Conversation Guide for Performance and Development

Manager Guide

How to use this guide

What's the purpose of this guide?

This guide has been developed to help you to understand the NSW Health Healthcare Quality and Safety capabilities – what they are and how to use them every day.

What's in this guide?

There are two main sections of this guide:

- *Learning about the Healthcare Safety and Quality Capabilities*
- *Embedding the Healthcare Quality and Safety Capabilities*

You can find detailed information about the Healthcare Quality and Safety Capabilities on the [Clinical Excellence Commission website](.).

Where can I get more information or support?

If you require more information or support to discuss the Healthcare Quality and Safety Capabilities or further build the teams capabilities, please contact CEC-Academy@health.nsw.gov.au.

Learning about the Healthcare Safety and Quality Capabilities

To learn about the Healthcare Safety and Quality Capabilities:

- Read the overview of the capabilities (page 3 of this document)
- Watch the Introduction to the Healthcare Safety and Quality Capabilities video
- Reflect on what the capabilities mean to you
- Conduct a self-assessment against the capabilities. Considering the levels for each capability:

  - *Where would you place yourself?*
  - *What is required for your role?*

To raise awareness in your team about the capabilities:

- Encourage team members to complete the steps above
- As a team, discuss what safety and quality looks like
- Explore the capabilities and how they present in day-to-day work. Ideas for exploring the capabilities:

  - Focus on one of the six capabilities in more detail for each conversation
  - Provide feedback to each other when you notice a behaviour that aligns with the capabilities
  - Provide feedback to each other when you notice a missed opportunity for aligning with the capabilities.

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An overview of the Healthcare Quality and Safety Capabilities

There are six Healthcare Safety and Quality Capabilities:

Contribute to High Reliability

Understand and apply knowledge regarding how the organisational, team and individual conditions influence reliable service delivery to achieve safe, high-quality care

Manage Clinical Incidents and Risks

Identify, communicate and manage clinical incidents and risk

Manage Individual Factors that Influence Performance at Work

Be aware of thoughts, emotions and physical feelings that influence effective performance at work and adapt when necessary to deliver safe, reliable care

Uphold a Safety Culture

Support staff, patients, families, and carers to feel safe, engage in learning and to acknowledge when an incident has occurred

Utilise Improvement Methodologies

Able to understand and utilise appropriate improvement, research and applied science methodologies to achieve change for healthcare improvement

Utilise Systems Thinking

Able to see the individual parts of the healthcare organisation, how they operate and interact, and their patterns of behaviour over time, and to use that information to contribute to change for safety and quality

Embedding the Healthcare Quality and Safety Capabilities

To embed the capabilities into day-to-day work:

- Bring the capabilities into performance conversations (see Appendix for a Conversation Guide for Performance and Development related to the Healthcare Safety and Quality Capabilities)

  - Identify individual role requirements, including the capability level required for each role.

  - Consider the extent to which employees are meeting or exceeding those expected levels.

- Make the capabilities part of development planning

  - Map strengths and development opportunities Plan development pathways (see 70:20:10 Development Guide for the capabilities)

- Consider role needs and update role descriptions as required

- Assemble short-term teams based on capability needs

- Build the capabilities into selection criteria for roles

- Assess the relevant behaviours during interview (see Interview Questions.)

Employee

BEFORE

1. **Review the Healthcare Safety and Quality Capabilities in line with individual, team and organisational priorities**
   - For each of the capabilities, which level is required for your role?
   - What capabilities do you require to support your individual, team or organisational priorities for driving a safety culture?

2. **Identify your strengths and opportunity areas**
   Based on the capabilities relevant for your role:
   - What are your current strengths?
   - Where are you demonstrating capability at a higher / lower level?
   - Where are your development opportunities?

3. **Draft / revise your goals**
   - What 70:20:10 development activities might further enhance your quality and safety capabilities?
   - Where are your opportunities to stretch yourself?
   - Where are you prepared to step outside of your comfort zone?

4. **Invite your leader to the discussion**
   - Set up a time so you can share your goals and where you might want support or guidance.

DURING

1. **Discuss what providing reliable, safe care looks like**
   - What level of capability is most important to your role, and that of the team and organisation?
   - How aligned are your views to that of your leader? Where might expectations need to be clarified?

2. **Discuss your goals**
   - What are the safety and quality outcomes that you are accountable for achieving in the next 12 months, aligned to team and organisation strategy?
   - What are some ambitious goals, and in what timeframes, you need to pursue in order to help realise the team and organsiational strategy in the next 12 months?

3. **Discuss development focus areas**
   - What areas for development would support you to achieve your goals?
   - What support or guidance is needed (either from your leader or others)?

AFTER

1. **Update and review your goals regularly**
   - What do you need to do to stay closely connected to delivering reliable, safe care?

2. **Plan what you need to do to achieve your goals**
   - What actions do you need to take to set yourself up for success?
   - How will you ensure the timeframes you've set are achievable?
   - What actions do you need to follow up?
   - What additional support or guidance do you need?
   - What might get in the way of achieving your goals and how will you overcome these?

3. **Schedule the next few meetings with your leader to discuss progress and seek support or guidance where needed**
   - Consider the spacing of these discussion(s) to ensure sufficient time to make progress on your goals and development.

Manager

BEFORE

1. **Review the Healthcare Safety and Quality Capabilities in line with individual, team and organisational priorities**
   - What level of capabilities are required for the individual's role, as well as for the team and organisation?
   - What are your strategic priorities when it comes to driving a safety culture?

2. **Consider team contribution and goals**
   - What are the team's current strengths when it comes to delivering safe, reliable care?
   - Where are team demonstrating capability at a higher or lower level?
   - Where are development opportunities for your team?
   - What team goals do you need to develop / revise to help address the gaps? How do these relate to each individual?
   - What 70:20:10 development activities would help achieve team and individual goals?

3. **Reflect on individual performance and development**
   - Consider the team's achievements and development areas. Seek input from colleagues, patients, their families and carers.

DURING

1. **Discuss what providing reliable, safe care looks like.**
   - How well does the individual understand what capability is required for their role as well as of the team and organisation?
   - Where might expectations need to be clarified?

2. **Discuss the individual's goals and share feedback**
   - How well aligned are the individual's vs your views of their areas of strengths and opportunities?
   - What additional feedback / insights do you need to provide to the individual about this?
   - How well are the individual's goals aligned to team goals in next 12 months, the strategy and values?
   - How can you help the individual set some stretch goals with realistic timeframes to realise our strategy in the next 12 months?

3. **Discuss and agree development focus areas**
   - Where might the individual need to consider other development areas that you've identified?
   - What support or guidance does the individual need to achieve their goals?

AFTER

1. **Review individual and team goals regularly**
   - What do you need to do to ensure your team stays on track to achieve their goals at an individual and team level?
   - How will you bring them back on track if they go off track?
   - Have there been any shifts in team and organisational goals? If so, what changes need to be made to individual and team goals?

2. **Plan what you need to do to achieve your goals**
   - What do you need to do to set the team up for success?
   - What actions do you need to take to provide support or guidance to individuals and the team?
   - What will get in the way of achieving your team goals and how will you overcome these?

3. **Regularly meet with your team to track progress and provide support /guidance where needed**
   - How will you prioritise meeting with your team and individuals about their goals?
   - What additional support or guidance do you need to help them achieve their goals?