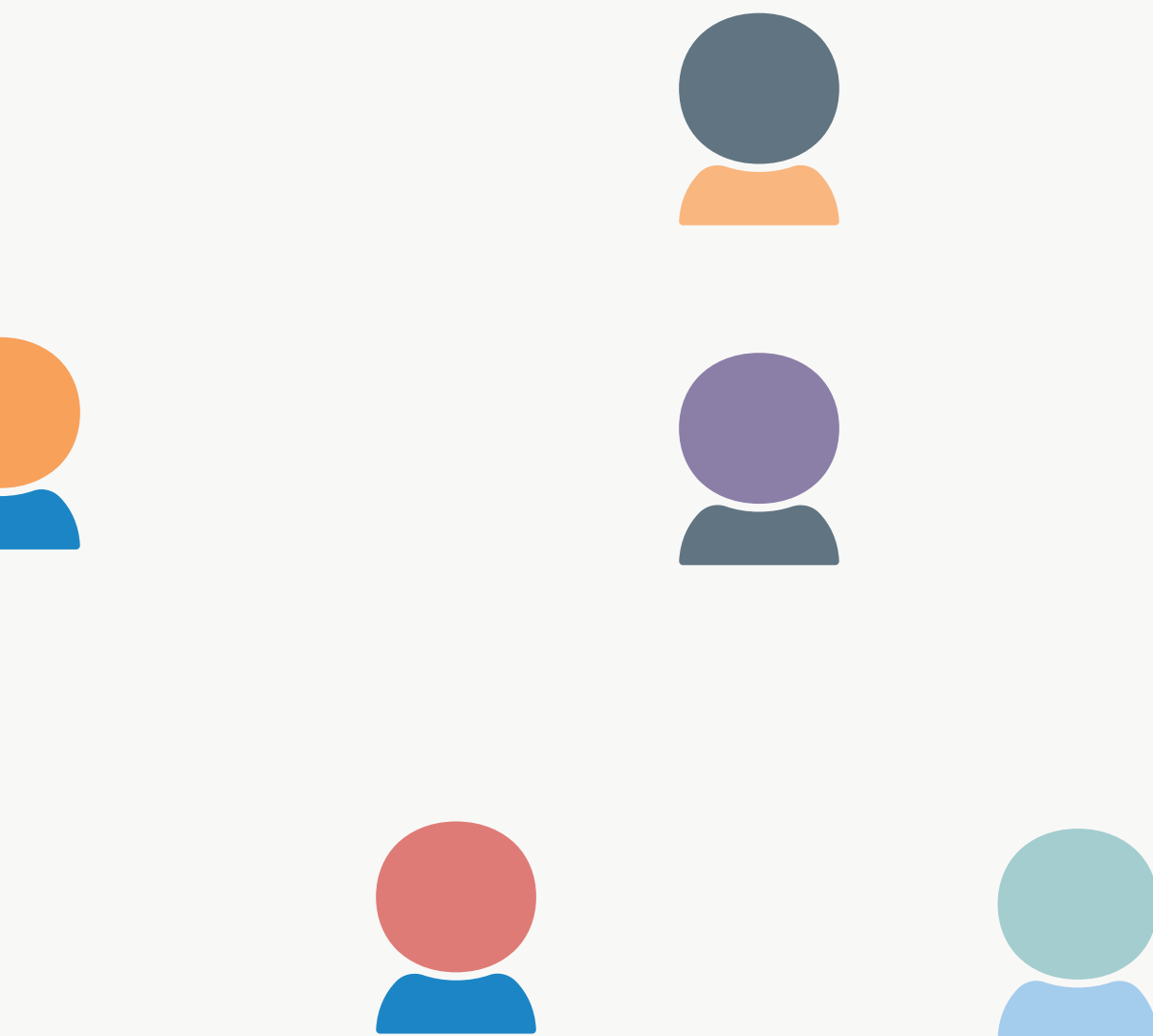


2022–2027

One Health Culture Program Strategy

Shared Purpose, One Direction, One Health



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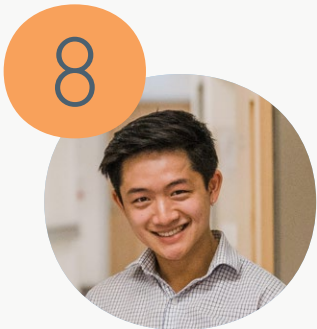
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LEADERSHIP
ACCOUNTABILITY



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BUILDING
CAPABILITY



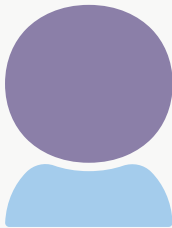
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PROCESSES





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.



Message from the Minister for Health and Minister for Mental Health and Wellbeing

As Minister for Health and Minister for Mental Health and Wellbeing, I would like to acknowledge the continued dedication and commitment of all workers supporting our health system.

Our government recognises that increased demand on our health system, together with the COVID-19 pandemic, has resulted in increased pressure and stressors on our hard-working health workforce.

Despite these challenges, it is evident that people at the Department of Health care passionately about the patients and communities they serve, and it is imperative that health workers feel supported.

That is why we committed \$5 million in the 2021-22 Tasmanian Budget to implement the *One Health Culture Program*.

Key actions of the One Health Culture Program include:

- developing a shared vision, behaviours and values
- introducing a leadership development program available right across our health system
- developing and improving management skills
- improved strategies to speak up for safety and address unacceptable behaviour
- implementing a specific diversity and inclusion framework and
- implementing a health and wellbeing program including a critical incident response protocol.

Improving workforce satisfaction and engagement will help us to attract, retain and support staff and drive positive cultural change so that our service can continue to deliver the right care, in the right place at the right time.

We are also investing \$15.7 million over four years to implement the Health Workforce 2040 Strategy.

As I said when I became Premier, my vision for Tasmania is to be a place where everyone feels valued, included, encouraged, and supported to be the best they can be – building a strong workforce through creating a positive workplace environment where the Department of Health becomes a workforce of choice, aligns with that vision.

I look forward to seeing how the One Health Culture Program evolves and I encourage you to engage with the program.

Need signature

Jeremy Rockliff

Premier

Minister for Health

Minister for Mental Health and Wellbeing

Message from the Secretary



Since my appointment in 2019, I have personally witnessed our unwavering professionalism, ability to quickly come together to problem solve, and dedication to serve and support the Tasmanian community.

I know that COVID-19 has substantially increased pressure on our people, whether in clinical, enabling, or support roles. I know these challenges are on top of a high degree of community expectation around healthcare delivery and problems recruiting and retaining staff across the health care sector nationally.

The Health Executive is committed to creating an inclusive and diverse environment that supports all staff to positively work together.

Both individual and collective actions are needed to build a positive, strong and inclusive culture. Each of our day-to-day activities must incorporate values and behaviours to achieve a safe, inclusive and supportive environment that enables all of us to deliver a high-performing and integrated health service to the Tasmanian community.

To help us achieve this vision, I am pleased to launch the *One Health Culture Program Strategy 2022-2027*.

One Health is a program to improve the internal culture of the Department.

One Health is about building an inclusive environment that supports us all to work together – to learn, collaborate, problem solve, share risk, empower and respect one another – drawing on our diverse backgrounds,

experiences, knowledge and skills. The One Health Culture Program will promote a **Shared Purpose, One Direction, One Health**.

The strategy focuses on five key areas:

- **Leadership accountability**
- **Building capability**
- **Workplace values and behaviours**
- **Health, safety and wellbeing**
- **Systems and processes**

Our Department's culture should be reflective of our diverse workforce and the broad range of services that we deliver to our diverse community, with the view of breaking down internal silos. We understand that cultural transformation is going to take time, however we are committed to creating an inclusive and respectful culture that is reflective of our people.

I look forward to collaborating with you to create an inclusive environment that supports all staff to positively work together.

Need signature

Kathrine Morgan-Wicks
Secretary



One Health is about building a safe and inclusive environment that supports us all to work positively together.

A healthcare professional, a woman with dark hair in a bun, is smiling and applying a small, colorful sensor to the chest of a male patient lying in a hospital bed. The patient has a white oxygen mask over his nose and mouth and a blue and white striped hospital gown. His left arm, which has several tattoos, is visible in the foreground. Medical equipment, including a monitor and various cables, is visible in the background. A blue curved graphic element is in the top left corner.

Over the next
five years we
will undertake
activities to
improve in five
focus areas.

One Health Cultural Intent

- To build and develop a sustainable and positive workforce that we need now and for the future supporting all staff to positively work together; learn, collaborate and problem solve, share risk, empower, and respect each other.
- To role model a One Health approach, where we hold ourselves accountable for our actions and organisational performance, we ensure our decisions are in the best interest of the Department of Health as a whole and we hold others accountable for their actions.
- To build our capabilities, our performance and understanding of the One Health culture through effective induction; developing our management and leadership skills; and ensuring we have the skills to do our jobs now and into the future.
- To support and build the health, wellbeing and safety of our people where we understand and positively engage with worker and patient safety and wellbeing.
- To have organisational systems and processes that support our One Health culture.
- Aboriginal Culture and Respect Framework
- Workplace Equality Respect Standards
- Racism Stops with me
- National Plan to end violence against Women and Children
- Accessible Island: Tasmania's Disability Framework for Action
- Women in Leadership Scholarship program
- Our Future Health Leaders forum
- Pathway to Excellence
- Speaking up for Safety programs
- North West Maternity Services Review – Workforce Culture program
- Ambulance Tasmania Cultural Action Plan
- Statewide Mental Health Services Action Learning Sessions, Tapping into the Talent and Richness for Retention
- Leadership development, mentoring and workplace cultural improvement activities in Policy, Purchasing, Performance and Reform and HealthICT

Our approach

The One Health Culture Program provides an overarching framework that will work with business areas who have already commenced work to enhance their culture, and which will provide and support those areas where cultural activities have not yet begun.

There are many activities already underway across the Department, including:

- Child Safeguarding
- Transforming HR (including the HRIS project)
- Establishment of the Roster Strategy Unit
- Health Workforce 2040

Over the next five years we will undertake activities to improve in five focus areas:

● Leadership accountability

● Building capability

● Workplace values and behaviours

● Health, safety and wellbeing

● Systems and processes

Governance and evaluation

The One Health Culture Advisory Group will be established under the People Sub-Committee, the lead governance body accountable for strategic human resources, industrial relations and workforce matters across the Department. The Advisory Group will meet biannually to:

- Provide advice and recommendations to continue to evolve the One Health culture
- Evaluate the progress of the One Health Culture Program and
- To understand the progress of existing culture activities and initiatives.

The One Health Culture team will be responsible for reporting on progress to the One Health Culture Advisory Group, the Health Executive and the Minister.

Staff collaboration forums will be established to share ideas and to contribute to activities and initiatives.

Evaluations will be conducted on activities based on indicators and measures to be developed as part of implementation planning.

Measuring the evolution of our One Health culture will occur through surveys, interviewing employees, reviewing data including workers' compensation claims, code of conduct investigations, and work health and safety reporting.



● FOCUS AREA I

LEADERSHIP ACCOUNTABILITY

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 agreed values and behaviours and address any problems or complaints brought to them.

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

Leaders drive and exemplify a One Health culture.

An engaged workforce, setting the foundations for change.

ACTION 1

Communicate a shared purpose

Our people are inspired to work together to achieve a shared team or division purpose but do not always understand how their work aligns with the Department's overall strategy and priorities.

We will articulate a Department-wide shared purpose, that encompasses not only delivery of safe, high-quality healthcare services, but also how we look after our people.

Our Executive will lead communications of this shared purpose across the Department through mechanisms like all-staff forums on the Strategic Priorities, Reach articles and other engagement activities. Leaders at all levels will become champions, helping their work teams to see how their day-to-day activities deliver the shared purpose.

ACTION 2

Implement role charters for all leadership positions

Following years of changes to governance and organisational structures, in Health, there is a lack of clarity around roles and responsibilities. Organisational silos continue to exist and often there is a failure to consider a whole-of-Health approach. Additionally, there is an expectation of organisational knowledge that is not supported by our induction or communication – contributing to the lack of clarity of local and statewide roles and responsibilities.

To help clarify the accountabilities and responsibilities of all leadership positions across the Department, role charters will be developed that articulate the business/service delivery, financial, people and culture accountabilities and responsibilities. These role charters will be made available to all staff. They will underpin performance conversations and be a tool to support leaders to align their work teams' purpose and priorities with the overall Departmental strategy.

ACTION 3

Build accountability through mechanisms that support collaboration and effective delivery of initiatives and business outcomes

The COVID-19 pandemic and other emergencies like floods and bushfires have demonstrated the Department's professionalism and ability to respond to a crisis which is supported by our ability to quickly come together to problem solve, and support patients and our community.

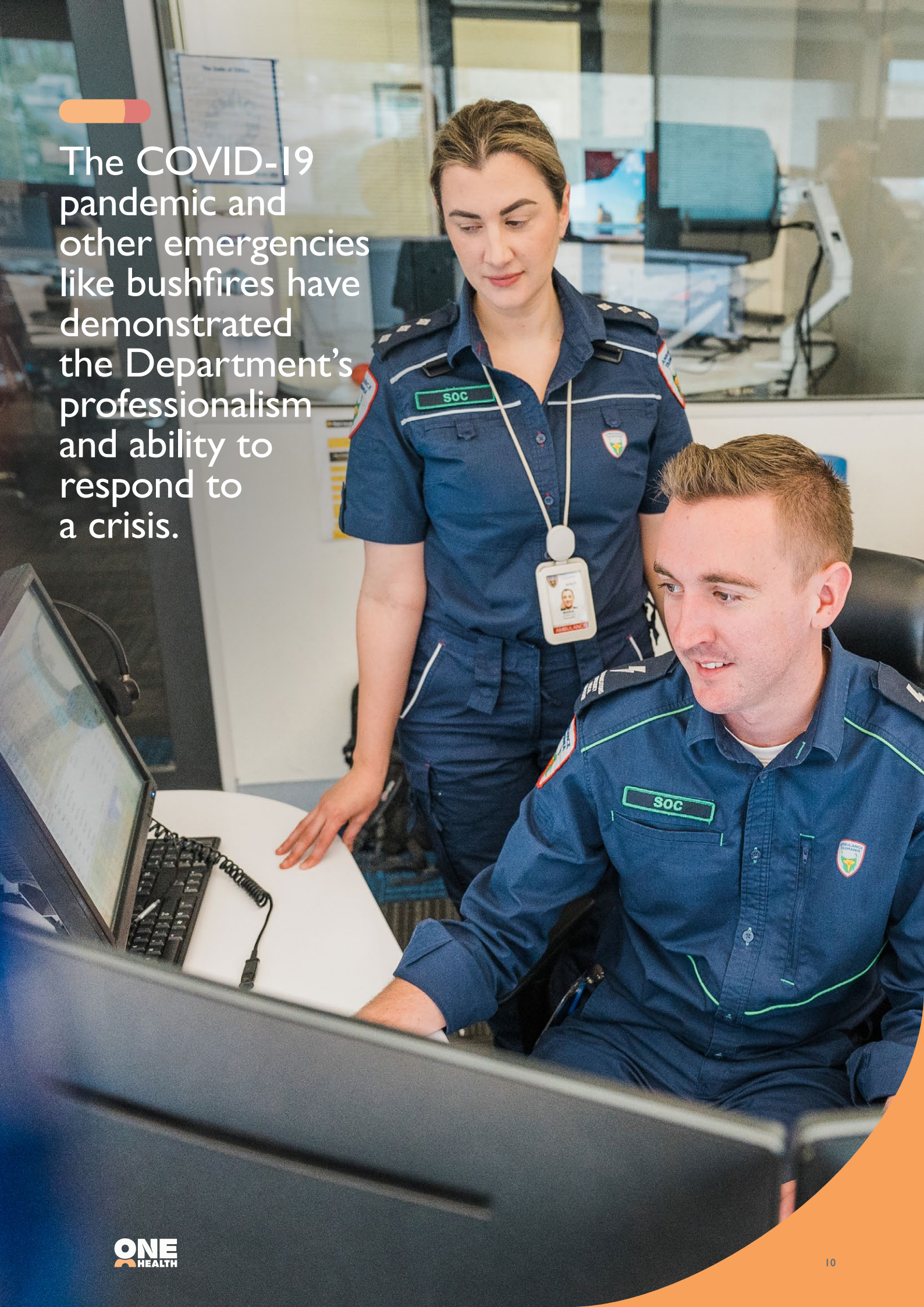
We will build accountability by taking the lessons learned from how we operate during a crisis and building mechanisms that support collaboration and effective delivery of initiatives and business outcomes every day.

We will also enhance our approach to performance management to help individuals to understand their accountabilities and responsibilities, and to hold leaders and others to account for their actions and how they address any problems or complaints brought to them. Performance management will also include upward and peer to peer feedback that is professional and level agnostic.

● FOCUS AREA 1

Performance Measures and Indicators

PERFORMANCE MEASURE/INDICATOR	DATA SOURCE
1 Number of Executive-led communications about our shared purpose (including Strategic Priorities sessions, Reach articles etc)	Direct enquiry to Executive members
2 Number and proportion of Health Executive members and other leadership positions with role charters	One Health Culture Program team
3 Number and proportion of role charters on intranet	One Health Culture Program team
4 Number and proportion of performance agreement discussions held and documented, including upward and peer feedback	One Health Culture Program team
5 Case studies of collaboration across the Department	One Health Culture Program team
6 Improved results in Tasmanian State Service survey results regarding accountability and leadership	Tasmanian State Service Survey



The COVID-19 pandemic and other emergencies like bushfires have demonstrated the Department's professionalism and ability to respond to a crisis.



BUILDING CAPABILITY



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.

ACTION 1

Implement a leadership development program

The Department needs leaders with the skills to inspire, motivate and encourage people, manage change, find new opportunities, and execute strategy no matter the challenges that come our way.

The leadership development program will address areas where we can improve, including intentional leadership, engaging with risk and problem solving, working collaboratively, communication, building high performing teams, strategic thinking, and delivering feedback with confidence.

ACTION 2

Implement a program to develop management skills

Our managers are often promoted based on tenure, technical and clinical skills and not their management skills. This leads to managers not being equipped with the right management skills and tools to perform effectively within their roles.

A program will be developed to develop our people's management skills including planning, organising (self and others), delegating, financial and people management, governance, engaging with risk and problem solving, performance management, communication, delivery, and execution.

ACTION 3

Enhance existing onboarding and induction or orientation programs

The Department of Health is diverse and siloed. We tend to identify with our immediate team or group, or a region and not with the broader Department. This lack of a One Health identity and vision is exacerbated as we are geographically dispersed across the state and have multiple sites in a number of locations. Additionally, as identified in Workforce 2040, Tasmania has for many years experienced challenges in attracting and retaining the health workforce required to support Tasmania's health system. This difficulty is most felt in regional and rural communities and in some areas of practice like critical care and mental health.

New staff members can find it difficult to understand the organisation and to understand how they and their team contribute to strategic priorities. Leaders are responsible for nurturing leaders of tomorrow, to ensure we move away from a key-person dependency to solid succession opportunities.

Our onboarding programs will be enhanced to build a positive experience and impression of our organisation and will focus on building new employees' understanding of the Department, the work we do, our values and behaviours and connecting them with their team from when they are offered a position and prior to commencing in the role.

Our induction and orientation programs will also be enhanced to help our new employees once they commence, to understand their role, the role of their team, where they work, setting performance and behaviour expectations and who are their key contacts. We will also increase the involvement of all team members in the support and induction of new members in their team, to break down the silos and cliques and encourage retention and inclusion.

ACTION 4

Develop early and mid-career development program

The Department has a strong focus on continuing professional development for our clinical workforce. However, development of broader skills and knowledge at the early and mid-career points is reliant on individual business areas and leaders.

An early and mid-career development program will be developed focusing on building broader skills, such as writing, decision-making, understanding government, finance and procurement, navigating conflict, resilience etc. The program will be based on the 70:20:10 learning approach whereby 70 per cent of learning is from job-related experiences, 20 per cent from interactions with others (mentoring or coaching), and 10 per cent from formal educational events.



Enhanced onboarding and induction will focus on building new employees' understanding of the Department, the work we do, our values and behaviours.



● FOCUS AREA 2

Performance Measures and Indicators

PERFORMANCE MEASURE/INDICATOR	DATA SOURCE
1 Number and proportion of participants who have commenced and/or completed the Leadership Development Program	One Health Culture Program team
2 Number and proportion of participants who have commenced and/or completed the Management Development Program	One Health Culture Program team
3 Number of enhanced onboarding, induction or orientation resources developed	One Health Culture Program team
4 Number and proportion of staff who complete onboarding, induction and orientation sessions	One Health Culture Program team
5 Number and proportion of participants who have commenced and/or completed the early and mid-career development programs	One Health Culture Program team
6 Improved results in Tasmanian State Service survey regarding leadership and career development	Tasmanian State Service Survey
7 Proportion of work areas represented in leadership and management training	One Health Culture Program team
8 Improved retention of new starters	One Health Culture Program team



WORKPLACE VALUES AND BEHAVIOURS



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

ACTION I

Develop Department values and behaviours

The Department of Health does not have a consistently applied set of shared and accepted workplace values or behaviours across all our workplaces. We also tend to lack consistency and accountability in our approach or consequences for staff who display unacceptable behaviours. This can lead to uncertainty and hesitancy to call out bad behaviour.

High-performing health services are happy places to work and make for safer patient care and improved staff wellbeing. They deliver outcomes that matter to patients: everyone is treated with respect, staff trust each other; collaboration between staff, patients and stakeholders is commonplace; there is confidence in leadership; staff are proud of the service they provide and the place they work and when problems occur,

multiple stakeholders work together to identify issues and drive improvement. How the values of an organisation are understood and adopted broadly by the entire workforce is the key mechanism for cultural strengthening.

We will develop a Department-wide set of values and behaviours with input from our people, and embed these in day-to-day interactions, team meetings, broader communications, performance discussions, learning and development programs. The behaviour we accept is the behaviour we walk past every day, and by establishing clear and contemporary behavioural expectations for all staff, we will create safer and more positive workplaces.

ACTION 2

Implement strategies to identify and address unacceptable behaviour and improper conduct

We will work with our people and business units to recognise “what is” and “what is not” acceptable behaviour and what behaviour is acceptable or valued (including consequence for wrong behaviour) and introduce other early intervention activities including early feedback and coaching to modify some behaviours.

We will work with our people to increase their awareness of improper conduct and how to encourage staff to speak up for safety and to address these matters when raised. We will empower managers and leaders to directly address unacceptable conduct and not move on or transfer ‘bad’ apples without resolution.

Through diversity we gain the varied perspectives needed to tackle complex problems.

ACTION 3

Develop or update Department attraction, recruitment, induction and training material to reflect the Department’s values and behaviours

There are discrepancies in our approach to attraction, recruitment, induction and training Alignment of values and behavioural with our attraction, recruitment, induction, or performance management activities is required.

We will update the Department’s attraction, recruitment, induction, and training material to clearly articulate our values and behaviours.



ACTION 4

Develop and implement a Diversity and Inclusion Framework

Our people are diverse in their gender, languages, ethnicity, cultural background, age, sexual orientation, and religious beliefs. They also are varied in their skills and qualifications, where they live and work, their life and work experiences, personality, abilities, family and caring responsibilities, and their experience of disability.

Through diversity we gain the varied perspectives needed to tackle complex problems and

produce innovative solutions. Diversity provides everyone with an opportunity to contribute to organisational outcomes.

We will develop a diversity and inclusion framework to capture the many diversity activities that are already underway across the Tasmanian State Service and the Department for our people and our patients. It will identify these activities and any gaps to target in a staged approach.

● FOCUS AREA 3

Performance Measures and Indicators

PERFORMANCE MEASURE/INDICATOR		DATA SOURCE
1	Department values and behaviours are developed, communicated and accepted by staff	One Health Culture Program team
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 the workplace.	Direct enquiry to Executive members
3	Number and proportion of staff who complete online behaviour course	One Health Culture Program team
4	Improved results in Tasmanian State Service survey regarding behaviour	Tasmanian State Service Survey
5	Improved results in Tasmanian State Service survey regarding improper conduct	Tasmanian State Service Survey
6	Number of enhanced attraction, recruitment, induction and training material to reflect the Department's values and behaviours developed	One Health Culture Program team
7	A Diversity and Inclusion Framework is developed and implemented	One Health Culture Program team



HEALTH, SAFETY AND WELLBEING



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 evaluation without blame.

Proactive and restorative wellbeing supports available to assist our people.

ACTION I

Build and implement a health and wellbeing program including a critical incident response protocol

The Health and Wellbeing program will include tools, resources, and supports to enable business units to address their specific health and wellbeing needs, as well as create mechanisms for Department-wide oversight, connection, and consistency in practice.

A Critical Incident Response protocol will align with the overarching Health and Wellbeing program to provide guidance on what support is available, how it is arranged and monitored. We will also train our staff to ensure our approach to support trauma is informed.

ACTION 2

Develop activities to improve our safety culture

A strong safety culture places a high level of importance on safety beliefs, values and behaviours.

We will build our safety culture by clarifying and communicating the expected safety behaviours, personalising safety outcomes and developing positive safety attitudes and behaviours as well as increasing their hazard and risk awareness and preventative behaviours, supporting our people to engage and own their safety responsibilities and accountabilities and our leaders demonstrating a safety culture each day.

Should a safety incident occur we will ensure it is reviewed and learnings positively applied, without seeking to lay blame.

ACTION 3

Enhance our injury management program

An effective Injury Management Program is designed to help injured workers make an early (and safe) return back into the workplace

The Department is currently reviewing our Injury Management Program to assess the adequacy, suitability, and effectiveness of the Department of Health's injury management system, including for long tail and complex cases and make recommendations on system improvements.

Recommendations from this review will be considered for implementation as a way of improving our safety culture.

ACTION 4

Develop and improve our child safety practices

The Department provides many services to children and young people and work has commenced to ensure we are a child safe organisation, putting the best interests of children and young people first.

As a child safe organisation, we will create a culture, adopt strategies and take actions to promote child wellbeing and prevent harm to children and young people. We will also respond to concerns in an appropriate way.

Targeted induction, training, and supervision will be provided to ensure workers understand their obligations to protect children, identify child abuse risks and prevent, detect, and report any inappropriate behaviour, misconduct, or suspected child abuse. Local systems and processes are in place to support this, and workers will be trained in how to use the systems to support effective implementation of the child safe approach.



A safety culture places a high level of importance on safety beliefs, values, and behaviours.



● FOCUS AREA 4

Performance Measures and Indicators

PERFORMANCE MEASURE/INDICATOR	DATA SOURCE
1 A health and wellbeing program including a critical incident response protocol are developed	One Health Culture Program team
2 The number, location and proportion of staff using the health and wellbeing program	One Health Culture Program team
3 Number of Executive-led communications about our safety culture (including Strategic Priorities sessions, Reach articles etc)	One Health Culture Program team
4 Department culture case studies	One Health Culture Program team
5 Recommendations from the Review of the Injury Management Program are implemented	One Health Culture Program team
6 There is an increase in satisfaction with support provided through our Injury Management Program	One Health Culture Program team
7 Case studies on our child safety practices	Project Manager - Child Safe Organisation
8 Increase in employees successfully returned to work	One Health Culture Program team
9 Number of critical incidents managed with the critical incident response protocol and positive feedback	One Health Culture Program team



SYSTEMS AND PROCESSES TO SUPPORT OUR ONE HEALTH CULTURE

OUTCOMES

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

ACTION I

Review and strengthen systems and processes for reporting and managing complaints and unacceptable behaviour

There are a several key pieces of legislation that directly deal with the obligations of employers to ensure a healthy and safe workforce. Key amongst these is the *Work Health and Safety Act 2012* which deals with bullying and harassment through an employer requirement to take all reasonably practicable steps to manage health and safety risk in their workplaces. It is not enough for the Department to take 'reasonable steps' to prevent the conduct. Instead, it must take 'all reasonable steps' to ensure the workplace is safe.

We will improve our complaints management system to provide easily accessible avenues to lodge complaints and improved governance to ensure matters are appropriately addressed.

This includes independent or protected complaints handling for whistleblowers or staff that may fear reprisal of a peer or manager for making a complaint. Every complaint should be treated as a gift – to fix a safety concern, improve team practice or to remove or weed out unlawful behaviour.

ACTION 2

Provide easy to understand guidance for managing poor behaviours and complaints

We will review our workplace behaviour and complaint management policies and guidelines and other supports to provide easy-to-understand information with clearly identified roles and responsibilities.

ACTION 3

Improved attraction and recruitment practices

We will identify and implement improved attraction and recruitment practices and simplify processes ensuring that there is alignment with One Health values and behaviours. This may include innovative approaches to fast-track recruitment through the use of bulk recruitment campaigns, removal of long-form address to selection criteria, and limiting one-year contracts.

● FOCUS AREA 5

Performance Measures and Indicators

PERFORMANCE MEASURE/INDICATOR	DATA SOURCE
1 Establish a centralised Complaints Management and Oversight Unit in the Office of the Secretary	Complaints Management and Oversight Unit
2 Enhanced systems and processes for reporting and managing complaints and unacceptable behaviour are implemented	Complaints Management and Oversight Unit
3 Improved results in Tasmanian State Service survey regarding awareness of complaints and unacceptable behaviour policies and processes	Tasmanian State Service Survey
4 Improved results in Tasmanian State Service survey regarding trust of managers/leaders to appropriately manage complaints and unacceptable behaviour	Tasmanian State Service Survey
5 Enhanced systems and processes for attraction and recruitment practices are implemented	One Health Culture Program team



We will identify and implement improved attraction and recruitment practices and simplify processes.

NOTES

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

