value-based, responsive healthcare.
2. Attract, develop, motivate and celebrate a strong and diverse workforce that is able to deliver safe, effective care and meet the changing needs of the communities.
3. Work effectively with partners, communities and consumers to ensure the delivery of high value care that is safe, and consumer centred health care that is consistent.
4. Deliver more services locally through ensuring the optimal use of the infrastructure and technology investments made at Aramac, Longreach, Barcaldine, Blackall, Boulia and Windorah.
5. Improve access to culturally competent and safe primary health care through greater participation of Aboriginal and Torres Strait Islanders people in the workforce and improved cultural competence of the health service and individuals.
6. Improve governance of corporate, financial and clinical systems which will strengthen organisational resilience to operational and strategic challenges and risks.
7. Embrace digital technology for the delivery of care including supporting the use of My Health Record by providers and optimising the use of telehealth with the introduction of new models of care including chemotherapy.

Key Components of Clinical Engagement

Effective line management is the foundation of clinician engagement. All clinicians have an immediate supervisor; usually a clinician manager, who has the primary responsibility for ensuring effective clinical engagement. However, given the complex nature of modern healthcare and the increasing distance between front line clinicians and executive decision makers, most high-performing health care organisations don't solely rely on the line management to engage clinicians. The establishment of formal horizontal clinician-led structures at local, regional and state levels has emerged over the past decade.

The models of clinician engagement can be identified according to *Table 2* which illustrates engagement is a spectrum from informing, through consulting, involvement and collaboration to empowerment. With increasing engagement comes increased accountability and responsibility.



Table 2: Participation Spectrum

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
	Goal:	Goal:	Goal:	Goal:	Goal:
Points of Influence	To provide stakeholders with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions.	To obtain stakeholder feedback on analysis, alternatives and/or decisions.	To work directly with stakeholders throughout the process to ensure that stakeholder concerns and aspirations are consistently understood and considered.	To partner in each aspect of the decision including the development of alternatives and identification of the preferred solution.	To place final decision-making in the hands of stakeholders.
	Promise:	Promise:	Promise:	Promise:	Promise:
How to Engage	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how stakeholder input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives / options developed and provide feedback on how clinician input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
	Strategies:	Strategies:	Strategies:	Strategies:	Strategies:
Expected Outputs	<ul style="list-style-type: none"> • Internet • Intranet <ul style="list-style-type: none"> » inc Fact Sheets » Information papers » FAQs » Link to satellite broadcasts » Link to Federal website • 'Keep Informed' email group broadcasts • Media releases 	<ul style="list-style-type: none"> • Consultation papers • Working groups • Clinician Advisory Groups • Union briefings 	<ul style="list-style-type: none"> • Targeted meetings ie. Local Clinical Council and/or Committees • Forums • Workshops 	<ul style="list-style-type: none"> • Targeted working groups • Establishing advisory panels 	<ul style="list-style-type: none"> • Delegated Decisions

Adapted from: IAP2 Public Participation Spectrum, developed by the International Association for Public Participation
 *assumed strategies from previous level are included in next.



The situation determines the appropriate level of clinician engagement. In the future when changes are being considered, choosing the appropriate engagement strategy and being explicit about the strategy to be employed. Currently within the Central West Hospital and Health Service clinician engagement mechanisms exist within a range of various formal meeting processes and structures. Clinicians are engaged in operational management from team/facility operational and clinical meetings, through to health service management meetings. In addition, a range of professional/clinical groups also meet regularly with the health service. These meetings provide opportunities for clinicians to participate in decision making and advise senior management on issues in relation to governance, planning, service deliver, workforce, safety and quality.

Current Structures for Clinician Engagement in Central West Health

Examples of the current informal and formal mechanisms through which clinicians are engaged are outlined in Table 3

Table 3: Current formal and informal engagement mechanisms

Level	Type
Ward/Team	<ul style="list-style-type: none"> • Team meetings • Service Development • Clinical Care Review /Audit at the ward level
Business Unit/ Facility	<ul style="list-style-type: none"> • Operational/Business Unit Meetings • Clinical Governance Unit Team Meetings • Mental Health Unit Team Meetings • Local Facility Doctor's Meetings • Maternity Unit Team Meetings • Nursing Director meetings • Staff forums
Health Service	<ul style="list-style-type: none"> • Professional Forums (e.g. Medical Advisory Council, Nursing and Midwifery Leadership Forum, Allied Health Forum) • Rural Generalist Skills based meetings (Anaesthetic/Obstetric/Emergency Doctors Working Groups) • Workforce Committee • Research Learning and Development Committee • Credentialing and Clinical Privileges Committees • Information Management Committee • Medications Management Committee • Mortality and Morbidity Committee • Medical Education Weekly Meetings • Disaster and Emergency Management Committee • District Consultative Forum and Nursing and Midwifery Consultative Forum



Clinician Engagement Strategy Principles and Action Plan

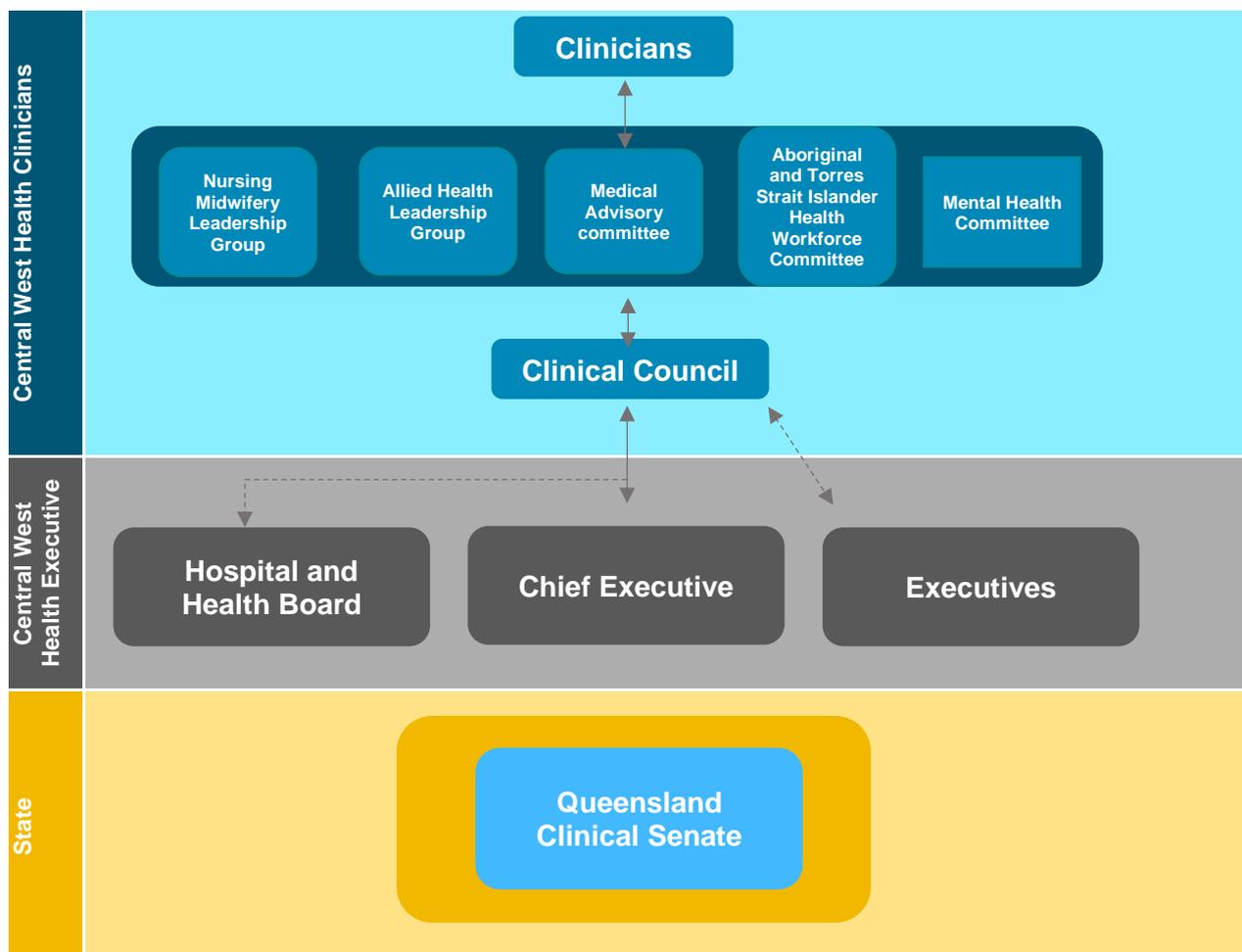
Critical to the next steps for clinician engagement in Central West Health is to ensure an appropriate structure for engaging our clinicians. The design, formation and further development of additional, key clinical forums and committees is required, namely:

- **The Central West Health Clinical Council:** this Council will be a new body formally appointed to advise the Health Service Chief Executive, other Executives and, when appropriate, the Health Board on matters of strategic importance to the health service, including clinical services planning, clinical governance, new models of care, service delivery, major strategies, policy development, and clinician engagement. Membership includes members of the Executive, Clinical Governance members, and nominees or elected representatives from Nursing and Midwifery, Allied Health, Mental Health, Medicine, Directors of Medical Services, Aboriginal and Torres Strait Islander Health Team, a Consumer representative and a member of the Hospital and Health Board meeting twice yearly. Cross representation and coordination with the Western Queensland PHN Clinical Council would be an essential task of this group.
- **The Allied Health Leadership Group:** will provide a forum for discussing strategic planning, priorities for service development, resource allocation, policy development and providing professional guidance to the Central West Health Clinical Council meeting quarterly.
- **The Aboriginal and Torres Strait Islander Health Workforce Committee:** will provide a forum for discussing strategic planning, priorities for service development, resource allocation, policy development and providing professional guidance to the Central West Health Clinical Council meeting quarterly.
- **The Mental Health Committee:** will provide a forum for discussing strategic planning, priorities for service development, resource allocation, policy development and providing professional guidance to the Central West Health Clinical Council meeting quarterly.
- **The Medical Advisory Committee (MAC)** will provide a forum for discussing strategic planning, priorities for service development, resource allocation and medical policy development. It provides professional medical guidance to the Central West Hospital and Health Service Executive Team. MAC serves as a significant point of engagement between the Executive and the Board and medical staff. MAC will manage the annual Doctors planning meeting, the Rural Generalist Advanced Skills Working Group meetings and advise on matters of Senior Medical recruitment. MAC will aim to make congruent the vision of medical staff with Central West health service vision and values.
- **Nursing and Midwifery Leadership Group:** will provide a forum for discussing strategic planning, priorities service development, resource allocation, nursing policy development and providing professional nursing and midwifery guidance to the Central West Hospital and Health Service Executive team. The Nursing and Midwifery Leadership Group will serve as a significant point of engagement for the nursing and midwifery staff. The forum will aim to lead nursing and midwifery vision in line with Central West Hospital and Health Service vision and values.

Expanding professional group representation by way of establishing these committees will support professional standards, lead innovation, enable intra-disciplinary engagement and ensure all clinicians have a strategic voice.



Figure 1 2019-2021 Central West Health Clinical Engagement Structure



Engagement Points

The 2019-2021 Central West Health Clinician Engagement Strategy draws on observations by Clark and Nath in *Medical Engagement, a Journey Not an Event* (2014) that a culture of strong medical or clinical engagement is underpinned by an organisational leadership development strategy;

- clear governance structures;
- values- and competency-based recruitment and appraisal;
- investment in education and training; and
- a culture of quality and safety and service improvement as core business for the organisation.

These organisational commitments are taken as core themes for all clinician engagement and map to all actions outlined in this Strategy.



Reporting and Evaluation

Evaluation of the impact and success of this strategy will involve:

1. Annual dashboard to be prepared to report outcome measures including:

- Workplace climate
- Staff attraction, retention and turnover
- Employee satisfaction
- Workplace Health and Safety staff incidents

Data to be collected from the following sources:

- Central West Health Staff Culture surveys
- Queensland Government 'Working for Us' survey
- Formative assessment of the Clinician Engagement Strategy (Annual)
- Patient Experience Survey (Annual)

2. Clinical engagement activities to be routinely reported to the Clinical Council. Consultation with clinicians within the Central West Health and key partnering organisations will occur as part of the review process.

3. Continuous improvement in clinician engagement to be informed through the implementation of this strategy.

4. Central West Health to review the Clinician Engagement Strategy within three years. Consultation with clinicians within the Central West Health and key partnering organisations will occur as part of the review process.

5. Central West Health meeting accreditation requirements in relation to the National Safety and Quality Health Service Standards.

An Implementation Plan is contained in **Appendix A** in line with the public participation spectrum this should be used as the overall strategy with the *Clinician Engagement Roadmap* (**Appendix B**) a supporting document.



References

Clark J and Nath V (2014) *Medical Engagement, a journey not an event*. King's Fund.

CENTRAL WEST HEALTH *Consumer and Community Engagement Strategy* (2015) Available at: <http://www.centralwest.health.qld.gov.au/wp-content/uploads/2015/11/Central-West-Health-cce-strategy-2016.pdf>

CENTRAL WEST HEALTH *Integrated Workforce Plan 2017-2020* Central West Health QHEPs page

DDHHS Clinical Council ToR <http://qhews.health.qld.gov.au/darlingdowns/pdf/our-service/tor-cc.pdf>

International Association of Public Participation (IAP2) (2014) *Foundations of Public Participation* Available at <https://www.iap2.org.au/resources/iap2s-public-participation-spectrum>

Queensland Government (2011) *Hospital and Health Boards Act 2011* Available at: <https://www.legislation.qld.gov.au/LEGISLTN/CURRENT/H/HHNA11.pdf>

Queensland Government (2011) *Hospitals and Health Boards Regulation 2012* Available at: <https://www.legislation.qld.gov.au/view/pdf/2013-05-10/sl-2012-0024>

Queensland Government (Department of Health) (2012) *Queensland Health Clinician Engagement Framework*.

Queensland Government (Department of Health) (2013) *Connecting Clinicians to Improve Care. Queensland State Senate* Available at: <https://www.health.qld.gov.au/publication/clinical-practice/engagement/qcsclinicianengagement>.

Queensland Government (Department of Health) (2015) *Queensland Clinical Senate Membership List 2015* Available at <https://www.health.qld.gov.au/publications/clinical-practice/engagement/qcs-membership>.

Queensland Government (Department of Health) (2015a) *State-wide Clinical Networks*. Available at <https://www.health.qld.gov.au/clinical-practice/engagement/networks/default.asp>

Spurgeon, P., Mazelan, P.M., and Barwel, F. (2011). *Medical engagement: a crucial underpinning to organizational performance*. *Health Services Management Research*, 24(3), 114-120.



Appendix A: Implementation Plan

Level of Engagement	Strategy	Indicator	Source
Inform	Ensure clinicians have access to ongoing professional development, promoting evidencebasedpractice and best practice patient safety and quality	Number of staff completing training	Participation list
		Clinical Links webpage available on CENTRAL WEST HEALTH intranet	Webpage for clinicians
	Key items of news and information are distributed regularly to clinicians	Number of staff newsletters and staff news emails E-weekly	Number of hits on website/ web links Number of hits for E-weekly
	All clinicians are kept aware of CENTRAL WEST HEALTH initiatives and strategies	Information on CENTRAL WEST HEALTH initiatives and strategies is made available to all clinicians	Website E-weekly
Consult	Executive and Board “walk arounds” to areas/clinician meetings	Number of meetings	Register of meetings
	Clinicians are offered the opportunity to contribute to the development of strategic plans and policies and provide feedback	Number of clinicians that have been offered the opportunity to contribute to the development of strategic plans and policies and provide feedback	Feedback registers
Involve	Feedback and transparency of key decision making	Publish executive and board meeting summaries	Website
	Plan structure and implementation of a clinical counsel to advise and discuss issues with the CE and Executive regarding clinical concerns	A summary of key issues discussed and decisions made by the Clinical Council will be made available for health professionals, staff, consumers, community and stakeholders	Website
	Ensure the Health Service has structures and mechanisms to provide access to clinical skills and expertise	Meetings held of the Clinician Council sub-groups	Participation list MAC, NLF, AHM, A&TSI/WC, MHC
Collaborate	Establish health protocols with the Primary Health Network and other health care providers to enhance clinician engagement	Protocol with CENTRAL WEST HEALTH, WQPHN approved, signed and in place	Maranoa Accord visible to CENTRAL WEST HEALTH clinicians
Empower	Publish the Clinical Engagement Strategy	Strategy available on the CENTRAL WEST HEALTH intranet	Website
	Engagement of clinicians in strategic and operational planning processes	Appropriate clinical representation and participation on the Hospital and Health Board and its committees	Participation list
	Encourage clinicians to be active in State, regional and local forums	Representation on Queensland Clinical Senate Clinical Networks Professional Groups	Clinical Senate Membership List List of people on Clinical Networks
		At least four (4) CENTRAL WEST HEALTH Clinical Council meetings per annum from June 2020	Participation list



Appendix B

Clinician Engagement Road Map

Objective

1. Patient-Centred Care: Ensure services are clinician led, patient-centred, collaboratively delivered and culturally appropriate.

What we want to achieve		What we will do	Who will do it	When will it be done
1.1	Embed Clinician participation and accountability in organisation processes including strategic, operational, managerial and clinical decision making.	<ul style="list-style-type: none"> TOR of Central West Health Clinical Council authorised by Health Service Chief Executive. Membership of Central West Health Clinical Council elected. First meeting of Central West Health Clinical Council. Formalise clinical engagement mechanism for allied health clinicians. Formation of Aboriginal and Torres Strait Islander Health Workforce Committee. Formalise representation from Mental Health Committee. 	Leadership Team	July 2020 March 2020 August 2020 May 2019 August 2019 August 2019
1.2	Demonstrate clinician leadership in Central West Health is valued by the organisation	<ul style="list-style-type: none"> Time for leadership and management work and development is planned and apportioned for. Develop a Central West Health policy and strategy on leadership development at all levels and for all clinical groups. Together with clinicians, design and implement strategies for clinical team development and performance of clinical teams. 	Professional Leads Clinical Workforce Officer Professional Leads	January 2020 January 2020 December 2019



What we want to achieve	What we will do	Who will do it	When will it be done
1.3 Support staff to deliver jobs effectively within resources and hold them to account.	<ul style="list-style-type: none"> Professional clinical leadership representation at Executive level. Clinicians are directly involved in creating operational strategies that will impact on their ability to meet the requirements of their role/service. Clinicians are involved in planning with partner organisations to ensure effective collaborations with an emphasis on avoiding service duplication, streamlining referral pathways and maximising care for consumers as close to home as possible. Clinicians participate in policy and procedures drafting and approvals processes. Clinician participation in committees is valued by the organisation; time for travel and participation is acknowledged and supported. Clinicians are directly involved in planning and delivery of care to reduce the life expectancy gap for Central West Health residents. Develop and refine key performance indicators and processes relating to patient experience and outcomes and feedback regularly to clinicians. 	Executive Team	July 2019 March 2019 Ongoing March 2019 Ongoing March 2019 Ongoing March 2019 Ongoing March 2019 March 2019 Ongoing
1.4 Reinforce structures and processes for acceptable workplace behaviours	<ul style="list-style-type: none"> Development of a Central West Health Staff Compact tied to the Queensland Health Code of Conduct to articulate expected organisational and staff behaviours in Central West Health including behaviours specific to cultural sensitivity and appropriateness. Ensure full staff participation in training and cultural practice. 		
1.5 Develop leadership capability and capacity	<ul style="list-style-type: none"> Professional clinical leadership development and representation at all levels of clinician journey. Develop leadership and medical management skills for DMSs with provision of access to appropriate courses, coaching and mentoring. 	Education Team	March 2019 Ongoing



What we want to achieve		What we will do	Who will do it	When will it be done
1.6	Prioritise, recognise, validate and celebrate excellence in healthcare on the individual, team, service and HHS level	<ul style="list-style-type: none">Record, measure and value staff contributions to team cohesion, service delivery and patient outcomes.	EDP process Central West Health Staff Awards	Current and ongoing
1.7	Promote Transparency between Board and Clinicians	<ul style="list-style-type: none">Visibility of key issues discussed and decisions made in each Hospital and Health Board meeting to be made available to health professionals working in the Service.	Manager Board Operations	Current and ongoing



Objective

2. Quality and Safety: Support clinicians to lead quality improvement initiatives and provide care that is safe and evidence-based.

What we want to achieve	What we will do	Who will do it	When will it be done
2.1 Develop clinician advocacy skills in quality.	<ul style="list-style-type: none"> Support clinicians to represent Central West Health at local and state Quality forums. 	Professional Leads	Ongoing
2.2 Enable and empower clinicians to lead Central West Health in Quality and Safety.	<ul style="list-style-type: none"> Involve medical, nursing and allied health in quality, safety and IT leadership roles, formal or informal. Provide Research and Quality Improvement project support. Encourage junior clinicians to participate in service improvement projects, supported by QI team. Increase clinician participation in quality assurance activities and Clinical Governance meetings and apportion time for commitment to this work. Clinicians hold key roles in quality committees. 	Executive Clinical Governance Committee Professional Leads	Current and Ongoing March 2019 ongoing March ongoing January 2020
2.3 Empower clinicians to expand their interests and skills in quality.	<ul style="list-style-type: none"> Provide Research and Quality Improvement skills training. Formalise the structure of the Research working group within the Research Learning and Development Committee. 	Executive Team	Ongoing July 2019
2.4 Encourage clinicians to pursue or continue their work in quality.	<ul style="list-style-type: none"> Establish mechanism to record, measure and value contributions to management, leadership and quality improvement. 	Professional Leads	January 2020
2.5 Ensure that Quality and Safety are core business for Central West Health.	<ul style="list-style-type: none"> Plan and apportion time for all clinical staff to participate in QI projects as part of their professional development. 	General Managers	January 2020



Objective

3. Integrity: Ensure clinicians work in a culture of trust, respect, honesty and professional practice aligned to the values of the HHS.

What we want to achieve		What we will do	Who will do it	When will it be done
3.1	Attract and motivate clinicians to want to stay and be a 'change' asset.	<ul style="list-style-type: none"> Develop processes for early talent identification including allocation of resources for focused leadership development and engagement by Central West Health. 	All Staff	
3.2	Create High visibility of the CEO and other Executives.	<ul style="list-style-type: none"> Regular Executive rounding. Regular participation of the Chief Executive, Executives and Board members at Clinical Council and professional group committee meetings. 	Executive Team	January 2019 Ongoing
3.3	Develop and reinforce structures to govern best practice in Central West Health.	<ul style="list-style-type: none"> Develop formal arrangement with Tertiary University HHS to ensure Human Research Ethics Governance. Formalise Research Governance structure within CENTRAL WEST HEALTH including appointment and training of Research Governance Officer. 	EDMS, EDNMS	July 2019 April 2019
3.4	Management is accountable for workplace culture and conditions.	<ul style="list-style-type: none"> Clinician Engagement Strategy is published on QHEPS and reviewed as per legislation. Annual reports detailing outcome measures on the Clinician Engagement Strategy to be prepared. Regular reports on clinician engagement activities to be presented to the Executive Clinical Governance Committee. Respond to staff culture surveys and student term feedback with strategies and action plans. Report themes and mitigates from feedback to Research Learning and Development Committee. 	EDMS, EDNMS Communication Officer EDMS/EDONMS EDMS/EDONMS EDWIGM EDWIGM	March 2019 From Dec 2019 In line with forward plan March 2019 March 2019 ongoing



What we want to achieve		What we will do	Who will do it	When will it be done
3.5	Develop clinician people management.	<ul style="list-style-type: none"> • Performance management training for clinician managers. • Complaints management training for clinicians. • Open Disclosure training for clinicians. • RCA Investigation training. • General Communication Skills training emphasising the importance of each staff member contributing to a positive culture within Central West Health. • Conflict resolution training (eg Crucial Conversations). 	EDWIGM, EDMS, EDNMS Director Clinical Governance Educators/ orientation EDWIGM	June 2019 September 2019 Current and ongoing November 2019 December 2019 Current and ongoing
3.6	Ensure the best fit for CENTRAL WEST HEALTH when recruiting to all positions	<ul style="list-style-type: none"> • Transparency in recruitment, job planning, appraisals and revalidation with assurances these processes are fit for purpose. • Recruitment and Selection training for senior clinicians. • Ensure senior clinician representation on recruitment panels for clinical and key non-clinical positions. 	Executive, All Managers. EDWIGM EDWIGM	June 2019 ongoing Current ongoing June 2019
3.7	Reinforce clinician accountability for outcomes	<ul style="list-style-type: none"> • Clinicians complete performance appraisals, to schedule, that are values-based and aligned to strategic priorities and outcomes, with fit-for-purpose personal development plans tailored to career aspirations, education and training needs. • Clinicians enabled to participate in mandatory training and are held to account to complete as part of their role descriptions. 	Executive team All Clinicians	March and ongoing
3.8	Promote Central West Health Vision and Values	<ul style="list-style-type: none"> • High visibility of Central West Health Vision and Values across all facilities. 	Executive team	Ongoing



Objective

4. Investing in Staff: Enable clinicians to develop their innate leadership capabilities and progress professionally, learn, discover, teach and translate new findings

What we want to achieve		What we will do	Who will do it	When will it be done
4.1	Develop leadership capability and capacity.	<ul style="list-style-type: none"> Provision of mentoring and coaching for senior clinicians. Personal development plan informed by the selection process for subsequent phases of new employee's journey within the health service. 	Executive All Managers	March 2019 ongoing
4.2	Embrace education and training as a core part of workforce stability, with a strong focus on relevant training and education, including a talent management strategy.	<ul style="list-style-type: none"> Support development of a strong multidisciplinary education team Coaching training for senior clinicians Training for senior clinicians to recognise and manage junior clinicians in difficulty 	Executive EDWIGM EDMS, EDNMS	Ongoing March 2019
4.3	Encourage clinician leadership development and activities.	<ul style="list-style-type: none"> Record, measure and value contributions to management and leadership 	Executive Central West Health Staff Awards	Ongoing
4.4	Make CENTRAL WEST HEALTH a personal and professional "home" for staff and their families	<ul style="list-style-type: none"> Orientation programme for all new senior staff that incorporates an introductory leadership development programme, including time with the Chief Executive. Senior staff participate in induction programmes for all new staff Formation of Staff Welcome and Wellbeing Strategy sub-committee of the Learning, Research and Development Committee with the purpose of advising and guiding the organisation in identified areas of importance for new staff, including orientation, induction and staff retention. 	Professional Leads EDWIGM	June 2019 March Ongoing



What we want to achieve	What we will do	Who will do it	When will it be done
4.4	<ul style="list-style-type: none"> • Organisation-wide, standardised local welcome, orientation and induction for new staff. • Organisation accountability for staff accommodation standards. • Organisational investment in creating a “family culture”: e.g. staff and family days, staff dinners, occupational health for staff and provision of an informal conflict resolution service. • Encourage and enable senior clinicians to participate in a mentoring/coaching programme for junior clinicians, supported by Central West Health. 	Educators Executive EDWIGM Professional Leads	September 2019 March 2019 March 2019



Objective

5. Innovation and Change: Develop clinician involvement in and accountability for the HHS's clinical, managerial, operational and strategic designs, processes and outcomes

What we want to achieve	What we will do	Who will do it	When will it be done
5.1 Develop leadership capability and capacity.	<ul style="list-style-type: none"> Encourage senior clinicians to take on leadership roles in their facilities and Central West Health. Allocate time for leadership development and activities. 	Executive Team	July 2019 and ongoing
5.2 Ensure clinicians are involved.	<ul style="list-style-type: none"> Clinical group representation in strategy, development and implementation of facility and Central West Health service design, planning and delivery. Clinician involvement in planning and delivery of new technologies and technological developments in Central West Health. Governance and committee structures to be published on QHEPS with Terms of Reference for each committee. Minutes of Clinical Council meetings to be made available to all staff once commenced. 	Executive Professional Leads Manager Board Operations Communications Officer	July 2019 and ongoing July 2019 and ongoing July 2019 March 2020
5.3 Enable clinicians to be involved.	<ul style="list-style-type: none"> Enable and encourage clinicians to participate in leadership development courses including Queensland Health Clinical Excellence Division Leadership courses, and tertiary health management and leadership courses. Specify in role descriptions accountabilities and opportunities for participation in operational, managerial and strategic matters in Central West Health and assess participation as part of periodic performance appraisals. 	Professional Leads EDWIGM	July 2019 and ongoing July 2019 and ongoing



What we want to achieve	What we will do	Who will do it	When will it be done
5.4 Effective communication with clinicians across Central West Health.	<ul style="list-style-type: none"> Establish working party with clinicians to improve organisational communication strategies and optimise feedback mechanisms. Respond to direct feedback from clinicians about job satisfaction, training, workplace. Respond to Queensland Government Working for Us survey results with action plan. 	Professional leads Professional leads EDWIGM	October 2019 March 2019 and Ongoing Within 6 weeks of results published Annually
5.5 Celebrate achievements	<ul style="list-style-type: none"> Annual Staff Excellence Awards. Recognition of Clinical Achievements aligned to Central West Health Values and the Strategic Priorities. Regular and prominent publication of staff achievements, significant events and positive feedback across Central West Health. 	EDWIGM EDWIGM Communications Officer	Annually April 2019 April 2019