



Sydney
Local Health District

Managing staff in Sydney Local Health District

Supporting our people to build healthy teams





Message from the Chief Executive

Thank you for taking on the responsibility of being a manager in Sydney Local Health District.

We are recognised in our District as being a healthcare leader and are committed to excellence in health and healthcare for all. In our District we know that our staff are our most valuable resource. We support and value their contribution to our organisation.

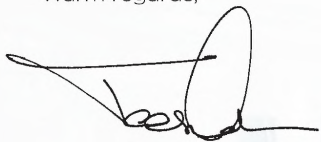
We are in a unique position to be able to offer exciting, life-long careers and we are continually looking at new ways to support our staff. We provide ongoing education, opportunities to be part of exciting innovations, to share ideas and collaborate with others and to improve the health and wellbeing of our workforce through our wellness programs.

We all have the capacity to drive change – and as public servants and custodians of the public health system – I believe we have the obligation to do so.

Our managers are one of our most important resources. Managers help us to build healthy teams, look after our staff, be leading performers and to grow a workplace everyone is proud to be part of.

Being a manager is not always easy – but it is rewarding. This framework outlines the core expectations of our managers to help you lead healthy teams.

Warm regards,



Dr Teresa Anderson AM
Chief Executive
Sydney Local Health District



Being a manager in Sydney Local Health District

A management role provides a unique opportunity to determine how our organisation operates, to inspire and influence staff and drive excellence in patient and family centred care.

Our patients. Our people. Our culture.

In our District we define managers as any person who has responsibility for staff and/or the use of resources. This might be a supervisor, manager, department head or director.

This framework has four guiding principles which apply to all of our staff. It outlines the key expectations of all of our staff and translates these to everyday practice.



Be present



Engage others

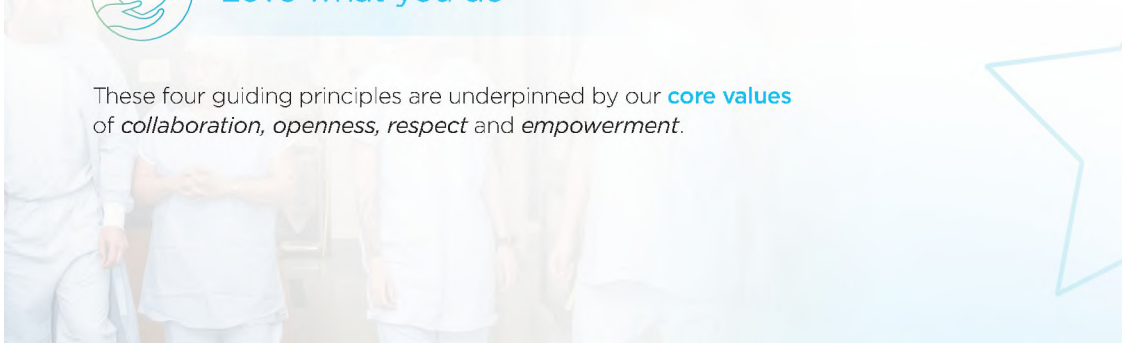


Drive excellence



Love what you do

These four guiding principles are underpinned by our **core values** of *collaboration, openness, respect* and *empowerment*.



Be present

To be credible and effective as a manager it is important that staff are influenced by your actions. For this to happen we need to be present in the workplace and aware of everyday issues.

In our District, as managers, we:

- Are visible and accessible to staff, patients and their families
- Know our work environment and regularly walk the floor
- Identify when we are busy and make the time to do the things that are important

Engage others

An effective and high quality service can only be provided when people work together towards a common goal as part of a team.

In our District, as managers, we:

- Get our teams together regularly to have meaningful conversations, listen to concerns and share ideas
- Use regular team huddles to identify shared key priorities and challenges
- Create opportunities for our senior staff to be part of the leadership and direction of the team
- Make time to check-in with staff on an individual basis
- Provide feedback to staff on a regular basis and encourage feedback from staff in return
- Know that it is important to follow through on ideas and actions because this builds trust and a positive work culture
- Create opportunities for our teams to meet and interact with senior managers

Drive excellence

In everybody's job there are recognised standards that need to be met. Our managers are responsible for ensuring that this happens within their departments/ services. There should also be a culture of continuous improvement.

In our District, as managers, we:

- Identify and monitor key performance indicators (KPIs)
- Make management decisions that are informed by data
- Plan to ensure that all relevant audits or reviews are scheduled and undertaken throughout the year
- Act on information gained from audits or review of KPIs and data
- Work with our teams to ensure that required standards are met and that we are always striving for excellence every day
- Meet set timeframes for work and escalate concerns if timeframes cannot be met
- Identify opportunities to drive innovation and excellence through consultation, networking and collaboration
- Plan for the future
- Share concerns with our line manager
- Escalate issues in a timely manner

Love what you do

As managers we have the opportunity to make a difference for our staff, our patients and their families. We take pride in what we do and understand the contribution that we can make to the welfare of our community.

We have a responsibility to show staff that everyone in our District has the capacity to make a difference and create change.

In our District, as managers, we:

- Show compassion to ourselves and others
- Are mindful of our own health and wellbeing so that we are in the best position to support others
- Care about our staff and support them to do their best every day
- Care about our patients and their families
- Value and grow the reputation of our organisation and community and leave this legacy for others
- Are role models for our staff
- Celebrate the successes and achievements of our teams

Core expectations - a checklist for managers

Daily	Weekly
Team Huddle – informed by the District's Team Huddle Guide	Conduct a formal 'walk-around' in service/department/ward using the Management Walk-Around Checklist
Meet and greet staff	Check StaffLink and Oracle for requests requiring sign off
Meet and greet patients and their families (where appropriate)	Check My Health Learning for any course requests requiring sign off
Find solutions to issues that arise	Meet informally with staff to check-in – informed by the Staff Check-In Guide
Immediately escalate serious issues and issues that cannot be dealt with locally	Monitor data in the Incident Information Management System (IIMS)
Check that the skill mix of staff is appropriate for that day and escalate any workforce concerns	Plan staffing to ensure appropriate skill mix in the service/department/ward
Optimise use of resources to ensure performance to budget	





Monthly

Annually

Monitor and trend workforce data (A/L, S/L, ADO, vacancy, overtime and agency utilisation) using the **Data Analytics Guide**

Schedule all departmental audits

Monitor mandatory training compliance of staff

Schedule all staff performance reviews

Monitor performance against identified KPIs using the **Data Analytics Guide**

Prepare service/department/ward for accreditation processes

Conduct regular staff/team meeting using the **Meeting Agenda Template**

Schedule regular meetings with line manager

Review and trend cost centre financial performance using the **Data Analytics Guide**

Review and update risks in the Enterprise Risk Management System (ERMS)

Conduct identified audits

Develop a succession plan for service/department/ward

Meet with line manager and identify any concerns from any data analysis



*This framework is supported by a **toolkit** to help our managers do their jobs consistently. To access the toolkit go to the **Information for Managers** button on the intranet.

Sydney,
it's *your* local
health district



Sydney
Local Health District

slhd.nsw.gov.au

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