



Sydney  
Local Health District

# Management Accountability Framework

Supporting our people to build healthy teams



Sydney Local Health District was established as a legal entity on 1 July 2011 as part of the National Health Reform process. It marked the beginning of a new era in healthcare delivery in NSW. The change to the Local Health District followed a transition from Sydney South West Area Health Service to the Sydney Local Health Network in January 2011, ahead of the final transition to a Local Health District with its own Board. On 1 July 2021 the Sydney Local Health District celebrated 10 years of operations. Through its hospitals, clinical and support services, the staff in Sydney Local Health District have a proud history of caring for our patients. Our vision is excellence in health and healthcare for all.

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## Message from the Chief Executive



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

Our District is one of the top-performing local health districts in Australia, supported by our shared commitment to excellence in health and healthcare for all.

We are in a fortunate position to be able to offer exciting, life-long careers and continually look for new ways to support our staff. We provide ongoing education, opportunities to be part of exciting initiatives, to share ideas and collaborate with others and 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 – 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, lead by example, and create a workplace that makes everyone proud.

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,

A handwritten signature in black ink that reads 'Deb Willcox'.

Deb Willcox 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 managers. It outlines our management philosophy, key expectations of managers, and how this translates 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 to our staff and our patients

## 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 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
<input type="checkbox"/> Team Huddle – informed by the District’s Team Huddle Guide	<input type="checkbox"/> Conduct a formal ‘walk-around’ in service/department/ward using the <a href="#">Management Walk-Around Checklist</a>
<input type="checkbox"/> Meet and greet staff	<input type="checkbox"/> Check <a href="#">StaffLink</a> and Oracle for requests requiring sign off
<input type="checkbox"/> Meet and greet patients and their families (where appropriate)	<input type="checkbox"/> Check <a href="#">My Health Learning</a> for any course requests requiring sign off
<input type="checkbox"/> Find solutions to issues that arise	<input type="checkbox"/> <a href="#">Guide for Conducting Staff Check Ins</a>
<input type="checkbox"/> Immediately escalate serious issues and issues that cannot be dealt with locally	<input type="checkbox"/> <a href="#">Incident Management System (ims+)</a>
<input type="checkbox"/> Check that the skill mix of staff is appropriate for that day and escalate any workforce concerns	<input type="checkbox"/> Plan staffing to ensure appropriate skill mix in the service/department/ward
<input type="checkbox"/> Optimise use of resources to ensure performance to budget	

Monthly	Annually
<input type="checkbox"/> Monitor and trend workforce data (A/L, S/L, ADO, vacancy, overtime and agency utilisation) using the <a href="#">Data Analytics Guide</a>	<input type="checkbox"/> Schedule all departmental audits
<input type="checkbox"/> Monitor mandatory training compliance of staff	<input type="checkbox"/> Schedule all staff performance reviews
<input type="checkbox"/> Monitor performance against identified KPIs using the <a href="#">Data Analytics Guide</a>	<input type="checkbox"/> Prepare service/department/ward for accreditation processes
<input type="checkbox"/> Conduct regular staff/team meeting using the <a href="#">Meeting Agenda Template</a>	<input type="checkbox"/> Schedule regular meetings with line manager
<input type="checkbox"/> Review and trend cost centre financial performance using the <a href="#">Data Analytics Guide</a>	<input type="checkbox"/> Review and update risks in the <a href="#">Enterprise Risk Management System (ERMS)</a>
<input type="checkbox"/> Conduct identified audits	<input type="checkbox"/> Develop a succession plan for service/department/ward
<input type="checkbox"/> 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. Access the toolkit via [Intranet > Staff Services > Management Accountability Framework Information and Toolkit](#)

**Sydney,**  
it's *your* local  
health district



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