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Autumn 2021 | www.lasa.asn.au



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**ROYAL
COMMISSION
FINAL REPORT
BUMPER
ISSUE!**

IN THIS ISSUE

- What the experts say about aged care today and into the future.
- How to stay ahead of changing regulations.
- Innovative models of management and care.
- Technologies that support safety and quality.
- How to build an effective workplace culture.

THE MANAGER'S ROLE IN ACHIEVING AN AMAZING WORKPLACE CULTURE

EXPLORING THE LINK BETWEEN LEADERSHIP AND CULTURE

Your workplace culture stems from the top

Standard 8 of the Aged Care Quality & Safety Standards reminds us that the leadership team is accountable for promoting a safe, inclusive workplace culture and delivering quality care and services. The leadership team includes board members, executives, managers and supervisors.

Leadership is the ability to guide the strategic direction and empower the people of the organisation. The board and your leadership team are ultimately responsible for the culture of your organisation, the way in which it operates, the extent to which it is compliant with legal and industry regulations, and its impact on consumers and the community.

Why is culture important?

A healthy workplace culture allows aged care providers to develop and retain high performing teams; maintain staff engagement; attract talent and clientele; promote the delivery of sustainable, quality services; and provide safe, dignified care.

A tense, negative or toxic workplace culture puts you and your staff at risk. It can be the breeding ground for costly mistakes, low productivity, high staff turnover, complaints or grievances, and a compliance notice from the Aged Care Quality & Safety Commission.

While there are many ways to lead an organisation, these are some of the ideal leadership actions and attributes for achieving an amazing workplace culture:

- Growth mindset, open to learning and change
- Approachable, regularly give and receive feedback
- Proactive, investigate red flags
- In touch with the cultural climate, understand what motivates their staff

The three key elements of the manager's role

As part of the leadership team, managers play an integral role in fostering a positive workplace culture and mitigating factors that might damage the culture. This involves role modelling of appropriate actions and behaviours, and addressing issues or concerns straight away.

One of the concepts that WorkPlacePLUS teaches in our management training program is the Essential Management Framework, comprised of three key elements:

1. CLARITY

Leadership should have their finger on the pulse of the organisation. For managers, having cultural clarity is not only about understanding the organisational values, goals and expectations, but also being tuned in to the atmosphere and engagement level amongst staff.

Reminders:

- Be clear about values and expectations
- Be tuned into the workplace culture
- Review the cultural climate regularly
- Seek collaboration and continuous improvement

2. COMMUNICATION

Managers should always make clear, direct communication a priority. It's important to not only check in regularly with staff and provide feedback, but also to create a safe space for staff to speak up about workplace issues.

Reminders:

- Regular and transparent communication
- Give and receive feedback
- Have courageous conversations
- Treat complaints seriously and assist in dispute resolution

3. COMPLIANCE

Managers need to understand the organisation's policies and any legislative requirements, including those outlined in the Aged Care Quality & Safety Standards, the Fairwork Act 2009, the Workplace Health & Safety Act, and any COVID-Safe workplace requirements in your State or Territory. Managers also need to ensure that all employees are aware of the rules.

Reminders:

- Know the industrial rules and guidelines
- Know the organisational policies and procedures
- Give and receive training
- Keep an eye on people's actions and behaviour
- Lead by example, be a positive role model and encourage this in others

Through positive role modelling and proper training, aged care managers can have a direct influence on the workplace culture. No workplace is perfect—there will be challenges. What's important is how the issues are managed.

3 Elements of the Manager's Role



Essential Management Framework



Reflecting on and revisiting the three keys—cultural clarity, regular transparent communication and industrial compliance—will help aged care managers continually improve and succeed in their roles. ■

Anna Pannuzzo is Director, WorkPlacePLUS

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