Central West Health

Leaders in far-reaching healthcare

Staff Engagement Strategy 2026–2029

People are the heart of our health

Our commitment to you

Effective communication and empowered engagement across all workgroups and locations to further improve the health and wellbeing of our Central West communities.

Strong staff engagement enables us to:

- Strengthen trust between staff and leadership
- Encourage service innovation and improvement
- Support workforce attraction and retention
- Foster meaningful workplace connections
- Ensure the voices of staff shape the future of our services

Scan the qr code to read the full strategy



Our engagement principles

Trust

- Transparency in decision making
- Leadership behaviours that build confidence

Communication

- Open and inclusive communication across the HHS
- Making communication accessible and intuitive
- Closing the feedback loop

Culture and wellbeing

- Acknowledging workforce pressures in remote healthcare
- Supporting your mental health and wellbeing
- Promoting respectful workplaces

Safety for all

- Encouraging honest dialogue without fear of negative consequences
- Cultural safety for all workforce groups

Value for all

- Recognising all staff groups with equity in engagement opportunities
- Inclusive participation across roles and locations

SC2600232 09/26

DELIVERING FOR QUEENSLAND | Queensland Government

Key initiatives

For Central West Hospital and Health Service (Central West HHS) to be an always improving and positively engaged workplace, existing engagement initiatives need to be enhanced, and new measures introduced. The below ideas were developed based on feedback from staff across the health service.

Town Hall Meetings	Introduce a Staff Engagement Council	ELT/Board visitation program	Staff attendance at ELT/Board meetings	Staff check-in program	Engagement champions
Intent of this initiative	**Intent of this initiative**	**Intent of this initiative**	**Intent of this initiative**	**Intent of this initiative**	**Intent of this initiative**
• Provide an opportunity for senior executive to update all staff on operational and strategic matters of importance • Celebrate the achievements of the HHS and staff • Create two-way conversations so that the Executive Leadership Team (ELT) and staff can benefit from each other's experience	• Provide a formal group to be a direct link to executive leadership and the Board on matters of operational, clinical, resourcing, or personal concerns that require a decision maker-level response • To be a conduit for staff to raise matters of concern, with a certainty it will be brought to ELT/Board attention • Where matters raised with the Council are not within the scope of the Council, ensure these matters are referred to the appropriate body for consideration and response, and also ensure outcome advice is communicated to the person/s concerned	• Provide an opportunity for the Board and ELT to see firsthand the operations of facilities in a community context, and better understand the challenges experienced in service delivery • An opportunity for local staff to meet with health service decision makers and discuss topics of interest or concern	• By expression of interest or invitation, allow staff from across Central West HHS to sit in as observers at ELT/Board meetings • Attendance on a rotational basis to provide opportunity to better understand how high-level strategic and operational decisions are made and constraints on those decisions	• Provide a confidential program, with evidence-based assessment to monitor mental and physical wellbeing • Can be informal with staff regularly checking in on how colleagues are coping in the workplace ("RUOK?") • Peer led, non-judgemental support	• Internal advocates or leaders who foster a culture of active participation, collaboration and commitment to organisational goals, strategies, or community initiatives
Actions to improve/implement	**Actions to improve/implement**	**Actions to improve/implement**	**Actions to improve/implement**	**Actions to improve/implement**	**Actions to improve/implement**
• Encourage staff to share their news, stories and topic ideas • Showcase the unique characteristics and approaches of our facilities, large and small • Highlight how staff can still easily access the Town Hall meetings even if they cannot be present for the live broadcast	• Develop an approved, wide-ranging Terms of Reference to ensure the Council has scheduled and ad-hoc access to HHS decision makers • Terms of Reference will encompass both clinical and non-clinical matters requiring attention and escalation • Group name to reflect the various workgroups it represents • Membership will be open to all staff and must include Aboriginal and Torres Strait Islander staff	• Planning alignment of visits to coincide with known local community events, planned team meetings and optimal times/days for staff availability • Seeking advice pre visit of topics of interest to local staff, so responses can be pre prepared and meaningful discussions held • Staff encouraged to consider "SWOT" in preparing topics for discussion. I.e. strengths, weaknesses, opportunities, threats • Ensure enough time is allocated to meet with all local teams	• Opportunities for observers to ask questions during the meeting to aid understanding of the matters under discussion • Invitation to attend may be used as an opportunity to recognise and showcase achievement • Staff not to be present for any discussions of a personal or sensitive nature, which would require the agenda to be amended	• Extensive communications to promote the importance of checking in on and supporting colleagues in the workplace • Promotional material in the workplace to encourage participation • Team leaders to be mindful of the importance of good work life balance for staff, and support/encourage good work life choices	• Appoint effective champions who possess credibility within their teams, a nurturing, teaching mindset, and a practical understanding of business constraints • Appointment by invitation or recommendation

How we will measure success

We will track our progress through five key measures to ensure our efforts make a real and lasting difference for our people and our communities.

Participation

More voices, stronger together.

Measure

Staff participation in Town Halls

Target

More than 25% of staff engage with each Town Hall, either live or through playback within 30 days.

How we'll measure it

The percentage of staff members who participated in or viewed Town Hall, based on Microsoft Teams analytics.

Communication

Listen. Act. Keep you informed.

Measure

Matters raised through the Staff Engagement Council (SEC) requiring follow up have the feedback loop closed.

Target

More than 90% of matters receive a documented response, referral or progress update within 30 days.

How we'll measure it

The percentage of SEC-referred matters with agreed actions requiring follow up.

Visibility

On the ground and in touch.

Measure

Planned Staff Engagement Strategy visits across identified facilities/services.

Target

100% of identified facilities/ services receive at least one planned Staff Engagement Strategy/Council engagement visit annually, with representation from the board, ELT and/or SEC.

How we'll measure it

The percentage of facilities/ services receiving 1 or more qualifying visits.

Delivery

Turning ideas into action.

Measure

Annual review/audit of committed strategy initiatives and actions.

Target

More than 90% of strategy actions completed or demonstrably progressed by 2029, supported by a cumulative year-on-year delivery target of more than 30%.

How we'll measure it

The percentage of strategic actions completed, assessed through annual action-plan audit.

Satisfaction

A better experience for our people.

Measure

Use the annual CW Speaks survey as the consistent measure of staff engagement experience.

Target

Year-on-year improvement from the established CW Speaks baseline, with an overall positive trend over the life of the strategy.

How we'll measure it

Comparison of CW Speaks survey responses and engagement over the years.