

Queensland Clinical Senate

Clinician leadership. Consumer collaboration. Better care.

Health and Wellbeing of the Workforce – a statement of principles and actions

May 2019

The Queensland Clinical Senate promotes a whole-of-system approach to staff wellbeing, centered on the following principles and actions developed by the clinicians and consumers at its May 2019 meeting.

The health outcomes of patients are inextricably linked to the health and wellbeing of clinicians—a healthy, happy workforce is a necessity. Existing programs have helped normalise conversations between colleagues and shift the focus from the isolated individual to include the broader team and organisational context. Leaders visibly value staff and promote psychological safety. Effective interventions range from the very simple to the more complex, but are developed by the collective team and supported by the organisation.

Principles of wellbeing



P1 – The health and wellbeing of clinicians directly impacts the care we provide.
This underpins all other principles.



P2 – Creating a positive health and wellbeing culture
A culture that supports the health and wellbeing of all staff is embedded throughout all organisational tiers. Clinicians are encouraged to talk openly about issues impacting wellbeing. Our leaders prioritise and enable wellbeing for all.



P3 – Commitment to continually improve
Collaboration between organisations, teams and individuals is pursued to continually improve wellbeing in the routine and the extreme. We emphasise and encourage positive change.



P4 – Maximise access to wellbeing resources
Tools are accessible, support services are available and education provided to maximise opportunities for wellbeing.



P5 – We practice civility, empathy and kindness
We smile and say hello. Everyone is empowered to challenge, discourage and act on incivility.

Actions to improve health and wellbeing



Individuals

- Recognise the importance of and commit to prioritising your physical, psychological and emotional health.
 - Reflect upon and be flexible in your beliefs, attitudes and practice.
 - Practice and promote self-compassion. Be kind to yourself.
 - Role model courteous behaviour and compassion—all staff can lead in this sphere.
 - Bring more joy to the workplace.
 - Recognise symptoms of burnout that may be impacting your capacity to feel motivated or purposeful at work. Seek appropriate help (e.g. from team leader)
 - Treat others as you would like to be treated.
 - Just get started—start small and build.
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Teams

- Take care of each other.
 - Maximise team and leadership stability.
 - Recognise, respect and value the entire team (including patients and family).
 - Enable rostering to support work-life flexibility and integration.
 - Engage more when teams work off site / in separate locations / unable to meet regularly.
 - Recognise signs and symptoms of reduced staff wellbeing, seek support and promote wellbeing resources.
 - Integrate wellbeing activities into the workplace, and support wellbeing groups.
 - Create environments and processes that establish meaningful connections between staff and across teams.
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Organisations

- Take care of your people.
- Adopt zero tolerance for workplace incivility.
- Enable systems to support work-life flexibility and integration.
- Promote development and implementation of wellbeing resources and activities
- Describe and promote kind professional behaviour and recruit accordingly.
- Make staff wellbeing a measurable outcome for leaders supported by appropriate plans and actions.
- Include staff health and wellbeing as an agenda item at performance meetings.
- Implement an annual organisation-wide 'health and wellbeing of the workforce week' to promote wellbeing, existing initiatives and resources.
- Support clinicians speaking about their struggles and encourage wellbeing self-assessments.
- Plan for disasters, detail expectations and principles across the stages of disaster, recovery and beyond.
- Measure and report on wellbeing using validated instruments.

For more information and examples of actions, please see the [Health and Wellbeing of the Workforce meeting report](#)