



Caring & growing together



Western Health

2021 - 2023 Positive Workplace Framework



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Foreword by CEO



A Message from our Chief Executive

We recently launched our Strategic Direction 2021-2023 to provide aspirational guidance and strong direction in a rapidly changing environment.

It was developed during 2020 when Western Health was in the midst of its response to the COVID-19 pandemic. This was a time when the imperatives to do things differently drove a period of rapid change in how we delivered care to the West.

One of the five Strategic Directions is '*We care for our people*'. This document is the foundation of how we plan to support our people to be their best, by promoting a safe and inclusive workplace.

We've come a long way in reshaping and improving our workplace culture. We've even been recognised as a leader in the sector. Yet, there's always more that we can do as an organisation, as a team and as individuals to make everyone's experience at Western Health better, safer and healthier.

In 2017, we embarked on a cultural transformation that sought to build and maintain a shared responsibility for a positive workplace. We remain committed to fostering a culture that empowers all, encourages innovation and respects wellbeing.

We expect everyone who works for Western Health to contribute to this culture.

The diverse communities of the West are counting on us to provide the right environment for our people to continue their great work. This means ensuring they are equipped to work together, embrace new opportunities and welcome other medical professionals to our growing ranks - because we know Best People deliver Best Care.

This Positive Workplace Framework outlines how Western Health seeks to put the needs of its most important resource - our people - at the centre of our improvement efforts. It should become a useful document for managers, staff and volunteers to reference about what nurtures a positive workplace and the resources available to support health and wellbeing.

I encourage everyone at Western Health to continue to find ways to work, grow and care together.

A handwritten signature in blue ink that reads "Russell". The signature is fluid and cursive, with a large 'R' and a long tail on the 'l'.

Russell Harrison

CEO, Western Health

About this Framework

Research worldwide concludes that a positive and safe workplace delivers better patient care, increases retention and decreases the number of accidents and absenteeism.

This 2021 – 2023 Positive Workplace Framework describes how we can continue to build and maintain a positive workplace at Western Health.

Since launching our initial positive workplace strategy in 2017, we have come to understand the core elements of Western Health's positive workplace and have identified the strategies that will ensure our people remain safe, healthy and happy.

This framework outlines Western Health's approach to promoting and sustaining a positive workplace at Western Health.

Our commitment

A positive patient experience is at the centre of everything we do, and we rely on the efforts of our dedicated employees and volunteers to deliver Best Care. The Western Health vision, purpose, values and strategic direction outline how we aim to address these challenges and how we wish to contribute to our community as an organisation.

We aim to create and maintain a workplace where the day to day practice of all Western Health employees and volunteers reflects our focus, values, vision and purpose to create an environment that enables both positive patient experiences and a positive workplace environment for employees and volunteers.

This document will become an essential resource to inform conversations between leaders and employees and provide a clear pathway to maintaining a positive workplace for our rapidly growing workforce.

Strategic Direction Framework

Western Health's Strategic Direction 2021 – 2023 provides clear direction for our rapidly growing workforce and reflects the constant commitment to our patients, people and communities.

The direction comprises the following five strategic aims:

- We partner with patients and families
- We care for our people
- We deliver services for the future
- We are better together
- We discover and learn.

“The Western Health Board are resolute in their commitment to a positive workplace at Western Health, a workplace where all employees and volunteers can thrive at what they do, that is working together to provide the best care to our community”

Robyn Batten

Western Health Board (Chair)

Our values & behaviours

At Western Health, our values are visible in the way we care for the people of the West. When our professional behaviours reflect our values, we create and sustain a positive workplace - the kind that creates the best experiences for our patients, staff and volunteers.

C

Compassion

We act consistently with integrity and empathy

We consider and improve the lives of others by:

- Making consistent efforts to ensure that patients, visitors, staff and volunteers feel welcome and comfortable
- Seeking to empathise with the experiences of individual patients, clients, relatives and staff members
- Responding thoughtfully to the needs of individual patients, clients, relatives and staff members
- Demonstrating kindness alongside our professional techniques.

A

Accountability

We take responsibility for our decisions and actions

We are personally accountable and do what can be done by:

- Accepting responsibility for our own actions and behaviours in an honest manner
- Helping patients, clients, relatives staff members if they seem lost or uncertain
- Engaging genuinely with other people
- Challenging unacceptable behaviour in others through appropriate channels
- Focusing on what can be done and doing it
- Recognising and admitting to limitations of knowledge and/or mistakes.

We practice a responsible and sustainable approach to resources and the environment by:

- Being mindful of getting the best value from our resources and using them responsibly
- Seeking to conserve and reuse (where appropriate) and avoiding wastefulness.

R

Respect

We respect the rights, beliefs and choices of every person

We act respectfully in all situations by:

- Treating others respectfully, regardless of situation, status or role
- Listening to people's opinions and acknowledging their ideas and concerns
- Respecting the decisions of our patients and their representatives
- Being mindful of other people's time and energy
- Acknowledging and showing appreciation for the contribution of others.

We recognise the value of diversity by:

- Remaining open-minded and non-judgemental about the actions of others from different cultures and backgrounds
- Using face-to-face communication wherever possible and taking care to confirm understanding and expectations
- Being inclusive of others, regardless of difference or disability.

E

Excellence

We inspire and motivate innovation and achievement

We meet or exceed our quality standards by:

- Demonstrating high standards of work or care
- Setting an example of quality outcomes and our approach to work
- Acting professionally and kindly despite the pressure of our roles
- Identifying and seeking opportunities to apply best practice to our work.

We continually learn and improve by:

- Sharing knowledge and expertise with others
- Seeking to improve both our own practice and the practice of others
- Advocating better ways to deliver patient care and service outcomes
- Mentoring others to support their career growth and confidence.

We work well with others by:

- Engaging proactively with others to create a positive working environment
- Working effectively with others inside and outside our organisation
- Identifying and working in partnership with stakeholders.

S

Safety

We prioritise safety as an essential part of everyday practice

We prioritise everyone's safety by:

- Looking out for the safety of patients and others
- Acting to improve safety
- Speaking up if unsafe practices occur within our workplace.



Living our values

“Being a nurse, you get that joy of helping someone every day. It can be something tiny or it can be something huge, but even the little parts bring me joy.

I like helping people – it doesn’t matter if it’s a patient, or a colleague, or a patient’s family.

Sometimes you can go for weeks on end and not get any thanks, but I’m rewarded by providing good care, by my patients not getting a pressure injury, not getting an infection, not having a fall. I know that I’ve provided the best level of care that I can and that my patients are safe and happy.”

Rebecca Harris

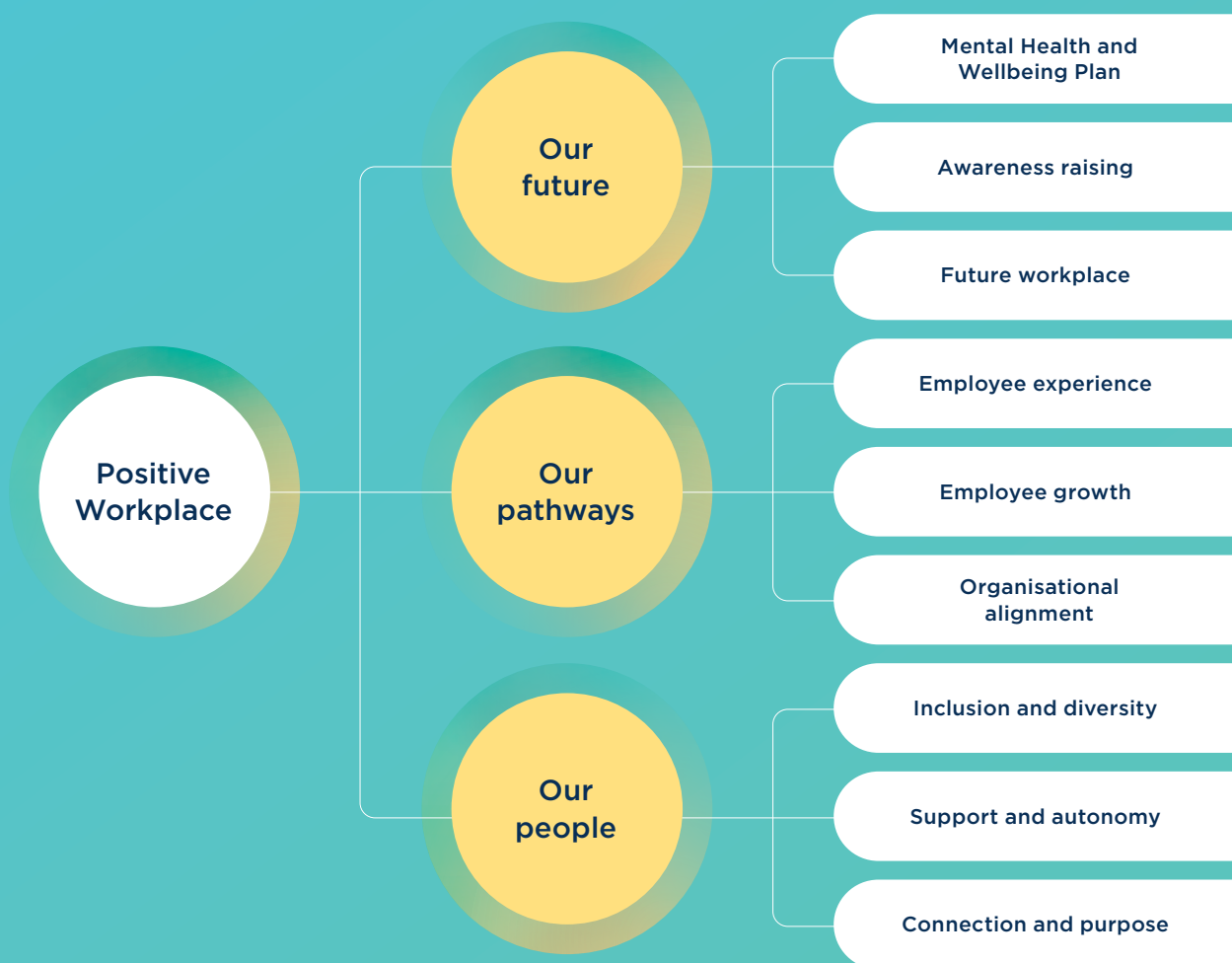
Nurse, Ward 3B, Footscray Hospital

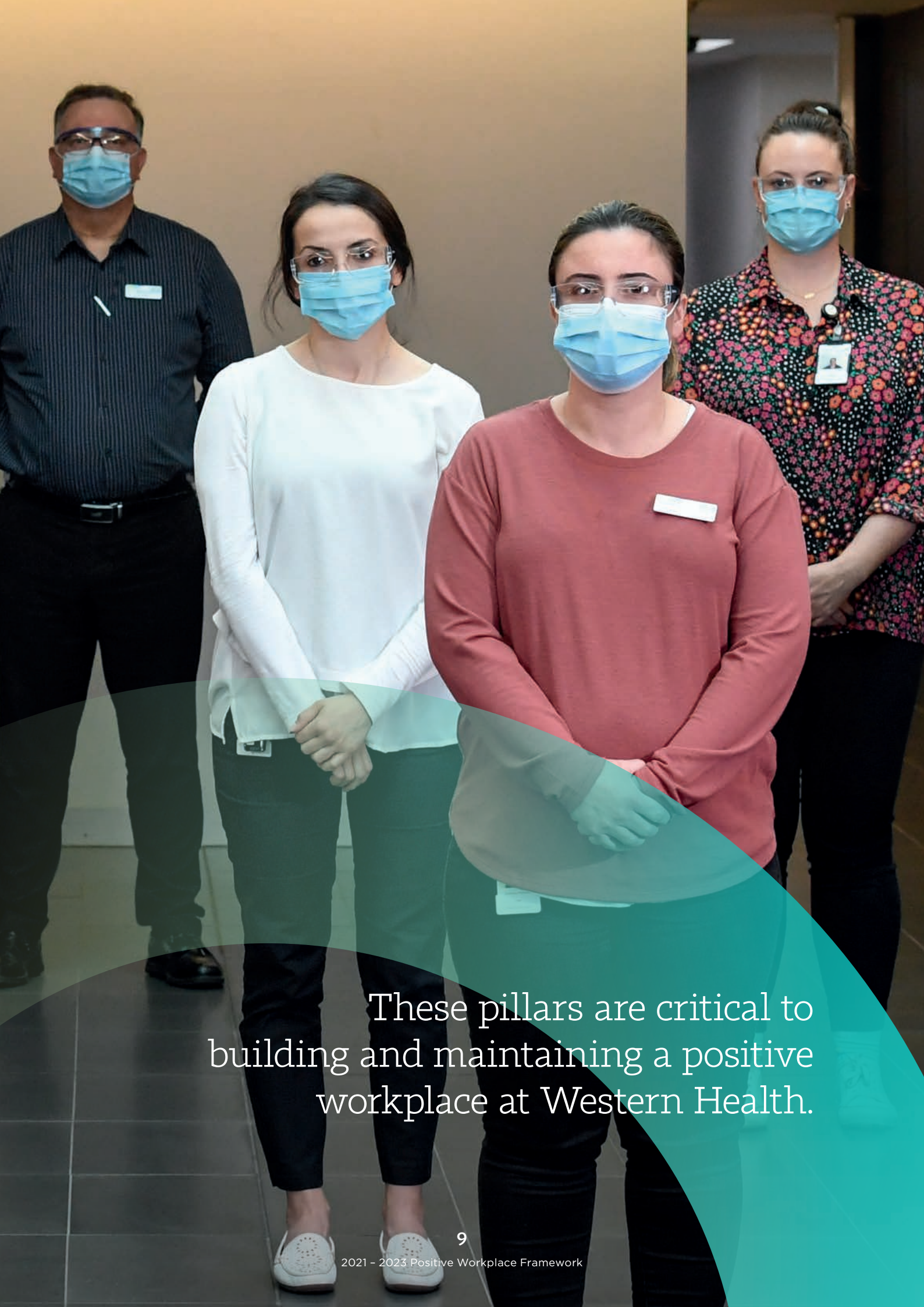
Positive Workplace Framework

The Positive Workplace Framework is founded on three essential pillars - *our future, our pathways and our people*.

These pillars are critical to building and maintaining a positive workplace at Western Health. They are the three ways that enable our values to be practiced every day in every team.

Each pillar focuses on three critical factors that influence our ability to provide a positive workplace experience for our people.





These pillars are critical to building and maintaining a positive workplace at Western Health.



Pillar 1

Our future

Focusing on the future helps us to ensure that our people and services are delivering what's needed to meet the current and emerging needs of our community.

We are taking advantage of the latest evidence-based research to drive improvements in care and work, enabling our people to be the best they can to care for the West.

Our future focus is growing our people's strengths and supporting them to be adaptable, innovative and courageous.

We will do this by launching our Mental Health and Wellbeing Plan, raising awareness of the resources available and preparing our workplace to meet the needs of our people and services.

Core elements

Mental Health and Wellbeing Plan

In 2021, we're continuing to embed this plan into our everyday work by:

- Increasing wellbeing literacy
- Designing and managing our work to minimise harm
- Promoting positive workplace factors
- Building capacity to monitor and identify illness
- Providing proactive solutions
- Supporting people's recovery.

Awareness raising

We are ensuring our people understand what resources are available to support them and their teams by:

- Building and promoting available resources
- Developing more channels to inform and engage with our people
- Encouraging participation in current and future initiatives.

Future workplace

We are transforming our workplace to meet the way that our people choose to work by:

- Developing a future ready workforce
- Supporting a hybrid and remote workforce
- Encouraging new ideas and better ways of doing things.

Caring for the West

“Never before has there been such a focus on caring for the carers, it is so important and I am pleased that Western Health have developed this important framework to further support the frontline workers.”

Rebecca Woltsche

ADON, Improving Care





Pillar 2

Our pathways

We know that a happy and motivated workforce leads to better patient outcomes across our services.

Western Health's professional development programs seek to build high performing teams and ensure consistency of care.

Our pathways enable our people to have the experiences and learning opportunities which recognise their ambitions and capabilities.

We also have the ability to identify issues and equip people to solve them.

Core elements

Employee experience

We are dedicated to creating a positive culture and environment that enable our people to thrive by:

- Promoting values and behaviours that inspire others
- Recognising significant contributions
- Listening and responding to employee feedback
- Celebrating achievements.

Employee growth

We have an integrated approach to ensure we attract, develop, motivate and retain great people by:

- Nurturing individuals with mentoring and learning opportunities
- Offering career planning and development pathways
- Providing leadership and management succession planning.

Organisational alignment

We consult with teams to build their capacity to achieve their objectives and the Strategic Directions by:

- Supporting leadership to optimise their resources and work environments
- Developing strategies to enhance leadership practice at each stage of the employee lifecycle
- Identifying and enhancing team strengths
- Improving and refining work and role design.



Connecting our work to patient outcomes

“I have the support I need to do a great job, and when you do a great job, and you feel appreciated, you feel you can do better.

If my staff are happy then our patients are happy. It's like a circle – when you take care of your staff and you are positive, then they are positive. If my staff are happy then our patients are happy. At the end of the day we are all here for our patients. We have to care for our patients.”

Varun Dhingra

*Acting Manager, Food services - Sunshine Hospital
Support Services - Western Health*



Pillar 3

Our people

We pride ourselves on attracting, growing and retaining the exceptional talent because we know the best people provide the best care.

With a hugely diverse and growing population we know that the strong connections our people maintain with their communities is central to providing the best care for the West.

Everyone's culture, ability and identity are welcomed and valued at Western Health.

Core elements

Inclusion and diversity

We actively encourage inclusion and diversity across our organisation by:

- Developing an Inclusion and Diversity Plan
- Monitoring and improving gender equity
- Supporting marginalised employees and volunteers
- Actioning our Aboriginal Employment Plan.

Support and autonomy

We ensure our people are supported in their work and empowered to fulfil their roles by:

- Offering support programs for employees, volunteers, managers and their families
- Promoting formal and informal channels that enable individuals to confidently raise issues in their workplace
- Supporting teams and individuals through critical incidents and traumatic events.

Connection and purpose

We ensure our people are connected to the work they do, the people they work with and the patients they care for by:

- Coaching teams to identify their purpose and foster connection
- Gathering and responding to feedback on attitudes, experiences and opportunities for improvement
- Creating a flexible and adaptive work environment that reflects the preferences of our people.

The best people to provide Best Care

“That’s the beauty of Western Health – there’s a real community sense amongst staff members.

As I’ve got older, I want to give back to my local community. They’ve supported us through our years of having kids, and all that a community offers.

Now I want to give back. A lot of the people that work at Western Health are locals as well and I think there’s a sense of commitment to your local environment.

You see it everywhere you go - someone giving 200 per cent to a patient. If there’s a positive vibe in the workplace, it brings out the best in everyone.”

Hiam Elhawli

Pharmacist in Charge, Williamstown Hospital



“Western Health is creating a culture where compassionate care is at the heart of what we do. We hear that every day from our leaders.”

“Western Health staff are committed and perform wonderful patient care.”

“I am proud to work with good teamwork and supportive leaders.”

“The vision for our future service is amazing and being a part of the development process is a privilege and an honour.”

“Inclusivity. I feel very welcomed to Western Health and that I am a part of the team.”

“I really love working at Western Health – I look forward to coming to work each day. My team is amazing, I’m learning so much and I’m very well supported.”

What our people say

“Western Health is building a future of excellent healthcare for the western suburbs.”

As part of the People Matter Survey, we asked our people ‘What is one thing your organisation is doing really well?’ and received the following responses:

“Western Health is a fantastic organisation to work for because our organisation provides assistance to staff on topics such as wellbeing, family violence, gender equality, and diversity. I am very proud to be working for the organisation.”

“Management supported me through issues that impacted me enormously in 2020. These issues are now resolved I will be forever grateful for the support I received.”

“Staff feel appreciated for all the hard work over the past year, whether through emails, free coffee and patient stories. I feel acknowledged.”

“Management are receptive to listening to feedback about current work issues and patient safety.”

“Western Health has done their very best to look after staff and patients during COVID-19 ... They have truly been amazing, and I feel very safe and also very respected.”

Framework reflections

Everyone who works for Western Health has a role to play in building and maintaining a positive work environment. The following questions should guide individuals to consider and reflect on the role they can play in contributing to a safer and more inclusive workplace.

For managers	<p>Our future</p> <ul style="list-style-type: none"> • What can I do today to maintain the health and wellbeing of my team and myself? • Can I recognise when a team member needs support? • What avenues do I provide to raise issues or recommend improvements to patient outcomes? 	<p>Our pathways</p> <ul style="list-style-type: none"> • Am I aware of when to adapt my leadership style to get the best from my team? • How can I nurture the skills and growth of my team and myself? • What motivates my team to do their best work? 	<p>Our people</p> <ul style="list-style-type: none"> • Who do I need to be so that my team can provide Best Care? • What's my role in leading a safe and inclusive workplace? • How can I improve my team's workplace experience?
For employees	<p>Our future</p> <ul style="list-style-type: none"> • What can I do today to maintain my health and wellbeing? • Do I know where I can go to get help when I need it? • What avenues do I have to raise issues or recommend improvements to patient outcomes? 	<p>Our pathways</p> <ul style="list-style-type: none"> • How can I nurture the skills and growth of my team and myself? • What keeps me motivated to do my best work? • Do I know how to give feedback to improve my workplace experience? 	<p>Our people</p> <ul style="list-style-type: none"> • Who do I need to be so that my team can provide Best Care? • What's my role in creating a safe and inclusive workplace? • What can I do today to improve my team's experience?
For volunteers	<p>Our future</p> <ul style="list-style-type: none"> • What can I do today to maintain my health and wellbeing? • Do I know where I can go to get help when I need it? • What avenues do I have to raise issues or recommend improvements to patient outcomes? 	<p>Our pathways</p> <ul style="list-style-type: none"> • What can I do to make a patient's experience at Western Health more positive? • What keeps me motivated to do my best for others? • Do I know how to give feedback to improve my volunteer experience? 	<p>Our people</p> <ul style="list-style-type: none"> • Who do I need to be so that my team can provide Best Care? • What's my role in creating a safe and inclusive workplace? • What can I do today to improve my volunteer team's experience?





Photograph taken prior to COVID

“As a volunteer, I feel I still have the will and energy to continue working and it is also very rewarding - giving back to the community and supporting patients and staff.”



Western Health

Contact us

We always love to hear from people about their experiences at Western Health.

Please get in touch with your comments, questions and ideas.

wellbeingsupport@wh.org.au

Online Resources

A Positive Workplace at Western Health

Wellbeing & Support - Westerly Staff & Volunteers Hub

Wellbeing & Support - Western Health COVID-19