

TACKLE THE TRIGGERS

IT'S EVERYONE'S RESPONSIBILITY

KEY STEPS 2: STRATEGY IMPLEMENTATION AND REVIEW

Each service is going to need to do things a little differently to suit but the following ideas can help guide your implementation and review plan:

Involve staff in the implementation process

Encourage staff to assist with implementation of strategies in order to increase their ownership and engagement. For example:

1. The receptionist may have ideas about making the staff room more friendly.
2. The GP may work with the health promotion team on smokefree clinic posters.
3. The chronic disease nurse may want to organise a lunchtime walking group.
4. A Board member might come in for cultural sessions.
5. The CEO could work with managers on stress reduction strategies.

Promote strategies and implement gradually

Promote strategies at staff meetings, team meetings and via email. Focus on staff wellbeing and the benefits of change. Showcase the strategies to clients through newsletters, the website and posters so they also understand what is happening at the service. Include a gentle and gradual phase-in period when implementing strategies. Small incremental changes over a reasonable timeframe will give staff time to adjust.

Manage resistance

It is impossible to keep everyone happy all the time, and you are likely to encounter some resistance. Keep communication channels open, listen to any concerns and be flexible in your response to find ways to increase staff satisfaction.

Review effectiveness and adapt strategies as necessary

Set review timeframes to ensure that the changes have been implemented, are doing what they are meant to do and there aren't any unintended consequences. A short (3-6 months) and long term (12-24 months) review can be useful. You might consider the following steps:

1. Consult with staff on the changes using yarning circles, surveys or on-site observations (or a combination of these).
2. Put together the findings in a report. Make the report available to the Board, senior management and staff for their input.
3. Look at how the strategies can be adapted to increase staff satisfaction and promote a sustained change in organisational culture.