

Radiation Oncology External Review Debrief

Thank you for your participation in the external review. Your feedback was valuable in forming the basis of the recommendations. We are committed to moving forward to continue to support and improve positive ways of working within the department.

Purpose:

Review the workplace culture within the Radiation Oncology Department to highlight what is working well, as well as identify opportunities for improved workplace culture and performance.

What you said – themes:

- Leadership and Management of the ROD
- Workplace Culture in the ROD
- Poor Communication
- Infrastructure and systems issues
- Beliefs and perceptions

What we found:

- The workplace culture of the ROD is under significant pressure from internal and external forces
- The culture of the ROD is, reportedly, poor and to a degree, within all of the ROD teams, which creates significant issues.
- Many staff feel distrustful of their leaders and senior medical clinicians.
- There was some expressed concern of workplace bullying and harassment within the ROD.
- Management of the CSD/ROD is inconsistent in the areas of people management, workplace culture and values leadership
- This is a workplace which is under serious risk of providing less-than-ideal care to its patients, staff and community.

Actions:

Communication

- Establish a liaison group to work with the Executive Team to implement communication and ways of working improvements to facilitate cultural change, along with HR support officer
- Implement a staff forum – quarterly for all cancer services
- Implement team debrief session – focus on closing the loop
- Develop ways of working that encourage positive use of communication and appropriate communication tools
- Implement CORE value workshops

Leadership

- Support all individuals in department through monthly 1:1 meetings and performance development reviews
- Individual feedback to relevant staff
- Implement staff appreciation in meetings
- Expand Radiation Oncology Research Meeting to explore funding opportunities