



Employee Wraparound Project

An integrated case management process for workplace issues



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Case for change



Through the nature of their work, paramedics experience physical and mental health impacts that can impact on their interpersonal relations, work performance and personal life.

A 2017 NSW Parliamentary Inquiry into bullying and harassment within emergency services, including NSW Ambulance, reported a much higher risk of being exposed to trauma. The report also noted that that exposure to psychosocial hazards in the workplace could potentially cause or exacerbate mental health illness.

Currently, employment support services within NSW Ambulance are delivered by specialised units within the People & Culture directorate: Human Resources (performance management), Industrial Relations, Healthy Workplace Strategies (workplace grievances), Safety and Recovery (workers compensation) and Professional Conduct and Integrity (professional standards). These units operate independently, with their own discrete case management processes and database systems.

Collaboration occurs on a case-by-case basis and is reliant on direct communication between individual case managers. This ultimately impacts on the timeliness, coordination and quality of support provided to staff and their managers, who assist in the management of the employment matters.

Goal



To manage “complex” employment related matters in a responsive, collaborative and employee centred way across all People & Culture units, to build a strong people focused culture where staff well being is paramount as per the NSW Ambulance Strategic Priorities 2019.

Note: “complex” is defined as requiring assistance from more than one People & Culture unit.

Objectives

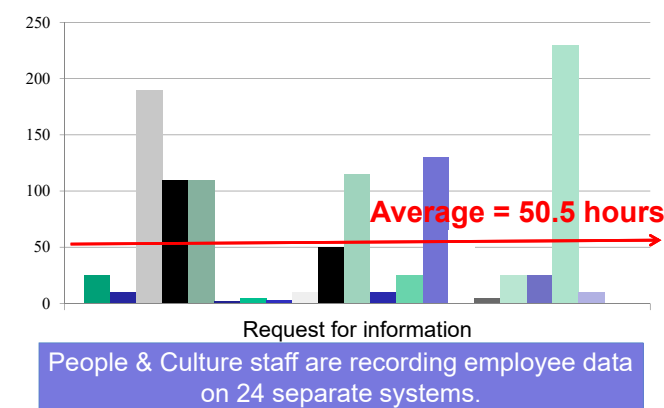
- Increase staff satisfaction regarding the level of support provided through the entire duration/management of complex employment matters. The target is to increase this from 0% to 75%.
- Reduce the average time taken by People & Culture staff to obtain information in relation to complex employment issues from 50.5 hours (May 2019) to 10 mins (June 2020).
- Increase operational managers level of satisfaction in People & Culture’s management of complex workplace matters, from 45% (May 2019) to 80% (June 2020).

Diagnostics

Results of staff interviews on management of employment matters



Results on response times for gathering information on workplace matters



Results of Operational Managers survey

“There was no follow up by People & Culture on matters and no response makes simple matters to be prolonged unnecessarily”
- Operational Manager

3 in 5 operational managers are not satisfied with People & Culture’s management of complex employment matters

Solution design

Centralised system



A centralised database system where employee related information is stored and managed. The database will allow relevant information to be easily accessed by People & Culture staff and operational managers, while maintaining confidentiality on non-relevant data. This will ensure a more responsive service when case managing employment matters for employees. A database will enable reports to be produced which will identify trends, enabling a more proactive service. Levels of hierarchy built into the system ensuring confidentiality/security of information.

“One stop” contact point



A support telephone line and email service which can record and triage employment matters and provide initial advice. The service can provide a point of contact for follow up to enquiries. The service will be available to all staff and will operate 7am to 7pm (Monday to Friday).

Person-centred case coordination



Case conferences between all People & Culture units will be undertaken at intake of the matter to assess all relevant issues affecting employee and identify the requisite services required. The centralised case management system will facilitate ongoing coordination of these services and provide a single point of contact to the employee. The result is a coordinated delivery of all relevant services that are centred around the employee through the life cycle of a complex employment matter.

Sustainability



- Introduction of measureable targets against People & Culture’s response to employee requests for information/support
- Training for all users on the centralised database
- Introduction of a process to evaluate case management outcomes
- New processes will be integrated into business as usual processes

Method



Diagnostics

- Staff interviews – with staff who have had a complex employment matter managed (n=3)
- Survey People & Culture staff (n=35)
- Survey to operational managers (n=21)
- 2018 People Matters Survey data analysis (1x2 hours)
- Process mapping meeting with key stakeholders (2x2 hours) (n=15)
- Theming and prioritisation of issues meeting (2x1 hour)
- Root cause analysis meeting (1x2 hours)

Solution design

- Workshop with key stakeholders to brain storm ideas. Activities included Blitz – individual and Blitz enhanced (1x4 hours) (n=19)
- Scoring of solutions – participants voted on solutions, highest scores progressed to testing
- PIENAME used to test the solutions

Conclusion

The project is the early stages of implementation, with funding for the three solutions secured and preliminary working groups established. The lessons learned to date include; ensuring organisational readiness (multiple concurrent projects and changes) and ongoing sponsorship will ensure project success.

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