



Health

Hunter New England
Local Health District

EXCELLENCE

Every patient. Every time.

*Excellence is our way of doing
business...*

Stepping up and speaking up
Michael Fahy
Nurse Manager
January 2021



We meet on Aboriginal land

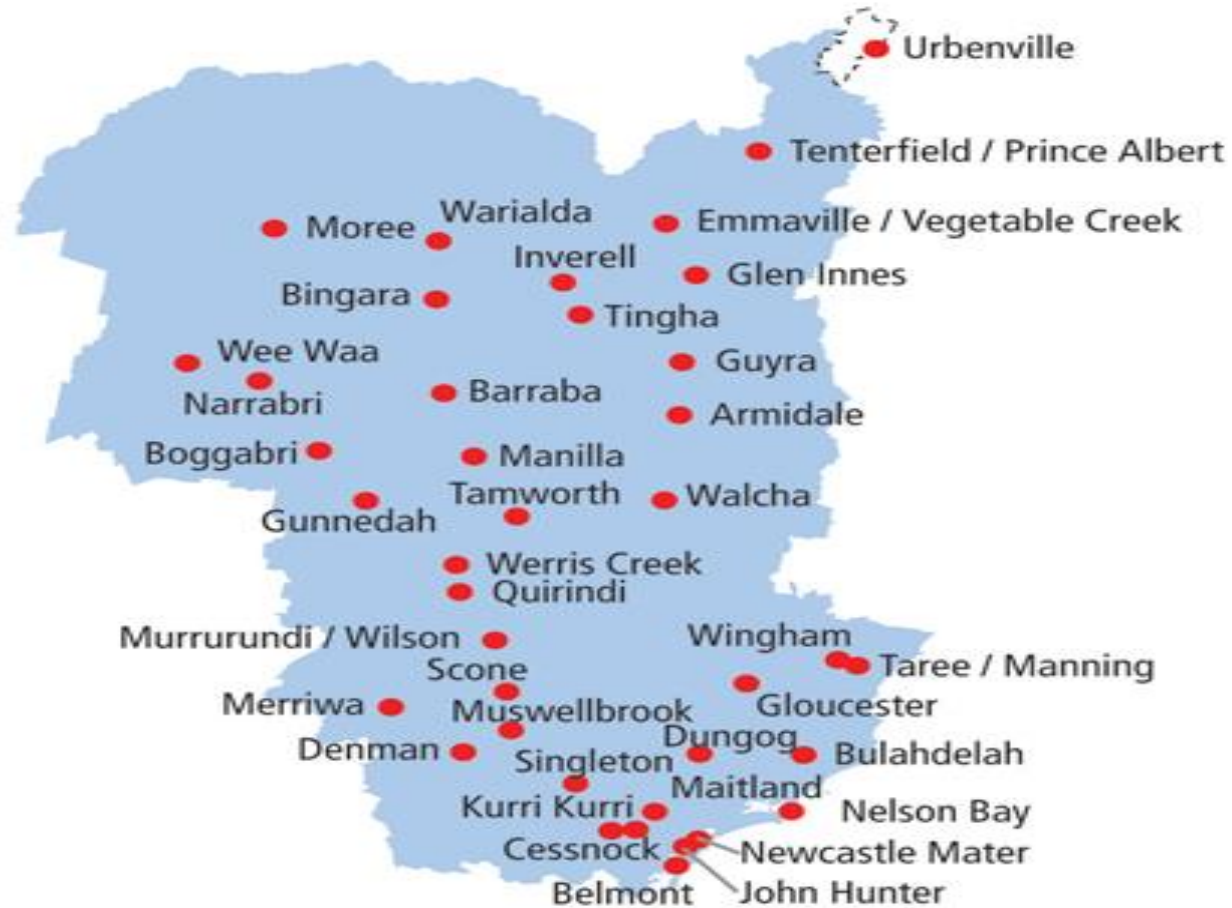


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Introduction- Overview



- Overview of Hunter New England Local Health District
- Connection with WHY
- Overview of Evidence Based Leadership Framework (EBLF), building an effective culture HOW and WHAT
- Stepping up and speaking up
- Leadership
- Questions



A day in Hunter New England

1,124

people visit an Emergency Department in our district

211 arrive by ambulance

4 require immediate treatment

621 are triaged by a clinician as not urgent

741 are discharged to their home



181

people have surgery in our district

5 people have a life threatening condition requiring surgery within one hour

99 are considered urgent and require surgery within 72 hours

81 people have elective surgery

99.4% of people receive elective surgery within the clinically recommended timeframe



619 patients are discharged from one of our hospitals

10.4% are Aboriginal and Torres Strait Islander

18 non-admitted patients receive care using Telehealth

5,725 non-admitted patients receive care in an outpatient clinic, community centre or in their home

1,727 visit one of our facilities for a diagnostic test, for example pathology or imaging

24 babies are born in our district

16,608

staff are employed to deliver hospital and community based services

8,326 are Nurses

2,040 are Medical Staff

739 Visiting Medical Officers

1,428 are Clinical Support Staff

1,815 are Allied Health Professionals

3,130 are Corporate or Support Staff

761 staff identify as Aboriginal or Torres Strait Islander



Group exercise- WHY?



EXCELLENCE: Evidence Based Leadership Framework



Aligning Goals	Aligning Behaviours	Aligning Process
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- Strategic Plan
- Operational Plan
- 90 Day Action Plan
- Monthly
- Accountability
- Meetings
- Performance
- Development Review
- for ALL Leaders

- District Leadership Forum
- Management Development
- Service/Network specific leadership development programs

- Leader Rounding with Staff
- Traffic Light Reports
- Leader Rounding with Patients
- Service Rounding
- Key Words
- Managing Up
- Cultural Respect
- Patient Care
- Essentials:
 - Hourly Patient Rounding
 - Patient Care Boards
 - HAIDET/ISBAR
 - Bedside Clinical Handover
 - Follow Up Phone Calls
 - Safety Huddles
 - Patient Safety Briefing

- Values Charter
- Standards of Behaviour
- Speaking Up
- Code of Conduct
- Reward & Recognition
- High-Solid-Low Performance
- Conversations
- Rerecruit new staff (30 & 90 Day Conversations)
- Skills Labs
- Patient Experience Tracker System (PETS)

- Practice Development e.g. Essential of Care
- Between the Flags
- Communicating for Safety
- Cultural Redesign
- Clinical Redesign
- Policies & Procedures

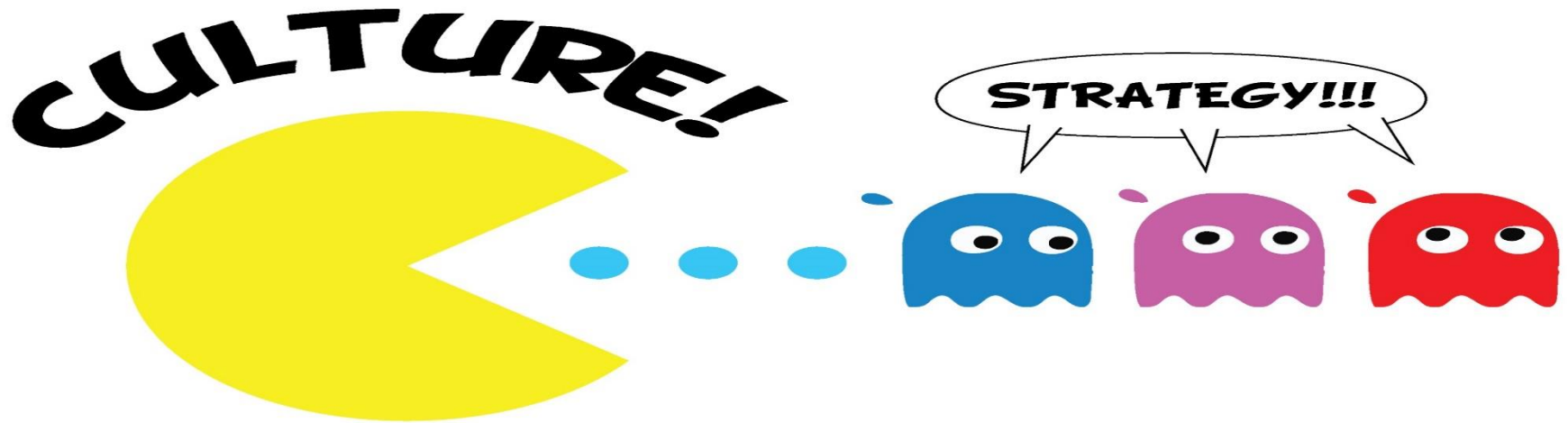
- Automation
- Technology
- Education
- Research & Innovation



Culture



Put simply, culture is 'how things are done around here' (Drennan, 1992, p9).



Building a Respectful and Effective Culture



NSW CORE Values

- Collaboration, Openness, Respect, Empowerment

Code of Conduct

HNE Values Charter

Standards of Behaviour/Speaking Up

Why have Standards of Behaviour ?



Behaviours are determined by a group of people as observable & teachable actions reflecting our CORE values which:

i) they would like to see in their workplace

acceptable = 'above the line'

ii) they find challenging or of concern

unacceptable = 'below the line'

which help to empower individuals to speak up

Assist new group or team members to quickly adopt to agreed ways of working



Agreed acceptable behaviours within the Innovation and Support Unit

Above the line behaviours

Collaboration	Openness	Respect	Empowerment
<ul style="list-style-type: none"> • Taking responsibility not only for what you say, but for what others hear: checking to see that people have heard and understood what you are telling them. • Creating the right environment for teams to work together. • To hold regular team meetings to discuss progress/ share expertise & information. • Strive to meet regularly for lunch. • If you are leaving a car park, let colleagues know in case they need to move their car. • Grant Pauline access to your diary. • Record “time in lieu” in calendar and on share drive. • Seeing things through to completion. • Properly checking with a person before committing them to doing something on behalf of the team. 	<ul style="list-style-type: none"> • Freely acknowledging the source of ideas or good work. • Speaking plainly about the truth of a situation when doing so will help. • To learn from experience. • Give it a go! and be open to feedback and assistance. 	<ul style="list-style-type: none"> • Never judge - assume the best of others - “allow 5% chance the other person has a good reason for doing/saying what they did/said and investigate that”. • Speak honestly with positive intention and care (e.g. use of the two challenge rule). • Supporting and respecting each other, being kind to each other, showing an interest in each other professionally and personally. • Give apologies in advance and make effective alternative arrangements if not able to meet a commitment to our clients. • Acknowledge traditional owners at each meeting. • Take seriously our responsibility to lead and role model behaviours that will help in Closing the Gap for Aboriginal people. • Acknowledge and appreciate flexibility that people show when travelling/participating out of hours: notice and express concern. • Consider level of noise in the office environment e.g. use meeting rooms whenever possible instead of the shared office space for large meetings that do not involve the whole team. 	<ul style="list-style-type: none"> • Getting external judgement/evaluation in what we do. • Encourage positive debate and reflection.

Agreed unacceptable behaviours within the Innovation and Support Unit

Above the line behaviours

Collaboration	Openness	Respect	Empowerment
<ul style="list-style-type: none"> Accepting personal praise for ideas or work contributed to by others, without acknowledging the work of those others. Deliberately avoiding a situation that is difficult, when to resolve it would be better. 	<ul style="list-style-type: none"> Making any untrue statement with the intention to deceive someone. Claiming to possess qualities or abilities you don't have (or making claims on behalf of the team that we can't fulfil). Using weasel words (management talk) rather than speaking plainly. Refraining from speaking about the truth of a situation when to do so would help someone (not speaking up). 	<ul style="list-style-type: none"> Harsh speech – deliberate offensive talk of all kinds, including words intended to make others unhappy or uncomfortable. Saying things about others that you would not be prepared to discuss with the person/s directly. Failing to clean up after yourself - don't expect that others will do it for you. 	<ul style="list-style-type: none"> Over critical feedback that doesn't assist others and the team to grow and excel.

Discussion about the unacceptable behaviour should take place ASAP privately after identification in a respectful manner.

Discussion needs to occur on the shift that the behaviour happens.



What is Speaking Up??



Speaking Up is a way of communicating professionally and respectfully. It provides an environment where staff can work as a team in a harmonious environment, where people feel empowered to discuss issues where there is a fear of safety or workplace harmony being compromised



Speaking Up & Raising Issues



- What a culture permits



Roger Dean

Speaking Up & Raising Issues

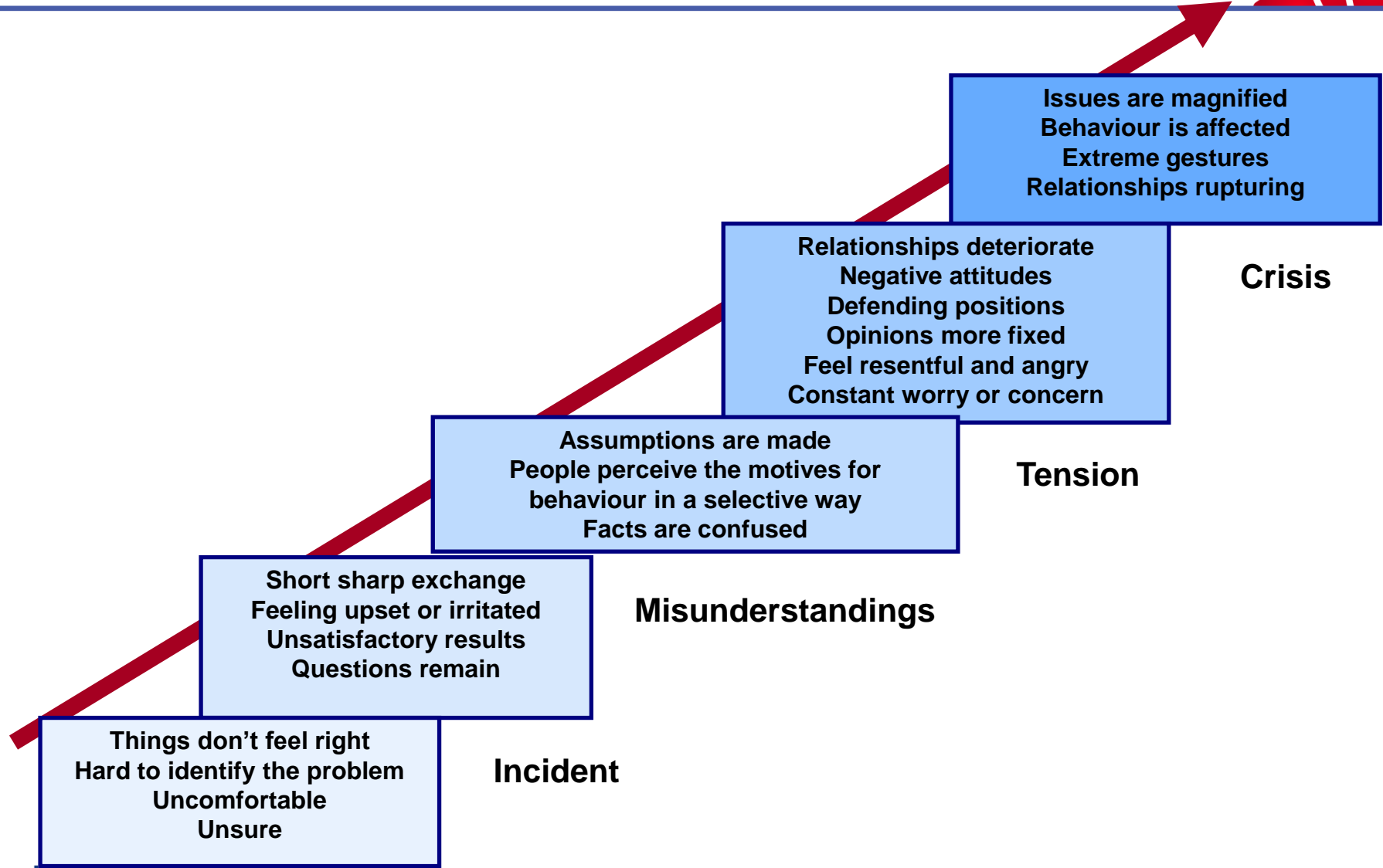


- What is the impact if I can't or won't Speak Up?
- What can I do to promote a climate that makes speaking up easier?
- How can we Speak Up respectfully?





Escalating Workplace Disharmony



The 2-challenge rule



1. Question with **curiosity**
2. Question with **concern**
3. Bring in a third party or call for assistance



DESK



- **D**escribe the behaviour that has to change
- **E**valuate/**E**xplain how the behaviour affects the performance of the Unit/Health Service
- **S**how or tell specifically what the employee needs to do
- **K**now the consequences



Leadership

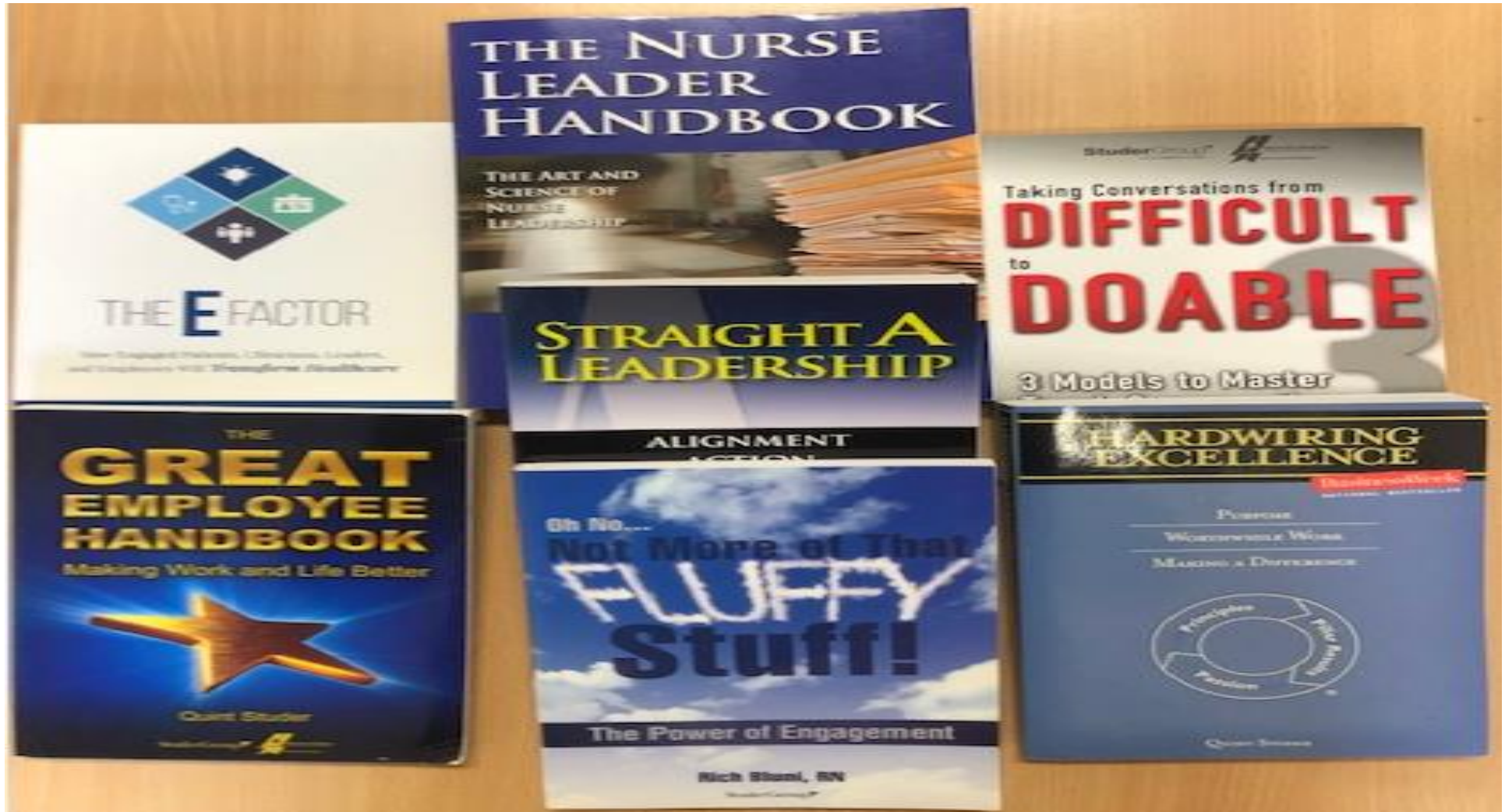


- You impact the way people perform in your service by the
 - Clarity of your direction
 - Ownership and sharing of accountability
 - Provision of resources
 - Creation of an environment for staff to thrive, not just survive
 - Truthfulness of your feedback
 - Role modelling of positive behaviours
 - Practice with compassion and empathy



- What you permit, you promote... by doing nothing, nothing will change

Questions



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References



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