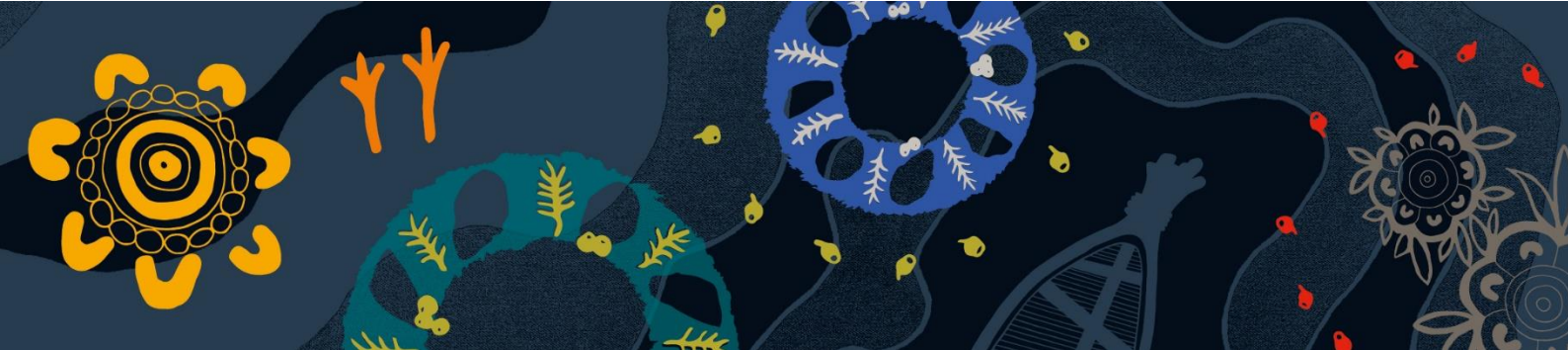


One Health Culture Program Annual Report

October 2023



The artwork has been adapted from local Tasmanian Aboriginal artist Takira Simon-Brown's 2022, 'Health nayri'. The items from Takira's paintings signify different cultural healing elements, including edible wreaths, healing fire, medical plants and healing circles. The underlying layer contains waterways and a bark canoe, representing mob returning to participate in communal healings. Takira is a proud descendant of Chief Mannalargenna of the Plangermaireener nation of lutruwita Tasmania.

Acknowledgement of Country

The Department of Health Tasmania respectfully acknowledges Tasmanian Aboriginal people as the traditional custodians of the land on which we live, work and play and pays respect to Aboriginal Elders past and present.

Recognition Statement

Tasmanian Aboriginal peoples' traditional lifestyle promoted physical and emotional health and wellbeing, centred around Country, Kin, Community and Spirituality. Aboriginal people continue to value the importance of culture, community connection and being on Country as vital components of health and wellness. Through colonisation, Aboriginal people experienced displacement and disconnection, which has significantly affected their health and wellbeing. We recognise that Aboriginal people are the knowledge holders and provide best practice in promoting health and wellbeing for Aboriginal people. We acknowledge and learn from the ongoing work of Aboriginal organisations in ensuring continued health and wellness. We commit to working in partnership with Tasmanian Aboriginal communities and health leaders now and into the future to improve health and wellbeing.

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Message from the Secretary

The One Health Culture Program was launched in December 2022 and is designed to facilitate an inclusive and diverse environment that supports all staff to work together positively, safely, and effectively. At the Department of Health, we CARE for the health and wellbeing of all in Tasmania, and One Health is a key way we can reflect this both for our staff and those in our community. Our work is underpinned by our Compassion, Accountability, Respect and Excellence (CARE) values.

This Report provides a picture of the progress of our Strategic Focus Areas as well as additional Key Projects and Initiatives outlined below since the inception of the program.

Strategic Focus Areas

- Leadership Accountability
- Building Capability
- Workplace Values & Behaviours
- Health, Safety & Wellbeing
- Systems & Processes

Additional Key Projects & Initiatives

- North-West Maternity Services Transition Project
- Workforce Engagement
- Performance Measures

The report also provides an update on the performance indicators listed in the One Health Culture Strategy 2022-27. This first report shows strong progress across the focus areas of One Health, reflecting the hard work that has been done by the team in Health HR to establish the program broadly across our Department. This work has been supported by other areas of the Department, such as the Child Safety and Wellbeing Service, the Health Workforce Planning Unit, the Office of the Chief Nurse & Midwife, and alongside our WHS & Wellbeing Team and Policy & People Development Team within Health HR.

We know we still have work to do to cultivate a culture of safety and inclusion, and I am confident we have started our journey towards this positively. I look forward to continuing to be a strong advocate for the One Health Culture Program, and I am proud to share this initial report outlining the achievements since the launch of the program. Our next update will be provided in May 2024.

Kathrine Morgan-Wicks
Secretary
November 2023

Our Key Achievements

2022 - 2023

138 staff completed or commenced Elevate Management Development Program

73 staff completed or commenced Aspire Leadership Development Program

C A R E

Development, Consultation and Roll Out of Department-Wide Values and associated initiatives and resources incl. CARE CHATS, CARE Recognition Program and CARE in Practice

500 staff engaged via Round 1 Staff Collaboration Workshops in Feb/March

2670 Staff engaged with the CARE Values roll-out (including workshop guide sessions, THEO module completions and Sharepoint Site Visits)

The development of the suite of **Safety Culture** resources including the Safety Activity Continuum, Psychological Safety Continuum and an Psychological Safety Webinar.

11 completed Senior Role Charters

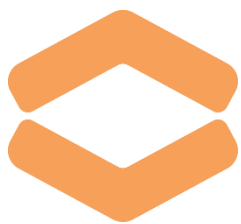
97 Senior Staff engaged in the role charter workshops

920 Unique One Health THEO e-learning module completions

10,000+ visits to the One Health Sharepoint Site

Development and facilitation of the One Health *Internal Reference Group* and *Strategic Communications Hub*

Development and consultation of the **Diversity, Equity and Inclusion** Principles, Framework, Action Plan and Engagement Plan in collaboration with Policy and People Development



Leadership Accountability

Focus Area 1

OUTCOMES

A Department-wide shared vision, priorities and expectations that are aligned to our One Health Culture.

Leaders hold themselves accountable for their actions, model agrees values and behaviours and address any problems or complains brought to them.

Leaders are accountable for how they resolve problems or complains, and identifying and acting upon systemic issues or problems.

Leaders drive and exemplify a One Health Culture.

An engaged workforce, setting the foundations for change.

Shared Purpose

One of the key projects under the One Health Culture Program is the implementation of Department-wide Values (see p11). Following an extensive 6-month consultation process, a set of Department-wide Values and a refreshed Purpose statement were established.

We CARE for the health and wellbeing of all in Tasmania.

This statement provides a tighter link to the Department-wide CARE values and serves to guide the way in which we work across the Department.

Role Charters

To help clarify the accountabilities and responsibilities of all leadership positions across the Department, a series of workshops have been conducted to establish role charters for leadership positions across the Department. The intention of the role charters is to articulate the business/service delivery, financial, people and culture accountabilities and responsibilities, as well as related areas that require consultation.

The Role Charter Development Sessions commenced with the Health Executive team participating in three half-day workshops from March to July 2023. Subsequent sessions with the senior leadership teams that report to the Health Executive were then conducted in May and August 2023.

Role Charter Development Sessions

| | | | |
|------------------|--|------------------|---|
| 8 MAY | Ambulance Tasmania | 16 AUG | Hospitals North-West |
| 10 MAY | Hospitals South | 17 AUG | Hospitals North |
| 12 MAY | Public Health Services | 18 AUG | Infrastructure & Finance |
| 17 MAY | Clinical Quality Regulation & Accreditation | 21 AUG | Community, Mental Health & Wellbeing |
| 18 MAY | Health ICT | 25 AUG | Human Resources |

The charters will be made available to all staff once finalised to promote transparency and clear lines of accountability. The next step to progress this work is for the Health Executive to reconvene and decide how they will progress their individual Charters, informed by the work done by the senior leadership teams.



Building Capability

Focus Area 2

OUTCOMES

Leaders are equipped to role model desired behaviours. Leaders understand that their role includes responsibility for supporting and developing our leaders of the future.

A workforce who understands individual and team performance expectations, setting goals, behaviour expectations and resolving conflict and that is focused on continual learning and development.

Increased collaboration and innovation to problem solve and make risk-based and supported decisions.

Managers are equipped to undertake their management responsibilities.



Aspire Leadership Development Program

The Aspire Leadership Development Program directly supports key recommendations made in the Independent Child Safe Governance Advisory Panel Report around leadership and management training.

The comprehensive twenty-week Program is designed to support our senior leaders of the future and includes learning and development in seven thematic capabilities including engaging with risk and problem-solving, thinking strategically to anticipate future needs and adaptive leadership that is fit for context.

At the conclusion of each program, participants present group projects to members of the Health Executive and other senior leaders, based on a current operational challenge facing the Department. These group projects are then used as a starting point to support the development of innovation and solutions in the identified area, aligned with the One Health Culture Strategy, 2022-2027.

Some of the projects already completed have been progressed with their executive sponsors to inform major projects across the Department such as.

- Exploring Childcare options for healthcare workers.
- Exploring the development of a Department-wide Employee Recognition Program.
- Building capability through enhanced onboarding, induction, or orientation programs.

Aspire Alumni Feedback

“The content that I am being provided, the access to subject matter expertise that I am getting, the leadership from our own departmental leaders and executives including executive directors, the CIO and all the way to the Department Secretary is second to none.” - Malcolm Moss, Operations Supervisor, Ambulance Tasmania.

“I help DoH develop Digital Health for a healthier Tasmania. Aspire Leadership helped me to better lead people, as the core of this journey towards change. This is a long journey that needs empathetic and enthusiastic people involved alongside the new technologies” – Hami Mousavipour, Project Manager.

“Aspire was an absolute game changer for me. It challenged me in all the right ways and has given me a fresh perspective on what being a leader truly means. I understand the importance of my role and want to listen more to those around me and dig deeper into the who, what, how, why, and when” – Ashlea Furlan, Senior Oral Health Therapist.

Thirty-seven senior staff members have completed the Program with a further thirty-six currently participating and due to complete the Program by November 2023.

A further six cohorts comprised of 96 senior staff will commence in 2024 and early 2025.



Aspire Leadership Development Program Participants and Kathrine Morgan-Wicks, Secretary, at the Group Project Presentations held in Hobart on June 13, 2023



Elevate Management Development Program

In April 2023, the One Health Culture Elevate Management Development Program (formerly named the Inspire Program) was launched, providing the opportunity for managers across the Department to develop their non-clinical management skills.

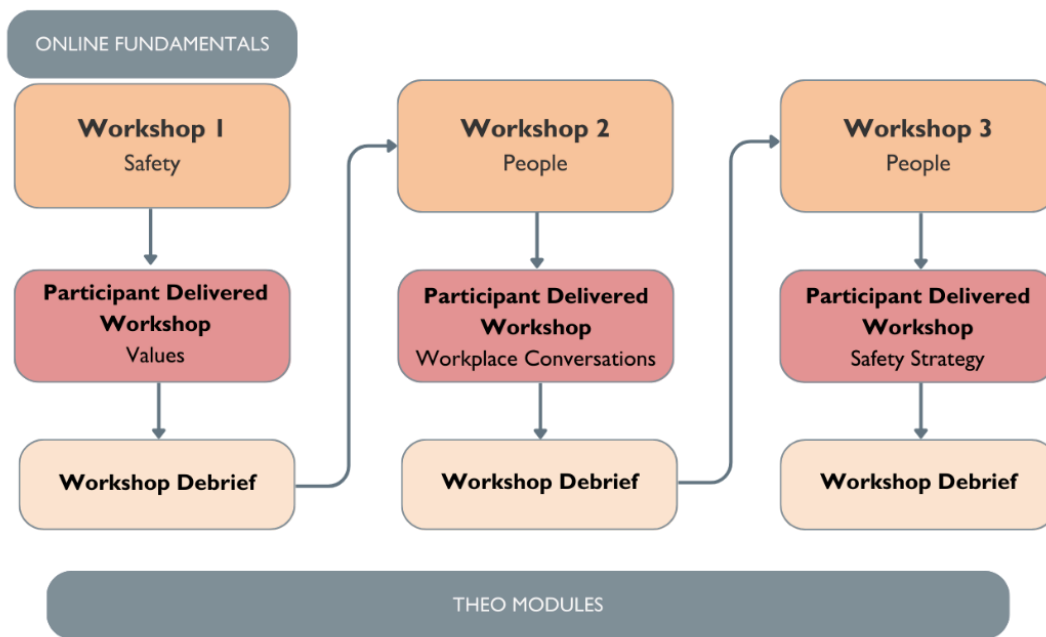
The program has been developed to incorporate the recommendations from the Child Safe Governance Review report (recommendations 22, 23, 24 and 25) and the Ambulance Tasmania (AT) Culture Action Plan. Elevate aims to develop management skills in the areas of planning, delegating, financial and people management, governance, engaging with risk and problem-solving, performance management, and communication. Designed in two phases, the first four cohorts with almost 100 participants commenced the program in April and May 2023 to form Phase 1 of the program.

Phase 1 included a series of face-to-face and online modules covering a variety of management topics over the 16-week course. Topics were delivered by internal and external subject matter experts through a mixture of webinars, workshops, and e-learning modules.



Phase 1 Elevate Management Development Program, Foundations of People Management Workshop held in Hobart 26 April 2023

Following Phase 1, the program was iterated based on feedback and evaluation of the first four cohorts. The updated program is underpinned by three key elements: **People**, **Safety**, and **Systems**, delivered in a consolidated 13-week schedule. This new structure expands the face-to-face component of the program from one full and one-half day to three full days, based on participants' desire to spend more time in a 'classroom' style environment, connecting with their peers. The updated structure includes three participant-delivered workshops, allowing for the development of participants' facilitation skills and as a method of sharing new learnings with their respective teams.



Updated Elevate Management Development Program Structure

The second phase of the Elevate program is currently underway, with 51 participants due to complete the program in December 2023. Further cohorts will commence in 2024 following the attainment of a provider through a procurement process.



Phase 2 Elevate Management Development Program, Safety Workshop held in Launceston 26 September 2023

Elevate Alumni Feedback

"I think it is an excellent program for Managers who are new to the job and or new to Department of Health. I also think experienced Managers got learning from this as well. It is imperative that all Managers be given the opportunity to undertake this program early in their career or as a part of their PDA."

"Elevate has given me practical tools to use when managing people and performance that has given me confidence and surety in my position and my own performance."

"I have taken aspects of my learning through this course to our smaller team to support their own management styles that fit with the organisation and team values."



Workplace Values & Behaviours

Focus Area 3

OUTCOMES

Leaders and a workforce who understand how values and behaviours contribute to creating a positive and psychologically safe culture and who act when necessary.

A Department-wide shared understanding of desirable behaviours and what is improper conduct.

A supportive, diverse and inclusive workplace that is accepting and welcomes every staff member, patient and visitor.

Zero tolerance for bullying, harassment, sexual harassment, discrimination and violence.

Zero tolerance for substance and alcohol use when working in our workplaces.

Zero tolerance for abuse or the endangerment of children, young and vulnerable people.

CARE Values

C **A** **R** **E** **COMPASSION | ACCOUNTABILITY**
RESPECT | EXCELLENCE

We CARE for the health and wellbeing of all in Tasmania

One of the key pieces of work in supporting a unified One Health is the implementation of Department-wide Values. In late 2022, One Health analysed what values are already named across the various work

units in the Department such as Public Health, Ambulance Tasmania, Hospitals North, Hospitals South, and the consultation work conducted in 2017 by the then Department of Health and Human Services.

This information was consolidated and themed to provide the basis for our Values development. The next, and most important, step was to capture the voices of people from right across our organisation. Over 30 team workshops from across the state were facilitated, with over 500 staff members participating. The responses underwent extensive analysis, grouping similar answers and themes. The Values of Respect and Accountable were mentioned significantly more than any other. Advocate was proposed as a third value, grouping together themes such as compassion, teamwork, and patient-centred care.

VALUES CONSULTATION TIMELINE



The proposed Values were presented at the inaugural meeting of the One Health Culture Internal Reference Group (IRG) on March 21st, 2023, and then presented to the Health Executive on May 9th, 2023 for further consideration. Our Executive members consulted on the proposed values and put forth their desire for the Values to both reflect our people’s views and also provide an aspirational direction set by our leadership.

The key takeaways from the Health Executive consultation:

- It was agreed that Advocate could be more clearly represented as a different word, with suggestions of Collaboration and Compassion.
- It was discussed that the value of Excellence did not emerge as a theme from the Workshop consultation. Our Secretary particularly noted her desire for this Value to be adopted, to set the standards for what we should all strive for every day.
- A desire to have consistency across our larger units was noted, with the harmonisation of Hospital North's CARE set developed with their leadership team late in 2022.

This was taken back and validated with the Internal Reference Group. The outcome was the determination of the four key values of Compassion, Accountability, Respect and Excellence, with the underpinning purpose we CARE for the health and wellbeing of all in Tasmania.

CARE in Practice

Following the establishment of the CARE Values, One Health developed a number of supporting resources to assist in the implementation of the Values. To support managers, leaders and educators to have discussions around the CARE Values, a set of workshops and discussion guides were created and made available on THEO for anyone to utilize. The three workshops that were created were:

- Defining our Values
- Bringing our Values to life
- Connecting to our purpose

Following the workshops, staff are encouraged to display their downloadable shared definitions and CARE charters in their work areas.

The CARE in Practice Module also contains resources to enable conversations and interactions around:

- New Staff Inductions
- Applying the Workplace Conversations Model
- How to tackle the cynics and disengaged
- Performance Development Discussions
- Managing conflict
- Recognition
- Values-Based recruitment

Leading by example, members of the Health Executive took part in a CARE in Practice workshop, where as a team, they worked to develop their shared definitions for CARE and created a CARE Team Charter to serve as a commitment for the way in which the team will embed a live the Values through their work. It also exists as an example for the rest of the workforce.



ONE HEALTH C A R E COMPASSION | ACCOUNTABILITY
RESPECT | EXCELLENCE
We CARE for the health and wellbeing of all in Tasmania

As members of the Health Executive, we define CARE as:

COMPASSION

- Putting the Tasmanian people first and striving to truly understand the needs of the community.
- When we are working with our people, we look to consider things from other perspectives, open our hearts to hear the voice reaching out for help, empathise and act with courage to support them.
- We will be curious in our interactions and ask questions to help find innovative ways of working.

ACCOUNTABILITY

- Taking ownership of the things that we need to deliver, including successes and failures, and committing to always looking for ways to improve how we work.
- Acknowledging that the buck stops with us as the people accountable for the Department of Health's outcomes.
- Being honest, transparent, and operating with integrity, meaning that we follow through with our commitments, and are open to being constructively challenged.

RESPECT

- Acknowledging the value of every person – their experience, their knowledge and the right for all to be treated fairly and without bias.
- Embracing diversity, equity, inclusion and belonging for all people we work with and serve in the community.
- Appreciating that we might have different ideas and opinions, and we will find ways to work constructively with one another in these instances.

EXCELLENCE

- Continuously improving and seeking out new innovative ways to do business, providing a consistently high outcome.
- Being open to learning from mistakes along the way as a part of the process.
- Striving to be the best version of ourselves, and for positive outcomes that reflect who we are, reflecting that we truly CARE.

Department of Health 

CARE Recognition Program

To support the workforce in embedding the CARE Values and putting them into practice, One Health developed a simple CARE recognition program.

Based on the research originally conducted earlier in 2023 by participants in the Aspire Leadership Development Program, the recognition program

was developed to be coherent with the new Values and support the implementation of CARE into our workplaces.

A CARE toolkit has been developed and includes digital and physical postcards, handy tips on celebrating good work and posters.



CARE CHATS

Our ability to foster an environment based on a shared understanding of CARE, is driven by the quality of our interactions, the mutual support we extend, and our openness to giving and receiving feedback. This approach allows us to consistently deliver high-quality outcomes and create positive experiences both within our teams and for the Tasmanian community.

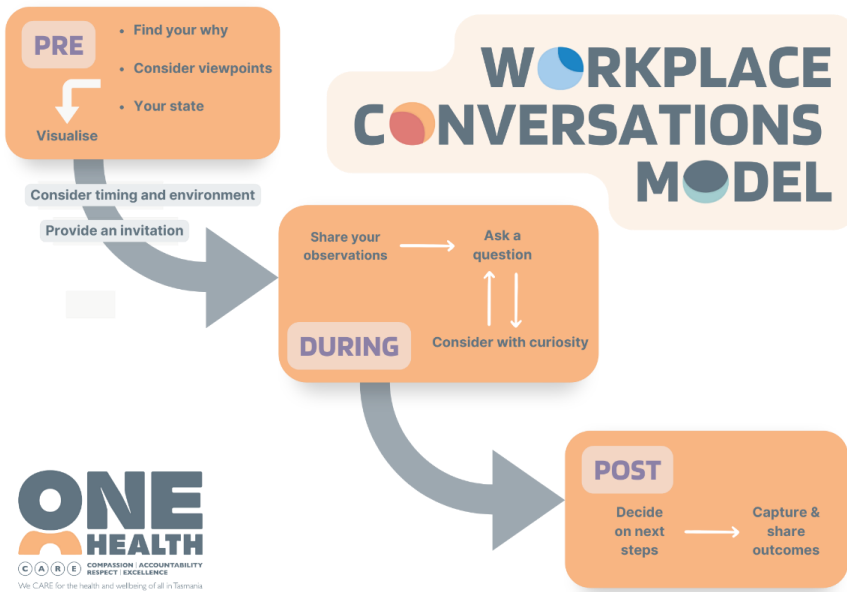
Evolved from work conducted by the Huron Studer Group with Hospitals North, One Health developed a starting point to use as a guide to approaching conversations when others aren't living CARE.

The CARE Chats acronym was developed and supported by posters, lanyard inserts and a CARE Chats reference guide.



Having regular **CARE CHATS** enables us to support one another in living our Values

Workplace Conversations Model



The Workplace Conversations Model was developed as a core learning concept within the *One Health Elevate Management Development Program*. Designed by One Health with input from the One Health Internal Reference Group, the model has been developed as a planning tool that can help guide our process for engaging in conversations that might require some care in our workplace. To expand on the model, an e-learning module was developed and made available organisation-wide with 427 employees completing the module thus far. Additionally, the model has been used as part of custom team workshops delivered by One Health, serving as a tool to guide conversations.

Diversity, Equity, and Inclusion Framework

Through a collaboration between One Health and Health HR Policy and People Development, the Department of Health Diversity, Equity, and Inclusion Framework 2024 – 2027 is being developed. The framework, which is currently in the consultation stage, provides the foundation for the Department of Health to cultivate both a workplace and a health service that reflects the diversity of our community and actively embraces and promotes equity, inclusion and belonging.

To underpin this framework, a set of Equity and Inclusion principles are being developed through consultation with a broad cross-section of the organisation. These principles will promote a common-sense approach to incorporate Diversity, Equity and Inclusion as part of our day-to-day work, decision making and strategic planning and to assist local work areas to operationalise aspects of the Equity and Inclusion Framework in a way that is consistent with their local work area and operating context.

An online Equity, Inclusion and Diversity e-learning module is being developed to guide managers in operationalising the principles within their teams.





Health, Safety & Wellbeing

Focus Area 4

OUTCOMES

A workforce who understands and positively engages with worker and patient safety, adjusting, improving or eliminating behaviours and practice as appropriate.

A physical and psychologically safe workplace that is focussed on continuous improvement through positive inquiry and evaluations without blame.

Proactive and restorative wellbeing supports available to assist our people.

Child Safeguarding Collaboration



In 2022, the Department of Health commenced significant human resource and child safety reform in response to the Independent Report from the Co-Chairs for the Child Safe Governance Review of the Launceston General Hospital and Human Resources.

The Report from the Review Co-Chairs contained 92 recommendations that the Tasmanian Government accepted and committed to the implementation of recommendations in full.

Recommendation #38 from the Report states:

An overarching Change Plan be developed that strategically integrates the One Health Culture Program and Child Safe Organisation project with oversight provided by a People and Culture Sub-committee, supported by effective project management and communication plans.

An Integration Strategy has been developed to strategically integrate the One Health Culture Program and Child Safe Organisation project activities, strengthening the safety culture across the Department of Health.

Key Collaboration Activities

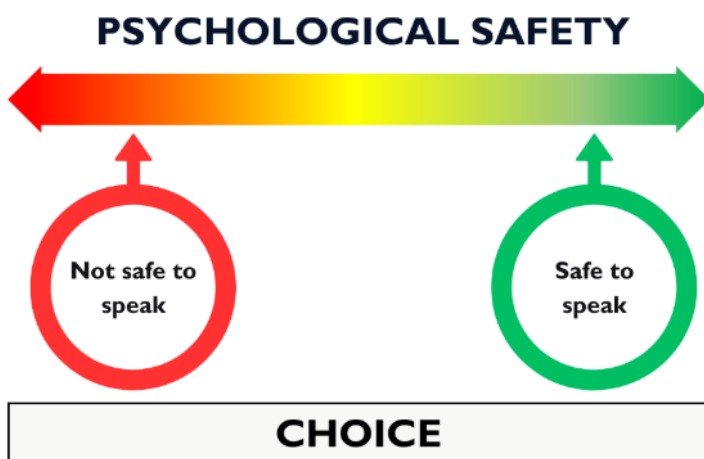
Through the development of the Integration Strategy, several key actions were identified to strengthen messaging between programs, including the integration of Child Safeguarding education within the Elevate Management Development Program, resulting in the development of the Championing a Child Safe Culture workshop. Six cohorts of participants totalling 153 managers have completed the workshops to date.

In line with Action 2 of the Integration Strategy, work has commenced on developing and implementing Child Safe Behaviours and associated guidance and education for employees. Commencing from November 2023, One Health and the Child Safety and Wellbeing team are co-delivering 32 Child Safe Behaviour Workshops across the department, both online and face-to-face. Responses gained through this wide-spread consultation process will be collated along with perspectives heard through the Child and Young People Advisory Group (CYPAG) and wider consultations with Tasmanian children, young people and families to inform our organisation’s set of Child Safe Behaviours.

Safety Culture

To build our safety culture, One Health has commenced work to increase our organisation’s hazard and risk awareness and preventative behaviours and provide support to our people to engage and own their safety responsibilities and accountabilities. A suite of safety resources have been designed and packaged into an e-learning as part of the fundamental learning within the second phase of the Elevate Management Development program. Through this work, we explore ways that we can consider approaching safety differently with a holistic lens that includes physical, cultural, and psychological safety.

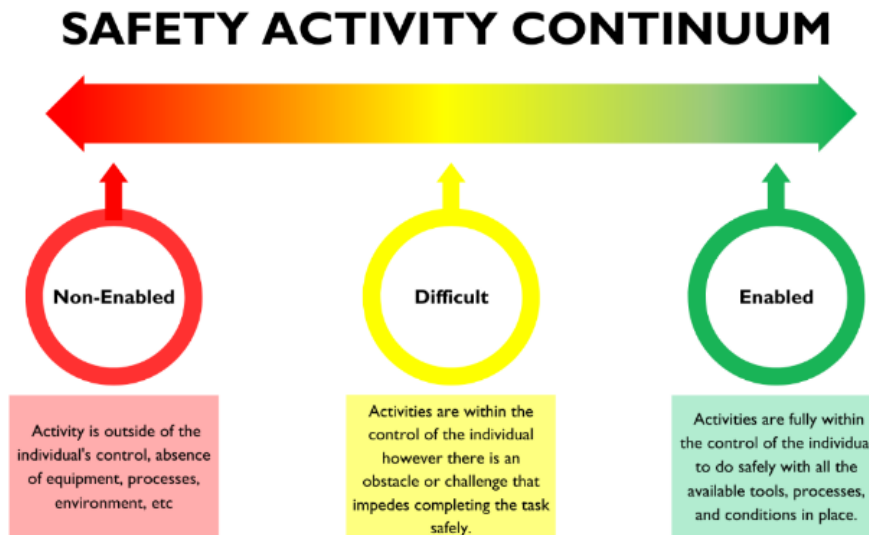
The use of the Safety Culture resources has expanded across other One Health initiatives with the aim of supporting our workforce when thinking about both problems and potential solutions around safety.



These include the
Safety Activity Continuum,
Safety Culture Ecosystem,
Incident Iceberg,
and
Psychological Safety Continuum.

The integration of these concepts commenced with a safety-focused Internal Reference Group workshopping session held in August 2023, providing an opportunity for feedback and insights on the models in practice.

The **Psychological Safety Continuum** was explored through an Introduction to Psychological Safety Webinar held in October 2023 in support of the Leadership 2040 initiative. Hosted by One Health, the webinar included a discussion with Jordan Emery, Chief Executive of Ambulance Tasmania and Dr Clare Ramsden, Executive Director of Allied Health Services Hospitals South, providing insights into how leaders can help cultivate a psychologically safe environment.



X Systems & Processes

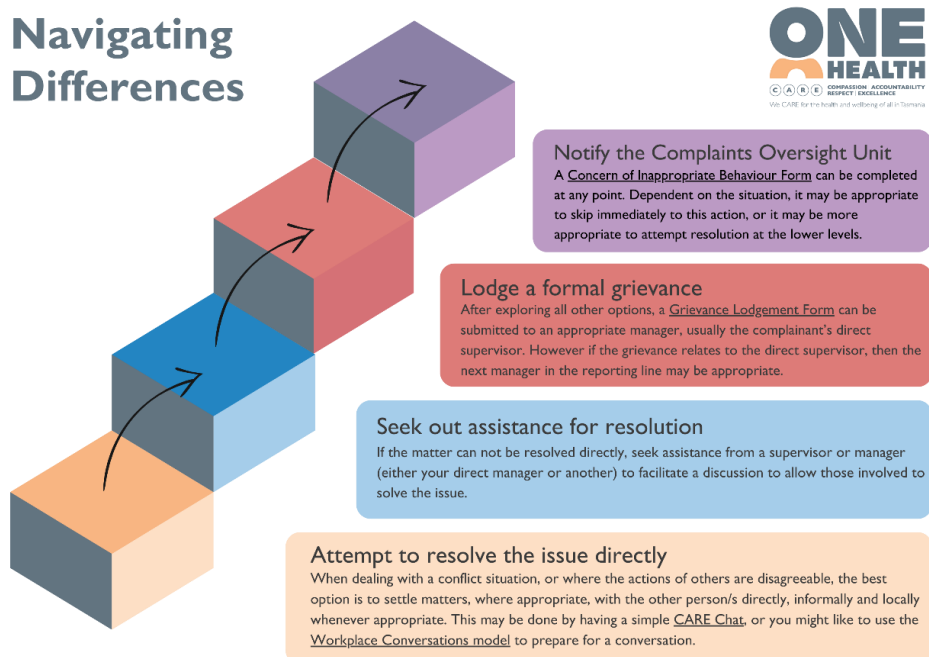
Focus Area 5

OUTCOMES

Systems and processes that support rather than conflict with the desired culture, are consistent and applied fairly and equitably on a statewide basis.

Navigating Differences

To help clarify the processes available to employees when encountering an interpersonal conflict, One Health has developed the Guide to Navigating Differences. This guide includes resources for resolving issues directly such as through having a CARE Chat, as well as highlighting the pathway to reporting through the Department’s formal grievance process or through the State-wide Complaints Oversight Unit. The simple guide aims to provide employees with clear pathway options and supporting resources to facilitate the resolution of low-level issues locally and directly.



Additional Key Projects & Initiatives



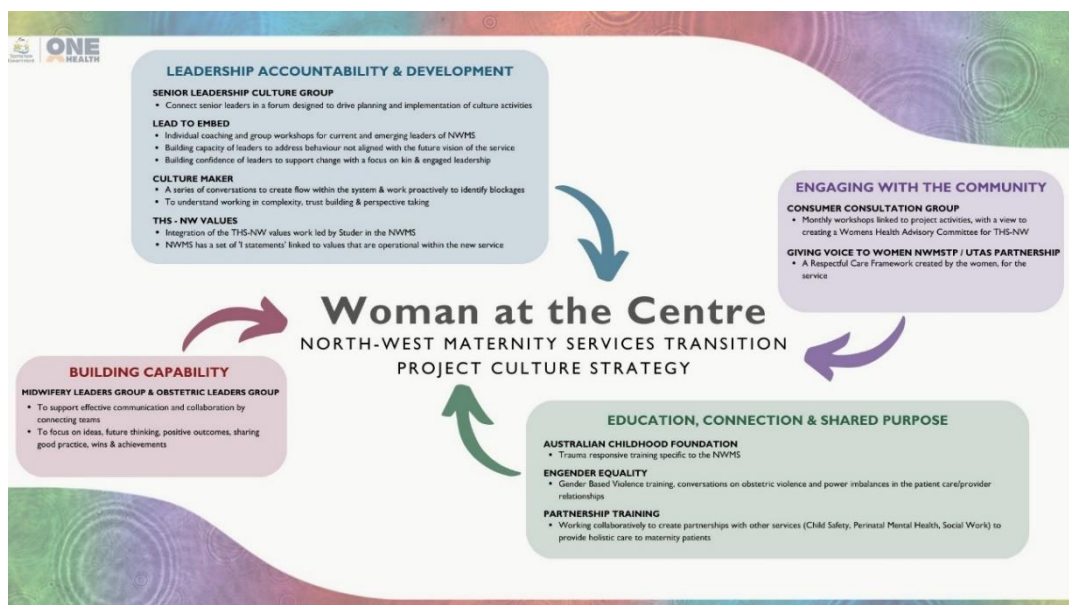
North-West Maternity Services Transition Project

The Independent Review of Quality, Safety and Management in the North West Maternity Services published in 2021 (Burnand Review) identified an urgent need for culture to be addressed. The Burnand Review Recommendation 2 is:

A body of work is undertaken to address workplace cultural issues identified in this report with the aim of unifying the service. It is acknowledged that significant investment is required to build a workplace culture reflecting the shared values and build the capacity for all staff to work collaboratively across the maternity service to deliver high quality, safe patient care.

Under the One Health Culture Program, a comprehensive culture strategy to address this recommendation was developed and is currently in the implementation phase with actions including:

- Establishment of the Senior Leadership Culture Group, as a platform to support, drive and workshop actions from the strategy, including the Woman at the Centre Education Program.
- Consumer Engagement with women from the North West, to involve them in co-design of the future service. Partnerships created with Child and Family Learning Centres across the North West Coast, and women nominated by MGP and ECM midwives, as well as a private obstetrician have given consumers the opportunity to help inform the positive change.
- Forums to unify and connect teams across the service, such as the Midwifery Leaders Group, with the view to improving and increasing respectful communication, collaboration, and future-focused innovation. The Midwifery Leaders Group has been operating since February 2023 and each meeting is an opportunity for a collaborative facilitated discussion addressing specific topics.
- The Woman at the Centre Education Program. This includes bespoke training from external providers Engender Equality and Australian Childhood Foundation and aligns to best practice Woman Centred Care – Strategic Directions for Maternity Services guidelines.



Other Activities include:

Lead to Embed

The Lead to Embed program is currently being delivered to 20 current and future leaders from within the maternity service, including allied health, midwifery and medical leaders.

Giving Voice to Women – NWMS-TP/UTAS Partnership

The project team has initiated a partnership with UTAS to engage with the women of the North West Coast to create a Respectful Care Framework for presentation to and implementation within the service. It was important for women to have investment in the creation of the culture of the new service, and be able to articulate through surveys and interviews what their expectations of respectful care are. Considering the complex socio-economic and geographical demographic is a cornerstone of this ethics-approved and evidence-based initiative, led by Dr Jenn Ayton and her research team. The implementation of this framework into the service, links with the trauma-responsive and gender-based violence training the staff are participating in.

THS-NW Values Work

A further layer to the education, leadership capability and co-design work that is occurring, is the embedding of the Department’s CARE Values into the maternity service. The project team are supporting the NUMs to drive this arm of the project, working towards a Values Day where all staff are encouraged to contribute to how the values link to their individual practice. These will sit alongside the Respectful Care Framework as tools to promote a positive culture within the NWMS.



NWMSTP Feedback

“I intend on changing how I interact with people and how I approach every conversation with women”

“It is not only my practice as a midwife that will improve... it will also be in my role as a colleague where I will be more thoughtful, more protective and less judgmental. I understand now that the women is the expert of her situation and I can provide a safe space for her.”

“Wow. Just wow. What an amazing opportunity we have been afforded and the relevance to maternity service improvement is commendable.”

The New Service will transition to the public system in December 2023 and will include a formal launch for staff and the public.

Workforce Engagement

As part of the One Health Communications Strategy, a multiplatform engagement strategy was developed prioritising face-to-face communications where possible to facilitate genuine discussion, collaboration, feedback and understanding of change.

A number of key objectives were identified for One Health to prioritise in the launch of the One Health Culture Program:

- Generate initial engagement with the wider Department to participate in the various opportunities to create, build and implement a strong culture, and a positive and inclusive work environment within the Department.
- Engage leaders across the Department to instil a culture of One Health, sharing the values, expectations, and positive behaviours to reinforce the purpose and importance and help drive adoption.
- Work collaboratively within the greater Health HR team, including new and existing teams/projects to ensure ongoing, multi-directional support and integration of program strategy.
- Maintain engagement by upholding steady communication and activities to help staff remain connected, motivated, and informed.
- Develop and execute an effective consultation process with the workforce to provide OH the information and feedback on what resources currently exist and what gaps need to be addressed.

| Engagement Statistic | Data / Measure |
|--|----------------|
| Total number of workforce actively engaged with (10% yearly target identified) | 2500 |
| Total number of Staff Collaboration Workshops completed (including custom requests) | 47 |
| Total number of One Health Culture presentations given (including CARE Values) | 38 |
| Total number of staff completed or commenced Aspire Leadership Development Program | 73 |
| Total number of staff completed or commenced Elevate Management Development Program | 138 |
| Number of staff engaged in the One Health Internal Reference Group (current members) | 40 |
| Number of completed Role Charters | 11 |
| Total One Health E-Learning Uptake (unique enrolments of all THEO modules) | 920 |
| Total Sharepoint Site Visits | 10,631 |
| Total One Health Video Views | 3700 |
| Average Reach Article Views | 750 |

Staff Collaboration Workshops

In February and March of 2023, members of the One Health Culture Program designed and facilitated over 30 Staff Collaboration Workshops across the state.

Designed to introduce the One Health Culture Program Strategy, the 60-minute workshops facilitated collaboration and sought feedback on specific projects and initiatives already underway, gauged interest in upcoming development opportunities, and gave staff an opportunity to say what is important in their work area.

Following the statewide facilitation of these workshops, a number of custom workshops were delivered on request in specific work areas including Public Health, Northern Cancer Services, RHH K9 and the Midlands Multipurpose Health Centre.

The second round of the One Health Staff Collaboration Workshops will commence in November 2023, through the Child Safety and Wellbeing and One Health Child Safe Behaviours project collaboration.



One Health Collaboration Workshop with Statewide Mental Health Services, 21 February 2023

Internal Reference Group

As part of the One Health Culture Engagement Strategy, it was determined that collaboration with a wide range of people from across our distributed workforce was key. Early in 2023, One Health created and continues to facilitate the One Health Culture Internal Reference Group (IRG).



Made up of around 40 staff, the memberships of the group were determined based on a demographic breakdown of the regions and working units and were established with realistically attainable and proportional intent.

The Internal Reference Group's key function is to provide in-depth, contextually appropriate feedback, guidance, and insight into the Department's culture and the ongoing impact of OH programs, as well as to identify the gaps, omissions, and areas in need of further exploration and innovation.

The Internal Reference Group Key Roles include, but are not restricted to:

- Provide advice, coordination, and support to the implementation of One Health
- Provide advice and feedback on One Health to ensure the program and engagement are contextually appropriate.

- Identify key priorities, opportunities, and risks both current and emerging relating to the workforce, its culture, and its capacity, helping to develop strategies to address these.
- Give insight into the context of the culture in the Department.
- Give insight into what One Health can do more of, less of, or differently with current or emerging programs.
- Provide the One Health team with a space to test ideas and discuss potential innovation.
- Provide feedback and advice regarding gaps in the program and overall strategy omissions.

The IRG has consulted on a number of key One Health Projects including:

- Department-wide CARE Values
- Diversity, Equity, and Inclusion Principles
- Psychological Safety
- Workplace Conversations Model

Strategic Communications Hub

With the intention of streamlining shared information that relates to “culture” as a broad term, the new Strategic Communications Hub was established and operates under the One Health Banner.

The hub is formed of members of Health HR’s One Health Culture Team, and Policy & People Development joined by members of work areas such as OTS communications, Public Health, and Hospital Communications Teams with the purpose to:

- Coordinate a collaborative and strategic approach for all project communications with cultural considerations under the broader umbrella of One Health (including Culture, Diversity, Learning & Development, One Health Projects etc)
- Ensure the consistency of language and messaging in all One Health Culture Program and associated project communications with broader cultural considerations
- Coordinate a pro-active and non-conflicting communications calendar coherent with other Health HR work areas, such as Transforming HR
- To diversify the production of content, recognising the value of knowledge and experience within our workforce, enabling continuous improvement and innovation in the work we do
- Share and promote internal and relevant external learning and development programs and opportunities
- To layer in the Equity & Inclusion Principles to develop an operationalised understanding of the Framework across the Department.

The Strategic Communications Hub will continue to grow membership with a key focus moving forward on cultural days of significance and the sharing of case studies from across the Department to align with the release of the Diversity, Equity and Inclusion Framework and the One Health CARE Values.

Performance Measures

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| 1 | 1 | Number of executive-led communications about our shared purpose (including Strategic Priorities sessions, Reach articles, etc) | Not calculated |
| | 2 | Number and proportion of Health Executive members and other leadership positions with role charters | 11 |
| | 3 | Number and proportion of role charters on intranet | 0 |
| | 4 | Number and proportion of performance agreement discussions held and documented, including upward and peer feedback | Not calculated |
| | 5 | Case studies of collaboration across the Department | Underway |
| 2 | 1 | Number and proportion of participants who have commenced and/or completed the Leadership Development Program (Aspire) | 75 |
| | 2 | Number and proportion of participants who have commenced and/or completed the Management Development Program (Elevate) | 150 |
| | 3 | Number of enhanced onboarding, induction or orientation resources developed | Not commenced |
| | 4 | Number and proportion of staff who complete onboarding, induction and orientation sessions | Not commenced |
| | 5 | Number and proportion of participants who have commenced and/or completed the early and mid-career development programs | Underway |
| | 6 | Improved results in Tasmanian State Survey results regarding leadership and management training | Baseline scores compiled |
| | 7 | Proportion of work areas represented in leadership and management training | Underway |
| | 8 | Improved retention of new starters | |
| 3 | 1 | Department values and behaviours are developed, communicated and accepted by staff | Underway |
| | 2 | Number of team discussions held on values and behaviours. Physical reminders of values demonstrated in workplaces. Recognition and awards aligned to demonstrated values in workplace. | Underway |
| | 3 | Number and proportion of staff who complete online behaviour course | Not commenced |
| | 4 | Improved results in Tasmanian State Service survey regarding behaviour | Baseline scores compiled |
| | 5 | Improved results in Tasmania State Service survey regarding improper conduct | Baseline scores compiled |
| | 6 | Number of enhanced attraction, recruitment, induction and training material to reflect the Department's values and behaviours developed | Underway |
| | 7 | A Diversity and Inclusion Framework is developed and implemented | Underway |

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| 4 | 1 | A health and wellbeing program and critical incident stress management protocol are developed | Underway |
| | 2 | The number, location and proportion of staff using the health and wellbeing program | Not commenced |
| | 3 | Number of Executive-led communications about our safety culture (including Strategic Priorities sessions, Reach articles, etc) | Not calculated |
| | 4 | Department culture case studies | Not commenced |
| | 5 | Recommendations from the Review of the Injury Management Program are implemented | Underway |
| | 6 | There is an increase in satisfaction with support provided through our Injury Management Program | Not commenced |
| | 7 | Case studies on our child safety practices | Not commenced |
| | 8 | Increase in employees successfully returned to work | Not calculated |
| | 9 | Number of critical incidents managed through CISM protocol and positive feedback | Not commenced |
| 5 | 1 | Enhanced systems and processes for reporting, and managing complaints and unacceptable behaviour are implemented | Underway |
| | 2 | Improved results in Tasmanian State Service survey regarding awareness of complaints and unacceptable behaviour policies and processes | Baseline scores compiled |
| | 3 | Improved results in Tasmanian State Service survey regarding trust of managers/leaders to appropriately manage complaints and unacceptable behaviour | Baseline scores compiled |
| | 4 | Enhanced systems and processes for attraction and recruitment practices are implemented | Not commenced |



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