



Strategy purpose

The Employee Engagement Strategy provides direction for how we promote consultation with all employees to achieve our strategic objectives

Message from the Board Chair and Chief Executive

The strength of the Mackay Hospital and Health Service is the teams and individuals who live our values of Collaboration, Trust, Respect and Teamwork. It is essential we have an engaged workforce to deliver on our vision of providing Queensland's best rural and regional health care.

This strategy outlines how we will communicate and consult with employees to empower them to have a voice and to influence healthcare in a positive way. It shapes how we will provide our workforce with the information they need to do their job, how we will consult with them and how we will support their participation to co-design services.

This strategy acknowledges the health service's vital role in delivering health and human services in our communities, recognising each employee has different but equally important roles to play. We are committed to creating a workplace of choice. Our commitment is to seek employee views and continue to work together to strengthen the culture of engagement, ultimately delivering the best care for our community.

The Mackay Hospital and Health Board and Executive Leadership Team are proud to be able to play a leading role in enhancing engagement and we look forward to the benefits it will bring to our workforce, patients and community.

Darryl Camilleri
Acting Board Chair

Lisa Davies Jones
Chief Executive



Indicators of success

1. Improved attraction and retention of staff
2. Enhanced high quality and safe healthcare
3. Increased positive patient experience
4. Strengthened workplace culture and improved wellbeing

Our Vision

Delivering Queensland's best rural and regional health care

Our Purpose

To deliver outstanding health care services to our communities through our people and partners

Our Values

Collaboration · Trust · Respect · Teamwork

Principles of engagement

Values based	We engage in accordance with the MHHS values
Meaningful	We make sure our engagement activities have a clear purpose
Targetted	We keep things simple, understandable and involve relevant persons/groups
Contemporary	We use contemporary practices to engage employees
Safety	We create a safe space for employees to provide open and honest feedback



Levels of engagement

Individual: strengthens individual participation and accountability in all MHHS strategic, operational, managerial and decision-making processes.

Service Group / Work Unit: partnering with employees for service planning, delivery, evaluation and improvement.

Organisational: supports how MHHS will engage with the workforce to plan and design safe, high-quality, high-value and effective care. This is achieved through employee contribution to MHHS strategic planning, operational action and governance processes.

System: focuses on how employees contribute to and influence health policy, reform and legislation and the availability of clinical best practice evidence at local, state, Commonwealth and international levels.

How we engage

Information: one-way relationship. Active, where information is disseminated, and passive, where consumers, community members and employees can access it upon demand.

Consultation: two-way relationship. An issue is defined by decision makers, consumers, employees and others are invited to consult.

Participation (co-design): consumers, community members and employees are more actively engaged to define the issues and parameters of the issue(s) and how the participation is to occur. Input can be in setting the agenda, proposing options and sharing the overall dialogue.

Engagement matrix	Information	Consultation	Participation (co-design)	Measures
Individual	<ul style="list-style-type: none"> > Timely, relevant orientation, mandatory training, and professional development is available to employees > Relevant policies, procedures, organisational plans and training materials are easily accessible to employees through MHHS QHEPS intranet. > Employees are informed of their responsibilities and accountabilities in participating in decision making, including Human Resource Delegations Manual, Financial Management Practice Manual and Role Descriptions 	<ul style="list-style-type: none"> . A diverse range of feedback opportunities are available to employees, including Senior Leaders Forum, Voices from the Floor forum, annual Working for Queensland survey, Patient Safety Culture survey and other consultation mechanisms . Employees are offered the opportunity to contribute to the development of strategic plans and operational plans as coordinated by the Strategy Governance and Engagement Unit . Employees are actively engaged in reviewing service data including client and patient feedback as well as Working for Queensland survey and other survey outcomes . Clinical training is aligned to service and specialty areas and delivered with recognised qualified, clinically recognised organisations and professionals . Clinicians are represented on key groups and forums within MHHS, such as Clinical Directors' Committee and MHHS Consultative Forum . Employees collaboratively work to develop required processes and procedures to support service delivery 	<ul style="list-style-type: none"> . MHHS committees and forums, such as the Strategic HR Committee, include clinician representatives . Clinicians help develop solutions and action plans in response to employee and consumer feedback (i.e. service mapping) . Clinicians are encouraged to identify and share innovative ideas and solutions as part of the Clinical Innovation and Implementation Collaborative . Identified issues are addressed and solutions implemented through a co-design approach where practicable . Employees share responsibility for the implementation of solutions, including monitoring of outcomes (i.e. local facility action plans) . Employees are provided an opportunity to be involved in Professional Performance and Development discussions with their direct supervisor 	<ul style="list-style-type: none"> 85% of employees have completed all mandatory training requirements 100% of committees and forums include clinician representatives Number of, and participation in, MHHS engagement initiatives
Service group / work unit	<ul style="list-style-type: none"> > Policies, procedures and protocols are developed to partner with stakeholders in collaborative approaches to planning and delivery of care > Employees are supported to access service group meetings or receive documented summaries and/or minutes > Using a variety of channels, employees are kept informed of key initiatives, decisions, plans and programs relevant to their work i.e. through team meetings, departmental meetings and patient flow meetings 	<ul style="list-style-type: none"> . A range of processes exist for obtaining feedback on service delivery and improvement opportunities including ward rounds and regular visits to work units by Senior Leaders and Executive Leadership Team . The Chief Executive and Mackay Hospital and Health Board members regularly visit facilities and work units to further increase recognition, visibility and connectivity . Clinicians are supported to provide feedback for consideration in unit level meetings such as the Junior Doctors' Forum . Employees are involved in service design, planning, and review of processes at all levels within MHHS . Employees are encouraged and supported to identify and implement quality improvement activities and initiatives through each of the NSQHS National Standards Committees . Employees are included in the development of operational plans for the work unit 	<ul style="list-style-type: none"> . Employees are engaged to collaboratively generate and implement solutions to operational service delivery challenges . Professional support is provided with supervision, mentoring, preceptorship and rounding opportunities . Local facility committees, groups, and meetings involve clinicians . Decision making regarding service design, planning and delivery is led by recognised Senior Leaders . Senior Leaders are accountable for service management, evaluation and continuous improvement . Employees are strongly engaged and provided opportunity for input when using Video-conferencing technologies such as Microsoft Teams 	<ul style="list-style-type: none"> Published policies and strategies have engagement principles integrated in their content and development Work unit meeting documentation reflects involvement of employees in problem solving and decision making Improved visibility and connectivity of the Chief Executive, Executive Leadership Team and Senior Leaders

Engagement matrix	Information	Consultation	Participation (co-design)	Measures
Organisational	<ul style="list-style-type: none"> > Key information and decisions from Board and Executive Leadership Team meetings are shared with employees > The organisation's vision, purpose, relevant plans, strategies and organisational values and behaviours, are accessible and communicated > MHHS organisational and governance structures including identification of key personnel, roles and responsibilities are accessible and communicated via the MHHS QHEPS intranet > Using a variety of channels, employees are kept informed of key organisation-wide initiatives, decisions, plans and programs through Chief Executive Quarterly Staff Forums, Chief Executive weekly "Friday email", Health Chat and E-Connect newsletters, MHHS Facebook and LinkedIn pages and other information update mechanisms 	<ul style="list-style-type: none"> . Advice from senior leaders and clinicians is sought for organisational plans, targets, expectations, requirements and performance . Opportunities are made available for peer recognition of employees to MHHS organisational improvements including patient care models, through MHHS Service Excellence Awards and other recognition activities . Employee feedback regarding organisational culture, performance and satisfaction is monitored and recorded . Employee expertise is used in training needs identification, program development and delivery of training programs . Employees are involved in decision-making that directly impacts their role / service . Clinicians are provided with opportunities for cross collaboration, interdepartmental consultation and communication, including activities that encourage collegiality 	<ul style="list-style-type: none"> . Senior Leaders from MHHS and partner organisations (i.e. North Queensland Primary Healthcare Network and Clinical Excellence Queensland) are involved in decisions about cross-agency service planning and provision . Opportunities are provided to all employees to engage with each other outside work through the MHHS Medical Staff Association and the MHHS Social Club . Clinicians are represented on MHHS Strategic and Operational Governance structures . Clinicians are represented on Mackay Hospital and Health Board and Executive Leadership Team . Employees are provided with opportunities to be involved in MHHS events, celebrations and workplace wellbeing activities . Clinicians are involved in the design and development of training and development programs, such as annual leadership development programs 	<p>The following information is published on QHEPS:</p> <ul style="list-style-type: none"> . Board meeting summaries . MHHS vision and values . Strategic Plan and Operational Plan . MHHS governance framework and processes <p>Working for Queensland Employee Opinion Survey</p> <p>Improved cross collaboration and interdepartmental consultation</p>
System	<ul style="list-style-type: none"> > Employees are informed of external changes and decisions that may impact on service provision or capacity > Employees are informed of key representatives and advisory groups relevant to their service > Employees are aware of and have access to information related to the delivery of best practice care 	<ul style="list-style-type: none"> . Senior leaders and clinician feedback is sought on relevant position / discussion papers, legislation, best practice and quality safety standards . Structured processes integrate consultation with clinicians as a critical inclusion for organisational and service changes . Contribution from clinicians is sought in the development and review of position papers, legislation and quality safety standards . Senior leaders and clinicians proactively seek system-wide solutions to safety and quality including promotion of safer work practices 	<ul style="list-style-type: none"> . Clinician participation in local, state and Commonwealth policy and planning processes is supported and encouraged . Clinician involvement in research and evaluation is supported in order to contribute to the clinical evidence base . MHHS clinicians actively represent MHHS at local, regional, state, national and international forums and conferences, including state-wide clinical networks, such as Queensland Clinical Senate . Clinicians are empowered to collaborate in system-wide changes 	<p>Level of involvement of clinicians in clinical research projects that are conducted by MHHS staff</p> <p>Inclusion of clinicians on key projects</p> <p>Level of involvement of clinicians in collaborating in system-wide changes</p>

Strategic alignment

- Strategic Plan 2020-2024
- Clinical Health Services Plan 2018-2028
- Consumer and Community Engagement Strategy 2020-2024
- Northern Queensland Primary Health Network activities.

This strategy is interlinked with the MHHS Operational Plan and will be aligned to future workforce and people related plans, projects, initiatives and activities.

Importantly this strategy will help achieve the Strategic Plan 2020-2024

Inspired People outcomes of:

- Valued, empowered and accountable employees
- Diverse, capable and agile workforce
- Safe, caring and supportive culture
- Healthy employees who inspire others
- Engaged employees embracing opportunities for change and improvement

Definition / glossary

- **clinician:** a practitioner who spends most of their total weekly working hours engaged in clinical practice (that is, in diagnosis and/or treatment of patients including recommending preventive action. A clinician may work clinical and non-clinical hours)
- **senior leaders:** a team of leaders at high level of management who have the day-to-day responsibility of leading service groups/work units or specialty within a service and/or leading a team that has team leaders and team members within it (i.e. Nursing Directors, Clinical Directors, Operations Director, Director of Nursing, etc.)