CT Public Health System: Evidence-Based Workplace Culture Framework

AC
Our five workplace change priorities
ORGANISATIONA TRUS
LEADERSHIP AN PEOPLE SKILL
WORKPLAC CIVILIT

Set Expectations System-Wide

Build knowledge through education

Develop People & Leadership Skills

Measure outcomes

- ▶ Workplace Change Framework mapped to existing data & priorities, and data strategy developed to support measurement.
- ▶ All leaders educated about the importance of workplace data and metrics in decision-making.
- Align current training against evidence-based training auidelines.
- ▶ All leaders trained in people, cognitive and decision-making skills (I).
- ▶ Senior leaders trained in cognitive and decision-making skills (II).
- Workforce and leaders trained in: goal setting, communication; and giving/receiving feedback.
- Leaders trained in: fair and evidence-based decision-making: goal setting (individual and team); & giving and receiving feedback.

Intermediate

Measure

- Workforce and leaders trained in: conflict management: communication; and stress management.
- ▶ **Leaders** to receive training in: fair & evidence-based decision-making; role clarity; & goal setting.

Workforce and leaders trained in: goal setting, conflict management; & communication.

- ▶ Leaders trained in: participative and empowering leadership style; setting climates for learning; role clarity; and goal setting.
- Workforce and leaders trained in conflict management.
- Leaders trained in: psychological safety; providing positive feedback; team goal-setting; inclusive leadership: team building; & facilitation for team learning.

Organisational trust.

- ▶ Trust in leaders.
- Behavioural integrity.
- Perceptions of fairness.

ID _S

- ▶ Baseline measurement tool in place. ▶ Evidence-based guidelines
- are created for motivating individual performance and growth.

▶ Baseline measurement

Evidence-based guidelines

are created for workplace

Baseline measurement tool

▶ Evidence-based guidelines

▶ Baseline measurement tool

psychological safety.

team performance.

tool in place.

civility.

in place.

are created for

development. Leaders educated about the roles

▶ Workforce educated on

and responsibilities related to facilitating individual performance and development.

evidence-based guidelines on

individual performance and

- Workforce educated about:
 - Standards of workplace behaviour.
 - Evidence-based workplace incivility guidelines.
- ▶ **Leaders** educated about the roles and responsibilities in managing incivility.

Workforce and leaders educated on evidence-based psychological safety quidelines.

- **Leaders** educated about roles and responsibilities related to psychological safety.
- Workforce and leaders educated on evidencebased team effectiveness quidelines.
- ▶ **Leaders** educated about roles and responsibilities related to team effectiveness.

Access to resources.

- Supervisory support.
- Work engagement.
- Perceptions of fairness.
- Goal and role clarity.

Ouality of co-worker relationships.

Perceptions of fairness.

Safer and Higher Performing Workforce

▶ Role clarity.

Outcomes

Desired

Measure

- Supervisory support.
- ▶ Ethical leadership.
- Speaking up.
- Quality of leader/employee relationship.
- ▶ Climate for inclusion.
- ▶ Climate for learning and innovation.
- Team cohesion.
- Intra-team trust.
- ▶ Team psychological safety.
- Team goal clarity.
- ▶ Information sharing and integration.

PSYCHOLOGICAL

SAFETY

in place. ▶ Evidence-based guidelines **TEAM** are created for drivers of

EFFECTIVENESS

- 1. Director-General ACT Health Directorate, the CEO Canberra Health Services and the Regional CEO, Calvary ACT support a system-wide approach measuring progress.
- 2. Workplace culture priorities align with policies and procedures.

Outcomes

Desired

of

aseline Measures

- 3. Leaders role model expected behaviours and skills.
 - 4. Knowledge and skills development follows evidence-based principles of training design and delivery.

Prerequisite