

# GOLD COAST HEALTH

## Employee Engagement Strategy

2020 - 2023



## Gold Coast Health Employee Engagement Strategy

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# Foreword by the Gold Coast Health Board



As members of the Gold Coast Health Board, we firmly believe staff are our greatest asset. It is you who deliver the excellence in patient care we are tasked to oversee. We formally acknowledge the hard work and effort this involves on a daily basis. It is the strong interdisciplinary teamwork we see across and within departments that highlights the commitment Gold Coast Health staff have to optimising our patients' health experiences.

We are committed to visibly engaging with you and with our many external partners on your behalf. Like our Chief Executive, we support the philosophy of Always Care as the key to achieving good health for Gold Coast Health staff and our community.

**It is the fundamental role of the Board to foster an environment where each and every one of you may take ownership of authentic engagement with your organisation.**

Internally, we commit to meeting and listening to you at the coal face of the organisation as well as providing formal opportunities for you to meet with us. We will join you in the many special events held through the year such as The Improvers, Art Beat, Clinical Challenges events, Golden Gala and Research Week (to name but a few). Most importantly, we commit to listening and responding to your stories either as individuals or as teams.

Externally, we commit to connecting with our mutual partners such as the Primary Health Network, the Clinical Senate, our University collaborators and Health leaders both in Queensland and nationally to ensure employee engagement is front and centre in all efforts to improve health outcomes for the Gold Coast community.

We commend this Employee Engagement Strategy and commit to facilitating this strategically at Board level. We look forward to your ideas as to how we can continue to support you best in the great work you do.

**Ian Langdon,**  
Chairman of the Board,  
Gold Coast Health



# Foreword by the Gold Coast Health Chief Executive

At Gold Coast Health, the philosophy of *Always Care* is at the heart of everything we do.

It is imperative our philosophy underpins a culture that engenders inclusion and trust, one which empowers staff to make decisions that are critical for world class healthcare. It has been recognised that engaged staff are happier and more productive, resulting in improved patient care.

Feedback from the Going for Gold Staff Survey, leadership and staff workshops and workforce consultation identified four key focus areas for empowering our staff to be engaged in the planning, design and delivery of our health services:

- 1 Healthcare Design, Planning and Innovation**
- 2 Building a Culture of Success**
- 3 Communication and Collaboration**
- 4 Leadership Capability Development**

We require a coordinated, consistent effort from leaders, organisational systems and staff to be successful. We will develop initiatives and activities that deliver on these focus areas to ensure staff are empowered to influence decision-making, from strategic planning through to operational delivery. Gold Coast Health leaders must bring these initiatives to life locally.

The success of the organisation is critically dependent on all staff, who must all actively engage to shape the direction of Gold Coast Health. It is vitally important we engage with staff by listening and being curious through a range of different mediums.

The Employee Engagement Strategy outlines how we will involve staff in the planning, implementation and evaluation of our service to improve the experience of patients and families who access our care.

Gold Coast Health has recently undertaken a leading-edge digital change journey. The next phase of this journey will cement our focus on engagement with staff to ensure Gold Coast Health realises its vision to provide world class care to our community.

I look forward to sharing this journey with you.

**Ron Calvert,**  
Chief Executive,  
Gold Coast Health



# Foreword by the Clinical Council Gold Coast Health

The Clinical Council is the peak clinical leadership forum within Gold Coast Health.

Members of the Clinical Council provide leadership, direction and guidance for their respective executive teams and involve staff in the planning, delivery, improvement and evaluation of local health services. The Clinical Council acts as a reference group to which issues of clinical importance can be referred for advice and support.

Our members are advocates and representatives of staff at all levels of the organisation. The Clinical Council draws on the skills, knowledge and experiences of staff to ensure that their views are communicated to executives and considered in decision making.

In times of rapid change and increased complexity of health service provision, the recognition of the contribution of all roles to the success of Gold Coast Health is integral now and into the future.

The Gold Coast Health Employee Engagement Strategy, has been developed with an inclusive philosophy and aims to positively impact *all* employees, inclusive of the clinician workforce across our health service.

The engagement of our workforce remains a fundamental pillar of our strategy. The strategy provides the framework to canvas opinions of clinicians and staff assisting our health service to respond to the ever-changing nature of healthcare through consultative and impactful activities.

We encourage you to read the Employee Engagement Strategy and to embrace all opportunities to make your contribution to Gold Coast Health.



**Dr Stuart Watkins,**  
Clinical Council Chair,  
Emergency Physician



# Employee Engagement

Gold Coast Health staff are the beating heart of our organisation at the coal-face.

They are our most important asset.

The Engagement of Gold Coast Health staff is evident everyday by the high level of participation we see throughout every layer of our organisation.

Engaged staff are empowered to contribute to, be involved with, and provide feedback on the design and improvement of patient care.

Their knowledge, actions and decisions shape the delivery of our care.

Our Employee Engagement Strategy outlines how Gold Coast Health will continue to foster and enhance Employee engagement in order to:

- Reflect the vital contribution made by all staff at Gold Coast Health to deliver care
- Acknowledge the invaluable role of teamwork in supporting the patient journey
- Demonstrate our commitment to developing and maintaining a high performing, engaged and motivated workforce that aligns to the strategic direction and future needs of the organisation and the Gold Coast community





# Always Care

As Gold Coast Health employees, *Always Care* is the commitment we make every day to ensure patient care is at the heart of everything we do.

While the *Always Care* philosophy means different things to different people, at its heart is the view that everyone who works for Gold Coast Health has a role to play in caring for our community. *Always Care* speaks to the high reliability care we strive for and that our community can trust in.

Our patients turn to us in their most vulnerable moments, and we can make a real difference in every instance by providing compassionate care. It lets every patient who comes into contact with Gold Coast Health know that this is who we are, setting the benchmark for everything we do.

*Always Care* underpins our vision, purpose and values. While striving for world-class excellence, we also know it's the simplest acts of compassion that can have the greatest impact.





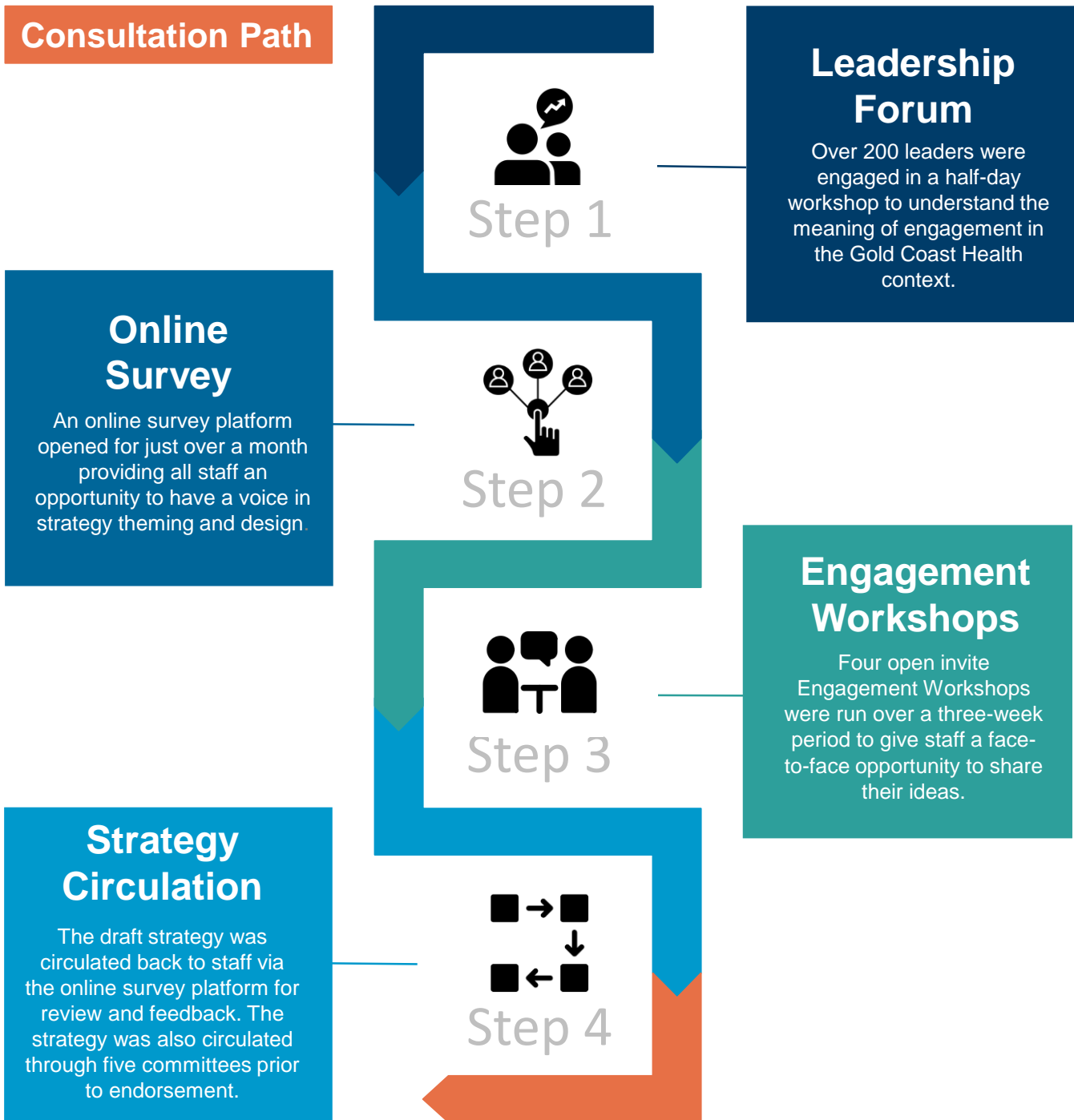
# Linking Our Strategies



# Formulating the Strategy

Employee voice is the driving force behind Gold Coast Health's Employee Engagement Strategy. Employees know best how they can increase their voice in the planning, design and delivery of our health services. To enable achievement against the strategic objectives and to realise our vision, clinical and non-clinical staff were involved throughout the consultation journey.

The Employee Engagement Strategy draws upon all of the work done together over many years as a basis for discussion during step one of the consultation path.

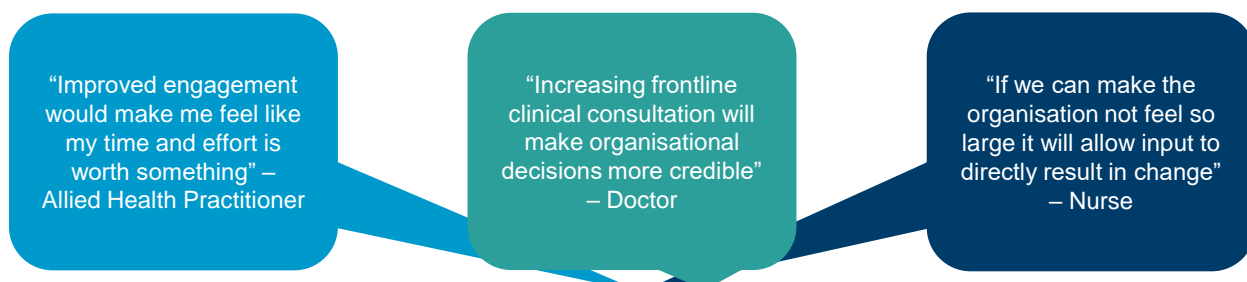


# Formulating Focus Areas

To formulate the focus areas for our Employee Engagement Strategy, staff were asked to define engagement barriers, solutions and areas for improvements.

Feedback was analysed, with four focus areas emerging. A pervasive barrier to engagement across all focus areas was lack of resources, both financial and time. It is hoped that the Employee Engagement Strategy will facilitate innovation in service design and processes, delivering a more engaged and active workforce which will guide efficient, effective resource allocation.

## Focus 1: Healthcare Design, Planning and Innovation



The key enablers to Gold Coast Health’s ability to effectively design, plan and innovate are:

- Frontline employee input and involvement in decisions
  - Organisational and staffing profile design
- Frontline visibility of the strategic direction for future planning

Increasing employee voice and feedback mechanisms will allow Gold Coast Health to make considered, informed decisions that improve service design and the delivery of care.

## Focus 2: Building a Culture of Success



The key enablers to Gold Coast Health’s ability to build a successful culture are:

- Building strong, positive cultures within work units
- Facilitating staff involvement in activities outside their day-to-day duties
  - The accessibility of developmental activities to build capacity

Gold Coast Health has embarked on a journey to build strong positive cultures within and between work units. This focus area highlights the importance staff place on having a positive culture, and reaffirms the actions taken to achieve this across the organisation.



# Formulating Focus Areas

## Focus 3: Communication and Collaboration



The key enablers to Gold Coast Health’s ability to effectively communicate and collaborate are:

- The use of multi-directional communication channels that promote authentic communication between frontline staff and Gold Coast Health’s senior leaders
- Breaking down ‘silos’, allowing staff to build and maintain positive and valuable working relationships
  - Increasing the visibility of organisational outcomes

The size and complexity of Gold Coast Health presents many challenges to effective communication. This focus area aims to increase the capacity to communicate with all staff and the ability for staff to speak up and be heard by their peers, leaders and executive.

## Focus 4: Leadership Capability Development



The key enablers to Gold Coast Health’s leadership and leadership development environment are:

- Development of core leadership capability
  - Ensuring there is a connection between what is being said and what is being done
- Building the capacity of our leadership group with an emphasis on values and performance

Managers and leaders play a critical role in building an engaged, motivated workforce. By developing the core capability of leaders both staff engagement and organisational culture will be positively impacted.

# Healthcare Design, Planning and Innovation

*“Empower employees to contribute to the design of service model, role and business delivery by increasing employee voices and feedback in order to drive development and innovation in workforce planning”*

The ability to effectively plan for future resource requirements is a key enabler of sustained success, with particular importance in the public sector. Empowering our workforce to contribute and engage in service model, role and business design provides ways for employees to incorporate frontline insights and feedback into models of care.

**Linking closely with Gold Coast Health’s [Strategic Plan 2020 – 2024](#) and our [Workforce Strategy 2019 – 2024](#), the key Healthcare Design, Planning and Innovation objectives are:**

- To empower employees to contribute to strategic decisions that inform service design through forums, union engagement and formal feedback mechanisms
- To increase the visibility of employees when decision making, allowing staff feedback to be heard before decisions are moved into planning and organisational design
- To provide fit for purpose consultation platforms which foster innovation and creative thinking
- To intelligently staff all Gold Coast Health services, informed by frontline staff and aligned to operational needs
- To create robust succession planning, building talent pipelines that effectively meet our future workforce needs and ensure we remain informed and abreast of the pace of change of healthcare into the future

**We will measure the success of Healthcare Design, Planning and Innovation success by:**

- All service design determined in accordance with the Workforce Design and Consultation Framework
- Frontline staff involvement in design and planning initiatives, utilising programs such as the Nursing and Midwifery Professional Governance Model
- Incorporation of staff feedback to design roles and services that optimise their contribution to and ownership of the delivery of care
- Implementation of an online workforce consultation platform to allow cross-professional innovation and creative thinking
- Development of Strategic Workforce Plans to guide divisional and directorate staffing profiles aligned to operational need
- Critical role succession plans that guide staff attraction and recruitment that is aligned to capability needs
- Meeting KPI of <55 days for recruitment to critical roles



# Building a Culture of Success

*“Continue to create a strong, value-driven, inclusive culture which fosters accountability, transparency and trust at all levels of the organisation”*

Having a positive and inclusive culture is a key indicator that staff are engaged, motivated and committed to an organisation. Culture is an important determinant of patient outcomes. Gold Coast Health has already embarked upon a journey to build a Culture of Success, and so creating conditions that engage, motivate and build commitment in our staff are key contributors to this success.

**Linking closely with the Building a Culture of Success initiative, the key objectives are:**



- To identify day-to-day frustrations of our workforce, and take steps to remove these barriers
- To achieve Magnet Designation and continue the Magnet Program commitment to promote excellence
- To embed restorative just culture as a foundation to support continuous learning from all staff
- To actively support staff following adverse events through the Always There program
- To analyse data from the Going for Gold Staff Survey and create tangible, meaningful programs that drive positive outcomes across the organisation
- To promote and celebrate a diverse culture, utilising a published action plan that creates a safe, inclusive and empowering culture for staff and the community
- To improve transparency across our entire organisation by ensuring staff have access to information used by leaders for decision-making
- To strengthen relationships amongst peers, ensuring staff are respected, included and involved in multidisciplinary decisions and outcomes

**We will measure the success of Building a Culture of Success by:**

- Creation of a positive Gold Coast Health culture by addressing key themes realised in the Going for Gold Staff Survey via monitoring of Continuous Improvement Action Plan update and completion percentages, and the resultant outcomes from divisional action planning
- Identification and removal of day-to-day work frustration concerns via the Going for Gold Staff Survey and in daily operational activities
- Tracking workforce diversity and inclusion statistics against the critical diversity and inclusion KPI targets articulated in the Gold Coast Health Workforce Diversity and Inclusion Action Plan
- Increased use of tools such as the Professional Practice Model and the Core Capability Framework which enhance information sharing, promote best practice, improve patient outcomes and support acknowledgement and recognition of one another
- Quarterly review of patient satisfaction data and tabling of key patient-oriented concerns at Clinical Governance Committee meetings for interpretation and investigation



# Communication and Collaboration

*“Build our ability to communicate by seeking diverse viewpoints which increase inter-personal cooperation and facilitate inter-team collaboration”*

Effective communication is essential within an organisation that has over 9,500 staff. Communication does not just happen vertically from top-to-bottom but horizontally across peers, teams and patients. Staff must feel empowered to speak up and to ask questions whenever more information is needed.

Linking closely with the [Core Capability Framework](#), the key objectives are:

- To ensure communication strategies evolve alongside increasingly complex and connected digital platforms to deliver relevant material to staff
- To ensure staff from all areas have input into decision making by increasing cross-functional collaboration
- To tailor communication methods to individual staff groups and recognise that communication is not a one-size-fits-all approach
- To develop capacity to effectively communicate with a culturally diverse workforce and community
- To ensure staff have access to timely and relevant feedback on performance by enhancing professional programs
- To increase health literacy and health outcomes by informing and engaging with the Gold Coast community



**We will measure success of Communication and Collaboration by:**

- Measuring cultural change outcomes and completion rate of the ‘Courageous Conversations about Race’ program
- Achievement of the objectives and measures articulated in Gold Coast Health’s Digital Strategy
- Using metrics from current and emerging communication tools to ensure staff are engaging with key content
- Increased uptake in Relational Coordination activities to improve quality and efficiency outcomes between cross functional work groups
- Consultation within professional work groups to determine preferred communication methods
- Measuring completion rates of internal communication training programs and the ‘Cultural Competence’ program
- Tracking utilisation metrics of Professionalism Programs (including Speaking Up for Safety and Promoting Professional Accountability) to allow relevant, timely feedback to support increased collaboration between work teams
- Quarterly review of key Health Literacy measures within the Gold Coast community via the Health Literacy Committee under the advisement of the Consumer Advisory Group

# Leadership Capability Development

*“Shape and enhance the leadership capabilities of the workforce, investing time and resources to develop capacity to steer the organisation into the future”*

Leaders strongly influence staff engagement and their ability to manage change in periods of innovation and service redesign. The leaders of Gold Coast Health need to be empowered to make informed decisions that reflect the best interests of our health service to motivate staff to believe in their vision and to build engagement and motivation. The pace of social, environmental and technological change is increasing rapidly. It is important to develop leaders who are flexible and responsive in the face of future uncertainty.

**Linking closely with the [Workforce Strategy 2019 – 2024](#), and the [Core Capability Framework](#), the key objectives are:**

- To develop existing, new and future leaders to understand Gold Coast Health’s strategic vision and work collaboratively to achieve it
- To increase the visibility of Gold Coast Health’s leaders at all levels so that staff recognise their leaders and feel comfortable reaching out to them
- To ensure leaders are responsive to the feedback and needs of staff, and have the emotional intelligence to lead empathetically and effectively
- To provide clear progression pathways for professional development that allow staff to easily identify a logical career trajectory
- To build the leadership capabilities of all Gold Coast Health staff, empowering every employee to better lead both themselves and others through change

**We will measure our Leadership Capability Development success by:**

- Measuring the implementation, attendance and completion rates of leadership development programs aligned to the Core Capability Framework
- Review of the ‘Leadership Landscape’ component of the Going for Gold Staff Survey, combined with

relevant HR data, to provide insight into staff and leadership visibility and satisfaction

- Participation rates in the Mentoring Program Framework
- Internal appointment percentages to non-leadership and leadership roles, aiming to indicate the effectiveness of career planning and professional development activities utilised by staff
- Increased visibility of Executive Rounding and continuous improvement activities which arise from staff feedback



# Ownership and Reporting

Ownership of the Employee Engagement Strategy rests with each staff member of Gold Coast Health, every staff member should feel able to engage authentically within our health service.

Implementation of the strategy will be led by Clinical Governance, Education and Research (CGER), who will partner with People and Corporate Services (P&CS) to facilitate alignment of organisational and unit level strategies to the needs of Gold Coast Health.

Employee engagement activities and metrics will be jointly monitored CGER and P&CS. Progress against actions will be reported by CGER, using the metrics defined under each focus area.

The Going for Gold Staff Survey will gauge organisational engagement every two years. The Clinical Council will consult with the workforce on progress against the strategy, raising any identified concerns with CGER. Feedback on engagement activities will be circulated back to Gold Coast Health's workforce to ensure engagement activities remain relevant.



## Framework





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