

# Children's Health Queensland People Plan 2016-2020 (reviewed February 2018)



The Children's Health Queensland People Plan 2016 – 2020 (the Plan) sets out our direction to achieve performance excellence through the development of our people and the optimisation of our culture across the Children's Health Queensland Hospital and Health Service (CHQ HHS). Our people are the single greatest determinant of our success as an organisation – our continued success is dependent on the capacity and capability of our workforce to achieve our vision of "Leading life-changing care for children and young people - for a healthier tomorrow".

|   |   |  |   |   |  |
|---|---|--|---|---|--|
| <b>Our people vision</b>  | We will create an inspirational workplace where people want to work and learn where contributions are valued and where staff come to work with a sense of purpose and leave with a sense of pride.  |  |   |   |  |
| <b>Who are "our people"</b>   | CHQ HHS has a diverse workforce with many types of employees, contractors, students and volunteers. This Plan encompasses our employees and unpaid workforce, together with our contracted business partners, although the primary focus remains on our employees.  |  |   |   |  |
| <b>Our commitment</b>   | The strategic commitment of the organisation is to achieve: <ul style="list-style-type: none"> <li>- Child and Family centred care: We will place the child and family at the heart of all we do</li> <li>- Partnerships: We will work collaboratively with partners to improve service coordination and integration, and optimise child and young person health outcomes across CHQ and statewide</li> <li>- Performance: We will deliver sustainable, high value health services driven by continuous improvement, creativity and innovation through our <b>People</b>, by enabling leaders to effectively lead teams, thereby creating an enabling, values-driven culture where people are developed and where they feel safe and well.</li> </ul>   |  |   |   |  |
| <b>Our people objectives</b>  | <b>People Management Solutions</b>  | <b>Leadership</b>  | <b>Culture</b>  | <b>Capability</b>   | <b>Safety, Work Health and Wellbeing</b>   |
|   | Develop effective, user-friendly solutions that reduce "red tape" and enable leaders to lead people effectively   | Enable value-driven leaders that shape culture, coach people, develop teams and inspire innovation   | Create an inspirational workplace renowned for innovation and excellence in all we do, where people are engaged and empowered to perform at their best  | Build capability to ensure the right people are in the right roles with the right skills to perform optimally   | Create a culture where staff's safety and wellbeing of our people is paramount   |
| <b>Our Strategies</b>   | We will streamline our leader led people management solutions by: <ul style="list-style-type: none"> <li>- embedding the business partnering model of service across the organisation</li> <li>- simplifying people processes to ensure they are effective, accessible and user-friendly</li> <li>- implementing integrated digital people systems to ensure our data is reliable and can be analysed to inform pro-active people decisions</li> <li>- aligning consistent inter-disciplinary organisational design with the organisational strategy</li> <li>- ensuring appropriate governance is structured around our people management practices, processes, policies and systems which are upheld in an integrated and centralized manner</li> </ul>   | We will enable leaders at all levels in the organisation to lead their teams effectively by: <ul style="list-style-type: none"> <li>- providing leading edge, high impact leadership development for clinical staff as well as for others modeling the values in the organisation</li> <li>- developing teamwork and collaboration across CHQ</li> <li>- coaching and mentoring people to develop and grow</li> <li>- actively managing performance and developing capability</li> <li>- leading by example in safety, work health and wellbeing.</li> </ul>   | We will build and develop an organisational culture that is: <ul style="list-style-type: none"> <li>- value-centric, where our values are demonstrated by everyone</li> <li>- recognised by all as a great place to work – in Australasia and beyond</li> <li>- engaging and enabling, supported by a powerful Employee Value Proposition</li> <li>- innovative, where high performance and achievement are recognised and rewarded</li> <li>- a culture free of any barriers (harassment, bullying and discrimination)</li> <li>- an inclusive workplace where diversity of thought, gender, abilities and ethnicity are valued and respected.</li> </ul>  | We will have the right people in the right roles with the right skills, knowledge and experience to make a meaningful contribution in their current and future roles through: <ul style="list-style-type: none"> <li>- an inter-disciplinary approach to delivering professional development, training and education</li> <li>- an inter-disciplinary, service needs based approach to workforce planning</li> <li>- creating meaningful career pathways that encourage commitment to CHQ who delivers best practice care, service and outcomes</li> <li>- assisting people to develop evidence based engagement skills to support the delivery of child and family centered care</li> <li>- providing people with sufficient time and resources to develop their capability.</li> </ul> People seek to work for CHQ HHS because of our leading and successful education, training and professional development approach. | We will facilitate continuous improvement and visible commitment in the implementation of the Safety, Work Health and Wellbeing program to ensure: <ul style="list-style-type: none"> <li>- work health and safety hazards are identified and eliminated or controlled, thereby mitigating risks and reducing the incidence and severity of work related injury and illness</li> <li>- We provide work and workplaces that protect and promote the work safety, health and wellbeing of employees and others impacted by the organisation's activities</li> <li>- work health safety and wellbeing is integrated into business as usual</li> <li>- leaders are passionate with respect to work health safety and wellbeing and demonstrate this engagement in their day to day activities</li> <li>- promotion of a safety culture of zero harm for CHQ and our partner organisations.</li> </ul>  |
| <b>Our measures of success</b>  | <ul style="list-style-type: none"> <li>- People leaders are empowered to lead effectively by being equipped with the right tools, skills and business partnering support to achieve desired outcomes on the key People Leader Metrics</li> <li>- People systems are digital, user-friendly and provide data that enables leaders to make pro-active and evidence based decisions about their workforce</li> <li>- People processes are pragmatic and simple and are easily accessed</li> <li>- Leaders are supported by Business Partners to access workforce metrics and people processes that enable evidence-based decision making, as measured by above average ratings on the internal customer satisfaction survey</li> <li>- An organisation design protocol has been implemented that clearly identifies contemporary design principles, governs organisation structures and informs the management of positions across all disciplines in the organisation.</li> </ul> | <ul style="list-style-type: none"> <li>- Leadership capability at all levels in the organisation is enabled through the implementation of the Integrated People Performance Framework in the organisation</li> <li>- All leaders lead people in a consistent, best practice manner and measure their progress and success according to a clearly defined suite of People Leader Metrics</li> <li>- A performance-driven culture is prevalent in the organisation, where individual and team performance are managed and individual development is encouraged by ensuring that all CHQ employees have current Performance Coaching and Development Plans in place</li> <li>- Increased retention of talent by pro-actively analysing exit interview and stay interview trends that inform action plans</li> <li>- A coaching culture within CHQ is implemented</li> <li>- Clearly identify talent pipelines are in place for leadership and critical roles</li> </ul> | <ul style="list-style-type: none"> <li>- Improved engagement levels of staff as measured with the Working for Queensland (WfQ) Survey Results and regular pulse survey results against the aspirational, preferred culture</li> <li>- Values are "at the heart of how we work at CHQ HHS" by successfully implementing the Values Road Map and embedding the values as part of the culture</li> <li>- Contemporary, evidence-based research in a particular field of People and Culture is conducted to inform best practice and innovation in the health care sector</li> <li>- Continuing capability building of leaders by increasing awareness of topical people-related issues through the delivery of the HR Business Partnering series for Leaders</li> <li>- An organisation that is visibly committed to health, safety and wellbeing as measured through culture surveys</li> <li>- A more diverse workforce by 2020 and as a minimum comprised of people from the following backgrounds:                             <ul style="list-style-type: none"> <li>▪ 1.6% Aboriginal and Torres Strait Islander</li> <li>▪ 10% Non-English Speaking Background</li> <li>▪ 5% People with a Disability.</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>- We grow our own talent to ensure we have sufficient long-term succession in the organisation through the creation of talent pipelines and succession pools for senior and critical roles in the organisation</li> <li>- Clearly articulated career pathways for professional, operational and corporate streams</li> <li>- A inter-disciplinary Education, Training and Professional Development Centre of Excellence for CHQ has been created and is effectively functioning, providing leading interventions to our people</li> <li>- Resilience of our staff, particularly clinical staff, has been developed through appropriate evidence-based interventions.</li> </ul>  | <ul style="list-style-type: none"> <li>- All leaders and workers subscribe to a culture of "zero harm" underpinned by the implementation of a safety leadership training program and ongoing coaching.</li> <li>- Successful implementation of a safety assurance model and achievement against all targets for safety, work health and wellbeing.</li> <li>- Organisational buy-in to safety, health and wellbeing as a strategic priority in that 100% of Divisions, corporate support areas and professional streams have health, safety and wellbeing hazard and risk management targets and strategies in their annual operational plans.</li> <li>- Partner organisations subscribe to the same safety and health principles and requirements, which are reflected in their documented plans for safety and work health duties.</li> <li>- Overall wellbeing in the organisation is actively promoted and developed through the implementation of a comprehensive wellbeing framework and program.</li> <li>- Implementation of the Safety and Wellbeing Business Partnering Model.</li> </ul> |
| <b>Our foundations</b>  | CHQ Strategic Plan 2016-2020 * CHQ Operational Plans * Queensland Health Employment framework * Queensland Health, Advancing Health Strategy 2026 *Work health and safety management system   |  |   |   |  |
| <b>Strategic risks</b>  |   |  | <b>Strategic opportunities</b>  |   |  |
| <ul style="list-style-type: none"> <li>- Not "one" CHQ HHS – some sub-cultures to be stronger than the overall culture</li> <li>- Silo mentality – variable integration across disciplines</li> <li>- Resourcing and funding of important people functions</li> <li>- External changes impacting on changes to the organisation</li> <li>- Complex safety and work health legal obligations related to CHQ employees working in other workplaces and non-CHQ employees working at CHQ workplaces</li> </ul> |   |  | <ul style="list-style-type: none"> <li>- New culture that can be shaped at CHQ HHS</li> <li>- New strategic plan, vision and values launched that creates an opportunity to reposition the organisational culture and enhance staff engagement</li> <li>- Diversity and inclusion of staff and expansion of the CHQ partner network</li> <li>- Investment and commitment to technology and performance improvement</li> <li>- Application of evidence based, high quality contemporary safety, health and wellbeing strategies for our people</li> <li>- Better integration of people management and clinical systems, risk management and practices</li> <li>- Grow and build the value of People and Culture through the business partnering model</li> </ul>   |   |  |