



Recruiting for the Values Nursing and Midwifery Division Mater Health Services South Brisbane

Roisin Dunne

Nursing Director Mater Health Services

Dignity — The spirit of humanity, respecting the worth of each person

Quality — The spirit of professionalism





Back Row: Lynne Elliott, Cathy Keyte, Maree Johnson, Chris Whellum
Front Row: Sally Cowan, Kay Wilson, Tina Luton

Mercy

Commitment

Quality

Dignity

Care

I HIRED THE DOGBERT
ERGONOMIC CONSULT-
ING COMPANY TO TELL
US ABOUT THE HEALTH
BENEFITS OF STANDING.



Dilbert.com DilbertCartoonist@gmail.com

STANDING
BE GOOD.



THAT'S
IT?
THE TOPIC
ISN'T AS
COMPLICATED
AS YOU MIGHT
THINK.



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Engagement

Employer Value Proposition Employee Engagement Survey

Recognition & Reward

Recognition Benefits Reward Compensation

Teaching & Learning

Formal, Informal, and Social Learning Programs Action Learning Projects Mater Faculty Learning Content and Tools

Talent Acquisition

Talent Pools
Role Descriptions
Recruitment Selection
Assessment
Onboarding
Talent Profiles

Performance & Development

Objective Alignment
Behavioural and Business
Objective Setting
Performance Evaluation and Calibration
360 Feedback
Development Planning

Career Management

Capability Assessment
Career Path Identification
Career Planning
Talent Mobility
Coaching and Mentoring
Transition Management

Succession Planning

Assessment and Calibration
High Potential Identification
Talent Reviews

Leadership Development

Leadership Development Programs
Assessment and Evaluation
High Potential Fast Tracking
Developmental Roles

Workforce Analytics

Organisational and Manager Dashboard Reporting

Workforce Planning

Skills Gap Assessment Talent Forecasting Talent Segmentation
Critical Role Identification Work and Role Redesign

Capability & Competency Management

Behavioural Standards Accountabilities Qualifications
Clinical/Technical Competencies Leadership Capabilities

Talent Strategy

Mission, Vision, and Values Balanced Scorecard People and Learning Strategy

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Succession Planning

Assessment and
Calibration
High Potential
Identification

Leadership Development

Leadership Development
Programs
Assessment and
Evaluation
Potential Fast
Track Roles

Overall outcomes / benefits of Talent Management

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Talent Management "Activity" General to Specific (L-R)

Employer Value

Recognition

Benefits

Compensation

Teaching and Learning

Formal, Informal, and Social Learning Programs

Action Learning Projects

Master Faculty

Learning Content and Tools

Talent Acquisition

- Talent Pools
- Role Descriptions
- Recruitment Selection
- Assessment
- Onboarding
- Talent Profiles

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Mission, Vision, and Values

Balanced Scorecard

People and Learning Strategy

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Performance & Development

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Behavioural and Business
Objective Setting
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360 Feedback
Development Planning

Drivers, frameworks, and ways of collecting and analysing data

Leadership Development

Development Programs
Assessment and Evaluation
High Potential Fast Tracking
Developmental Roles

Workforce Analytics

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Questions linked to Values at Interview and Reference Check

Interview Guide Template

- *Q11: Mater Values – Mater Health Services takes its values of Care, Commitment, Quality, Dignity and Mercy very seriously. Can you tell me about the values of the organisation you work for now and how you incorporate them in your day to day work?*

Reference Check

- *Q12: Mater Health Services prides itself on the practice of its core values Dignity, Mercy, Care, Commitment and Quality. How has _____ demonstrated the values of your organisation through their practice during their employment?*

At Mater, we value and respect our employees. The 'Mater Health Services Behavioural Standards Booklet' consists of four components that collectively guide the way we interact with one another here at Mater:

- ➔ **Mater Values** – the five core values that drive the way we behave towards each other,
- ➔ **Mater Credo** – a series of behavioural statements that reflect the translation of our Mission, Vision and Values into simple actions,
- ➔ **Mater Way** – a model that conveys the way in which we approach our interactions with our patients,
- ➔ **Code of Conduct** – ethical and expected standards of conduct.

These elements help us embody Mater's inspiration. They define what we do, why we do it and how we do it. The "it" is health care, across a myriad of specialties, a widely-spread, diverse population and a range of different iconic hospitals and community services. Each has a passion for exceptional service and a commitment to the highest standards of quality and safety.

Thank you for your commitment, engagement, and support in ensuring that Mater is a truly great place to work. Your contribution makes it possible for us to fulfil our vision of providing exceptional health care to our community.

Yours sincerely,

Dr John O'Donnell
Chief Executive Officer
Mater Health Services

Values Aligned Behaviour

Mercy

Behaving with Mercy can be...

- Welcoming and responding to others
- Seeking the opportunity to help others
- Putting patient / team / unit / organisational needs ahead of your own agenda
- Respecting the uniqueness of each individual
- Actively participating in creating a positive work environment

You are not behaving with Mercy if you are...

- Neglecting to respond to or acknowledge others
- Discriminating against or stereotyping others
- Excluding, isolating, or disregarding others



Dignity

Behaving with Dignity can be...

- Recognising others as equals and demonstrating respect for all organisational roles
- Appreciating the worth of each person
- Sharing information and knowledge to equip others to make their own decisions
- Giving courageous and accurate feedback, as well as praise
- Behaving in a calm, consistent manner

You are not behaving with Dignity if you are...

- Undermining others' confidence
- Belittling, demeaning colleagues or patients
- Starting and/or engaging in rumours or gossip about others



Care

Behaving with Care can be...

- Engaging with others with genuine kindness and compassion
- Engaging in honest and considerate communication
- Demonstrating a sincere interest in the wellbeing of others
- Engaging in reflection and requesting feedback to better understand your own behaviour and impact on others
- Demonstrating timeliness in responding

You are not behaving with Care if you are...

- Demonstrating a lack of interest in others' wellbeing
- Acting impatiently or demonstrating little tolerance of others
- Demonstrating a lack of sensitivity to the impact of your own behaviour and decisions on others



Commitment

Behaving with Commitment can be...

- Demonstrating reliability – doing what is agreed upon
- Participating actively in all tasks to the best of your ability
- Keeping people informed of decisions, actions, and progress
- Following through to completion
- Maintaining ethical standards

You are not behaving with Commitment if you are...

- Promising but not delivering
- Demonstrating disinterest, disregard of evidence, policies, procedures and instructions
- Demonstrating a lack of work ethic



Mercy

Commitment

Quality

Dignity

Care

Quality

Behaving with Quality can be...

- Striving for excellence: seeking opportunities to stretch beyond the status quo and usual boundaries
- Engaging in self-improvement
- Exhibiting professional presentation
- Proactively eliciting work-related feedback and resolving issues effectively
- Helping others to learn and develop
- Acknowledging and learning from mistakes

You are not behaving with Quality if you are...

- Resisting or avoiding feedback
- Remaining set in your ways when improvements have been identified
- Participating in unsafe practices



A credo is a statement of beliefs or guiding principles. It should create a picture of the behaviour and culture we aspire to at Mater, and enable and empower Mater people to have everyday conversations about "Living the Values...". The Mater Credo supports our Mission, Vision and Values and helps to translate them into simple actions.



Living the Values...

The Mater Credo



Our Values



MERCY

The spirit of responding to one another



DIGNITY

The spirit of humanity, respecting the worth of each person



CARE

The spirit of compassion



COMMITMENT

The spirit of integrity

QUALITY

The spirit of professionalism

Our Mission

In the spirit of the Sisters of Mercy, the Mater Hospitals offer compassionate service to the sick and needy; promote an holistic approach to health care in response to changing community needs and foster high standards in health-related education and research.

Following the example of Christ the Healer, we commit ourselves to offering these services to all without discrimination.

Our Vision

In the Mercy tradition, the Mater will be renowned as a leader in the delivery of exceptional health care and experienced by all as a community of compassion.

Living the Values...

The Mater Credo

At Mater, we...

1. ...stand by the Mater Values
2. ...greet each other genuinely
3. ...introduce ourselves and use people's names
4. ...help people whenever we can
5. ...use respectful language we all understand
6. ...do better than "no" or "I don't know"
7. ...demonstrate courtesy at all times
8. ...allow others to go first
9. ...maintain a professional appearance
10. ...have our IDs visible
11. ...keep our promises
12. ...are ambassadors of all that is best about Mater
13. ...respect each other's privacy and celebrate our differences
14. ...participate in true teamwork and share information
15. ...create a safe environment
16. ...use Mater assets and resources responsibly



Exceptional People. Exceptional Care.

2012 - 2013 Performance Development Plan for Kylie Pippos

Due: 31/10/2012 **30/06/2013** 31/10/2013 31/10/2013 31/10/2013
 Plan Agreed ✓ → **Check in Conversations** → Review Plan → Employee Signature → Manager Signature → Completed

→ Go to Review Plan
 ← Send to previous step

- Behavioural Standards
- Objectives
- Clinical / Technical Competencies
- Development
- Attachments

Behavioural Standards		Rating by Anna Eves	
Expand All Collapse All			
Mater Values			
Calculated Rating: unrated			
<input type="checkbox"/> Care	unrated	Manager Comments: [Text Area]	Employee Comments: No comments
<input type="checkbox"/> Commitment	unrated	Manager Comments: [Text Area]	Employee Comments: No comments
<input type="checkbox"/> Dignity	unrated	Manager Comments: [Text Area]	Employee Comments: No comments
<input type="checkbox"/> Mercy	unrated	Manager Comments: [Text Area]	Employee Comments: No comments
<input type="checkbox"/> Quality	unrated	Manager Comments: [Text Area]	Employee Comments: No comments
Add Overall Section Comments			

Behaving with Commitment can be...

- Demonstrating reliability – doing what is agreed upon
- Participating actively in all tasks to the best of your ability
- Keeping people informed of decisions, actions, and progress
- Following through to completion
- Maintaining ethical standards

You are not behaving with Commitment if you are...

- Promising but not delivering
- Demonstrating disinterest, disregard of evidence, policies, procedures and instructions
- Demonstrating a lack of work ethic

Thank you for completing the survey

We appreciate your feedback

7000 voices

7 hospitals

145 teams

33 wards

5 values—one mission

106 years

one mater



Exceptional People. Exceptional Care.



Values-in-Action

To what extent do you agree that each of Mater Health Services' Values are being put into practice in your work unit?
(please select)

Strongly Agree Strongly Disagree

☺ ☹ ☹

←-----→

1 2 3 4 5 6

MERCY - *the spirit of responding to one another*

DIGNITY - *the spirit of humanity*

CARE - *the spirit of compassion*

COMMITMENT - *the spirit of integrity*

QUALITY - *the spirit of professionalism*

Your responses submitted so far





Management Skills

Think of the person you primarily report to, the person who is responsible for conducting your performance review.

What are the 3 most important things that this person expects from you?

Please select the extent to which this person ...	Regularly or Appropriately	Sometimes	Never
Clearly communicates to you what they expect from you.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Measures how well you perform against these expectations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gives you constructive feedback on your performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helps you to set realistic performance objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helps you to plan how to improve your performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helps you to plan your personal/professional development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reviews your progress in achieving your objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conducts annual performance reviews with you.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is a role model you look up to and learn from.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides reward and recognition for outstanding performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides appreciation for good performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides support and guidance to help overcome any performance shortfalls.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is prepared to address poor performance in a constructive manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ABOVE THE LINE BEHAVIOURS

Clear Communication
Encouragement
Engagement
Admits Mistakes
Offers Support
Participation
Returns Phone Calls and E-mails
Accepts Accountability
Is Punctual
Puts People First
Shares the Load
Goes the Extra Mile
Gives Praise
Forgives Mistakes
Positive Attitude
Professional Image
Listens genuinely
Trust
Cultural awareness
Stewardship
Respect Privacy
Consistency
Smiles
Confronts Bad Behaviour Appropriately
Promotes Teamwork
Collaborates
Humility
Collaboration
Culturally Aware
Helpfulness
Honesty
Financially Responsible
Mentoring
Empathy
Compassionate
Environmentally Aware
Represents the Mater

BELOW THE LINE BEHAVIOURS

Empire-Building
Quick to Judge Others
Gossip's and Spreads Rumours
Acts Selfishly
Abuse of Leave
Laziness
Chronic Complaining
Dishonesty
Rudeness
Becomes frustrated by others easily
Dismissiveness
Excludes Others
Assuming
Watches the Clock
Negative Attitude
Poor Phone Etiquette
Ignore Presence of Others
Unsupportive
Wasteful
Blame
Takes "Sickies"
Discrimination
Secret Meetings
Sloppiness

*the
make*

announce

time frame

explanation

*respect
way*



Exceptional People. Exceptional Care.

mater surgeons are ... **caring**
generous **insightful** **available**
approachable **compassionate**
committed **energetic** **leaders**
dedicated **open-minded** **polite**
enthusiastic **patient-focused**
forward-thinking **reasonable**
teachers **responsible** ...



Mercy

Commitment


Quality

Dignity

Care

Key Messages

- The Mater Values are role modelled and expected on a daily basis and in every interaction with patients, families, customers and each other
- We invest in our employees for theirs and our long term goals
- We continually re-recruit high performing staff to maintain high levels of engagement – We are currently a culture of Success
- We continually survey our patients to measure level of compassionate care being delivered to the patient and as perceived by the patient – results are varied – one of our private hospitals is the top performing hospital for patient satisfaction in Australia

- 
- NUM/MUM role recognised as key role in the nursing and midwifery division
 - Staff are empowered, encouraged and celebrated to speak up for safety
 - There is a top down and a bottom up approach
 - Mater Values are displayed throughout the organisation