

West Moreton Health Caring Better Together Staff Survey Organisational Wide Action Plan 2024–2026



Connect. Respect. Excel.

The Caring Better Together Staff Survey (CBTSS), which was conducted in early 2024, was created to align with West Moreton Hospital and Health Services’ (WMH) Strategic Plan 2021–2025, particularly in our commitment to “Fostering a culture where our people thrive and know they are valued.”

Developed in collaboration with key stakeholders across West Moreton, the CBTSS aims to enhance employee experience and engagement by providing a platform for staff to identify and voice organisational challenges.

These challenges are then addressed through this Organisation Wide Action Plan, which is designed to systematically implement solutions that drive positive change across WMH.

The intention of this Plan is to create a structured approach to address identified issues, ensure that all initiatives are aligned with our strategic goals, and empower our employees to actively participate in decisions that shape the future of our organisation.

Priority Focus Areas

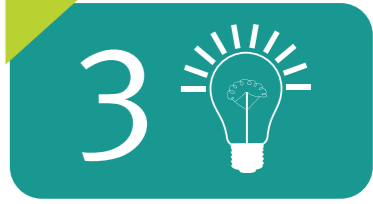
Based on the feedback from the 2024 CBTSS, the WMH Organisation Wide Action Plan 2024–2026 focusses on three key areas to strengthen our culture:



Embedding our
VALUES



Increasing our focus on
SAFETY



Enhancing our
LEADERSHIP capability
across the organisation

Action Plan

Focus area	Starting Point	Data	Goal	Actions	Timeframes for action	Responsibilities
Embed our values	We’re aiming to better integrate our core values - Connect, Respect, and Excel - into all aspects of our employee’s career at WMH	Survey responses show that staff are generally engaged with our values but reinforcing these values further will help improve our overall culture	Our values should be part of every stage of an employee’s journey with West Moreton Health.	<ol style="list-style-type: none"> Recognise values-based behaviours: Celebrate and acknowledge staff across a diverse range of roles, who demonstrate our values, using platforms like Staff Forum, Line Manager Forum, and Staff Connect. Integrate and embed WMH values in all employment stages: Incorporate values – based language and behaviour standards into all documentation related to the employment life cycle at WMH, including attraction, recruitment, onboarding, retention, development, performance management, offboarding and alumni. 	<ol style="list-style-type: none"> Recognise values-based behaviours: Implement by January 2025 Integrate and embed WMH values in all stages of the employment life cycle: Implement by 1 January 2026 	<ol style="list-style-type: none"> Recognise values-based behaviours: <ol style="list-style-type: none"> Executive Owner: Executive Director of People and Culture and Senior Director of Strategy, Engagement and Communication Responsible Leads: Executive Leadership Committee, Manager, Human Resources and Manager, Media and Communications Integrate and embed WMH values in all stages of the employment life cycle: <ol style="list-style-type: none"> Executive Owner: Executive Director of People and Culture Responsible Leads: Manager, Human Resources and Manager, Workforce Strategy and Development.

Focus area	Starting Point	Data	Goal	Actions	Timeframes for action	Responsibilities
Increase our focus on safety	Develop a strategy/approach to strengthen our culture of safety for both patients and staff	Only 58% of survey respondents agreed their workplace is free from occupational violence. Additionally, the WMH staff survey indicated opportunities to enhance our patient safety measures to meet or exceed the BPA benchmark for Public Health Services.	Enhance our efforts to reduce instances of occupational violence and strengthen staff adherence to patient safety event protocols.	<ol style="list-style-type: none"> Enhance clinical safety monitoring and communication: Clarify the WMH incident and investigation system procedure, ensuring that incident data is reported and analysed as part of the Safety and Quality data review process. Review and enhance education requirements for communicating safety practices across WMH, with ongoing monitoring by the Communicating for Safety committee. Promote and monitor a strong staff safety culture: Facilitate access to, and encourage completion of, occupational violence prevention training and other safety related required learning. Actively monitor and address compliance through the Interprofessional Practice Committee and Executive Leadership Committee. 	<ol style="list-style-type: none"> Enhance monitoring and communication channels for clinical safety: Implement by January 2025. Foster a staff safety culture: Implement by January 2025 	<ol style="list-style-type: none"> Enhance monitoring and communication channels for clinical safety: <ol style="list-style-type: none"> Executive Owner: Executive Director of Medical Services Responsible Lead: Executive Leadership Committee, Senior Director of Patient Safety and Quality and Director of Medical Services Actively monitor and promote a staff safety culture: <ol style="list-style-type: none"> Executive Owner: Executive Director of People and Culture and Executive Director of Nursing and Midwifery Responsible Lead: Executive Leadership Committee and Manager, Work Safety and Wellbeing
Enhancing our leadership capability	Develop a competency framework that clearly defines leadership behaviours at each layer of the organisation	Survey results show that while WMH is near the BPA benchmark for Public Health Service in managerial leadership, only about 60 per cent of staff feel empowered to proactively solve problems, which is slightly below the benchmark of 64 per cent. There are significant opportunities to improve development guidance and 1:1 conversations.	Ensure that staff at all leadership levels clearly understand their responsibilities and accountabilities.	<ol style="list-style-type: none"> Refresh the #everyoneisaleader framework: <ol style="list-style-type: none"> Develop new leadership competencies focussing on Vision, Results, Accountability, to better define leadership at WMH. Consolidate WMH's leadership layers from 7 to 5, update position descriptions and selection support tools and integrate these competencies into recruitment practices. Map leadership training to each layer and embed competencies in 1:1 conversations to better ensure their use in WMH's performance management practices. Deliver training and education on the refreshed #everyoneisaleader framework to staff. Update related intranet content. Implement practical improvements to better operationalise WMH's 1:1 conversation process: Create practical tools to translate the annual 1:1 performance conversation into regular staff/manager meetings and increase monitoring through the Interprofessional Practice Committee to improve completion rates. 	<ol style="list-style-type: none"> Refresh WMH's #everyoneisaleader framework: Implement by January 2026 Implement practical improvements to better operationalise WMH 1:1 conversation process: Implement by July 2025 	<ol style="list-style-type: none"> Refresh WMH's #everyoneisaleader framework: <ol style="list-style-type: none"> Executive Owner: Executive Director of People and Culture Responsible Lead: Manager, Workforce Strategy and Development Implement practical improvements to better operationalise WMH's 1:1 conversation process: <ol style="list-style-type: none"> Executive Owners: Executive Director of People and Culture and Executive Director and Nursing and Midwifery Responsible Lead: Executive Leadership Committee and Manager, Workforce Strategy and Development

Priority areas	Success will be demonstrated by
Embedding our values	<ul style="list-style-type: none"> Regular recognition of WMH employees exemplify our values in their behaviour. Integration of values-based language and standards into workplace discussions and employee-related documentation.
Increasing our focus on safety	<ul style="list-style-type: none"> Enhanced monitoring and communication of clinical safety. Increased access to and promotion of occupational violence prevention training and other safety related required learning. More active and consistent monitoring of staff safety.
Enhancing our leadership capabilities	<ul style="list-style-type: none"> Development and implementation of an updated Leadership Competency framework. Target training opportunities for leaders. Improved participation in 1:1 Conversations, as recorded in WM-LOL.

Reporting and Evaluation

Regular monitoring and evaluation of employee engagement is essential to enhancing WMH's services and maximising benefits for our employees and consumers.

Reports will be submitted quarterly to the WMH Board for review.

Each priority area will have interim success markers, and the overall impact of the Organisation Wide Action Plan 2024–2026 will be directly measured by the results of the 2026 Caring Better Together Staff Survey.