



# People Strategy

## 2024 – 2026

Elevating our workforce

In the true spirit of Reconciliation and through embracing the values of collaboration, openness, respect and empowerment, Southern NSW Local Health District acknowledges and pays respect to the traditional custodians of the land; the Gundungurra, Ngambri, Ngarigo, Ngunnawal and Yuin peoples.

We share and celebrate the rich history of the Aboriginal culture and recognise the diverse and proud Aboriginal nations across our District.

Southern NSW Local Health District acknowledges Aboriginal and Torres Strait Islander Elders, community members and staff for their ongoing contribution to society and their commitment to improving the health and wellbeing of Aboriginal and Torres Strait Islander people.

**Partnerships and Collaboration**

By Alison Simpson



# Contents

---

A message from Margaret	2
<b>1. Setting the scene</b>	<b>4</b>
Who are we?	5
What matters to us?	8
<b>2. What we considered</b>	<b>12</b>
Our internal alignment	13
Our external alignment	14
Our consultation process	15
What we heard	16
<b>3. Our way forward</b>	<b>20</b>
Our vision	21
Our objectives	22
Our People Strategy	24
Objective one – Foster an environment where people can be at their best	26
Objective two – Attract great talent and improve recruitment and onboarding	28
Objective three – Optimise how we work and communicate	30
Objective four – Grow a learning culture	32

# A message from Margaret

---



## Elevating our workforce, together as one.

I am so proud to introduce the Southern NSW Local Health District People Strategy 2024-2026.

This plan sets forth a bold direction for our people, ensuring every person that works in Southern is supported to be their very best.

I am continually inspired by the exceptional dedication and care shown by our staff. I am heartened by the comradery I see, and there is a palpable sense of collaboration and inclusion.

Our workforce is wonderfully diverse and every person is essential, working hard to deliver the best care. It is imperative they are cared for, and empowered to continue learning and growing.

This People Strategy outlines four key objectives that will elevate our workforce over the next three years.

Each of the objectives include practical, achievable initiatives designed to strengthen our foundation and shape our future. The initiatives are based on staff feedback and a close examination of the current and future context of delivering person-centred healthcare in an increasingly challenging environment.

This work is intricately linked to our strategic vision and is supported by our Nine Elevate Principles. Elevate was launched in 2021 to lift our culture and performance. The Elevate tools and tactics have already contributed to significant cultural shifts, as demonstrated by our improved People Matter Employee Survey results in 2023.

The plan does not sit in isolation. It draws from Statewide frameworks and workforce plans, including a focus on diversity, inclusion and belonging, our Aboriginal and our LGBTIQ+ workforce, and our vital work towards Closing the Gap. Our nursing, medical, allied health and other clinical teams are supported by our food services, maintenance and trades people, our administrative and support staff, and many other professionals—all of whom are working towards the same goal.

On behalf of the Executive and Board of Southern I would like to thank everyone who participated in the development of this People Strategy. I am confident it provides the framework for a successful, elevated future, together as one.

**Margaret Bennett**  
—Chief Executive



# 1 Setting the scene

---



# Who are we?

---

Southern NSW Local Health District provides public health care services across regional south-east NSW.

The District spans 44,534 square kilometres over seven local government areas (LGAs): Bega Valley, Eurobodalla, Goulburn Mulwaree, Queanbeyan-Palerang, Snowy Monaro, Upper Lachlan and Yass Valley.

The District operates 15 health service sites including eight acute hospitals, three Multi Purpose Services, three community health centres and two acute mental health inpatient facilities.

Southern NSW Local Health District partners with ACT Health, tertiary partners and major Sydney hospitals to support local patients who require high-level specialist care.

We are the largest provider of health services in the region, and one of the region's largest employers.



# A snapshot of Southern

# 3,101 people



 79.3% female staff

 43.5% full time staff

 18% aged over 55

 1.1% with a disability

 3.2% Aboriginal and Torres Strait Islander

## Workforce breakdown

1,608  
nursing staff

614  
corporate services and hospital support

370  
allied health staff

197  
medical staff

105  
hotel services staff

71  
other professions, para-professions, and support staff

66  
scientific and technical clinical support staff

35  
oral health practitioners and support workers

24  
maintenance and trades staff

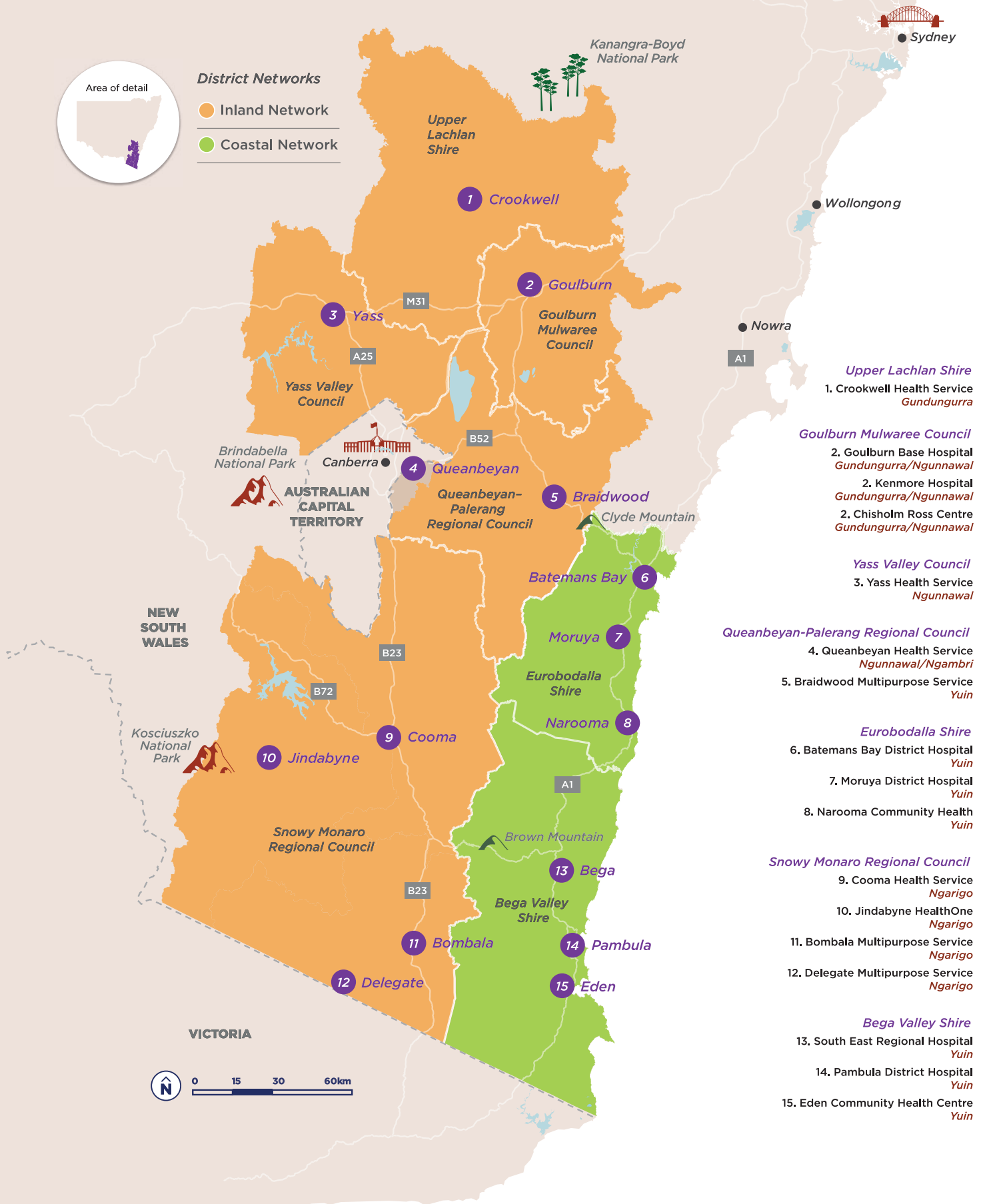
Figures accurate as at 30 June 2023





**District Networks**

- Inland Network
- Coastal Network



- Upper Lachlan Shire**
  - 1. Crookwell Health Service  
*Gundungurra*
- Goulburn Mulwaree Council**
  - 2. Goulburn Base Hospital  
*Gundungurra/Ngunnawal*
  - 2. Kenmore Hospital  
*Gundungurra/Ngunnawal*
  - 2. Chisholm Ross Centre  
*Gundungurra/Ngunnawal*
- Yass Valley Council**
  - 3. Yass Health Service  
*Ngunnawal*
- Queanbeyan-Palerang Regional Council**
  - 4. Queanbeyan Health Service  
*Ngunnawal/Ngambri*
  - 5. Braidwood Multipurpose Service  
*Yuin*
- Eurobodalla Shire**
  - 6. Batemans Bay District Hospital  
*Yuin*
  - 7. Moruya District Hospital  
*Yuin*
  - 8. Narooma Community Health  
*Yuin*
- Snowy Monaro Regional Council**
  - 9. Cooma Health Service  
*Ngarigo*
  - 10. Jindabyne HealthOne  
*Ngarigo*
  - 11. Bombala Multipurpose Service  
*Ngarigo*
  - 12. Delegate Multipurpose Service  
*Ngarigo*
- Bega Valley Shire**
  - 13. South East Regional Hospital  
*Yuin*
  - 14. Pambula District Hospital  
*Yuin*
  - 15. Eden Community Health Centre  
*Yuin*



# What matters to us?

---

## Southern is defined by more than the services we deliver.

People are at the heart of everything we do. As a leading healthcare employer, we are responsible for creating a positive workplace culture and influencing our communities through our leadership and values in action.

Underpinning the work initiatives described later in this document are several important themes that define what it means to be part of Southern's story.

### Our values

We are committed to building a strong, vibrant culture that demonstrates our values in action. Our CORE Values of Collaboration, Openness, Respect and Empowerment underpin how we care for our patients, staff, and the community every day.

### Capability and leadership

The future health needs of our communities require a highly skilled and capable workforce. Fostering a culture of excellence, innovation and patient-centred care enhances consumer outcomes and elevates the overall quality of care.

Ongoing professional development and leadership training equips our people with the skills, knowledge and tools to adapt to a fast-moving healthcare landscape.

#### Elevate — Together As One

Elevate describes the way we work together. It signifies our passion and responsibility to lift our people and performance and provide the high quality care that our staff, patients and community deserve.

'Together as one' we are building an organisation where everyone can see and feel the difference in how we provide care.

The Nine Elevate Principles – our ways of working – underpin our every action and interaction. They are central to the success of this People Strategy.



Look out for the Elevate icon on pages 29-26 of this document to see how they align to our People Strategy objectives.



**Our Future**  
A recognised leader in healthcare

**Our Purpose**  
To improve the wellbeing of the community we serve

**Our Promise**

**Excellence in care:**

We deliver appropriate, effective, personalised and safe care.

**Strategic Priorities**



Elevating the Human Experience



Keeping people healthy and well



Delivering safe care in all settings



Supporting our people

**Enablers for Change**

Education, training and research



Health data and analytics



Leadership and Governance



Value and Sustainability



**Our Patients, Clients & Residents**

**Our Foundations**

**Our Values**

Collaboration

Openness

Respect

Empowerment

**9 Principles**

1. Commit to excellence
2. Measure the important things
3. Build a culture around service
4. Create and develop great leaders
5. Focus on employee engagement
6. Build individual accountability
7. Align behaviours with goals & values
8. Communicate at all levels
9. Recognise and reward success

**elevate**  
together as one



**Health**  
Southern NSW  
Local Health District



SNSWLHD  
Care and Kindness  
Charter

## Diversity, equity, inclusion and belonging

Every person should feel safe and included at work. Success in delivering exemplary care and creating a safe and inclusive work environment is intricately tied to how we embrace and celebrate our differences.

A diverse workforce brings together unique perspectives, experiences, and talents that enrich our ability to understand and address the diverse needs of our patients and the communities we serve, ensuring that every individual feels valued, respected, and empowered to contribute their best.



## Closing the Gap

We work in partnership with Aboriginal and Torres Strait Islander people to improve health outcomes and Close the Gap.

Closing the Gap is our shared commitment to reducing Indigenous disadvantage with respect to life expectancy, child mortality, access to early childhood education, educational achievement and employment outcomes. It is also our workforce cultural journey ensuring our spaces are culturally safe and welcoming for Aboriginal and Torres Strait Islander staff and consumers. This involves engaging our staff and giving everyone a voice.

Our commitment is being put into action with a Closing the Gap Action Plan.

## Pride in Southern

Recognising the disparity in health outcomes between LGBTIQ+ people and the general population, Southern is committed to addressing health system barriers faced by LGBTIQ+ people that manifest as poor health outcomes.

Southern has formed a partnership with ACON's Pride in Health + Wellbeing to work towards our goal of a Rainbow Tick accreditation, a framework for health services to foster a more inclusive workplace and deliver care that meets the unique health needs of LGBTIQ+ people in our community.





## Care and kindness

We are committed to being kind and caring in every interaction — whether with patients, families, carers, or our colleagues.

Kindness starts with being kind to ourselves and looking after our own wellbeing, which enables us to care for others.

Southern's Care and Kindness Charter outlines our promise to:

- Consistently provide person-centred care.
- Show kindness and respect every day.
- Advocate for our patients.
- Demonstrate accountability and integrity.

## Safety and wellbeing

Our collective dedication to maintaining a safe and supportive environment directly correlates with our ability to provide exceptional care to our patients.

Our commitment to safety isn't just a priority; it's a shared responsibility that underpins Southern's success.

Together, we will continue to prioritise wellbeing at work, reinforcing a culture that not only supports our staff but ultimately enhances the wellbeing of the community we serve.

## Strategic partnerships

Collaborative partnerships contribute to our success through resource and knowledge-sharing. We leverage the strengths of others to ensure our communities receive the best possible care at every stage of their health journey.

Strong partnerships also enable us to learn from others and invest in research. This contributes to innovative models of care, fosters shared learning, and positions Southern as a leader in rural healthcare.

## Growing our own

Local training and development opportunities are critical to the sustained growth and vitality of Southern's workforce.

By investing in initiatives that support local talent development, we create a pipeline of skilled professionals who are not only familiar with the unique needs of our region but are also committed to serving our community.

# 2 What we considered

---



# Our internal alignment

## Our People Strategy supports Southern's existing strategic priorities.

This People Strategy is aligned to Southern's strategic plan Strategy 2026, annual operational plans, and the 2024 Clinical Services Plan. It also draws from NSW Health priorities and plans that incorporate broader workforce specific activities.

We work in close partnership with our rural and regional health partners in Primary Health Networks, General Practice, non-government organisations, HealthShare and private healthcare providers to deliver care that meet everyone's needs.

It is these relationships, strategies and frameworks that help to ensure we get our People Strategy right—delivering the support our people need to provide safe, quality care to our communities.

Our People Strategy will enable us to meet the objectives of two key documents:

Strategy 2026 outlines the four strategic priorities that will unify our efforts to deliver a sustainable health service that meets the needs of our community. The plan also identifies four enablers that will ensure our services are accountable, agile and data driven.

The 2024 Clinical Services Plan articulates our Plan over the next five to ten years towards our vision 'to be a leader in rural healthcare'. It is also in line with NSW Health vision towards 'a sustainable health system that delivers outcomes that matter most to patients and the community, is personalised, invests in wellness and is digitally enabled'.



# Our external alignment

## Our People Strategy is aligned with several state-wide frameworks.

To succeed, this People Strategy requires a clear understanding of Southern's operational context and alignment to the strategic priorities set by the NSW Ministry of Health and Southern's Strategic Plan.

A review of all relevant NSW Ministry of Health and Southern strategies and documents was conducted to understand existing priorities, plans and opportunities to leverage the momentum of work already underway.

This included:

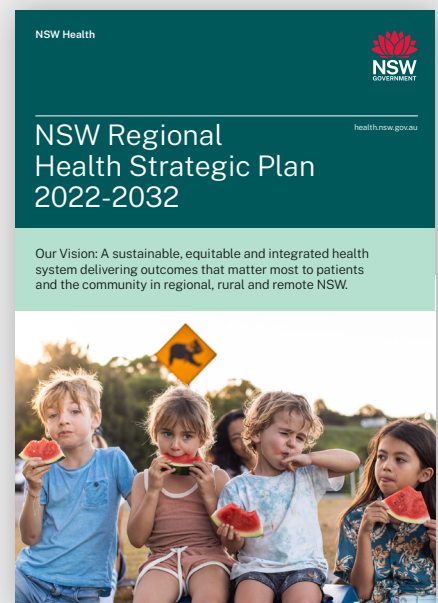
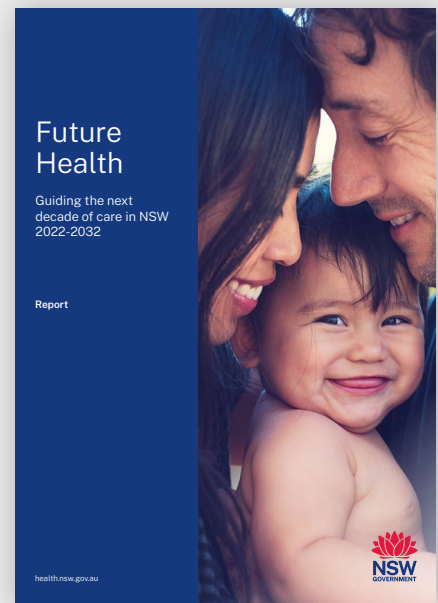
**NSW Regional Health Strategic Plan** provides an important new framework that identifies the unique needs of rural and regional health across NSW. The Plan gives rural and regional health workers a stronger voice and will help Southern to support our staff, drive employment growth and strengthen the regional health workforce.

**Future Health** identifies priorities to guide the next decade of care across the state, addressing emerging demands and challenges.

**NSW Health Workforce Plan** addresses long-term workforce trends and response to short-term workforce challenges.

## Other strategies and documents include:

- Elevating the Human Experience
- Commissioning for Better Value Strategy
- NSW Health Aboriginal Health Plan
- Diversity, Inclusion and Belonging Guide
- NSW LGBTIQ+ Health Strategy
- NSW Virtual Care Strategy





# Our consultation process

---

A robust People Strategy requires an understanding of two key questions:

## 1

What will make the most positive impact on staff experiences at work?

## 2

What will enable Southern to deliver on the priorities outlined in Strategy 2026?

A shared vision for the future of Southern's workforce relies on input and feedback from all staff.

This ensures the People Strategy is grounded in reality and addresses the things that matter most. Consultation occurred over several months with more than 40 hours of consultation conducted with over 50 staff, including:

### 280+

responses from an all-staff survey

---

### 10

feedback sessions for staff to respond to the draft People Strategy

---

### 18

focus groups across all disciplines, directorates and locations

### Regular feedback

from a staff working group, representative of the broader workforce, as well as the Executive Leadership Team and the Board

---

### Targeted interviews

with staff to understand the impact of existing workforce activities, such as Elevate

---

The People Strategy captures the voice of Southern's staff and is aligned to deliver on Southern's strategic outcomes.

# What we heard



*Southern staff are dedicated, value their team culture, and appreciate their leaders' commitment to a positive work environment.*



Jin is excited to come to work with colleagues who are caring and committed. He is a nurse who came to Southern from another District and has been impressed by everyone's dedication and passion.



Ellis is a clinician and identifies as part of the LGBTIQ+ community. They are proud to work at Southern with efforts being invested into Pride in Southern. They feel supported by an organisation that recognises and celebrates individuality.



Selina had a challenging month with personal challenges impacting her performance. Her leaders went above and beyond to be compassionate and understanding, pulling her aside to discuss how they could best support her wellbeing.



Jac identifies as Aboriginal and has strong connections to her local community. She has noticed some of Southern's efforts towards 'Closing the Gap' but doesn't know what this will involve. She is excited to represent the views and experiences of her community.



Deb has noticed the efforts of her leadership team who have shown commitment to building a positive working culture. She feels like the culture is getting better.

## Our strengths

Southern can leverage the strengths that energise our staff and drive our collective success:

- A dedicated and resilient workforce. Staff are invested in delivering high-quality care.
- Positive and collaborative team cultures.
- Engaged leaders who display genuine commitment to creating a positive workplace culture.
- Efforts and action towards diversity and inclusion are recognised and valued.
- Significant investment in leadership capability through Elevate and similar initiatives.



*Addressing workforce challenges will strengthen Southern's foundations and set us up for the future.*



Rachel was warmly welcomed by her team on her first day but didn't get access to Southern's systems until 2pm. She feels like her team weren't ready for her to start.



Trish wants to keep up to date with what's happening at Southern. A colleague told her about a new initiative that directly impacts her role, but she hadn't heard about it. She searched through her emails and intranet and realised she missed opportunities to contribute.



Kai is the only physiotherapist at his site. His manager is from another speciality so can't provide clinical supervision. While there are opportunities to connect with other physiotherapists through District meetings, the past two have been cancelled or rescheduled.



Will has been at Southern for two years and gets positive feedback from his manager and team, but he is unsure about how he can progress. He has performance conversation with his manager yearly, but it feels like a 'tick the box exercise', and there's never any follow up.



Bailey is new and finding it hard to work out who does what in her directorate. She looked for information on the intranet but couldn't find it. She noticed a lot of the information is outdated.

Note: while these examples are indicative of staff experiences, they are fictional and are not direct representations of any individuals.

## Our opportunities

Staff identified current workforce challenges that can inhibit performance and engagement:

- Uncompetitive benefits
- Lengthy and onerous recruitment processes result in us losing great candidates.
- Multiple communication channels used inconsistently
- Information can be hard to find, inaccurate or out of date.
- We don't always report back on staff feedback which can mean our people don't feel heard.
- Leadership practices and behaviours are not consistent across the District.
- The way we design our roles and teams can mean pathways for career progression are unclear or limited.
- Access to appropriate, timely professional development is not widespread or consistent.



*Southern is investing significantly in leadership and culture through Elevate.*

Elevate was launched in 2021 to lift Southern's culture and performance.

Elevate describes the way we aspire to work together. It signifies our passion and responsibility to ensure that we lift our people and performance to provide the high-level of support and care that our staff, patients and community deserve.

All staff are given the opportunity to engage in Elevate training, linking the nine Elevate principles with expected workplace behaviours. Additionally, Elevate aims to bring together current and emerging leaders to learn practices and principles for effectively leading teams.

We have a defined path to continue implementing the Elevate training, tools and tactics across the organisation through to 2026. The plan includes a suite of actions focused on leadership capacity and capability, accountability and performance, employee engagement and team development. Elevate will support us to realise the ambitions of this People Strategy and improve the experiences of all staff.



*"There is a definite focus on leadership and this is improving leader capacity – felt more at higher levels of leadership."*

*– People Strategy survey*

*"Opportunities for acting/ temporary leadership roles to increase skills/for professional development [are a key strength]."*

*– People Strategy survey*

*"I think Elevate is making a difference in team culture and giving us tools for making work a better place."*

*– Wellbeing pulse survey*

*"Leaders are being supported to develop their leadership as we move beyond the restructure."*

*– People Strategy focus group*

Since January 2022



More than 340 Elevate education sessions conducted with 3,400 participants.



More than 160 leaders have participated in leadership development through the Elevate Leadership Program and Advanced Leadership Program.



1,025 staff and teams were recognised through Elevate Postcards, Values Cards, Southern Stars newsletter and the Excellence Awards.



*Southern's diversity and inclusion efforts are gaining momentum.*

Diversity, equity and inclusion is a cultural enabler that brings significant benefits to our workforce and consumers.

Recognising this, Southern is committed to creating an inclusive and equitable environment for all. Staff have seen progression on inclusion initiatives, such as Closing the Gap and Pride in Southern, which aim to ensure all staff feel safe and included at work.

*"I think the LHD is taking diversity and inclusion seriously now. It's on the up."*

*- People Strategy survey*

*"Southern has said this is a long-term focus. This is exciting. It will be really important for this to be embedded... and something we need to keep working at."*

*- People Strategy focus group*

*"Very strong focus on Aboriginal respect and cultural competence."*

*- People Strategy survey*

*"There have been improvements in diversity in the District, seeing an increase in Aboriginal staff structure and other roles for Aboriginal clinicians outside of Aboriginal Health roles (e.g. Palliative care)."*

*- People Strategy survey*



**Emma Woolley**  
Winner of the inaugural Closing the Gap Award at Southern's 2023 Excellence Awards.



The Pride in Southern initiative and the District's LGBTIQ+ Strategy, the Pride in Southern Promise, were launched.



846 staff have completed the reinvigorated Respecting the Difference, Know the Difference cultural education workshop.



Launch of the Integrated Care and Allied Health Statement of Commitment to Close the Gap.

# 3 Our way forward

---



# Our vision

## The future of Southern's workforce.

Southern's People Strategy presents four priority areas to increase workforce engagement and performance, with a dual focus on addressing current workforce challenges, and preparing the workforce of the future. The three-year time frame aligns with Southern's broader strategic plan (Southern NSW Local Health District Strategy 2026), however efforts to achieve and monitor our four strategic priorities should be ongoing.

To achieve our vision for the People Strategy, there must be a concerted effort to develop strong foundations for the future. The initiatives outlined on the following pages have been categorised by the following:

### Strengthen the foundations

These are the elements that are essential for us to get right to build the foundations for future aspirations.



### Shape the future

These are the elements that will move the dial significantly and accelerate Southern towards becoming a leader in rural healthcare.



# Our objectives

---



## Objective One

Foster an environment where people can be their best.

Our future state:

- Staff feel valued and exceptional performance is recognised and celebrated.
- Staff psychosocial safety and wellbeing is supported and prioritised.
- Elevate is an embedded way of working across the organisation.
- CORE values are consistently applied by all staff when interacting with patients and each other.
- High-potential staff are identified, nurtured and developed for succession.



## Objective Two

Attract great talent and improve recruitment and onboarding.

Our future state

- Prospective employees are enticed by Southern's employee benefits, and the opportunity to live and work in rural communities to make an even greater impact. They increasingly see Southern as an employer of choice.
- The recruitment process is efficient, user-friendly, and works well for both Southern and the applicant. New starters experience a seamless onboarding process that fosters a sense of value, prepares them to connect with their colleagues and equips them to perform at their best from day one.
- Southern has a strong network to attract talent, including through partnerships and connections within and beyond the LHD.
- Southern has talent across all levels and disciplines that represent the communities we serve.





## Objective Three

Optimise how we work and communicate.

Our future state:

- There is clear and meaningful two-way communication utilising appropriate channels maintaining message continuity and consistency.
- There is a centralised and up to date system for organisational information, policies and procedures where all staff can easily access the same information.
- Southern has innovative and contemporary workforce models, particularly related to the clinical and medical workforce.



## Objective Four

Grow a learning culture.

Our future state:

- Southern has a more highly skilled workforce, and a workplace culture focused on continuous improvement.
- All staff have opportunities to learn and grow with a development pathway supportive of their role and aspirations.
- Leaders at all levels are capable and engaged in effectively managing the workforce.
- Southern offers training and development that is timely and suitable, supporting the needs of the individual and the team whilst preparing staff for future opportunities.

# People Strategy 2024-2026

## Elevating our workforce

### Strengthen the foundations

- 1.1** Implement Southern initiatives that support staff wellbeing and psychosocial safety.
- 1.2** Continue to embed Elevate as business as usual to support consistent application of desired values and behaviours.

- 2.1** Clearly define and communicate compelling and competitive reasons to work at Southern.
- 2.2** Continue to streamline recruitment and onboarding processes in line with Southern's recruitment action plan.

- 3.1** Embed governance and engagement channels to support workforce diversity initiatives.
- 3.2** Develop a communication and engagement framework to streamline staff communications.
- 3.3** Improve quality and accessibility of information.

- 4.1** Support managers to have effective and ongoing professional development conversations.
- 4.2** Build and implement a learning and development strategy for Southern.
- 4.3** Define priority career and professional development pathways that address future needs.
- 4.4** Continue to build strong leadership using Elevate principles and practices.

### Shape the future

- 1.3** Develop succession planning at Southern.

- 2.3** Develop partnerships to access and grow priority roles and populations.
- 2.4** Identify opportunities to coordinate applicant systems and processes across LHDs.
- 2.5** As appropriate, recruit for skills that match the future capabilities required to deliver on the Clinical Services Plan.

- 3.4** Equip teams with efficient administrative operations.
- 3.4** Pilot innovative clinical workforce models that respond to the needs of the Southern community.

- 4.5** Identify and prioritise development in capabilities that will enable the future of Southern.

## Objective One

Foster an environment where people can be their best.

## Objective Two

Attract great talent and improve recruitment and onboarding.

## Objective Three

Optimise how we work and communicate.

## Objective Four

Grow a learning culture.



NSW Health  
Southern NSW  
Local Health District

YVONNE

Health  
Southern NSW  
Local Health District

Lee

NSW Health  
Southern NSW  
Local Health District  
Yvonne  
Watts  
Social Worker  
Eurobodalla Health Service  
I am fit tested  
For:





## Objective One

Foster an environment where people can be their best.

### Why does this matter?

A supportive and safe work environment is a key driver of staff satisfaction and engagement. Clearly communicating wellbeing initiatives, driving valued behaviours and defining succession planning processes can all support Southern staff to be at their best. When staff feel psychosocially safe and supported, they can proactively manage their own wellbeing, are clear on where to go for support if needed and are able to perform effectively.



Align behaviours with goals and values  
Recognise and reward success

Initiative	Intended outcomes	
Strengthen the foundation		
<p><b>1.1</b> Implement Southern initiatives that support staff wellbeing and psychosocial safety.</p>	<p>All staff feel supported with the tools to proactively manage their own wellbeing. They are clear about where they should go for support to manage their wellbeing if required.</p>	<p>Leaders feel equipped with the tools and capability to proactively and reactively manage psychosocial safety.</p>
<p><b>1.2</b> Continue to embed Elevate as business as usual to support consistent application of desired values and behaviours.</p>	<p>Elevate principles are well-known across the organisation. Staff at all levels emulate the values and behaviours related to Elevate.</p>	<p>Regular recognition is given for staff doing exemplary work.</p>
Shape the future		
<p><b>1.3</b> Develop succession planning at Southern.</p>	<p>High-potential staff are identified, nurtured and developed to prepare for leadership roles.</p>	<p>There is a seamless transition when positions are filled. Loss of organisational knowledge is prevented, and leaders are prepared for their new roles.</p>

## Our future state

---

Staff feel valued and exceptional performance is recognised and celebrated.

Psychosocial safety and wellbeing of staff is supported and prioritised.

Elevate is an embedded way of working across the organisation.

CORE values are consistently applied by all staff when interacting with patients and each other.

High-potential staff are identified, nurtured and developed for succession.

## Actions to deliver the initiative

---

Centralise and promote existing wellbeing information, tools, and resources so staff know where to go for support when needed.

Prioritise activities that address workplace hazards that impact on staff health, safety and wellbeing.

Ensure that training and education is provided for leaders to foster an environment of psychosocial safety and to ensure that psychosocial hazards are appropriately prevented, managed and addressed.

Regularly promote staff opportunities for feedback, including the Speak Up platform and the People Matter Employee Survey as opportunities to provide anonymous feedback on wellbeing support.

Continue to embed the Elevate program into the District's business-as-usual and monitor and report on its effectiveness (e.g., internal pulse surveys and annual progress reviews).

Implement Elevate reward and recognition processes.

Develop a succession planning framework that indicates how Southern will build and track succession pipelines.

Invest and develop high-potential staff to prepare them for leadership roles (see initiative 3.1.1 related to professional development conversations and initiative 3.4.2 related to leadership development).



## Objective Two

Attract great talent and improve recruitment and onboarding.

### Why does this matter?

Workforce shortages, a rural location, and lengthy recruitment and onboarding pose significant recruitment challenges. A set of compelling and competitive reasons to work at Southern (known as an Employee Value Proposition, 'EVP') and implementation of efficient recruitment processes is required to attract and secure the right people. Once recruited, we want new staff to have an onboarding experience that sets them up for success, enabling them to contribute value from day one.



Commit to excellence  
Build a culture around service

Initiative	Intended outcomes		
Strengthen the foundation			
<p><b>2.1</b> Clearly define and communicate compelling and competitive reasons to work at Southern.</p>	<p>Southern NSW LHD is seen as a great place to work and live.</p>	<p>Southern stands out alongside other LHDs and neighbouring health organisations.</p>	<p>Top talent in the market are attracted and applying to work at Southern.</p>
<p><b>2.2</b> Continue to streamline recruitment and onboarding processes in line with Southern's recruitment action plan.</p>	<p>Southern continues to meet recruitment and onboarding targets as processes become more efficient.</p>	<p>Managers feel supported and have a clear understanding of their role in the recruitment process.</p>	<p>New staff are confident and set up for success from day one.</p>
Shape the future			
<p><b>2.3</b> Develop partnerships to access and grow priority roles and populations.</p>	<p>Southern's workforce has a sustainable pipeline of people in priority roles and populations.</p>		
<p><b>2.4</b> Identify opportunities to coordinate applicant systems and processes across LHDs.</p>	<p>Candidates applying to or working across LHDs find the process familiar, easy and streamlined.</p>		
<p><b>2.5</b> As appropriate, recruit for skills that match the future capabilities required to deliver on the Clinical Services Plan.</p>	<p>Southern is proactive and can respond to healthcare workforce change, including the use of contemporary and innovative strategies.</p>		

## Our future state

Prospective employees are enticed by Southern, and the opportunity to live and work in rural communities to make an even greater impact. They increasingly see Southern as an employer of choice.

The recruitment process is efficient, user-friendly, and works well for both Southern and the applicant. New starters experience a seamless onboarding process that fosters a sense of value, prepares them to connect with their colleagues and equips them to perform at their best from day one.

Southern has a strong network to attract people, including through partnerships and connections within and beyond the LHD.

Southern has high-performing and capable staff across all levels and disciplines that represent the communities we serve.

## Actions to deliver the initiative

Leverage the NSW Ministry of Health work and the existing Southern EVP to articulate a refreshed, compelling and competitive EVP that is nuanced for Southern audiences (e.g., showcasing existing communities of practice and innovative models of care).

Design and deliver recruitment campaigns that showcase Southern's EVP with appropriate segmentation (priority segmentation to be determined e.g., rural, international, discipline-based, diverse workforce populations, visiting medical officers and staff specialists).

Continue to embed and sustain actions from the Recruitment Action Plan.

Develop guidance materials aligned with the Recruitment Action Plan to support managers with recruitment, including a clear list of timeframes, actions, and responsibilities with supporting tools and templates.

Deliver training for managers on their role in the recruitment and onboarding process (e.g., how to review their team requirements, identify resource gaps and risks, draft role descriptions, conduct interviews, and support orientation).

Launch the Onboarding Suite and monitor its effectiveness. This should include opportunities for staff feedback to review and update for continuous improvement.

Identify priority roles and populations that support Southern's workforce plans and targets (e.g., Clinical Services Plan).

Identify and strengthen strategic partnerships to build a pipeline of people in priority roles and population (e.g., schools, local universities/TAFEs, other health organisations and local employers).

Develop a strategic partnership strategy/plan to coordinate activities to identify, manage and monitor partnerships that support recruitment in priority roles and workforce diversity populations (see initiative 3.2.3 for aligned initiative).

Consult with the Ministry and other LHDs on current recruitment and internal mobility systems and processes used and identify and action opportunities for coordination.

As appropriate, target recruitment for the future capabilities required to deliver on relevant workforce plans (e.g., the Clinical Services Plan).

Review roles suitable for flexible or alternative workforce models (e.g., upskilling for roles that can be delivered remotely).



## Objective Three

Optimise how we work and communicate.

### Why does this matter?

Southern staff are challenged by lack of clarity around communication and ineffective processes. Effective communication and information flow will promote engagement and provide staff with clear direction and regular two-way communication. There is an opportunity for Southern to consider the workforce models that will get the best out of all staff efficiently (e.g., through effective administrative support) and effectively (e.g., through innovative medical workforce models).



Focus on employee engagement  
 Communicate at all levels  
 Build a culture around service

Initiative	Intended outcomes
Strengthen the foundation	
<p><b>3.1</b> Embed governance and engagement channels to support workforce diversity initiatives.</p>	<p>Diverse workforce populations receive the support required to thrive at Southern.</p> <p>Southern prioritises inclusive models of care to ensure equitable and person-centred care for their diverse community.</p> <p>Southern structures the workforce to reflect the broader community.</p>
<p><b>3.2</b> Develop a communication and engagement framework to streamline staff communications.</p>	<p>Staff are informed and aware of where to find different types of communications. They are given opportunities to engage and share input on how leaders can improve their communication practices.</p>
<p><b>3.3</b> Improve quality and accessibility of information.</p>	<p>Staff can easily find up to date and accurate information.</p>
Shape the future	
<p><b>3.4</b> Equip teams with efficient administrative operations.</p>	<p>Reduced administrative burden supports staff to spend time on their primary role responsibilities that contribute to their performance (e.g., delivery of clinical services).</p>
<p><b>3.4</b> Pilot innovative clinical workforce models that respond to the needs of the Southern community.</p>	<p>Southern meets the changing community healthcare needs by building medical workforce models that enhance patient care and access to healthcare for the community.</p>



## Our future state

There is clear and meaningful two-way communication utilising appropriate channels maintaining message continuity and consistency.

There is a centralised and up to date system for organisational information, policies and procedures where all staff can easily access the same information.

Southern has innovative and contemporary workforce models, particularly related to the clinical and medical workforce.

### Actions to deliver the initiative

Define diverse workforce populations for Southern (e.g., staff identifying as Aboriginal and/or Torres Strait Islander, LGBTIQ+, culturally and linguistically diverse (CALD), language other than English spoken at home (LOESH) and with lived experience of disability).

Formalise staff networks for diverse workforce populations including those with lived experience and allies.

Establish formal governance processes and pathways for workforce diversity initiatives, (e.g., coordinating with existing committees).

Define and optimise each communication channel for clarity on where staff should go for different types of communication.

Develop a change communication framework to support clear and consistent messaging. This might include articulating the purpose and impacts of the change and greater visibility of executives and People and Culture.

Define mechanisms for gathering staff input and feedback and support leaders on how to do this effectively (e.g., huddles and leader roundings).

Continue to implement Elevate plans for improving communications and staff engagement and monitor progress.

Identify priority areas of information to be reviewed and updated (e.g., existing organisational information and resources on myHub).

Develop protocols and assigned responsibility for regular maintenance of myHub.

Review administrative operations and identify and action opportunities for administrative processes to be more efficient and less duplicative.

Research and consult with the Ministry of Health to design contemporary employment arrangements that enable the medical workforce to more efficiently and effectively deliver care to Southern communities (e.g., virtual care services).

Develop guiding principles for the contemporary employment arrangement.

Test and pilot the workforce model.



## Objective Four

Grow a learning culture.

### Why does this matter?

Lack of professional growth inhibits Southern staff to meet their full potential and see career progression opportunities within the organisation. Pathways for professional growth are needed to mitigate this and build a highly skilled and sustainable workforce. Access to ongoing training and development to enhance capability and reduce turnover costs will help develop Southern staff into future healthcare leaders.



Create and develop great leaders  
Build individual accountability

Initiative	Intended outcomes	
Strengthen the foundation		
<b>4.1</b> Support managers to have effective and ongoing professional development conversations.	Staff have productive performance conversations and see the value of using PAT. They feel empowered to drive their own development. Managers help foster a culture that supports learning and growth.	
<b>4.2</b> Build and implement a learning and development strategy for Southern.	Staff are well equipped with the appropriate training and skills required for their role.	Training opportunities are tailored to the role and relevant to the department.
<b>4.3</b> Define priority career and professional development pathways that address future needs.	The culture fosters continuous learning and development by providing staff with targeted and appropriate opportunities for career and professional development.	Staff have access to regular, up to date training and development opportunities.
<b>4.4</b> Continue to build strong leadership using Elevate principles and practices.	Leaders across Southern embody the Elevate principles and are equipped with the capabilities to enable their teams to succeed.	Leaders have access to training relevant to their level (e.g., frontline, middle or senior) and role (e.g., medical or clinical). There is a consistent application of Elevate across the District.
Shape the future		
<b>4.5</b> Identify and prioritise development in capabilities that will enable the future of Southern.	The District is proactive in preparing for future opportunities and trends.	Southern becomes a leader in modern rural healthcare practice and operations.

## Our future state

Southern has a more highly skilled workforce, and a workplace culture focused on continuous improvement.

All staff have opportunities to learn and grow with a development pathway supportive of their role and aspirations.

Leaders at all levels are capable and engaged in effectively managing the workforce.

Southern offers training and development that is timely and suitable, supporting the needs of the individual and the team whilst preparing staff for future opportunities.

### Actions to deliver the initiative

Deliver and reinforce training for managers on having effective professional development conversations including maximising the value of the Performance and Talent (PAT) system.

Embed Monthly Accountability Meetings (MAM) and leadership and Executive rounding to keep staff accountable for their performance objectives.

Conduct a training needs assessment and identify professional development opportunities and needs for directorates, considering the priority capabilities required for the future.

Explore and formalise internal opportunities for individuals and teams to develop.

Build new and strengthen existing external partnerships with other Districts, the Ministry and education providers to establish further development opportunities (see initiative 1.3.3 for aligned initiative).

Communicate to staff the process and guidance for training including the level of investment and a formalised training schedule outlining priority training requirements.

Communicate mandatory cultural intelligence, awareness and sensitivity training requirements (e.g., Closing the Gap and Diversity, Equity and Inclusion training).

Identify and define career pathways for priority roles and develop succession plans to address future needs.

Consider and identify opportunities to shape teams to better support growth and career progression.

Implement action from Elevate Progress Report 2021-2023 to co-design and implement a leadership capability framework.

Implement action from Elevate Progress Report 2021-2023 to design and deliver leadership development programs that build capability aligned to the leadership capability framework for leaders at all levels including emerging, frontline, senior and executive (note: this might consider focused and/or differentiated leadership development for medical staff).

Develop a 'Future Leaders' development program for middle managers as part of action from Elevate Progress Report 2021-2023. Program participants can be determined through succession planning framework (see initiative 1.3).

Identify the future capabilities required to deliver on relevant workforce plans (e.g., Southern's Clinical Services Plan).

Investigate skill gaps and needs within Southern and the broader rural healthcare industry and prioritise development of future capabilities for the appropriate roles.

Southern NSW  
Local Health District

