



Health
Mid North Coast
Local Health District

Employee Wellbeing Framework

2022-2024



Acknowledgement of Country

In the spirit of reconciliation, the Mid North Coast Local Health District acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

The Traditional Custodians of the lands covered by the Mid North Coast Local Health District are from the Gumbaynggirr, Dunghutti, Birpai, and Nganyaywana nations.

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Foreward

Message from the Chief Executive

The Mid North Coast Local Health District is committed to supporting our people to build resilience, engage in healthy lifestyle practices, and provide opportunities for professional development.

Since 2019, our District has endured drought, bushfires and floods, along with the continuing impacts of the COVID-19 pandemic.

Our response has completely changed the way we do things. There has been no greater impact on our District, our people and our communities. We have changed the way we do things and created a unique moment in time to do things better than ever before.

Our COVID-19 Reflections and Lessons Learnt review reinforced our commitment that we do, and always will, take wellbeing seriously. We will continue to create a supportive environment for everyone by engaging with and supporting teams in building wellbeing and connectedness as a team.

I encourage you to take some time to reflect and explore what supports good, healthy choices. Create meaningful intentions and remember, healing happens in relationships.

Preventative health and the wellbeing of employees remains a key focus area of our District. The MNCLHD Employee Wellbeing Framework provides a model for wellbeing that includes six interdependent wellbeing focus areas supporting a holistic approach at the individual, workplace and District level. It aims to support healthy lifestyle choices and offers mindfulness strategies to improve personal wellbeing.

I am grateful for your continued efforts and professionalism during these challenging times and invite you to embrace the Employee Wellbeing Framework as part of our wider commitment to providing the safest workplace possible.

A handwritten signature in black ink, appearing to read 'Stewart Dowrick'. The signature is fluid and cursive, with a long, sweeping tail that loops back under the name.

Stewart Dowrick
Chief Executive
Mid North Coast Local Health District

Introduction

Mid North Coast Local Health District (MNCLHD) extends from the Port Macquarie-Hastings Local Government Area (LGA) in the south to the Coffs Harbour LGA in the north and provides healthcare services across a geographic area of approximately 11,335 square kilometres. The Traditional Custodians of the lands covered by the MNCLHD are from the Gumbaynggirr, Dughutti, Birpai, and Nganyaywana nations.

With more than 4,000 employees providing services to the population of approximately 218,000 residents, our employees' wellbeing and work-life balance needs to be the best it can be.

The benefits of workforce wellbeing is far reaching, not only for the individual, but for their families, their communities and the Local Health District more broadly.

The World Health Organization defines mental health as 'a state of wellbeing in which every individual realises his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully and is able to contribute to her or his community.'

It has long been acknowledged that wellbeing is more than the absence of physical or psychological illness. In very broad terms, wellbeing can be described as the quality of a person's life.

Two major approaches to defining wellbeing relate it to:

1. our subjective experience of feeling good or experiencing pleasure and positive emotion, and functioning well
2. our potential to flourish.

The District is committed to the health and wellbeing of our employees and this Employee Wellbeing Framework outlines our commitment to support a healthy workforce.

The Employee Wellbeing Framework outlines the options and opportunities for employees to use the existing preventive resources to support their wellbeing, both personally and professionally.

The key drivers for the development of the Employee Wellbeing Framework 2022 - 2024 are:

1. Ministry of Health Workplace Culture Framework
2. Ministry of Health 2021 Elevating the Human Experience
3. MNCLHD Strategic Directions
4. COVID-19 Reflections and Lessons Learnt 2020
5. MNCLHD Safety Culture Survey 2019 and 2020

The Employee Wellbeing Framework aims to contribute to the delivery of safe, quality and consistent care by focusing on improving the overall health and wellbeing of our employees.

Many roles across the District involve mentally, emotionally and physically demanding responsibilities. This Framework includes key focus areas to address employees' wellbeing and increasing the opportunity for employees to engage in preventative and protective strategies for good physical and psychological health that they can use across their personal and professional lives.

2022-2024

Employee Wellbeing Framework

The Employee Wellbeing Framework provides a model for wellbeing that includes six interdependent wellbeing focus areas supporting a holistic approach to wellbeing at the individual, workplace and District level.

The six wellbeing focus areas are:



Did you know, Australians spend about one third of their lives at work?¹

Being healthy at work can make a big impact on helping to reduce the prevalence of lifestyle-related chronic disease.

The benefits of wellness are far-reaching, not only at an individual employee health level, but impacts are seen at an organisational and community level. Healthy employees are nearly three times more productive than unhealthy employees².

With unhealthy employees taking up to nine times more sick leave than their healthy colleagues², it makes good business sense to invest in employee health and wellbeing to create a positive workplace culture which ultimately impacts on the organisation's productivity.

¹ NSW Government Mentally Healthy Workplaces Strategy 2022

² Medibank Private Study





Mental and Emotional Wellbeing

We spend a significant portion of our time at work, therefore, taking care of our mental health is key to our success in functioning well within our roles in the workplace and at home. It is important to have meaningful and strong connections with others, develop and maintain positive self-esteem, and be able to manage personal resilience in times of change.

The District is a leader in supporting our employees to foster skills that can be used to assist in coping with the challenges we face day-to-day, to develop both personal and professional resilience.





Mental and Emotional Wellbeing

Employee Assistance Program

A free, confidential service for employees, EAP provides early intervention and support via counselling and coaching strategies for all employees across the District. It assists employees to identify and work towards resolving both work-related and personal issues.

- The three key domains of support include:
- Post Incident Support Debriefing
- Employee Support (Individual Counselling/Coaching)
- Manager Support (Coaching Support for Managers).

Onsite Counselling

A free, confidential onsite service for employees facilitated by AccessEAP. The service provides early intervention and support via onsite counselling and coaching strategies for all employees across the District. It aims to assist employees to identify and work towards resolving both work-related and personal issues.

The key domains of support include, but is not limited to:

- Financial and Legal counselling
- Stress and Anxiety counselling
- Depression counselling
- Grief and Loss counselling
- Parenting counselling
- Conflict counselling
- Manager Support (Coaching Support for Managers).

Critical Incident Responses

AccessEAP provides crucial advice, training and coaching to support employees following traumatic incidents in the workplace.

External

Midwives Retreat

The Midwives Retreat program promotes engagement and improves self-compassion through:

- Enhanced capacity to manage external job demands
- Improved capacity to set boundaries, say 'no' and increased personal efficacy
- Improved self-awareness
- Improved understanding of own values and meaning within work
- Enhanced sense of control through assertiveness and intentionality
- Building relationships among colleagues
- Enhanced work-life integration



Mental and Emotional Wellbeing

Schwartz Rounds

Schwartz Rounds are a type of structured group forum where clinical and non-clinical employees meet regularly to discuss the emotional and social aspects of working in healthcare. Schwartz Rounds provide an opportunity to take 'time out' to reflect on work in a collegial and safe space. Unlike other initiatives such as group reflective practice or clinical supervision, the purpose is not to solve problems or to focus on the clinical aspects of patient care. Schwartz Rounds are inclusive of all employees.

Wellbeing Check in Hubs

Wellbeing hubs contain informational material on District health and wellbeing initiatives. Wellbeing hubs are manned each quarter by the Health Safety and Wellbeing team encouraging conversation on health and wellbeing initiatives and access to resources.

Mental Health First Aid Program

Mental Health First Aid is available across the District. Mental Health First Aid teaches participants how to assist people who are developing a mental health problem, experiencing a worsening of an existing mental health problem or in a mental health crisis, until appropriate professional help is received, or the crisis resolves.



Mental and Emotional Wellbeing

Mental Health Wellbeing and Awareness Programs

The District offers Mental Health Wellbeing and Mental Health Awareness online training programs via My Health Learning.

Recognition of the National Mental Health Commission Event Days

The District holds events for a range of annual National Mental Health Commission events, such as:

- R U OK? Day
- Mental Health Day
- International Day Against Bullying and Violence

Further information and dates on the National Mental Health Commissions yearly events can be found here: [Events - National Mental Health Commission](#)

Mindfulness Meditation

Some sites offer Mindfulness Meditation, a 30-minute session held at lunchtime for all employees to attend. Mindfulness Meditation promotes self-care and resilience. All employees can access the Mindfulness and Relaxation Centre on the Intranet for meditation and breathing sessions.



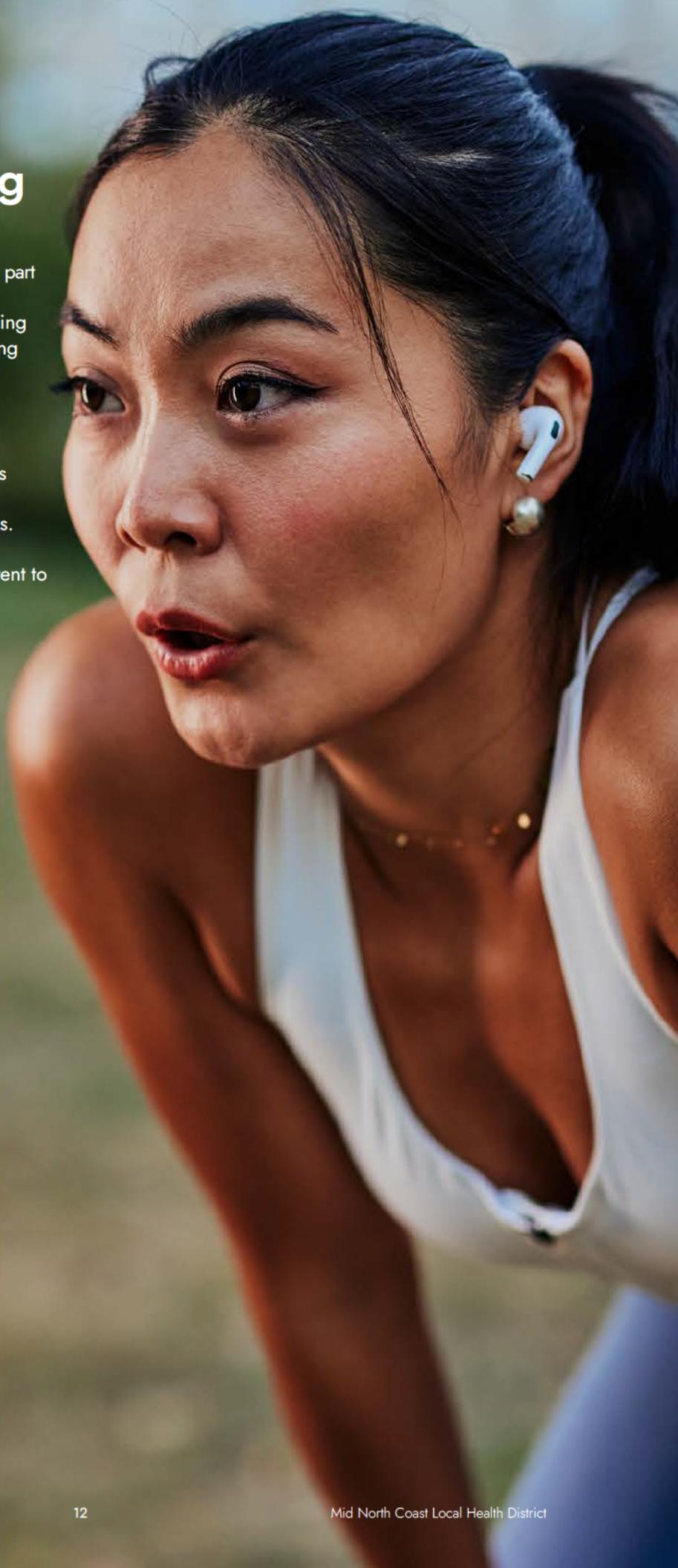
Physical Wellbeing

Looking after physical health is a significant part of looking after overall wellbeing. Supporting employees to lead a healthy lifestyle by making positive choices such as healthy eating, being active, ceasing smoking and maintaining a healthy weight.

The District strives to create an environment which makes healthy choices easy, promotes healthy behaviours and protects employees against both long- and short-term health risks.

Physical wellbeing is associated with the extent to which we feel physically safe and healthy.

It includes nutrition, preventative health care, physical activity and physical safety and security. Physical wellbeing enables positive health outcomes.





Physical Wellbeing Employee Benefits

Fitness Passport

A corporate health and fitness program that aims to engage employees and their families of all ages and fitness levels to start regular exercise. Fitness Passport memberships allows employees to access a wide range of health and fitness suppliers in their local areas and is well suited to shift workers seeking access to fitness facilities available 24/7 all year round.

Early Physio Recovery Program

Early Physio Recovery is a service provided by Functional Pre-employment Specialists on behalf of the District. Employees can access up to five physiotherapy sessions at no cost to them. The program aims to provide early active treatment to all employees in the management of body stressing, pain and discomfort.

Get Healthy Information and Coaching Service

A free and confidential telephone coaching service, this program provides individually tailored advice, support and motivation to participating employees wanting to achieve goals when making lifestyle changes in relation to healthy eating, physical activity, achieving and maintaining a healthy weight, or reducing alcohol consumption.

Healthy Food and Drink in NSW Health Facilities – for Employees and Visitors

The District is proud to roll out this Framework which provides best practice guidelines to increase the availability of healthy food and drink options, and to make the healthy choice an easy choice for our employees and visitors when purchasing food or beverages on site.

Get Healthy @ Work

This is a free service that provides all the tools, resources and support employees need to develop a simple yet effective workplace health program focusing on healthy eating, healthy weight, physical activity, alcohol and tobacco use.



Physical Wellbeing Community

Lunchtime Walking Groups

Several departments have established walking groups to support their physical wellbeing.

National Awareness Campaigns

Participation in physical health awareness campaigns such as Steptember and Ride2Work Day to increase employees' awareness and literacy around strategies to support physical activity and good health.

Workplace Assessments Ergonomic Workstation Assessments

Ergonomic Workstation Assessments are a service provided by the Health Safety and Wellbeing team. These are conducted on an as-need basis as a preventative strategy to assist employees to adjust their workstation to suit their physicality and work role. An ergonomic workstation increases circulation and reduces feelings of fatigue and reduces the chance of injury.

Employees are reassessed on their manual handling competencies every two years to maintain clinical/non-clinical manual handling awareness and skills.

Employees Health Screening and Vaccination

Assessment, screening and vaccinations are available to all employees to minimise the incidence of vaccine-preventable diseases.

Awards Safety Leadership Award Program

The Safety Leadership Award recognises employees who demonstrate leadership and perform diligently in an area of work, health, safety and wellbeing. The Award acknowledges individuals or teams who make noteworthy contributions that strengthen the District's safe work culture.



Financial Wellbeing

Managing our finances can often be a challenge, with some experiencing financial stress. This can be a trigger towards more serious mental health issues.

It is important for employees to have the opportunities to reduce financial stress so it does not affect their ability to work happily and productively.

There are a range of resources the District provides to get employees thinking about ways to plan their finances better, whether they are focusing on setting financial goals, being organised or on the path to financial security for the immediate or long-term future.





Financial Wellbeing

Leave Pay Out Options

There is an option for some employees, dependent on their employment conditions, to cash out accrued annual leave.

Salary Packaging

Salary Packaging is an employee benefit that is fully approved by the Australian Tax Office, to allow employees to pay for certain everyday expenses with money from their salary before tax is taken out. Benefits may include paying less tax and increasing their disposable income, with the District also receiving the financial benefits.

Options for salary packaging include:

- Meal entertainment which provides tax savings via using pre-tax salary for dining out
 - Novated leasing maximises tax savings by packaging vehicle finance and running costs.
-

Employee Assistance Program Financial Advice

AccessEAP offers free counselling services for employees and their families to obtain financial guidance.

Superannuation Contributions

Fortnightly superannuation contributions from the employer and employee, with employee choice of fund.

External Initiatives

Superannuation

Options for various public sector superannuation schemes and benefits through a range of providers.



Professional Wellbeing

Our professional role and work are integral to who we are and provide a sense of purpose, growth and development. Engaged employees seek out and benefit from ongoing learning opportunities in their work, learning from others, and structured training and education.

The District is committed to promoting and supporting employees to develop knowledge, skills and capabilities through access to a range of internal and external learning and development. This supports employee personal growth, professional development and career development.





Professional Wellbeing

What We Offer - Awards

Health Innovation Awards for Employees

The awards recognise excellence and reward the contribution of clinical and non-clinical teams who deliver high standards of care and service within the District.

Safety Leadership Award Program

The Safety Leadership Award recognises employees who demonstrate leadership and perform diligently in an area of work, health, safety and wellbeing. Nominations are open to all employees and successful nominations will receive a reward and a Certificate of Recognition from the Chief Executive.

Scholarships

NSW Health offers scholarships in the Diploma of Nursing program, in partnership with TAFE NSW. The scholarships include course fees for the Diploma of Nursing and registration as an Enrolled Nurse.



Professional Wellbeing

What We Offer - Clinical Leadership

Health Management Internship Program

A two-year Management Internship that provides on-the-job training and experience combined with a postgraduate Masters, professional development workshops and mentoring through the Australasian College of Health Services Management (ACHSM). This Talent Development program develops emerging health leaders through education, exposure and experience, to build capable and effective managers.

MNCLHD Trauma Informed Care

The District has committed to implementing a whole of health integrated care Trauma Informed Care Framework. The broad objective is to improve Health Workers' responses to victim/survivors/persons with lived experience or interpersonal violence through responses that reflect trustworthiness, empowerment, collaboration, safety and choice.

MNCLHD SimLab, Simulation Services and Debriefing

The District has an industry-level Simulation Learning Lab and experienced Education Team who support clinical teams to enhance clinical practice, communication and team dynamics. Courses are developed in partnership with teams; and advertised in the District.

Essentials of Care

Essentials of Care is a NSW Health Nursing and Midwifery program that supports respectful and compassionate workplace cultures and staff care. This program provides facilitation and guidance in practice development activities using methodologies of transformational practice development and Appreciative Inquiry. A key focus is using a relationship-centred approach towards guiding employee/team care, wellbeing and transformational change.

NSW Health Management and Leadership Programs, Learning and Development Workshops and Online Learning

The District is committed to developing employee and manager skills, confidence and capability through a range of NSW Health development programs. This includes various programs on offer by NSW Health Education and Training Institute (HETI), NSW Ministry of Health including the Nursing and Midwifery Office (NaMO), Clinical Excellence Commission (CEC), Agency for Clinical Innovation (ACI), NSW Public Service Commission Leadership Academy (PSC), various Educational Partners including Universities and TAFE NSW.



Professional Wellbeing

What We Offer - Professional Development

Annual Performance Development Reviews (PDRs)

Annual PDRs provide the opportunity to continue to invest in, and support, our employees in developing a strong, effective and shared culture, focusing on performing in areas such as leadership, teamwork, safety and clinical excellence.

MNCLHD Leadership and Management Development Programs

The District is committed to providing a range of in-house leadership development opportunities. This includes leadership conferences and workshops for focus groups. For example, Women in Leadership, Senior Leaders Forum, Aboriginal Collective Leadership events, Directorate/Network/Service Team Leadership programs and workshops. These programs are guided by the MNCLHD Cultural Transformation Roadmap.

Development and Study Leave

The District supports the professional and career development of its employees. All employees are eligible to apply for study leave related to conferences, seminars and courses of study that support their professional and career development goals.

External

The Change Room Elevate Program

The Change Room Elevate Program is a wellbeing and leadership program that has been proven to:

- Improve the skills and ability of leadership to build a cohesive and engaged work culture that elevates productivity and wellbeing of the team
- Improve the physical, mental and emotional health, wellbeing and resilience of teams.



Cultural & Social Wellbeing

We pride ourselves on our diversity and multiculturalism and respect our Aboriginal and Indigenous culture. We recognise that the key to cultural wellbeing is creating a space where employees can connect with, and experience a sense of belonging through history, traditions and celebrations. We recognise it is important for employees to feel connected within their workplace. Teamwork, collaboration and communication are our daily business tolls, however, it doesn't have to be all about work – we can share in some fun too. With a rich diversity in our organisation, we want to provide opportunities for our employees to be involved in groups, programs and multicultural events where they can connect with others, learn, share and respect values, traditions, beliefs, lifestyles and activities of their colleagues.

Social wellbeing relates to our sense of meaning and purpose. It can include our connection to culture, religion or community and includes the beliefs, values and ethics we hold. A number of social events are held both District-wide and at individual sites.





Cultural & Social Wellbeing

What We Offer - Events/Community

Social Events

The District provides many opportunities to meet and connect with other employee members such as:

- Social Clubs
- Employee barbecues
- Annual Christmas functions
- Team lunches and morning teas

Cultural Recognition

Acknowledgment and celebration of days and events, across a diverse range of cultural, linguistic and religious traditions of all Australians:

- Reconciliation Week
- Refugee Week
- International Human Rights Day

NAIDOC Week

Employees identifying as an Indigenous Australian may be granted up to one day's special leave per year to enable them to participate in NAIDOC Week celebrations.

People and Culture Advisory Group (PACAG)

The Purpose of the PACAG is to promote a positive and productive culture throughout the District which supports employee wellbeing. District employees from all occupations and locations attend regular meetings of the PACAG.

Reflection Rooms

Space is provided across some sites within the District for faith-based activities such as prayer, reflection, meditation and reading, as well as for more formal religious gatherings, services and celebrations.



Cultural & Social Wellbeing

What We Offer - Policy

Diversity, Equity and Inclusion

The District is committed to diversity, equity and inclusion (DE&I) and is working towards establishing a DE&I Framework to provide support and a greater sense of belonging for all employees. The District also supports recruitment strategies, on-boarding and workplace support to grow and develop our Aboriginal and diverse workforce.

Aboriginal Cultural Safety and Security Framework

The Aboriginal Cultural Safety and Security Framework (ACSSF) and the District Aboriginal Cultural Safety and Implementation Plan is a coordinated set of strategies and initiatives within the District to improve cultural safety of services for Aboriginal consumers.

Leadership

Aboriginal Cultural Awareness Training Respecting the Difference

Increasing cultural competencies and promoting greater understanding for delivering health services to Aboriginal people, and working collaboratively with our colleagues from an Aboriginal background. The District coordinates and supports various Aboriginal Leadership and Management development programs, and Aboriginal Workforce Development sessions.

Team Engagement

People Matter Employee Survey (PMES)

The People Matter Employee Survey (PMES) is conducted annually by the NSW Public Service Commission, across the District and employees are invited have their say on matters relating to organisational wellbeing. The District also seeks regular employee feedback through various other Team Surveys, Team Workshops and externally facilitated Culture Reviews and Culture Surveys.



Organisational Wellbeing

We want to lead the way in demonstrating a positive workplace culture which reflects our purpose, values and ways of working; where compassionate care is at the forefront of everything we do and is the foundation of being a leader in healthcare and an employer of choice.





Organisational Wellbeing

Core Values and Behaviours

Bringing to life and into practice the CORE Values of NSW Health. This is supported through a blend of education/workshops delivered by HETI and MNCLHD for employees, managers and leaders.

Experienced Human Resources Teams

The District aims to provide a safe and equitable workplace for all employees, where everyone's contribution is valued and respected. As part of this commitment, our HR teams support effective recruitment, on-boarding, and performance practices and policies, enabling our employees to thrive throughout their career journey at our LHD.

MNCLHD Policies

The District provides employees with flexible options and entitlements to support their wellbeing including flexible work practices, rostering and paid time off to address unplanned and emergency personal issues relating to family commitments and domestic/ family violence leave. We are committed to providing reasonable adjustments to support workplace needs.

Schwartz Rounds

Schwartz Rounds are a type of structured group forum where clinical and non-clinical employees meet regularly to discuss the emotional and social aspects of working in healthcare. Schwartz Rounds provide an opportunity to take 'time out' to reflect on work in a collegial and safe space. Unlike other initiatives such as group reflective practice or clinical supervision, the purpose is not to solve problems or to focus on the clinical aspects of patient care. Schwartz Rounds are inclusive of all employees.

Connect and Care

Building Leadership capability in the Recover at Work area, by providing leaders with a toolkit to assist with supporting their injured workers towards recovery.

Essentials of Care

The Essentials of Care program provides support guidance and facilitation for teams and individuals engaging in the process of change and improvement. It also provides mentorship and coaching in developing positive workplace cultures through relationship development, communication and developing a positive mindset. The program enables staff to discover the best of what is and design ways to make this happen more often.



Organisational Wellbeing

People Matter Employee Survey and People and Culture Advisory Group

The People Matter Employee Survey (PMES) is conducted annually by the NSW Public Service Commission across the District. All employees are encouraged to have their say on matters which affect them. The PMES promotes an organisational culture to achieve a professional, productive and positive working environment where an employee's contribution is valued. Voice of Team is also facilitated through the People and Culture Advisory Group (PACAG), an employee representative group that guides the District on Workplace culture and engagement matters, including the PMES results.

Flexible Working Arrangements

Flexible working arrangements may be requested to support employees in fulfilling their work and family/carer, study or personal obligations.

Care Collaborative

The CARE Collaborative is a group of employees who share a common interest in the wellbeing of their colleagues. The group works together to provide wellbeing activities and awareness by embedding the value of connection, acknowledgement, respect and empathy.

External

The Change Room Elevate Program

The Change Room Elevate Program is a wellbeing and leadership program that has been proven to:

- Improve the skills and ability of leadership to build a cohesive and engaged work culture that elevates productivity and wellbeing of the team
- Improve the physical, mental and emotional health, wellbeing and resilience of teams

Managers Assist EAP

Provides managers with tips on how to support their employees through crises and difficult times. Managers Assist EAP also provides managers with tips on how to have those difficult conversations with employees in a way that is supportive and non-confrontational.

For more information

Visit our intranet page to:

- Learn more about the Framework including the six wellbeing focus areas
- Download a copy of the Framework
- See who's who in the Wellbeing committees and employee representatives for your facility or service
- Check out the events happening in your location.

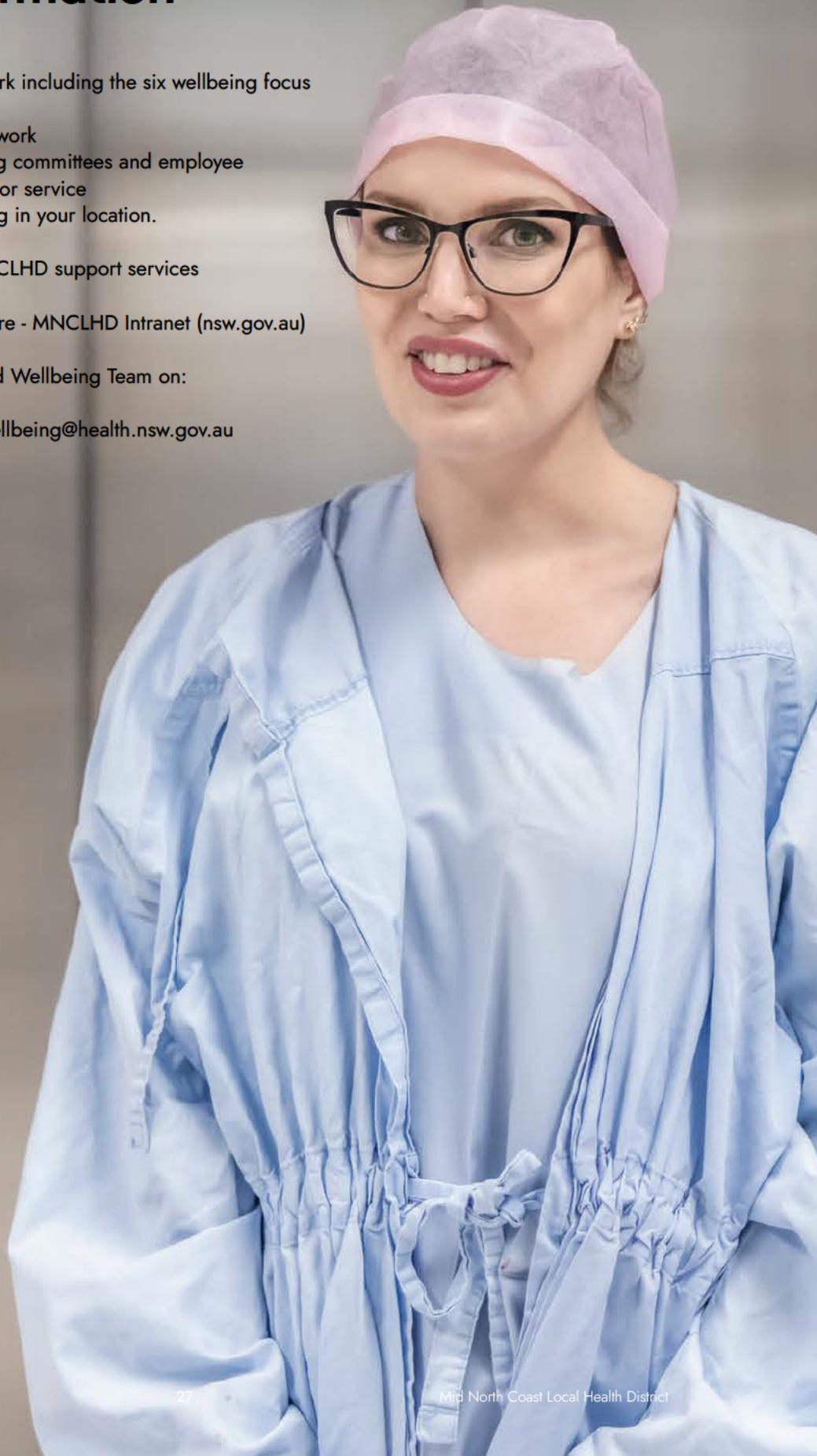
Find references and links to MNCLHD support services and useful websites:

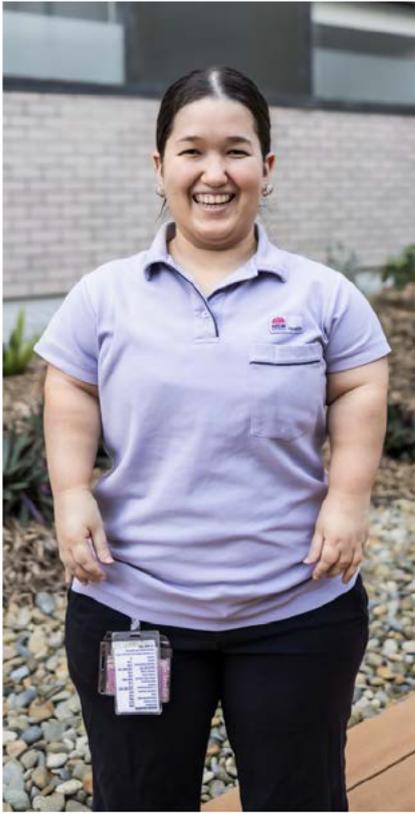
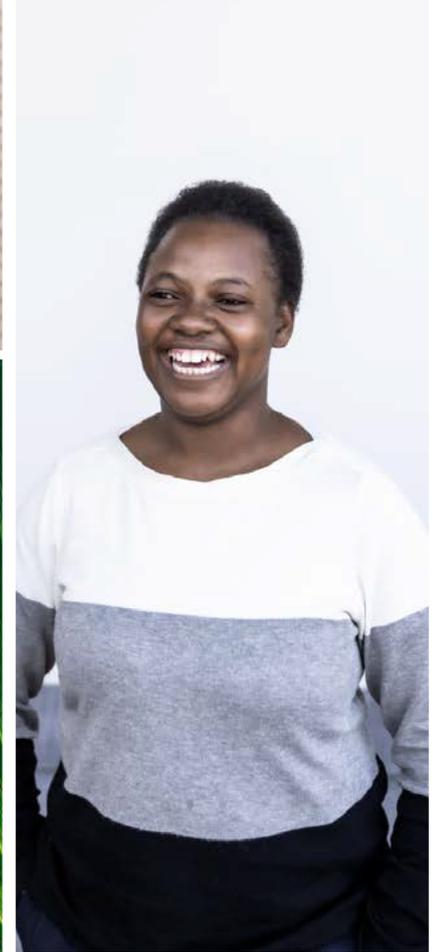
Health safety and wellbeing centre - MNCLHD Intranet ([nsw.gov.au](#))

Or contact the Health, Safety and Wellbeing Team on:

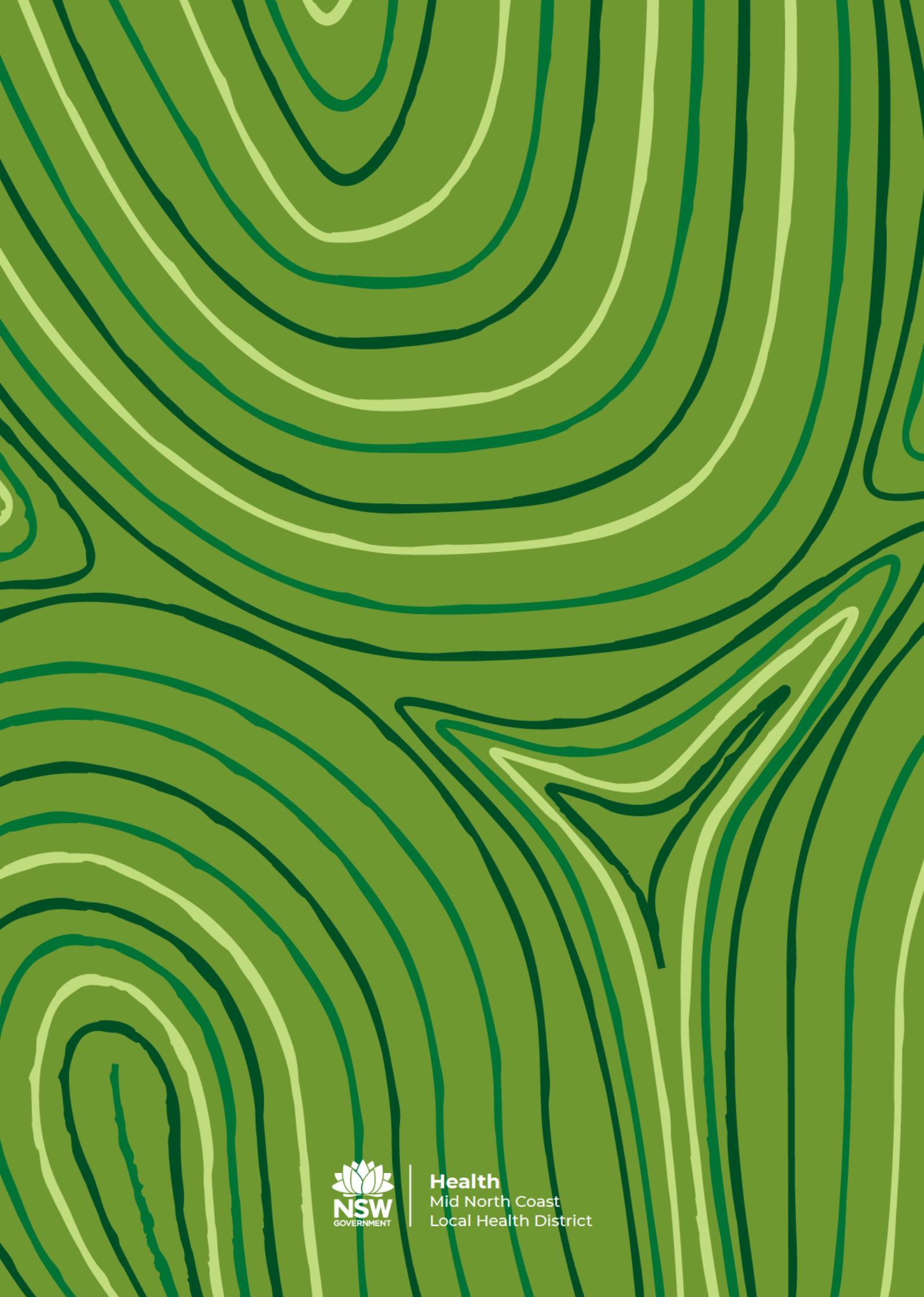
Telephone: 02 6691 1000

Email: MNCLHD-HealthSafetyWellbeing@health.nsw.gov.au





**Mid North Coast Local Health District extends
its sincere appreciation to those who
contributed and would like to acknowledge
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in the development of the
Employee Wellbeing Framework.**



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