

Being a good employer: June 2017/July 18

Great health care for patients starts with great care for staff.

1. Leadership, Accountability and Culture

After the introduction of a new leadership structure in 2016, there has been a push to enable greater distributive leadership. This model has led to shared clinical and operational accountability and further shifts the authority to act and manage teams to the lowest levels; recognising that staff at the 'coalface' are best positioned to make the daily decisions affecting their areas. A review of the effectiveness of this model in 2018 led to a further refining/flattening out of the leadership structure to enable Line Managers to hold greater accountability and responsibility for their areas/services. This included for example the Clinical Directors being given direct responsibility for staffing of their Specialties.

The culture reset programme, which stemmed from the Staff Engagement and Wellbeing Survey, saw all staff undergo Speaking Up for Safety training. This training empowers staff to address concerns in the moment through a communication tool called the Safety C.O.D.E. Training is now embedded as part of orientation. To support staff during this time of culture change, Promoting Professional Accountability, a reporting tool has been established. It is proposed to conduct another Staff Engagement Survey late 2018 to help us gauge progress towards our cultural reset and assess the effects of strategies that were put in place as a result of the first Survey feedback.

South Canterbury DHB was the first DHB to run High Performance High Engagement (HPHE); a platform which empowers unions, staff and leaders to continually improve the sustainability of health provision in South Canterbury. The HPHE Governance Group established four projects: The Surgical Patient Journey; Leave Management; Mental Health and Addictions; Information Technology, Information Systems Strategy. The first two of these projects are now close to completion.

2. Recruitment, Selection and Induction

We recognise that to be successful in the delivery of health services locally we need to be able to recruit and retain staff. In particular we engage in health careers activities for young people, provide a family friendly approach to engagements wherever possible, and support the ongoing inclusion of an aging workforce. This year has seen a successful rebrand of the WISH programme which looks to inspire the next generation of health professionals. We have also reorganised our whole-of-workforce orientation day to better reflect our working community. As one of 20 District Health Boards we continue to collaborate at a regional and national level to improve recruitment efforts and to strengthen the public health employer brand.

3. Employee Development, Promotion and Exit

Our performance review process provides a means for two-way communication whereby all employees review their performance, progress career development and gain clear direction for the future. Managers are committed to the ongoing process of coaching, constructive feedback and formal appraisals which are linked to organisation goals and enable our organisation to move forward. This year has seen the development of an organisation-wide performance appraisal tool which is future focused looking at values and aspirations as much as reflecting on performance. Leadership training has been identified as a key area for development with Leadership Matters forums and communication established.

4. Flexibility and Work Design

We know that in order for our staff to be able to provide top quality care for our community we need to first provide quality care to them. South Canterbury DHB recognizes the importance of Family Friendly initiatives and where possible is keen to support alternative options for working. The new Workforce Governance Group is being tasked with, among others, looking at our succession planning and ensuring that we provide a flexible workplace throughout the working lifespan. The HPHE Leave Management group are having an impact on the leave outcomes across the workforce. A flexible options approach towards facilitating a supported move toward Retirement for older staff considering ending their career has also been developed.

5. Remuneration, Recognition and Conditions

We endeavour to remunerate all staff fairly and consistently, ensuring that remuneration and conditions are in line with collective employment agreements. We also participate in initiatives which focus on determining new salary structures. Significant national MECA Increases negotiated over recent times (e.g. Nursing) is starting to lead to an improvement in retention and attraction rates for our DHB.

6. Harassment and Bullying Prevention

South Canterbury DHB has engaged the Cognitive Institute to train all staff how to speak up in the moment when they are concerned for staff or patient safety. Known as the Safety C.O.D.E. the communication tool encourages people to increase the level of respect they convey alongside an increasing level of concern. Recognising colleagues as professionals, and acknowledging that no-one comes to work to harm patients or cause distress to colleagues, ensures the communication is both presented and received well. To support this culture shift changes have been made the Disciplinary Policy and Code of Behaviour document.

We know that culture doesn't change overnight, so while we are developing these speaking up skills, the DHB has invested in Promoting Professional Accountability (PPA). PPA is an anonymous reporting tool that allows people to provide an anonymous nudge to a colleague that alerts them to the fact their behaviour is not representative of our values.

7. Safe and Healthy Environment

Creating a safe and healthy environment requires an organisation to effectively engage the whole team, empowering them to participate and innovate. For this reason, a major focus has been a thorough, consultative review of policies and procedures to ensure they are fit-for-purpose. An example being the focus on health monitoring which resulted in the creation of a comprehensive hearing conservation programme, with 'wellbeing' featuring in all of the work now being undertaken and the creation of a wellbeing group.

Creating a learning environment is vital when raising the understanding of hazards and controls, for this reason education sessions and workshops along with improved reporting of key indicators, occurs across all levels of the organisation on a monthly basis.

All hazard registers have been reviewed and this has helped inform a review of our risk register. We are particularly pleased with the production of our hazardous substances inventory [shared with Fire Safety NZ] and the associated learning package, which is mandatory for all staff and was included into the regional e-learning platform [HealthLearn].

Emergency preparedness took a major leap forward, with the introduction of a total evacuation and relocation procedure, introduction of vertical evacuation resources [with training for key staff] and the roll out of survival and casualty management packs.

8. Our Employees

The principles of being a good employer are reflected in our employee mix. Our workforce is predominantly New Zealand European which is reflective of our South Canterbury community; however we enjoy a multicultural workplace with representation from across the globe. The division of part-time versus full-time staff demonstrates our commitment to providing a flexible working environment. As with healthcare in New Zealand in general, we are a predominantly female driven workforce and we are keeping an eye on the average age of our workforce ensuring sustainability over the coming years.

ETHNICITY	COUNT
1_NOT STATED	71
3_REFUSED	4
AFRICAN	3
AFRICAN NEC	1
AFRICAN NFD	10
AMERICAN	7
ASIAN NFD	3
AUSTRALIAN	8
BRITISH NEC	2
BRITISH NFD	43
CANADIAN	5
CELTIC NFD	1
CHINESE	2
CHINESE NFD	6
COOK ISLD MAOR	1
DUTCH	6
ENGLISH	8
EUROPEAN NFD	37
EUROPEAN UNDF	27
FIJIAN	1
FILIPINO	18
GERMAN	2
GREEK	1
INDIAN NEC	1
INDIAN NFD	12
INDIAN TAMIL	1
IRISH	3
KOREAN	1
MALAY	2
MALAY. CHINESE	1
MAORI	46
MDL EASTERN NI	4
MIDDLE EASTERN	1
NEPALESE	1
NEW ZEALANDEF	15
NOT AVAILABLE	1
NZ EUROPEAN	571
OTHER	1
PORTUGUESE	2
RUSSIAN	1
S.EAST ASIANNEC	2
S.EAST ASIANNFD	13
SAMOAN	1
SCOTTISH	2
SING. CHINESE	1
SOUTHEAST ASIA	2
SRI LANKAN NFD	3
STH AF EUROPEA	5
SWEDISH	1
SWISS	1
TONGAN	1
TOTAL	963

