



Children's Health Queensland
Employee Experience Plan
2024-2027



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2024-2027.*

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Acknowledgement of Country

Children's Health Queensland Hospital and Health
Service pays respect to the Traditional Custodians
of the lands on which we walk, talk, work and live.

We acknowledge and pay our respects to
Aboriginal and Torres Strait Islander Elders past,
present and emerging.

We acknowledge the historical and contemporary
impacts of Queensland's history of colonisation
on the health and wellbeing of Aboriginal and
Torres Strait Islander peoples. We recognise the
ongoing intergenerational trauma and racism
experienced by members of the community.

We extend a special thank you to the Aboriginal
and Torres Strait Islander health workforce
from across Children's Health Queensland who
consulted with us throughout the *Children's
Health Queensland Employee Experience Plan
2024-2027* design process. We are grateful for the
knowledge and experiences shared in our pursuit
of health worker engagement.



Chief Executive and Board Chair message

We are delighted to introduce the *Children's Health Queensland Health Employee Experience Plan 2024-2027*.

This plan outlines our approach to partnering with all employees to amplify their voice and include their active contribution and influence across Children's Health Queensland (CHQ).

Active engagement with our workforce is a priority. We commit to developing a culture built on our values of respect, integrity, care and imagination. Our clinical and non-clinical workforce are the foundation of our organisation, and their combined contribution supports us in delivering on our purpose of empowering generations through trusted healthcare.

The *CHQ Employee Experience Plan 2024-2027* builds on the previous *Children's Health Queensland Clinician Engagement Strategy*, with an extended scope to include all employees. As such, documentation of this plan fulfils and meets a legal requirement listed in the *Hospital and Health Boards Act 2011*.

Fostering an engaged workforce is a strategic priority for our organisation. We will continue working to cultivate a positive workplace experience because we know this improves job satisfaction, wellbeing, employee retention and ultimately, patient experiences and outcomes. This plan will guide the active involvement of our workforce in the co-design, planning, decision-making and evaluation of activities that impact Children's Health Queensland and the care provided to children,

young people, and their families. Our aim is to innovate the way we engage and enhance our established partnerships to further promote open dialogue with our people.

We particularly acknowledge members of the Aboriginal and Torres Strait Islander workforce. We are eager to be guided by their lived and professional experiences and will work hard to grow and support this workforce through initiatives included in this experience plan.

Implementing this plan is crucial in our aspiration for Children's Health Queensland to continue to be a place where talented professionals want to work, and where they feel supported, valued and empowered to contribute.

Frank Tracey

Chief Executive

Heather Watson

Board Chair



Introduction

Children’s Health Queensland (CHQ) is committed to leading life-changing care for children and young people – for a healthier tomorrow.

The [CHQ Strategic Plan 2020-2024](#) sets the direction for our organisation to improve the health and wellbeing of children and young people through an engaged workforce, sustained futures, networked care and strong communities. This can only be achieved through the ongoing commitment of our greatest asset, the CHQ workforce.

At CHQ, our workforce consists of our exceptional clinical staff and health professionals, and the dedicated individuals who make up our management, administrative and corporate services. Each and every employee at CHQ plays a valuable role and it is important that everyone benefits equally from this plan. This includes the unique role of Aboriginal and Torres Strait Islander team members within our places of care.

The [CHQ Health Employee Experience Plan 2024-2027](#) provides a clear structure to connect, amplify, recognise and engage CHQ employees who critically enable and influence the present and the future of CHQ. It is everyone’s responsibility to actively pursue our vision, purpose, and values. This plan is guided by the principles of [CHQ’s Engagement Framework](#), and can be activated through [CHQ’s Leadership Framework](#). Importantly, the plan will support the delivery of [CHQ’s Aboriginal and Torres Strait Islander Health Equity Strategy 2022-2025](#) including initiatives which will strengthen the Aboriginal and Torres Strait Islander workforce. The plan will also promote wellbeing and connects with the new [CHQ Wellbeing Plan](#).

It is CHQ’s ambition to create an ethos and environment where every employee knows their experience at work matters: their contributions are valued, everyone works to a shared purpose and leaves with a sense of pride. To achieve this, CHQ will continue to provide an inclusive environment where everyone feels valued, safe, engaged and empowered. We encourage active participation and involvement of our workforce in the design, planning, decision-making and evaluation of engagement activities, to ensure the best outcomes and experiences for our people, and the children, young people and families we serve.



Informed by employees

The [Employee Experience Plan](#) was developed in consultation with team members across CHQ.

Between August and November 2023, employees and Board members were asked their views on current mechanisms for engagement and new ideas to enhance engagement. Over 540 people engaged in approximately 40 face-to-face or online forums, and an employee survey enabled further digital contribution. Consultation generated over 420 unique responses, which were analysed both inductively and deductively using thematic analysis in the context of best practice engagement frameworks.

The engagement and consultation activities provided a contemporary understanding of how all employees would like to be engaged, what has been working well, and what could be improved. These critical insights informed the development of the plan and identified practical ways to engage in the future.

This plan on a page summarises findings and actions into four key engagement priorities: connect, amplify, recognise and engage (CARE), using a modified Zinger model for effective engagement¹. These priorities will be addressed through clear and aligned action plans which will be measured and reported on.

1. David Zinger. Zinger Model [cited 2023 20 December]. Available from: <https://davidzinger.com/zinger-model/>.

Connect the workforce

- Employees will **connect** with each other through in-person and digital forums in clinical and non-clinical areas.
- Teams will **connect** with other teams to meet, collaborate and showcase services.
- Employees will **connect** with each other through events and meetings held in both hospital and community sites.



Recognise contributions and achievements

- Employees will **recognise** significant service contributions made by their colleagues and teams.
- Employees will **recognise** and celebrate significant achievements of their colleagues and teams.
- Employees will **recognise** their colleagues and teams for service improvements and operational outcomes which address health equity and other CHQ strategic priorities.



Amplify the diversity of voices

- Employees will help **amplify** the diverse staff voice using a range of mechanisms and platforms.
- Employees will **amplify** their contribution to innovation by identifying, leading and delivering quality improvement projects.
- The Clinical Council will **amplify** its visibility and role as a facilitator of initiatives led by health workers.

Engage effectively

- Employees will **engage** actively through accessible, contemporary conversation channels.
- Employees will **engage** effectively by communicating relevant and timely information.
- Employees will **engage** efficiently by developing and participating in education on how to use communication platforms and access information.





Key priority 1: **CONNECT** the workforce

What we heard

- Employees have expressed a **strong interest in learning more about CHQ leaders and their colleagues** across streams and disciplines. Through better understanding of each other we can enhance the opportunity for collaboration.
- Employees from **community-based teams want greater involvement in CHQ events** which at present, are perceived to have a hospital-centric focus.

What we will do

- Employees will **connect** with **each other** through in-person and digital forums in clinical and non-clinical areas.
- Teams will **connect** with **each other** to meet, collaborate, and showcase services.
- Employees will **connect** with **each other** through events and meetings held in both hospital and community sites.

What we will measure

- Employees report improved experiences with and perceptions of their connection with **leaders**.
- Employees report improved experiences with and perceptions of their connection with **colleagues**.
- CHQ community employees report improved connection with leaders and colleagues across the **organisation**.

Key priority 2: **AMPLIFY** the diversity of voices

What we heard

- Employees want an **easier pathway to provide feedback and recommendations to leaders**. Employees want to know how to voice their opinions.
- Employees want a **better understanding of the role and influence of the Clinical Council**.

What we will do

- Employees will help **amplify** the **diverse staff voice** using a range of mechanisms and platforms.
- Employees will **amplify** their **contribution to innovation** by identifying, leading and delivering quality improvement projects.
- The Clinical Council will **amplify** its **visibility and role** as a facilitator of initiatives led by employees.

What we will measure

- Employees report improved experiences in **providing feedback and recommendations** to leaders.
- Employees report improved opportunities to **lead and contribute** to CHQ improvement projects.
- Employees report improved understanding of the **purpose and function** of the Clinical Council.
- Employees report improved experience and satisfaction with how managers create an environment where employees **feel heard**.



Key priority 3: **RECOGNISE** contributions and achievements

What we heard	What we will do	What we will measure
<ul style="list-style-type: none"> • Employees requested more frequent recognition and celebration of staff contributions at CHQ. • Employees requested more frequent celebrations of each other's achievements across the organisation. • Leaders requested more opportunities to recognise staff contributions to outcomes that address key CHQ priorities. 	<ul style="list-style-type: none"> • Employees will recognise significant service contributions made by their colleagues and teams. • Employees will recognise and celebrate significant achievements of their colleagues and teams. • Employees will recognise their colleagues and teams for service improvements and operational outcomes which address health equity and other CHQ strategic priorities. 	<ul style="list-style-type: none"> • Employees report improved experiences with and perception of how their contributions, achievements and operational outcomes are acknowledged and celebrated by the organisation. • Employees report improved satisfaction for how managers recognise staff contributions and achievements.



Key priority 4: **ENGAGE** effectively

What we heard	What we will do	What we will measure
<ul style="list-style-type: none"> • Employees want fewer and simpler communication channels from the organisation. • Employees want the ability to filter and search information received from the organisation to ensure relevance. • Employees have asked for more information on CHQ communication policies and procedures to better understand how to use channels and promote communication etiquette. 	<ul style="list-style-type: none"> • Employees will engage actively through accessible, contemporary conversation channels. • Employees will engage effectively by communicating relevant and timely information. • Employees will engage efficiently by developing and participating in education on how to use communication platforms and access information. 	<ul style="list-style-type: none"> • Employees report improved quality of experience providing feedback and accessing information. • Employees report improved perceptions of the effectiveness and relevance of communication. • Employees report improved use and satisfaction with CHQ engagement platforms.



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