

Clinician Engagement Strategy

2022 - 2025

About this strategy

Achieving our vision, purpose and strategic priorities depends on a skilled and engaged workforce. Strong employee engagement, especially with clinicians, is a key feature of successful health organisations and contributes not only to improved organisational performance, but to better and safer healthcare.

Engaged clinicians are proud of their organisation and have high levels of commitment – they feel listened to, valued, and work proactively and collaboratively to solve problems and improve care.

The SCHHS has gone through a period of rapid expansion over the past few years with the opening of the Sunshine Coast University Hospital and the Nambour General Hospital redevelopment. Our engagement surveys show we can do more to support our clinicians and nurture engagement.

This Strategy outlines what we will do to strengthen and embed clinician engagement in our health service and develop strong and trusting relationships with all of our health professionals.



Our people

Our values | CAN



Integrity:

we are respectful, trustworthy, equitable and honest in everything we do.



Compassion:

we respect others, act with kindness, encourage and take time to listen to others.



Accountability:

we take responsibility for our performance and behaviours and celebrate our achievements.



innovation:

we embrace change and strive to know more, learn more and do better.



Our vision for engagement

is that our clinicians are actively engaged in supporting or delivering person-centred care and making the SCHHS a great place to work.

This Strategy identifies a range of formal and informal mechanisms that support a culture of clinician engagement. These mechanisms range from ensuring clinicians get relevant, timely and accurate information about key directions and issues through to collaboration and empowering clinicians to drive service and system level improvements and innovations.

Whilst the mechanisms are important, 'how' we engage is central to our success, i.e. our values underpin how we engage.

Goals

- Our clinicians are informed and aware of key directions and issues across the SCHHS (to ensure a common purpose underpins engagement).
- Clinicians are consulted and involved in key planning, decision-making and improvement activities; from team to whole of organisation level.
- Clinical leaders have the skills and opportunities to lead improvement and innovation to enhance patient outcomes and experience.

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Goal

Our clinicians are informed and aware of key directions and issues across the SCHHS:

How

- Induction includes an overview of values, strategic directions and issues for the SCHHS
- Our strategies, plans, frameworks, policies and protocols are easy to access
- Regular eBulletins, newsletters and memos keep staff updated
- Monthly CE all-staff forum highlights key issues, opportunities and achievements
- Monthly summary of Board meetings is published
- Digital noticeboards, QHEPS and screensavers provide continuous updates for staff
- Clinical leaders attend monthly operational performance meetings with CE, COO & CFO
- Clinicians know how they contribute to team and organisational goals; roles and responsibilities are clear; and expectations are mutually agreed and monitored

Measure

Improved engagement score for clinical groups in Working For Queensland Survey

Goal

Clinicians are consulted and involved in key planning, decision-making and improvement activities - from team to whole of organisational level:

How

- All key committees include professional leads
- Timely, relevant performance data and consumer feedback is easily accessible
- Clinician consultation mechanisms include monthly operational performance meetings, Executive Leader Rounding, professional networks and reference groups, staff forums, staff surveys, document feedback and Business Case for Change consultative processes
- Quality improvement projects
- Clinician input into strategic, operational and health service planning
- Specific mechanisms include CE & EDMS attendance at Clinical Directors meetings; CE & COO attendance at Medical Directors meetings as well as Nursing and Midwifery and Allied Health Leadership Forums; CE meetings with the Medical Staff Association; EDNM attendance at NUM stream meetings, Quarterly Board Chair attendance at the Medical Directors meeting; and monthly Board member visits to a clinical area
- Site visits by Board members prior to the monthly Board meeting provides an opportunity for anyone from that site/work unit to talk to Board members
- The Chief Executive and Executive readily available for direct clinician communication

Measure

Feedback from each key forum on level of satisfaction with consultation



Goal

Clinical leaders have the skills and opportunities to lead improvement and innovation to enhance patient outcomes and experience:

How

- Facilitate SCHHS clinicians participation in Qld Health CEQ Leadership programs
- Support clinicians to participate in or lead the development and implementation of significant improvement initiatives; and opportunities to enhance participate in system wide change initiatives

Measure

The number of clinician initiated/led improvement projects as recorded in the Quality Improvement Register



Our people

We value and support our people