

# Employee engagement plan 2026–29

## About this plan

At West Moreton Health, our people are at the heart of everything we do.

This plan builds on our culture of support, growth, and collaboration by actively engaging staff in shaping and delivering care. We are committed to fostering inclusion, driving innovation, and embracing continuous improvement – because a highly engaged workforce is essential to delivering safe, high-quality healthcare.

## Strategic alignment

This plan directly supports the 'Great people, great work' pillar of the *West Moreton Health Strategic Plan 2025–2029* by:

- ✓ investing in workforce capability
- ✓ prioritising staff safety and wellbeing
- ✓ championing diversity, equity and inclusion
- ✓ enhancing staff engagement.

The plan is complemented by the *West Moreton Health Workforce Plan*, the *West Moreton Health First Nations Workforce Plan* and the *West Moreton Health First Nations Health Equity Strategy*.

## Our vision

West Moreton, where everyone's health matters.

## Our purpose






Creating healthier communities through connected, compassionate care.

## Our values

Connect. Respect. Excel.

## Our employee engagement principles

Our employee engagement principles are guided by the following core commitments:

-  **Care** – We prioritise the safety and wellbeing of our workforce, recognising that a safe, supportive, trust-based environment is essential for personal and professional growth.
-  **Connection** – We build trust by fostering connections across all levels of the organisation, creating a sense of belonging and mutual support.
-  **Coaching** – We support professional development through coaching and mentoring, ensuring every staff member has opportunities to enhance their skills and grow in their career.
-  **Contribution** – We value everyone's contribution, encouraging staff to share ideas and participate actively in achieving organisational goals.
-  **Recognition** – We recognise and celebrate the achievements of our workforce, acknowledging the efforts that contribute to the success and growth of West Moreton Health.

## What our people told us they want



### Our health service

-  Hospital
-  Health centre
-  Mental health facility
-  Oral health
-  Community health
-  Correctional health centre







### Acknowledgement of Traditional Owners

West Moreton Health acknowledges the Jagera, Yuggera and Ugarapul peoples, Traditional Custodians of the land. We recognise their continuing connection to land, waters and community and we pay our respect to Elders past and present, and those who follow their path.



## Our plan

What we're doing	How we'll do it	How we'll know we've made it	Measuring success
<p><b>Our work</b></p>  <p>We're engaging our workforce in the co-design and continuous improvement of health services, creating innovative and responsive models that reflect the insights and needs of our employees and the diverse communities we care for.</p>	<p><b>Encourage co-design and innovation</b> Engage staff to develop and refine service models, roles, and business planning to foster a culture of innovation and shared ideas that improves healthcare delivery.</p> <p><b>Promote inclusive decision making</b> Ensure clinical and non-clinical staff are represented in service delivery committees, particularly in workforce planning and infrastructure projects.</p> <p><b>Ensure transparency in communication and engagement</b> Strengthen communication to convey decisions clearly and consistently, fostering open dialogue and engagement at all levels of the organisation.</p>	<ul style="list-style-type: none"> <li>Increased percentage of new or updated models of care with staff co-design participation.</li> <li>Increased staff satisfaction with involvement in organisational decision-making.</li> <li>Reduction in staff-reported communication gaps.</li> </ul>	<ul style="list-style-type: none"> <li>Staff participation rates in service redesign</li> <li>Caring Better Together staff survey: Solving patient safety problems</li> <li>Caring Better Together staff survey: Making things better</li> <li>All-staff communication engagement rates</li> </ul>
<p><b>Our workforce</b></p>  <p>We're creating supportive work environments that prioritise wellbeing, mental health, and inclusivity.</p>	<p><b>Prioritise mental health and wellbeing</b> Continue to invest in support programs tailored to the diverse needs of our workforce.</p> <p><b>Foster a diverse and inclusive workplace</b> Cultivate a supportive environment that recognises, values, and celebrates diversity and encourages respect and inclusion in all interactions.</p> <p><b>Promote career development and growth</b> Provide accessible opportunities for all staff to build skills, expand responsibilities, and explore leadership pathways, supported by our #everyoneisaleader framework.</p>	<ul style="list-style-type: none"> <li>Increased awareness and participation in staff wellbeing services.</li> <li>Increased workforce representation of workers from key diversity groups including culturally and linguistically diverse (CALD) peoples, people with a disability, and Aboriginal and Torres Strait Islander peoples.</li> <li>Staff perception of inclusion and equity.</li> <li>Improved staff retention and leadership development participation.</li> </ul>	<ul style="list-style-type: none"> <li>Wellbeing initiative access and participation</li> <li>West Moreton Health (WMH) Annual Equity and Diversity Audit</li> <li>Caring Better Together staff survey: Inclusion, belonging and wellbeing</li> <li>WMH Strategic Plan 2025-2029 (Annual Report and quarterly board reports)</li> <li>Participation rates in 1:1 conversations and leadership development training</li> </ul>
<p><b>Our leaders</b></p>  <p>We're enabling leaders at all levels to inspire, support, and develop our people – fostering trust, growth, and connection through visible, consistent and responsive engagement.</p>	<p><b>Be visible and engaged</b> Use executive rounding, leader drop-ins, team shadowing, 1:1 conversations, and leader-led forums to connect with staff, listen to feedback, and share organisational updates.</p> <p><b>Close the loop</b> Actively communicate actions taken as a result of staff feedback.</p> <p><b>Promote growth and recognition</b> Support career development pathways and recognise achievements in the moment during visits, events, 1:1 conversations, and forums.</p> <p><b>Champion innovation</b> Highlight and sponsor staff-driven innovations in meetings, visits, and recognition events.</p>	<ul style="list-style-type: none"> <li>Increase in trust in executive leadership team and senior leaders.</li> <li>Improved staff sentiment around leadership support for wellbeing and career growth.</li> <li>Increase in staff-reported experiences of being recognised by leaders.</li> <li>Increase in staff-driven innovations supported by leaders.</li> </ul>	<ul style="list-style-type: none"> <li>Caring Better Together staff survey: About trust</li> <li>Caring Better Together staff survey: Inclusion, belonging and wellbeing</li> <li>Caring Better Together staff survey: Manager essentials</li> <li>Caring Better Together staff survey: Manager essentials</li> <li>Staff participation rates in service redesign</li> <li>Caring Better Together staff survey: Manager essentials</li> <li>Staff participation rates in clinical innovation processes</li> <li>Caring Better Together staff survey: Solving patient safety problems</li> </ul>
<p><b>Our workplace</b></p>  <p>We're fostering a culture of staff safety, transparency, collaboration, and inclusivity, where diverse perspectives are valued, innovation thrives, and achievements are celebrated.</p>	<p><b>Strengthen a collaborative culture</b> Foster a work environment where open communication, teamwork, and shared goals drive engagement and morale across the organisation.</p> <p><b>Champion innovation and accountability</b> Encourage staff to contribute innovative ideas and take ownership of their roles, supporting a culture of safe work and accountability.</p>	<ul style="list-style-type: none"> <li>Improvement in staff engagement and satisfaction scores.</li> <li>Increase in staff-driven innovations or improvement ideas submitted and trialled.</li> </ul>	<ul style="list-style-type: none"> <li>Caring Better Together staff survey: Overall engagement</li> <li>Caring Better Together staff survey: Truly great place to work</li> <li>Riskman data</li> <li>Staff participation rates in service redesign</li> <li>Staff participation rates in clinical innovation processes</li> </ul>

**Monitoring and reporting**

Accessible and accountable leadership is critical to creating a connected, trusted and high-performing workplace. Through this plan, we will embed a structured leadership engagement approach that ensures executives maintain regular, meaningful connections with our frontline teams. We will monitor and evaluate our Employee Engagement Plan through regular feedback, including staff surveys metrics, and staff participation in model of care and service redesign and leadership development opportunities. Annual reviews completed by the executive directors of People and Corporate Governance and Clinical Innovation and Digital Services will ensure the plan remains responsive, with outcomes of reviews formally reported to the West Moreton Hospital and Health Board and Interprofessional Practice Committee.