



# Workplace Culture Framework

Making a positive difference to workplace culture



Health

The 2008 Special Commission of Inquiry into Acute Care Services made clear recommendations on the need to improve workplace culture to enhance patient care and staff satisfaction.

The Workplace Culture Framework addresses Recommendation 42 of the Special Commission, by outlining the characteristics and elements that enable each of us to contribute positively to the culture in our individual workplaces.

Clinical engagement in local decision making was a key theme in the Special Commission's Report. A greater level of local input into key areas such as clinical directions, health service operations and budgeting was also identified.

The Workplace Culture Framework has been designed to embed cultural improvement strategies as part of the core business in every facility. By focusing on this locally, we will together create and sustain more compassionate and enjoyable workplaces.

The Workplace Culture Framework embodies our CORE values of Collaboration, Openness, Respect and Empowerment.

### Collaboration

We are committed to working collaboratively with each other to achieve the best possible outcomes for our patients who are at the centre of everything we do. In working collaboratively we acknowledge that every person working in the health system plays a valuable role that contributes to achieving the best possible outcomes.

### Openness

A commitment to openness in our communications builds confidence and greater cooperation. We are committed to encouraging our patients and all people who work in the health system to provide feedback that will help us provide better services.

### Respect

We have respect for the abilities, knowledge, skills and achievements of all people who work in the health system. We are also committed to providing health services that acknowledge and respect the feelings, wishes and rights of our patients and their carers.

### Empowerment

In providing quality health care services we aim to ensure our patients are able to make well informed and confident decisions about their care and treatment.

**We encourage collaboration, openness and respect in the workplace to create a sense of empowerment for people to use their knowledge, skills and experience to provide the best possible care to patients and their families and carers.**



## The Workplace Culture Framework is a Statewide Framework designed to assist each of us to contribute positively to the culture in our workplaces

Characteristics	Our Aspirations
<b>1 Patient Focus, People Centred</b>	<p>We are an organisation that believes in the people who make it work. We care about people in everything we do. We willingly make a commitment to our patients, our colleagues and our community. This commitment is evident in the way we plan, manage, deliver and evaluate the services we provide.</p>
<b>2 Local Decision-Making</b>	<p>We believe that health priorities should be set at the local level for local communities. We accept ownership of local decision-making and want it to be close to the patient. We encourage and support local innovation, and accept that with local decision-making comes responsibility, accountability and budget controls. We want our community to have confidence in their local health services.</p>
<b>3 Communication, Cooperation and Support</b>	<p>We listen to patients, the community and each other. We communicate clearly and with integrity. We build trust and respect by encouraging those around us to speak up and voice their ideas, as well as their concerns. Through open communication, we foster greater confidence and cooperation. We understand that when colleagues and patients feel 'connected', they are empowered to make smart choices about their workplace and the health services that are right for them.</p>
<b>4 Valuing and Investing in our People</b>	<p>Health services are provided by people who care about those around them. We attract skilled and motivated individuals who willingly work in teams to provide high quality care. Our teams are strong and successful because we all contribute and always seek ways to improve. We seek respect, accountability and best effort, in a workplace where outstanding performance is encouraged and recognised.</p>

Characteristics	Our Aspirations
<b>5 Caring and Innovation</b>	<p>We want to deliver the best care and services we can. We welcome new ideas and ways of doing things because they can make our workplace more stimulating and rewarding, and provide our patients with even greater levels of care. We embrace innovation and never lose sight of our patients' fundamental right to be treated with dignity, compassion and respect.</p>
<b>6 Inclusive Leadership</b>	<p>Our leaders are role models for the values we embrace. Our leaders are always accountable. Our leaders demonstrate vision, and willingly provide guidance and support. While we seek direction from our leaders, we believe that everyone is empowered to make a difference in our workplace. As individuals, we too can improve our workplace culture and performance by addressing issues that hold us back. Importantly, every employee has the right and opportunity to feedback their experience and perception of their organisation's culture and environment.</p>
<b>7 Safe Places for All People</b>	<p>Our patients and our people understand that they and those around them should always be safe and feel respected. We have zero tolerance for bullying. No team member, no matter how senior, is exempt. Similarly our workplace culture should encourage people to speak up and feel safe to call to account any member of staff who behaves in a manner that contradicts these principles.</p>
<b>8 Continually Improving Results</b>	<p>We evaluate our performance and use the results to improve our standards of care. We want to receive feedback to help us to do better. Our performance is open to public scrutiny through patient and employee surveys. We make best use of resources and experience so that we meet patient and community expectations. We strive for individual excellence on behalf of our patients and our teams.</p>

# Characteristics and Elements

**We are committed to a workplace culture that embraces and models, at every level of our service, the following characteristics and elements**

## **1 Patient Focus, People Centred**

- 1.1 Care to our patients is excellent
- 1.2 We are an organisation that believes in its people and is people-centred
- 1.3 The way we plan, manage, deliver and evaluate our services demonstrates our commitment

## **2 Local Decision Making**

- 2.1 Health priorities set at local level
- 2.2 Accept responsibility for local decision-making and involve patients
- 2.3 Support local innovation and accountability
- 2.4 Community will have confidence in their local health services

## **3 Communication, Cooperation and Support**

- 3.1 Listen to patients, the community and each other
- 3.2 Communicate clearly and with integrity
- 3.3 Encourage people to express their ideas and concerns
- 3.4 Empower colleagues and patients to make smart choices

## **4 Valuing and Investing in our People**

- 4.1 Care about those around us
- 4.2 Willingly work in teams to provide excellent levels of care
- 4.3 Contribute equally and always seek ways to improve
- 4.4 Respect and support others
- 4.5 Encourage and recognise outstanding performance

## **5 Caring and Innovation**

- 5.1 Deliver the best possible care and services
- 5.2 Welcome new ideas to improve patient care and make the workplace more rewarding
- 5.3 Treat patients with dignity, compassion and respect

## **6 Inclusive Leadership**

- 6.1 Leaders are role models for our values and they are accountable
- 6.2 Leaders demonstrate vision, and willingly provide guidance and support
- 6.3 Everyone is empowered to make a difference in the workplace
- 6.4 Individuals are responsible for workplace culture and performance
- 6.5 Everyone has the right to feedback their experience and perception of the workplace

## **7 Safe Places for All People**

- 7.1 Colleagues and patients are treated with dignity and respect
- 7.2 Zero tolerance for bullying and no-one, no matter how senior, is exempt
- 7.3 Encourage people to speak-up
- 7.4 Encourage people that speaking up is worthwhile and valued

## **8 Continually Improving Results**

- 8.1 Evaluate performance and use results to improve standards of care
- 8.2 Welcome and utilise feedback as a tool to do better
- 8.3 Performance is open to public scrutiny through patient and employee surveys
- 8.4 Make best use of resources and experience to meet patient and community expectations
- 8.5 Strive for individual excellence on behalf of patients and our teams





**NSW DEPARTMENT OF HEALTH**

73 Miller Street  
NORTH SYDNEY NSW 2060  
Tel. (02) 9391 9000  
Fax. (02) 9391 9101  
TTY. (02) 9391 9900  
[www.health.nsw.gov.au](http://www.health.nsw.gov.au)

**Produced by:**

Workforce Development and Innovation  
NSW Department of Health  
Tel. (02) 9391 9986  
Fax. (02) 9391 9019  
Email. [vmidd@doh.health.nsw.gov.au](mailto:vmidd@doh.health.nsw.gov.au)

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