

## Public Submission Cover Sheet

Please complete this sheet and submit with any attachments to the Sustainable Health Review Secretariat

### Your Personal Details

*This information will be used only for contacting you in relation to this submission*

Title	[REDACTED]
Organisation	[REDACTED]
First Name(s)	[REDACTED]
Surname	[REDACTED]
Contact Details	[REDACTED]

### Publication of Submissions

*Please note all Public Submissions will be published unless otherwise selected below*

- I do not want my submission published
- I would like my submission to be published but remain anonymous

### Submission Guidance

**You are encouraged to address the following question:**

**In the context of the Sustainable Health Review Terms of Reference listed below, what is needed to develop a more sustainable, patient centred health system in WA?**

- Leveraging existing investment in Primary, Secondary and Tertiary healthcare, as well as new initiatives to improve patient centred service delivery, pathways and transition;
- The mix of services provided across the system, including gaps in service provision, sub-acute, step-down, community and other out-of-hospital services across WA to deliver care in the most appropriate setting and to maximise health outcomes and value to the public;
- Ways to encourage and drive digital innovation, the use of new technology, research and data to support patient centred care and improved performance;
- Opportunities to drive partnerships across sectors and all levels of government to reduce duplication and to deliver integrated and coordinated care;
- **Ways to drive improvements in safety and quality for patients, value and financial sustainability, including cost drivers, allocative and technical efficiencies;**
- The key enablers of new efficiencies and change, including, research, productivity, teaching and training, culture, leadership development, procurement and improved performance monitoring;
- Any further opportunities concerning patient centred service delivery and the sustainability of the WA health system.

### Submissions Response Field

*Please type your response into the field below. Alternatively you may provide your submissions as a separate attachment (Suggested Maximum 5 pages).*

In relation to TOR item:

- The key enablers of new efficiencies and change, including, research, productivity, teaching and training, culture, leadership development, procurement and improved performance monitoring;

I would like the opportunity to raise awareness of the value of 'being nice' in the context of fostering high performing teams within health.

Whilst it might be easy to view this thinking as a bit nebulous the articles below provide a more concrete view of why this is important to pursue in terms of workplace culture, improving outcomes of the staff survey and, most significantly creating team who are psychosocially ready to provide high quality person-centred service.

I recommend you visit [mckinsey.com](http://mckinsey.com) to read:

- Building the civilized workplace: <http://www.mckinsey.com/business-functions/organization/our-insights/building-the-civilized-workplace?cid=eml-web>
- Memo to the CEO: Are you the source of workplace dysfunction?  
<http://www.mckinsey.com/global-themes/leadership/memo-to-the-ceo-are-you-the-source-of-workplace-dysfunction?cid=eml-web>

Whilst on leave recently I attended an international conference and gained some evidence for my 'kindness is not weakness' campaign. The most inspirational keynote speaker for me was Helen Bevan.

Helen Bevan is acknowledged globally for her expertise and energy for large-scale change in health and care. During her 25 years as a change leader in the English National Health Service, Helen has been at the forefront of many NHS improvement initiatives that have made a difference for thousands of patients and for the staff who care for them. Helen currently leads the Horizons team, which is a source of ideas and knowledge to enable the spread of improvements at scale. The team uses a variety of different tools and approaches including social movement thinking, community organising, improvement science, accelerated design and digital connectivity. It champions the role of emerging leaders, students and trainees at the forefront of radical change.

Helen's presentation 'Leading change into the future' is available on [Twitter@helenbevan#2017congress](https://twitter.com/helenbevan#2017congress)

One of the studies Helen referred to in her presentation was the Google 'Aristotle' project. In summary, the findings from this project = the 'silver bullet' for creating a high performing teams in any situation is Niceness. You will find more detail on this here:

<https://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html>