

High Performance High Engagement HPHE National Framework

Preamble

All District Health Boards and participating Unions commit to work in partnership in accordance with Te Tiriti o Waitangi and utilising the principles of High Performance High Engagement (HPHE).

Vision

DHB leaders, staff and Unions¹ are continually engaged in creating and maintaining sustainable healthcare delivery that:

- Applies an appropriate cultural lens
- Provides high quality, safe healthcare for all New Zealanders that aligns with the New Zealand Health Strategy
- Ensures that all DHB leaders staff and Unions can genuinely contribute to improving the day to day operations of their DHB
- Provides transparent, timely communication in all directions
- Shares decision making throughout the organisation
- Utilises evidence-based problem solving to support decisions
- Creates a high trust environment

Objectives

1. Quality patient experience and outcomes.
2. A safe and healthy workplace that supports the well-being of the workforce.
3. Financially responsible and supports best use of available resources.
4. All staff are fully connected to the DHB so that they share a commitment to and ownership of high performance.
5. Effective and innovative practices that best apply resources to delivering services.
6. A positive work environment where everyone feels valued and wants to get involved.
7. Skill and career development opportunities for all staff.
8. The DHB is the employer of choice in the community.

¹ Wherever 'staff' or 'workforce' are mentioned in this document, this includes all DHB employees (unionised and non-unionised), as well as contracted staff

9. Enhanced public recognition of and confidence in the DHB and Unions as communities benefit from the results of High Performance High Engagement (HPHE).

Scope of High Performance High Engagement

1. HPHE National Framework and guidelines will apply to topics and initiatives which participating DHBs and unions agree to work on together.
2. Contracted staff may participate in HPHE activities subject to the agreement of their respective employers and the Unions that represent them.
3. Decisions about initiatives and processes under HPHE at the individual DHB level will be made by mutual agreement at the local level between the DHB and participating unions while upholding the HPHE National Framework.
4. Activities and initiatives undertaken by individuals or groups that have not been mutually agreed to be within scope may not be referred to as HPHE.

Governance

1. Participation in HPHE Governance is voluntary for DHBs and unions at the national and local levels.
2. Participation in HPHE Governance requires a commitment from participants to uphold the HPHE National Framework.
3. Individual DHBs may choose to work collaboratively with other DHBs to jointly progress HPHE efforts.
4. The HPHE National Framework, any revisions and related protocols will be endorsed by participating DHBs and unions at the Health Sector Relationship Agreement (HSRA).
5. Local DHBs and participating unions will align with the HPHE National Framework as they determine how to apply HPHE Framework. The intent of the National Framework is a consistent approach across the DHB sector while giving individual DHBs and participating local unions the flexibility to adapt processes to local conditions.
6. At the local DHB level, DHBs and participating unions will establish (or adapt an existing) a joint union-DHB leadership group to create and oversee HPHE processes.
 - a. Each participating union and DHB will designate their members on governance groups with consideration of the leadership roles they have in their respective organisations.
 - b. The HPHE leadership group may set up additional joint leadership groups or co-sponsors at different levels in the organisation to oversee HPHE activities closer to the work.
7. While leadership may take many forms, HPHE initiatives and activities should generally be guided by designated union and DHB co-leaders.
8. Decision making throughout HPHE processes will comply with all provisions of the relevant collective agreements and legislation.

Decision making

1. Overall decision making will respect the roles and responsibilities of the respective DHBs and participating unions.
2. Organisational and work unit decisions will be made with involvement of affected staff and Unions consistent with the HPHE vision and objectives. (See Decision Making Continuum).
3. Within HPHE governance groups and teams, decisions will be made by consensus. Consensus is reached when all members of the group can honestly support the group's decision, even if it is not everyone's first choice.
4. Decisions by HPHE groups may need further approval by other levels of leadership or other required processes such as consultation, internal union deliberation or a business case for spending.
5. The parties prefer to resolve issues using HPHE processes and methods. However, commitment to HPHE Framework does not preclude any party from choosing to exercise its traditional and legal rights at any point.

Engagement

1. Consistent with the Vision, DHBs and participating unions will establish practices to engage DHB leaders, staff and Unions in decisions and problem solving at all levels of the organisation.
2. Engagement will include agreement on expectations for behaviours that are consistent with HPHE.
3. To support engagement, the roles and expectations for DHB and union leaders at all levels will be defined and supported by training and coaching.
4. DHBs and participating unions will implement models for engaging all staff day-to-day in improving service delivery and the work environment.
5. The delivery and improvement of services will be supported by evidence based practices and continuous improvement methodologies.

Integration with Other Initiatives

1. Other initiatives within a DHB may be integrated or aligned with HPHE by applying the HPHE National Framework to support to the initiatives and achieve its goals.
2. Where methodologies and materials of the initiative overlap with HPHE materials, DHBs and participating unions may jointly adapt them as long as the result is consistent with the intent of HPHE National Framework.
3. DHBs and participating unions will consider how to link or integrate other initiatives with HPHE governance but are not required to do so.

HPHE Dispute Resolution

1. Issues addressed in HPHE activities will be resolved where possible through values and methods of HPHE such as active listening, consensus decision making and interest-based problem solving.

2. Parties who cannot resolve disputes will seek guidance from the relevant Union and DHB leaders.
3. If the leaders cannot resolve the issue, by agreement they may escalate the issue to designated senior leadership for the DHB and the appropriate union for assistance in resolving the issue.
4. If the assistance of senior leaders does not resolve the issue, any party may choose to exercise its traditional and legal rights.

HPHE Protocols

Selection of participants

1. Composition of the team by mutual agreement:
 - a. Number of members of the team
 - b. Types of roles to be represented on the team
 - c. Subject Matter Experts (SMEs)s required to support the team
2. Selection of participants on the team by consultation:
 - a. Co-sponsors suggest candidates
 - b. Share views and concerns about candidates
 - c. Each party makes final selection for roles it represents
 - d. Other participants may be selected by mutual agreement

Confidentiality

1. Business confidentiality
 - a. Teams may access information not normally shared with employees
 - b. Team members must observe requirements in a confidentiality protocol
 - c. Team members must receive a confidentiality briefing, a copy of a confidentiality protocol and sign an agreement
2. Team confidentiality
 - a. Discussions within the group are confidential
 - b. Do not attribute comments to specific individuals
 - c. May discuss outside the team by mutual agreement
 - d. May share concerns and questions with sponsors or leaders

Dealing with collective issues

1. HPHE groups do not negotiate terms and conditions in collective agreements
2. If a potential solution could impact a collective agreement, flag the issue and refer to co-sponsors
3. Co-sponsors give guidance to continue discussion or stop work on the idea
4. If a recommended solution impacts a collective agreement, it will be addressed by the parties

Employment security for HPHE initiatives

1. In any HPHE project, every endeavour will be made to maintain employment security.
2. The preferred assurance would be that no employee will be made involuntarily redundant as a result of ideas generated during the HPHE activity. Other assurances may be appropriate depending on the situation or on previous management decisions.
3. If employees are affected by the recommendations from an HPHE activity, the sponsors will jointly agree on a process and mechanisms to achieve the outcomes which will depend on the specific situation. For example, sponsors may consider the following options:
 - a. Manage through attrition
 - b. Redeployment
 - c. Retraining
 - d. Voluntary exit
 - e. Reduction in hours
 - f. Alternative agreed position depending on project details
 - g. Disestablishment/involuntary redundancy
4. Before the launch of an HPHE activity, DHB and Union sponsors will jointly assess the potential of the activity to displace or otherwise affect the employment of employees. If displacement is a possibility, the sponsors will acknowledge the potential and share the business information behind it with participants and affected employees.
5. If a management decision related to staffing levels has already been made, it should be communicated to participants before the start of the project.
6. To allow participants in the HPHE activity to fully explore options to problem solve without fear of making themselves or co-workers redundant, the sponsors will provide appropriate assurances to affected employees. The assurances would depend on the specific circumstances of the situation and may not be possible in all situations.
7. If the potential for displacement of employees emerges during the project, participants should flag the possibility to sponsors who will provide guidance to participants as well as assurances as appropriate.
8. At a minimum, the provisions of the relevant MECA will apply.

Rostering and pay for HPHE activities

1. As part of any HPHE activity, DHBs and participating unions will reach mutual agreement on how staff will be rostered and paid while participating in the HPHE activities.
2. Generally, staff who are involved in HPHE should neither lose nor gain as a result of participating in the activity.
3. At a minimum, the relevant provisions in the applicable employment agreement will be applied.