



**Agreed
Behaviours**



INNOVATION



IMPROVEMENT

**HRT 1916 Patient Safety Improvement Group
Melbourne
16th and 17th October**

Redcliffe Hospital

**Louise Oriti
Executive Director**

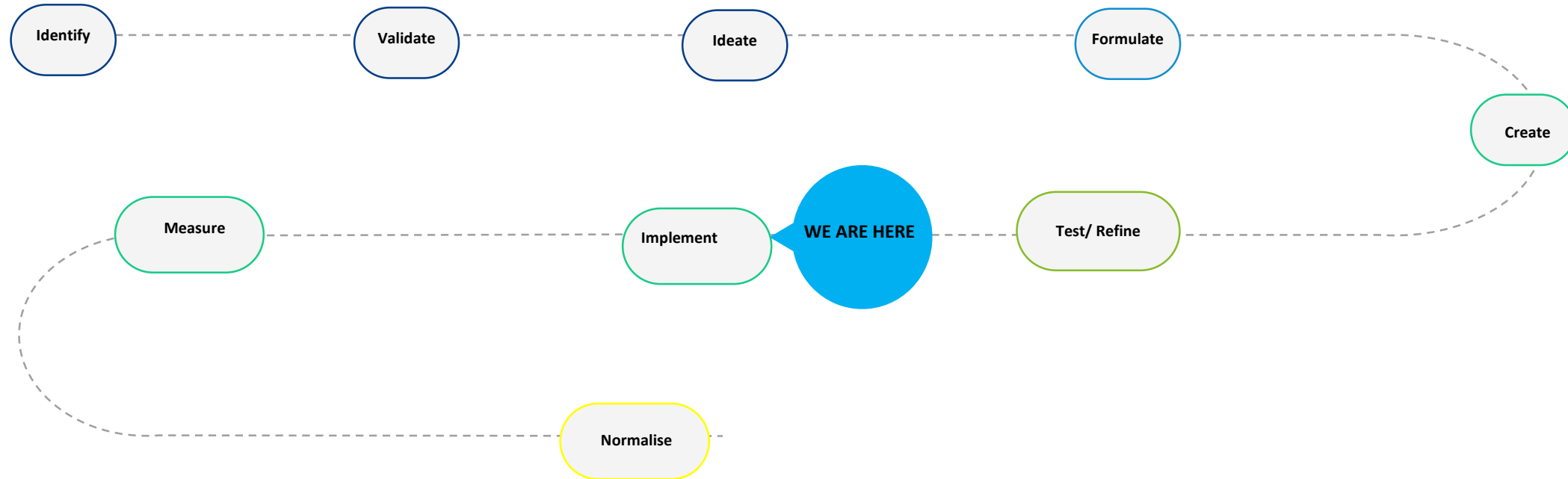
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Where are you on the journey?



Safety & Quality HRT – 2018

Staff Survey Results

- Net Promoter Score
 - Would I recommend this facility as a place to work -26
 - Would I recommend this facility to my family & friends -25



Our Improvement

Embedding our values at Redcliffe Hospital

- HRT S&Q 2018 – Royal Children’s Melbourne – Culture Presentation
- August 2018: 11 focus groups across Redcliffe Hospital – 150+ staff
 - What should our values look and feel like at Redcliffe Hospital
 - 364 responses – thematic analysis
- Themes were established and a set of **agreed behaviour** statements were developed
 - Statements tested and language – further focus groups
- Working Group – established by EOI
 - members include medical, nursing, admin, allied health
 - Group finalised and endorsed the statements along with other key groups at Redcliffe
 - Clinical Council
 - Senior Leadership Team
 - Department Managers Meeting
 - Staff Forum
- Validation: MNHHS BPA Survey – May 2019
- Implementation Framework developed



Respect



Teamwork



Compassion



High performance



Integrity



Respect



Teamwork



Compassion



High performance



Integrity

Culture is defined as the way we do things around here.

100's of our staff and volunteers have told us they want Redcliffe to look and feel different and together these **agreed behaviours**, reflecting the MNHHS Values, have been developed to make Redcliffe a better place to work.

Redcliffe Hospital's Agreed Behaviours

1. I bring my A-Game and inspire others to do the same
2. I respect diversity and difference such as language, traditions and beliefs when delivering services and care
3. I go out of my way to help others
4. I say thank you to show my appreciation
5. I do the right thing even when no one is looking
6. I acknowledge and value others
7. I celebrate the good things, the small things, the big things, they all matter
8. I will speak up when something is not right, and support others to do the same
9. I listen to understand so we make the best decisions
10. I take ownership of my words and actions
11. We do better work when we care for ourselves and each other
12. We are stronger when we work together

#IamRedcliffe



Recognition

Team of the month
Recognition/Shout Out Boards
Staff BBQs
Story Boards – meeting the values
Staff Awards
Intra-Departmental Events
Diversity Awareness Events
Thank You Cards

Training

Integrity Training
Resilience Training
PDP Process Training
Top Draw/Bottom Draw
Hospital Program: Values/Behaviours
Guidance to recognise and reward
Listening Partners
Strategies to manage bullying

Technology

Hospital On Hold Messaging
Redcliffe Behaviours Video
Staff fun video
Screen Displays
Messages on systems e.g. PFM
Intranet site

#IamRedcliffe
campaign

Working Group – continuously improve
Recruitment tools
One-on-Ones with Team Leaders
PDP Process
RBWH Foundation – funding

Process

Lunch with Louise
Staff Forums
Executive Team Promotions
Leadership Rollouts
Team meetings

Walking the Talk

Messages on documents/templates
Visuals for each behaviour
Banners/Posters
Newsletters/Emails/ED Messages
Stickers
Compact in foyer/departments
Targeted areas for staff (hallways)

Marketing

Awareness

Weeks 1-4

Staff BBQ #IamRedcliffe
Executive Team Promotion
Staff Forum
Line Managers Promotion
Lunch with Louise
Marketing & Messaging Launch – Ph 1
#IamRedcliffe Hospital Program (VIA)

Understanding

Weeks 5-10

Staff BBQ #IamRedcliffe
Executive Team Promotion
Team of the Month
Line Managers Promotion
Lunch with Louise
Staff Forum
Recruitment Tools
Training Program
Marketing & Messaging Launch – Ph 2
#IamRedcliffe Hospital Program (VIA)

Adoption

Weeks 11-16

Compact Commencement
Executive Team Promotion
Intra-Departmental Event
Diversity Awareness Day
Lunch with Louise
PDP Process
Line Managers Promotion
Marketing & Messaging Launch – Ph 3
#IamRedcliffe Hospital Program (VIA)
Sustainable Processes established
Staff Forum
Xmas Celebrations

#IamRedcliffe
campaign

**1.
Bringing
my A-game**

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**2.
Respecting
diversity**

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**3.
Helping
others**

#Iam Redcliffe

**4.
Showing
appreciation**

#Iam Redcliffe

**5.
Doing the
right thing**

#Iam Redcliffe

**6.
Valuing
others**

#Iam Redcliffe

**7.
Celebrating
good things**

#Iam Redcliffe

**8.
Speaking
up**

#Iam Redcliffe

**9.
Listening to
understand**

#Iam Redcliffe

**10.
Owning my
words**

#Iam Redcliffe

**11.
Caring for
self and all**

#Iam Redcliffe

**12.
Working
together**

#Iam Redcliffe



I am Alan

Metro North Hospital and Health Service *Putting people first*

I bring my A-Game
I respect diversity
I help others

#iamRedcliffe

I say thank you

LESSONS LEARNT

- Change takes longer when there is not dedicate time
- Other things can consume your most important work
- Collaboration and working with like minded, passionate people works
- Focus groups are a great source of inspiration and ideas
- Having high level expertise provided an external view goes a long way
- By testing and checking in all the way, the working group took ownership
- Creating interest in something new coming – good or bad ... #
- Staying two steps in front of the change
.... This can be tricky



RECOMMENDATIONS

- Stay strategically aligned with HHS
- Always link back to what the staff told you
- A phased implementation framework
- Establish stages/gates to refresh/regroup
- Have a core group to do the thinking

Summary Slide

Louise Orit / Anne-Maree Bouwman (Anne-Maree.Bouwman@health.qld.gov.au)

PROBLEM	We identified the following issue/challenge/opportunity:	<p>Net Promoter Score</p> <p>Would I recommend this facility as a place to work -26</p> <p>Would I recommend this facility to my family & friends -25</p>
	We validated this by:	<ul style="list-style-type: none"> • Discussions with our staff • Best Practice Australia Survey
	We defined the problem worth solving as:	Evolving a values based culture supported by agreed behaviors
SOLUTION	We defined a successful outcome as:	Improved Net Promoter Score in future surveys – future BPA Surveys
	We created the following solution:	<p>Focus Groups – multidisciplinary including volunteers/auxiliary</p> <p>Agreed behaviors aligning with MNHHS Values (Values in Action Program)</p> <p>Working Group – by Expression of Interest</p> <p>Phased implementation framework</p>
OUTCOME	We have seen the following results:	<p>Work in progress</p> <p>Uptake of interest and positive engagement with the behaviors</p> <p>Considerable Union support and interest</p> <p>Interest from our HHS peers</p>

