

The Way We Work Playbook

Albury Wodonga Health

The Way We Work

The purpose of this guide is to clearly articulate what it means to work ‘flexibly’ at AWH.

Flexible working is guided by our values, enabling us to support our culture to deliver a high-performing organisation which we believe will ultimately lead to better outcomes for our patients, staff and community.

At the end of the day, the most important thing is delivering on the outcomes we are committed to and no matter what flexibility arrangement you put in place our commitment will not change.

We are not enabling 100% remote working. Instead, we will offer a range of flexibility that is consistently and fairly applied across the whole organisation including a hybrid model of work. This begins with everyone coming back to the office to begin the reset and put formal arrangements in place.

Teams will have the opportunity to select ‘moments that matter’ where all the team is expected to come together onsite in person. Recognising the diverse nature of our teams and their roles, we encourage customisation of team working norms.

We take a local jobs first approach to recruitment and are proud that our staff are predominately located within our region. In very rare circumstances we may accommodate new starters (if it has been a difficult skill to recruit) or existing employees living outside our region with greater flexibility. This will be considered case-by-case and will not be automatically assumed as approved.

Organisational Values

AWH is committed to promoting, celebrating and adhering to our values through flexible working arrangements:

- Patient and client focused
- Equity
- Trust
- Ethical
- Respect
- Compassion
- Accountability
- Teamwork

It is proposed that the program will commence on the [18th September 2023](#) with all teams required to return to the office and reset.

There will be resources available to assist with the program, they will include:

- Request for flexible working arrangements form
- Moments that matter template

Guiding Principles

It starts with trust, we trust each other to make effective and safe choices about where work is best done.

We are all different – how we work is based on the needs of our role, team and each individual.

We are inclusive, we include everyone no matter where and how they are working.

We work hard to stay connected not just within our teams but across the business.

We make choices around our ways of working always within the context of our impact, team and the organisation

We care about performance, impact and outcomes, we each take personal and collective accountability for our ways of working.

Our people are ‘better for being here’, our strong sense of identity comes from a strong connection to our purpose – we always consider the impact on our patients and our teams when we make choices on how we work.

We try new things, even when we are unsure, we learn and adjust as we go.

Things may be ambiguous and even uncomfortable at first. That is expected and okay.

If it’s not working, we have the brave conversations and adjust for an outcome that is mutually beneficial.

“The Best of Health”

Moments that matter

There are times when teams need to physically come together for what we are calling 'moments that matter'.

Each team needs to carefully determine what their moments that matter are to ensure **clarity, connection, collaboration** and that we are **keeping our culture alive**.

The agreed moments are also to be inclusive, where being together in the same space at the same time delivers better outcomes than if we are apart.

Using the template that will be provided each team will work through what their agreed moments that matter are under each of the categories in the below table. This will need to be updated annually.

Why these moments.....

Culture	Clarity	Connection	Collaboration
<p>Whether it's communication, leadership, or the ways of working, the team culture is about values. These values make up the foundation of how the team works together and with other teams.</p> <p>Example:</p> <ul style="list-style-type: none">• Annual team activity	<p>Clarity improves a team's ability to execute, its ability to effectively deliver outcomes confidently and its overall satisfaction.</p> <p>Example:</p> <ul style="list-style-type: none">• 1:1 Check-ins• Weekly huddle	<p>Connected teams drive collaboration, nature healthy working relationships and promote knowledge-sharing.</p> <p>Example:</p> <ul style="list-style-type: none">• Regular team meetings	<p>Collaboration improves the way your team works together, and problem solves.</p> <p>Example:</p> <ul style="list-style-type: none">• Planning\strategy sessions• Regular catch up with another team.

Flexibility

Flexible work offers elements of flexibility in when, where and how employees work best, and the level of flexibility can vary.

Under section 65 of the Fair Work Act 2009, an employee can request a flexible work arrangements that is different from their current working arrangement. This request can be made by an employee with at least 12 months service if they:

- are the parent, or have responsibility for the care, of a child who is school aged or younger;
- are a carer (under the Carer Recognition Act 2010);
- have a disability;
- are 55 or older;
- are experiencing family or domestic violence; or
- provide care or support to a member of their household or immediate family who requires care and support because of a family or domestic violence.

Enterprise Agreements offer flexible work arrangements with some including the following:

- Hours of work (for example, changes to start and finish times)
- Patterns of work (for example, spilt shifts or job sharing)
- Locations of work (for example, working for home)

Hybrid Model

In addition to what is already available staff will now have the option to select hybrid working. A hybrid workplace model mixes in-office and remote work.

There is a requirement for employees working within a hybrid model to be in the workplace for equal to or more than 50% of their rostered hours.

✨ The expectation is people will not work remotely if required to undertake primary caring responsibilities, however for exceptional circumstances it is at the Managers discretion.

✨ A case-by-case, team-by-team approach process will be applied in approving flexible working options going forward, there will be NO precedence set.

Keeping us all inclusive

Flexibility requires maturity and an inclusive mindset and behaviours from teams and leaders to avoid divides.

Level the playing field

- Set clear commitments at the start of the year.
- Check in regularly and be proactive in asking for feedback.
- Quickly address divides/sub-cultures that may emerge. Focus on the elements that keep you together.
- Create moments that matter.
- Recognise that virtual working can have a greater impact on those who are early in their career, who haven't yet had the opportunities to build their networks and who benefit greatly from regular coaching and guidance.

Foster inclusion

- Get the basics right, ensuring the team has an opportunity to discuss the way flexibility will work within the team, all opinions deserve to be heard.
- Create a space for everyone in the team to participate.
- Everyone gets treated the same when determining flexibility arrangements.

Support is available

People & Culture

- ☀ Chief of People & Culture
- ☀ Safety & Wellbeing Team
- ☀ Workplace Relations Team

Manager/Supervisor

- ☀ Direct line manager

Employee Assistance Program

- ☀ Benestar – AWH Employee Assistance Program which provides external confidential professional counselling to all staff at no cost – available 24/7

 1300 360 364