It starts with me
Changing Culture one conversation at a time….

The launch of the campaign (February 2018)

The importance of a marketing approach and a communication strategy

A shared language – now ISWM is part of the vernacular of our organisation….

What was the focus of the conversations, and the personal invitation?

What was the outcome? How did the conversations shift to a team based conversation?

What was the response?

Where to from here?
The start of the **It Starts with Me** Campaign
Let's have a conversation......
2017 NSW People Matter Employee Survey

**2017 NSW People Matter Employee Survey**

**Sydney Children's Hospital, Randwick Results**

410 respondents (48% response rate)

**Highlights**

- 92% believe their team strives to achieve client satisfaction
- 60% feel supported by their team
- 67% say their job provides them with a sense of personal accomplishment
- 83% say their workplace works collaboratively to achieve their team's objectives

**Most improved (from 2016)**

- 75% feel they are supported to do their best work
- 58% believe that senior managers model the values of the organisation
- 53% say senior managers keep them well informed

**Least improved (from 2016)**

- 80% say that focus is placed on improving their work
- 79% feel that they are treated with respect in their workplace
- 73% feel able to speak up and share different views to their colleagues and manager

For more information about the survey results action plan and to see the full report, visit: http://internet.schn.health.nsw.gov.au/our-people/staff-surveys

**2017 NSW People Matter Employee Survey**

**The Children's Hospital at Westmead Results**

790 respondents (44% response rate)

**Highlights**

- 88% believe their team strives to achieve client satisfaction
- 80% say their workplace works collaboratively to achieve their team's objectives
- 83% say their work provides them with a sense of personal accomplishment
- 83% are proud to tell people where they work

**Most improved (from 2016)**

- 73% feel satisfied with their job
- 62% received useful feedback on their performance
- 69% feel supported to do their best work

**Least improved (from 2016)**

- 72% believe the organisation focuses on improving their work
- 61% believe improvements are being made to meet future challenges
- 59% think that change is managed well

For more information about the survey results action plan and to see the full report, visit: http://internet.schn.health.nsw.gov.au/our-people/staff-surveys

**2017 NSW People Matter Employee Survey**

**Staff in Network Positions Results**

108 respondents (44% response rate)

**Highlights**

- 10% are proud to tell people where they work
- 87% believe their team strives to achieve client satisfaction
- 86% believe the organisation focuses on improving their work
- 89% believe that supporting hardworking teams is a priority

**Areas needing improvement**

- 51% are satisfied with their opportunities for career development
- 48% feel there is good cooperation between teams
- 47% are confident in the way grievances are resolved
- 47% are confident in the way recruitment decisions are made
- 36% feel that change is managed well

For more information about the survey results action plan and to see the full report, visit: http://internet.schn.health.nsw.gov.au/our-people/staff-surveys
Why focus on the CORE values?

It starts with me
2018 Workplace Culture Focus Areas

1. It Starts with Me – Values based behaviour that all employees are accountable for

Focusing on the shared language and understanding of our CORE values as the basis for our actions and interactions. A focused effort to reconnect with the joy and pride staff find in working in their roles, teams and workplaces. Employing positive psychology to enable all staff to focus on improving our workplace culture through addressing problems or issues methodically and in alignment to our values (http://www.ihi.org/resources/Pages/IHIWhitePapers/Framework-improving-joy-in-Work.aspx)

<table>
<thead>
<tr>
<th>Focus of initiative</th>
<th>Expected outcomes (by April 2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Promotion of our Shared Organisational Values</td>
<td>Clarification of expectations and required behaviours</td>
</tr>
<tr>
<td>2  Development of a SCHN Inclusion Framework</td>
<td>Articulation of our CORE values in action</td>
</tr>
<tr>
<td>3  Conflict management and Resolution of Grievances</td>
<td>Identification of issues of concern and alternate resolution strategies</td>
</tr>
</tbody>
</table>

2. Excellent manager communication and leadership – Building employee trust within every team

Every manager in the organisation is responsible for contributing to a positive workplace culture. We need to enhance the visibility of leaders and managers, and ensure managers have the information and tools to assist them in communicating with their teams. A continued focus on conducting performance appraisals to set clear directions and align individual effort with organisational goals is a key leadership responsibility.

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<tr>
<td>4  Visibility Of Executive and Senior Leadership team</td>
<td>All SCHN Executives will visit a minimum of 3 work teams (outside of their own directorates) every 12 months; Each visit will be made by at least one member of the executive and one member of the Senior Leadership team</td>
</tr>
<tr>
<td>5  Team Briefing resources</td>
<td>Builds transparency – in processes and decisions, which enhances employee trust</td>
</tr>
<tr>
<td>6  Publication of the SCHN Leadership Framework</td>
<td>Clarification of the roles and responsibilities of our leaders, and a tool for developing leadership capability</td>
</tr>
</tbody>
</table>

3. Improvement, Innovation and Change – Managing change and disruption better for continuous improvement

Change needs to be distinguished from change management. Change is simply a movement from how things are today (current state), through a transition state to a future state (how things will be done). Change management is about supporting individual employees impacted by the change through their own individual transitions – from their own current state to their own individual future state. The attainment of an organisational future state is dependent on individuals changing their behaviour – change management is the structured and intentional approach that enables employees to individually adopt the changes required by individual projects and initiatives. Some employees will manage this transition easily and some will require assistance.

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<td>7  Conduct an internal consultation to focus on how the organisation can enhance continuous improvement, innovation and management of change</td>
<td>Determine the preferred organisational structure and requirements of success to enhance the organisational response to Quality Improvement, Innovation and Change Management</td>
</tr>
</tbody>
</table>
“In our work in health care, joy is not just humane, it’s instrumental…. The gifts of hope, confidence and safety that health care should offer patients and families can only come from a workplace that feels hopeful, confident, and safe. Joy in work is an essential resource for the enterprise of healing”
It starts with me

• Development of a shared language, shared understanding and shared expectations.

• These are resources to help all of us in having conversations about our shared workplace culture.

• They aim to reinforce that we are all responsible and able to manage our behaviour at work.

• It’s ok to name other people’s behaviour if it is not consistent with our shared values – you just need to do this respectfully.
Change starts with me

It can be difficult and confronting to speak with colleagues about their behaviour…

It’s OK to ask for what you want and need, as long as this is done in a respectful and meaningful way.

We can all develop the skills and confidence to have these conversations.
Assume positive intent. Set the intention of the conversation; “I want to talk with you about…”

Describe the behaviour specifically. Focus on what you saw the other person do, or heard them say “I saw…” “I heard…”

Describe the effect of the behaviour on you; “I thought…”, “I felt….”

Seek to understand, by giving the person a chance to respond; “What was going on for you at the time?”

Clearly state how the values could be better demonstrated; “could you…” “would you…” “will you”

Agree on an action and offer your support; “Are you happy to try this?” “what can I do to support you in this?”

It starts with me
**How can we collectively change our culture?**

<table>
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<th>In Teams</th>
<th>Across the organisation</th>
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<tr>
<td>Include a “culture check in” in each team meeting</td>
<td>Maintain the focus on improving our culture</td>
</tr>
<tr>
<td>Celebrate your wins and successes</td>
<td>Put policies and systems in place to support a positive workplace culture eg. A Safe Place to Work</td>
</tr>
<tr>
<td>Acknowledge individual contributions</td>
<td>Respond appropriately to poor behaviours</td>
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**BRAIN STORM YOUR IDEAS**
How do you contribute to the tone and culture of your team?

**What is one thing you will continue to do differently as a result of this conversation today?**

How can you engage other members of your team in changing and sustaining a positive culture?
Where to from here?

The 2018 People Matter survey is coming soon…

We need your help as culture campaigners – please nominate to be one of our 2018 survey heroes.

The Workforce Development and Culture team has all the resources you need to be a survey hero – we are here to help you.

We know that sometimes great ideas take time to come to fruition – if you have suggestions or comments following this conversation, please send Kate an email:

Katherine.taperell@health.nsw.gov.au

SCHN Intranet > People | Workforce > A Safe Place to Work > Is Starts with me
Every single day you make a choice.
And then came invitations to have team based conversations …..
Our Way of Working for Today

* Bring your best self to the discussion
* Respect for others feelings and views
* “I” Statements – Ask for what you want
* Speak honestly and with bravery
* Active Kindness – Assume Positive Intent
* Housekeeping – mobiles and pagers

I am responsible for the process, and I will respectfully intervene or move the conversation along if I need to...
What is Appreciative Inquiry?

**Discovery** – what gives life the best of what is?

**Positive Core**

**Dream** – What might be?

**Destiny** – Empower, Learn, Adjust, Do

*Systems Develop in the direction of the questions we ask*

Cooper Rider et al
How are you travelling?

* Choose 2 pictures that reflects how you are feeling
  * about your place in the team
  * The way that the team is operating

* Share what is happening for you, and record;
  * Words/feelings on post it notes
  * If you could change 2 things as an outcome of today, what would they be?

Share your “High Hopes”

* What do I need to let go of?
The Five Dysfunctions of a team – Patrick Lencioni

- **Inattention to Results**
  - Focus on delivering measurable results
  - Collective and individual accountability
  - Feedback

- **Avoidance of Accountability**
  - To take accountability requires prior commitment
  - 100% buy-in

- **Lack of Commitment**
  - Commitment follows healthy conflict
  - Hear all → Disagree → Decision → Buy-in → One voice

- **Fear of Conflict**
  - Healthy conflict implies candid debate
  - Trust to speak opinion without fear of retribution

- **Absence of Trust**
  - Building trust requires vulnerability
  - Courage to risk
Change Starts with Me

* Change Starts with Me –
  * what do I need to do differently?

For each of the 5 requirements for an effective team;

* When... I feel....
* What am I going to do differently?
* What am I going to ask for?
Above and Below the Line Behaviours

* **Blame** and Vulnerability

* How does this play out within the team – what are some of your **Big Me (Above the line)** and **Small Me (Below the line)** Behaviours?
How do you want to work as a team?

- How do we use our individual strengths?
- If you had to pick, what would you choose?

- What are you hopeful for?
- How would you like your team described in six months time?
Next Steps to progress this discussion

* What kind of team do you want?

* How will you hold each other to account?

* Next steps – where to from here?
The outcomes so far and next steps

A summary of the feedback from the launch discussions was provided to the Executive

Responding to personal invitations/interventions (either a positive focus on optimal performance or through a remediation/improvement lens)

The teams need to take responsibility for the follow up themselves – they take the workshop outputs and need to lead the ongoing change conversations

Finalist in the 2018 SCHN Quality Improvement Awards, and submission to the NSW Health Quality Awards

Challenge in managing expectations that cultural change is a quick fix…

Next steps of the campaign…. Over to Sally!
Moving forward….

**Review**
- Effectiveness - sessions completed to date
- How are we trekking with focus areas?
- Campaign

**Align**
- 2018 Survey results
- Staff Excellence Awards
- Orientation
- Performance Appraisal process

**Resourcing and Planning**
- Workforce Development and Culture team

**Rollout!**
- Ensuring equity