Strengthening healthcare workplace wellbeing in South Australia

Discussion paper

DECEMBER 2022

Government
of South Australia

Contents

Introduction

A healthy, safe and motivated health workforce is central to an efficient, sustainable and world-class health system delivering optimal patient outcomes.

Globally, healthcare workers have markedly high rates of absenteeism, burnout and mental distress compared to other sectors[1]. The South Australian health workforce is no exception, with data showing our workers experience heightened levels of stress and struggle to establish a healthy work-life balance[2]. Our healthcare system has been under strain for many years, even prior to the COVID-19 pandemic, due to demands from an ageing population and people with increasingly complex care needs. Research has shown the pandemic has exacerbated the impact of work on the mental health and wellbeing of healthcare workers with links to absenteeism, presenteeism, workforce attrition, increased healthcare costs, medical errors and poorer healthcare delivery[3][4].

To date, initiatives to improve worker wellbeing across the system have predominately focused on supporting or improving individual coping skills and resilience rather than addressing the underlying work-related causes of poor health and wellbeing. Decades of research suggest that interventions targeting only individuals are far less likely to have a sustainable impact on employee health than systemic or organisational-level interventions[5].

Employers have an obligation to provide work that is both physically and psychologically safe and therefore need to minimise work-related factors that negatively impact worker wellbeing to the extent feasible. Many healthcare organisations are failing to meet, let alone exceed, legislative requirements to protect and promote worker health and wellbeing and therefore the possibility that our current systems of work and policies are not "fit for purpose" in supporting workforce effectiveness and therefore wellbeing, needs consideration.

We need a shift in culture across the healthcare system to value the protection and enhancement of healthcare worker wellbeing as a core component of an effective and safe healthcare system. We need to act now to ensure our health system is designed to prioritise, protect and promote the health, safety and wellbeing of our healthcare workforce and create a culture that enables our workforce to flourish.

> Our health system needs to urgently prioritise the health and wellbeing of our healthcare workforce as they are the cornerstone of health service delivery and quality patient care

---

[1] Brand SL, Thompson Coon J, Fleming LE, Carroll L, Bethel A, Wyatt K. Whole-system approaches to improving the health and wellbeing of healthcare workers: A systematic review. PLoS One. 2017;12(12):e0188418. Published 2017 Dec 4. doi:10.1371/journal.pone.0188418
[2] I Work for SA: 2021 Your Voice Survey
[3] Huggins K, Peeters A, Holton S, Wynter K, Hutchinson A, Rasmussen B and LaMontagne A. (2022). Towards a thriving healthcare workforce. Deeble Perspectives Brief 24. Australian Healthcare and Hospitals Association, Australia.
[4] Jean E Wallace Prof, Jane B Lemaire Prof and William A Ghali Prof (2009) *Physician Wellness: A missing quality indicator.* The Lancet, 2009-11-14, Volume 374, Issue 9702, Pages 1714-1721
[5] Montano D, Hoven H, Siegrist J. Effects of organisational-level interventions at work on employees' health: a systematic review. BMC Public Health. 2014;14:135. Published 2014 Feb 8. doi:10.1186/1471-2458-14-135

What does workplace wellbeing mean?

Workplace wellbeing refers to the physical, psychological, social and organisational conditions that influence worker health, wellbeing and safety. A healthy workplace has been defined as a place where everyone works together to achieve an agreed vision for the health and wellbeing of workers and the surrounding community. It provides all members of the workforce with physical, psychological, social and organisational conditions that protect and promote health and safety.

A healthy workplace enables managers and workers to increase control over their own health and to improve it, and to become more energetic, positive and contented.[6] As this definition highlights, workplace and worker wellbeing is multi-faceted and dependent on the physical circumstances of the workplace, individuals' resources and perceptions of psychological safety at work, and the structures and systems that underpin the way people work.

Excellence is found in organisations that are serious about not just protecting workers from physical and psychological harm, but also creating a health-promoting environment that enables and encourages workers to thrive.

> Workplace wellbeing is about the protection and promotion of workers' physical and psychological health

Protection against risks to physical and psychological health, wellbeing and safety

Increased workplace wellbeing outcomes and experiences

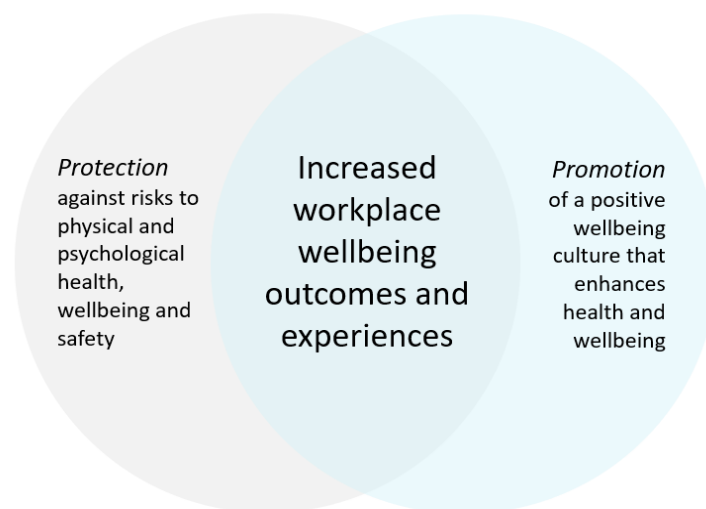*Promotion* of a positive wellbeing culture that enhances health and wellbeing

Figure 1: An integrated view of workplace health and wellbeing

---

[6] Sorensen G, McLellan D, Dennerlein JT, et al. Integration of health protection and health promotion: rationale, indicators, and metrics. J Occup Environ Med. 2013

Why is it important to South Australia's healthcare sector?

Supporting and protecting healthcare workers' safety and wellbeing is linked to provision of high quality, safe and sustainable healthcare[7].

Evidence shows that creating a culture of workplace wellbeing in the healthcare sector can lead to:

- Improved patient outcomes:
    - Patient health outcomes
    - Patient safety outcomes
    - Patient experience
- Improved workforce outcomes:
    - Worker physical and psychological health outcomes
    - Worker physical and psychological safety
    - Worker job satisfaction and work experience
- Improved sector outcomes:
    - Better attraction and retention in the sector

It is widely accepted that healthcare systems are broadly centered on achieving three overarching goals: improving the health of the population, delivering quality experiences and outcomes for patients, and reducing the cost of healthcare. This framework is known as the *Triple Aim of Healthcare*[8].

In recent times, there has been growing recognition of the importance of the health and wellbeing of the workforce in driving healthcare outcomes. It is for this reason that the triple aim has evolved to the *Quadruple Aim of Healthcare*[9], (figure 2), highlighting the critical importance and interplay between healthcare workforce wellbeing, patient experience, clinical outcomes and healthcare costs.
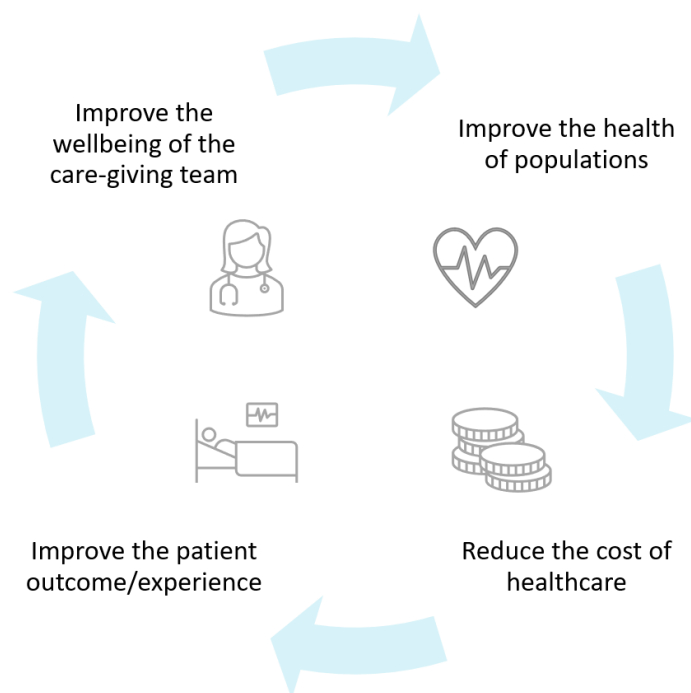

Improve the wellbeing of the care-giving team

Improve the health of populations

Improve the patient outcome/experience

Reduce the cost of healthcare

Figure 2: The quadruple aim of healthcare[10]

---

[7] Hall LH, Johnson J, Watt I, Tsipa A, O'Connor DB. Healthcare Staff Wellbeing, Burnout, and Patient Safety: A Systematic Review. PLoS One. 2016 Jul 8;11(7):e0159015. doi: 10.1371/journal.pone.0159015. PMID: 27391946; PMCID: PMC4938539.

[8] Bodenheimer, T., & Sinsky, C. (2014). From triple to quadruple aim: care of the patient requires care of the provider. Annals of family medicine, 12(6), 573–576. https://doi.org/10.1370/afm.1713

[9] Bodenheimer, T., & Sinsky, C. (2014). From triple to quadruple aim: care of the patient requires care of the provider. Annals of family medicine, 12(6), 573–576. https://doi.org/10.1370/afm.1713

[10] Bodenheimer, T., & Sinsky, C. (2014). From triple to quadruple aim: care of the patient requires care of the provider. Annals of family medicine, 12(6), 573–576. https://doi.org/10.1370/afm.1713

There is also a strong evidence base to support the direct and indirect relationship between work and wellbeing. Figure 3[11] illustrates the connection and impact of work-related factors on both worker and healthcare outcomes in the healthcare context.

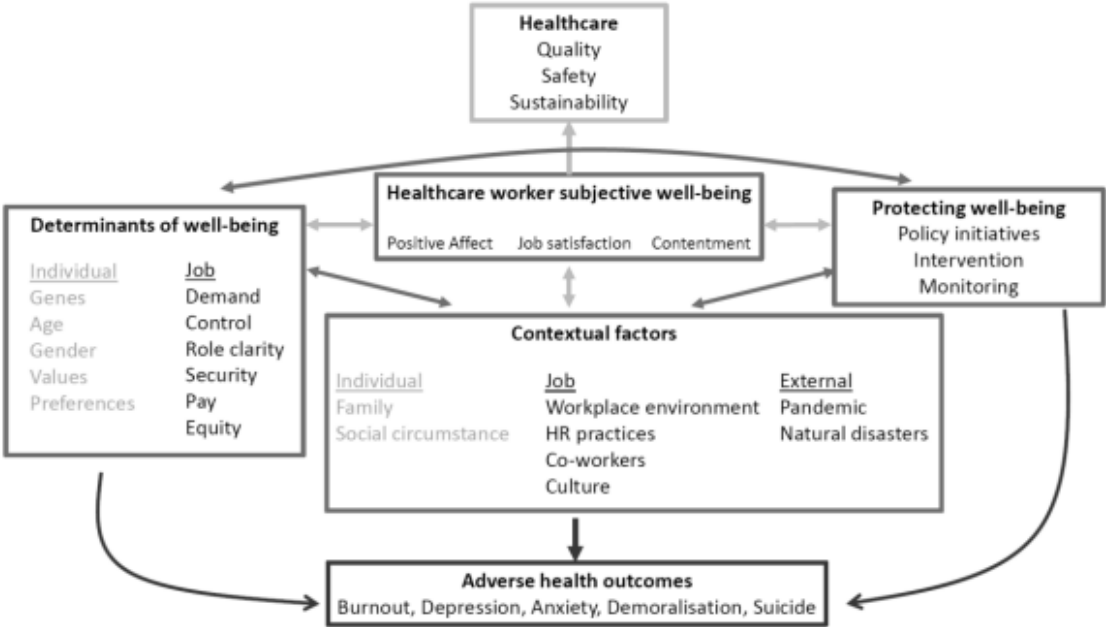Figure 3: The relationship between wellbeing and work as cited in *Huggins et al, 2022 (adapted from Kleine et al, 2019)*

Worker health and wellbeing directly affects patient care and service quality

[11] Huggins K, Peeters A, Holton S, Wynter K, Hutchinson A, Rasmussen B and LaMontagne A. (2022). Towards a thriving healthcare workforce. Deeble Perspectives Brief 24. Australian Healthcare and Hospitals Association, Australia.

Current state of workplace wellbeing in South Australia

The health care sector has approximately 100,000 employees in South Australia (2022) [12], over 40,000 of which are employed by SA Health[13].

While there is currently no definitive quantitative measure of workforce wellbeing across the healthcare sector nationally or in South Australia, studies have demonstrated high rates of worker burnout[14,15] leading to increased staff turnover[1617] and poor workplace morale.

The 2021 SA Public Sector Survey 'Your Voice', highlighted that less than half of SA Health staff feel that their employer cares about their health and wellbeing. Additionally, 55% of respondents feel that the level of stress in their job is inappropriate, 48% are unable to strike the right balance between their work and home life and 39% have witnessed bullying in their workplace.

Read the 2021 SA Public Sector Your Voice Survey (PDF, 529 KB)

Stakeholder engagement process

In early 2022, the CEIH conducted a stakeholder engagement process to build on knowledge and data about the current state of workplace and worker wellbeing across the South Australian healthcare sector. This process focused predominately on the SA public and acute health system, targeting executive level stakeholders across the areas of medical service, nursing, workforce, Allied Health and Aboriginal Health.

The aims of the stakeholder interviews were to:

1. build and validate current state picture of workplace health and wellbeing across all levels of the system
2. unpack system, organisational and individual root causes of poor worker wellbeing
3. test and gain insights into key action areas, informed by literature review
4. identify levels of interest, organisational maturity and opportunities for collaboration

The CEIH met with more than 50 stakeholders and has compiled the summary of findings in a summary report available on the CEIH website.

The current state model (Figure 4) illustrates the current state of wellbeing at the system, organisational, team and individual levels. It was developed through an analysis of existing SA Health workforce data, literature and through additions and validations that came via the stakeholder engagement process.

---

[12] Australian Bureau of Statistics (November 2022), *Labour Force, Australia, Detailed*, ABS Website, accessed 9 January 2023.
[13] SA Health (2023), Careers, *Making the Move*, www.sahealth.sa.gov.au, accessed 9 January 2023.
[14] ANMFAgedCareCOVID-19Survey2022_FinalReport.pdf
[15] Inaugural White Paper Addressing Burnout_ Bringing data-driven solutions, care and hope to the health workforce_1.pdf (healthroundtable.org)
[16] ICN Policy Brief_Nurse Shortage and Retention.pdf (2021)

Health Sector	Health Organisations (e.g. LHNs)	Management/Teams	Health sector workers
Sector Leadership No single driving force or collaborative action	Limited accountability around worker wellbeing outcomes (other than WHS compliance), e.g., CEO KPIs	Leadership Greater awareness of the importance of workplace wellbeing	High levels of stress and exhaustion
Limited accountability around workplace wellbeing outcomes (e.g. safety and quality standards)	Limited organisational capacity & capability to focus on workplace wellbeing	Low capacity & capability (time &/or knowledge) to identify and address factors influencing workplace wellbeing and culture	High job demands
Lack of standardised wellbeing measurement or sector-wide data collection mechanisms	Limited succession planning of senior positions, and senior Aboriginal positions	Low levels of support and mentoring of junior staff	Moral distress
Low capacity Limited dedicated resources to drive action	Ineffective systems and practices (notably: high work demands, low job control, low role clarity, poor supervisor support)		Low levels of work/life balance
	Inconsistent &/or irregular wellbeing measurement		Low job control and inability to initiate change
	Culture of blame and punitive action		Do not feel safe to speak up
	Culture of compliance		Low capacity to engage in wellbeing initiatives
	Significant staff shortages and recruitment lag times		Minimal work/life boundaries for regional and Aboriginal workforce
	Unbalanced skill mix - disproportionate amount of junior staff		Low job security
	Varying availability and efficacy of programs and wellbeing support		Low cultural safety

Figure 4: The current state of worker and workplace wellbeing in South Australian healthcare

Key emerging factors

There were a number of perceived key influencing factors (across all levels of the system) impacting on workplace wellbeing identified throughout the engagement and preceding literature review process. These included:

- Limited workforce supply, including allowances for adequate skill mix and succession planning; teams feel they are working to a deficit

- Uncontrolled psychosocial risks including high work demands, low job control and poor supervisor support

- Working conditions such as rostering practices, fatigue management, job security and outdated systems

- Low psychological safety including exposure to workplace incivility such as bullying, harassment and workplace violence

- Inadequate time to engage in personal or professional development or protective factors such as reflective practice, debriefing and self-care

Framing the problem

In summary, our analysis of the data, literature and stakeholder consultation findings identified the following themes:

- Many healthcare workers are experiencing low levels of wellbeing which can impact patient care, safety and workforce sustainability

- There is currently a perceived lack of system leadership and accountability for driving system change to improve worker wellbeing

- There is no consistent workplace wellbeing data collection and therefore no means to identify priority areas for action or to measure progress

- Many healthcare organisations have inadequate capacity and capability to identify and address root causes of poor worker wellbeing and occupational stress

- Middle level managers in particular are critical in shaping a culture of workplace wellbeing but do not currently have the capacity or capability to dedicate to it

- Much of the healthcare workforce does not feel safe to speak up or empowered to contribute to system improvement

What should we be working towards?

The South Australian healthcare system is complex and interconnected and, as such, a coordinated and collaborative system-level response is required to drive effective and sustainable change.

Grounded in socioecological theory of health[18], worker wellbeing is influenced not only by an individual's own biological and environmental factors and behaviour, but by the ecosystem which exists around them, including the team/work unit culture, the organisational context and health system as a whole.

To address workplace wellbeing across the South Australian healthcare sector, we need to start by acknowledging the need for commitment and empowerment across four levels, as illustrated in the below diagram.

Sector leaders
Responsive to system needs
Advocate for and drive change agenda

Executive and Organisations
Capacity and capability to prioritise workplace wellbeing
Design and implement practices and policies
Metrics to track and respond to wellbeing metrics

Management and Teams
Empowered to lead local change
Capacity and capability to support workplace wellbeing

Healthcare workers
Empowered to identify and design new ways of working

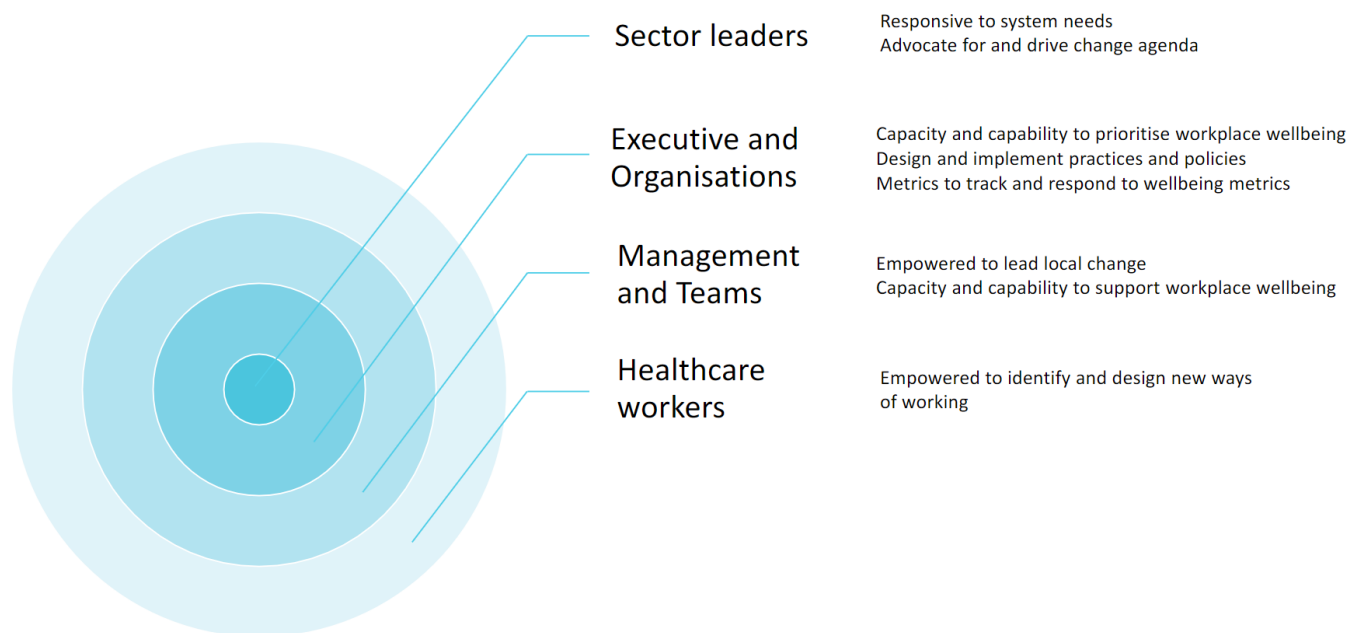Figure 5: Commitment and empowerment required across the levels of the health system

A multi-level, multi-strategy approach is required to address the underlying factors influencing worker wellbeing and to put protective factors in place

[18] McLeroy KR, Bibeau D, Steckler A, Glanz K. An ecological perspective on health promotion programs. Health Educ Q. 1988;15(4):351-377. doi:10.1177/109019818801500401

Theoretical framework

International best practice and contemporary models of workplace health and wellbeing indicate that creating a healthy, safe and thriving workplace requires a multi-strategy, multi-level approach which simultaneously addresses organisational, physical environment and individual factors in the workplace.

The below Healthy Workplace Model[19] which provides a robust theoretical framework in which to base our efforts, promotes an integrated approach to work health, safety, and wellbeing where work health and safety, human resources, and health promotion all work together to embed a culture of wellbeing across the whole organisation.

This model, designed and endorsed by the South Australian Collaborative Partnership for Workplace Health and Wellbeing[20], is based on the World Health Organization's Healthy Workplace Model[21], the National Institute for Occupational Safety and Health Total Worker Health Framework[22], and evidence-based research from around the world.[23]

Figure 6: Healthy Workplace Model

---

[19] South Australian Workplace Health and Wellbeing Charter (2020); healthyworkplaces.sa.gov.au, accessed November 2022

[20] healthyworkplaces.sa.gov.au/about/collaborative-partnership-for-health-and-wellbeing-in-south-australia (accessed Dec 2022)

[21] World Health Organisation (WHO), Healthy workplaces: a model for action, WHO, 2010

[22] Chari R, Chang CC, Sauter SL, Petrun Sayers EL, Cerully JL, Schulte P, Schill AL, Uscher-Pines L. Expanding the Paradigm of Occupational Safety and Health: A New Framework for Worker Well-Being. J Occup Environ Med. 2018 Jul;60(7):589-593; G Sorensen, DL McLellan, EL Sabbath, JT Dennerlein et al., Integrating worksite health protection and health promotion: A conceptual model for intervention and research, *Prev Med*, 2016, 91:188-196;

[23] Centres for Disease Control and Prevention, *Workplace Health Model*, CDC, n.d., accessed 2022; Government of Canada – Canadian Centre for Occupational Health and Safety Healthy Workplaces, n.d., accessed 2022. www.ccohs.ca/healthyworkplaces; National Institute for Health and Care Excellence, Healthy workplaces: improving employee mental and physical health and wellbeing quality standard, National Institute for Health and Care Excellence, 2017; International Labour Organization (ILO), Workplace well-being and improving health in the workplace: ILO's framework for action, ILO [website], n.d.

Best practice strategies

To create excellence in workplace wellbeing culture, health systems and organisations need to employ a mix of strategies, structures and processes.

Organisational strategies address cultural perceptions and commitment from management and encourage workplaces to consider how usual practice might support and promote health and wellbeing. Examples of organisational strategies to influence workplace and workforce wellbeing include:

- Leadership commitment to and accountability for workplace wellbeing
- Dedicated resources to drive wellbeing action
- Regular wellbeing measurement
- Staff engagement and consultation around workplace wellbeing
- Supportive systems, policies and practices that priories worker wellbeing (including the design of work, flexible work practices, training and development, etc.)

Physical environmental strategies address the environmental factors that negatively impact worker health and actively encourage positive health and wellbeing. Examples include:

- Maintaining a safe physical working environment, free from hazards and harmful exposure
- Provision of personal protective equipment (PPE)
- Access to health promoting facilities (eg. healthy food options, end of trip facilities, etc.)

Individual strategies focus on individual needs, such as improving access to services and information, improving people's health knowledge and skills, and supporting people to engage in healthy behaviours.
Examples include:

- Access to educational programs to build personal health literacy
- Access to lifestyle behaviour change programs
- Provision of physical services such as Employee assistance programs

In additional to best practice frameworks, evidence clearly identifies the following critical success factors for creating a culture of workplace wellbeing:

- Leadership commitment
- Employee engagement and consultation
- Dedicated resources
- Adopting a data driven and tailored approach
- Systems integration
- Mix of individual, environmental and organisational strategies
- Regular communication and promotion
- Focus on sustainability
- Regular monitoring, review and continuous quality improvement[24]

Workplace wellbeing efforts should be integrated across existing organisational systems and practices including Work Health and Safety (WHS), Human Resources, Organisational Development, Safety and Quality and Health Promotion

---

[24] Wellbeing SA, 2022, *How to create a healthy workplace*, accessed December 2022, <http://www.healthyworkplaces.sa.gov.au>

Opportunities for action

The below diagram depicts a comparison of the current state model and an ideal future state model based on best practice and evidence for workplace wellbeing in healthcare. It highlights what excellence looks like and what we should be striving for across the health sector in South Australia.

← Current state | Future state →

Current state	Future state
Limited leadership and accountability around workplace wellbeing	Visible leadership commitment, governance and accountability
Limited capacity and capability around workplace wellbeing	Dedicated resourcing and expertise to support workplace wellbeing
Ineffective and/or irregular wellbeing measurement	Regular wellbeing reporting and data-informed approach across all levels
Limited capacity of line managers to focus on workplace wellbeing	Sustainable workloads for line managers Team members feel supported, valued, heard and empowered
Ineffective system and processes	Good work design that prioritises worker wellbeing: • sustainable workloads • effective workflows • sense of control • supportive and collegiate teams • role clarity
Staff shortages and recruitment lag times Unbalanced skill mix	Appropriately staffed and resourced teams Healthy and safe rostering schedules
Staff do not feel safe to speak up	Safe environment for voicing opinions
Culture of blame and punitive action	Fair and just culture
Culture of compliance	Quality improvement culture; culture of care
Varying availability of programs and support for individual wellbeing	Accessible, evidence-based initiatives in place for individuals
Low cultural safety	Respectful and inclusive workplace where each individual is valued

System-level action

> *We must focus primarily on improving the organisations' work environment and culture, not on developing individual-level interventions, such as personal resilience, mindfulness, and self-care offerings. The goal of this work is to address what is wrong with the practice environment, not to make individuals better able to tolerate a broken system."*
>
> *Ripp J, Shanafelt T. The Health Care Chief Wellness Officer: What the Role Is and Is Not. Acad Med. 2020;95(9):1354-1358.*

A strategic approach is required at a system level to drive culture change and provide support to organisations to design context-specific policies, programs and individual initiatives that respond to the wellbeing needs of their workforce.

Through the application of international best practice to the South Australian healthcare landscape, as well as engagement with key sector stakeholders, the CEIH has identified key opportunities for system-level action.

These foundational and critical pillars of work include the following, further described in Figure 7 below:

- Strengthening sector leadership and governance for workplace wellbeing
- Mobilising capacity at all levels of the system to drive action
- Building capability to enable a health system that understands, prioritises and implements best practice approaches to workplace wellbeing culture
- Creating actionable wellbeing data insights to inform action and drive accountability
- Partnering and collaborating to tackle systemic issues impeding workforce wellbeing

CEIH's strategic approach to strengthening healthcare workplace wellbeing in South Australia

Strengthening sector leadership & governance	Mobilising capacity to drive action	Building capability across all levels	Creating actionable wellbeing data insights	Partnering & collaborating to tackle systemic issues
• Establish leadership and governance at the system level • Facilitate forums for sector leaders to work collaboratively to advance workplace wellbeing • Create opportunities for shared learning and communities of practice • Develop and disseminate evidence-informed and sector specific tools, resources and frameworks for action	• Support organisations to build a sustainable structure and adopt processes that enable the rapid identification of issues and pathways to accountable resolutions • Advocate for increased capacity at system, organisational and divisional level • Utilise existing capacity to drive coordinated and collaborative responses	• Strengthen understanding and knowledge to enable a system that prioritises and implements contemporary, evidence-informed approaches • Support health organisations to establish governance and accountability structures for workplace wellbeing • Design and share methodologies to empower teams to identify, escalate and co-design solutions	• Promote the use of workplace wellbeing metrics to drive action • Explore use of consistent system-wide metrics to benchmark and track change across the sector • Strengthen linkage of workforce data with patient outcomes	• Support the system to partner and collaborate to tackle systemic issues influencing workplace wellbeing • Utilise co-design methodology to engage all levels of the system to design innovative and sustainable solutions

Figure 7: CEIH's strategic approach to strengthening healthcare workplace wellbeing in South Australia

Collaborating to tackle systemic issues

As discussed in the section on the current state of workplace wellbeing in South Australia, several system-wide and complex factors have been identified as the main influencing factors impeding workforce wellbeing in the current environment and therefore require priority for action across the system.

We heard that a number of systemic issues identified within the South Australian health system are not unique to divisions or organisations (e.g. Local Health Networks) but extend across the whole system. There is an opportunity here for a dedicated system-wide and collaborative response to resolve these challenges. These will require resources, expertise, system partnerships and possibly innovative solutions to remedy. An example of this may be widespread staff shortages, the need for more contemporary rostering practices, or improved utilisation of data to drive system improvement efforts.

Through improved system leadership governance and visible commitment to creating positive working conditions and workplace culture, along with active engagement and participation by the workforce to identify and co-design innovative solutions to systemic issues, we can begin to tackle the main factors that are influencing the wellbeing of our workforce and make the health sector a healthier, safer and more attractive place to work.

> A system-level commitment is critical to achieving the necessary culture change, including taking shared responsibility, maintaining accountability and driving coordinated action at all levels

Organisational-level action

Organisations and employers are legally and ethically responsible for protecting and promoting the health and wellbeing of their workforce. Embedding a culture of workplace health and wellbeing into the fabric of the organisation should be a priority for healthcare organisations now and into the future.

In the healthcare context, the CEIH recognises the importance of the foundational elements of leadership and governance, capacity, capability, data, and co-design to underpin any organizational efforts to improve workforce wellbeing or undertake system improvement.

Evidence highlights the need for changes to organisational structures and processes to relieve the pressures that contribute to deteriorating wellbeing, such as job design, workload demands and workforce supply. It is important to develop the positive aspects of work by designing jobs with manageable demands, enabling job control and allowing time for connection to job purpose.[25]

To support organisations to build a sustainable wellbeing infrastructure and embed the core foundational elements that underpin excellence in workplace wellbeing culture, the CEIH has developed a guide titled *Building Workplace Wellbeing* available to read on the CEIH website.

---

[25] Huggins K, Peeters A, Holton S, Wynter K, Hutchinson A, Rasmussen B and LaMontagne A. (2022). Towards a thriving healthcare workforce. Deeble Perspectives Brief 24. Australian Healthcare and Hospitals Association, Australia.

This guide aims to support healthcare organisations to build a sustainable structure and adopt processes that enable the rapid identification of issues and pathways to accountable resolutions to improve workforce wellbeing. By creating a structure underpinned by the foundational elements of leadership and governance, mobilising capacity, creating and utilising actionable data insights, and building organisational wellbeing capability, organisations can empower all levels of the organisations to create excellence in workplace wellbeing culture.

This guide was developed predominately for the context of hospital services and larger healthcare organisations however the principles may still be applied in other healthcare settings.

A number of evidence-based and comprehensive resources also exist in South Australia to support organisations develop integrated and tailored wellbeing strategies. The State Government funded Healthy Workplaces Strategy 2021 – 2025 was established to build the capability of organisations across all sectors to create workplaces that protect and promote the health and wellbeing of their workers. The State Government also maintains a Healthy Workplaces website full of resources.

> Healthcare organisations must adopt internal structures and processes that enable rapid identification of issues with clear escalation, response and accountability pathways and metrics

Call to action for the healthcare sector

Protecting and promoting the health and wellbeing of the South Australian healthcare workforce is essential for the effectiveness, efficiency and sustainability of our healthcare system. If we want to continue to attract and retain high quality professionals into the sector, creating a culture of workplace wellbeing needs to prioritised and actively maintained. The link between workforce wellbeing and quality patient care is clearly established.

The CEIH believes the foundations for creating excellence in healthcare workplace wellbeing culture must be addressed at both system and organisational levels. Our people also need to be empowered, supported and actively given permission to create innovative solutions that support their wellbeing and their ability to provide quality, efficient and effective care.

We need to work together as a sector to:

- Provide coordinated and effective sector leadership

- Increase capacity and dedicated resourcing to drive action

- Provide capability-building opportunities to strengthen our leaders and managers' ability to identify, prioritise and address work-related factors influencing worker wellbeing and workplace culture

- Establish consistent metrics and routine measurement of workforce wellbeing and driving factors

- Co-design strategies that address systemic factors that are impacting the wellbeing of our healthcare workforce.