

The Way We Work

A Guide to Hybrid Working at
WA Primary Health Alliance



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Overview

At WA Primary Health Alliance (WAPHA), our people are the heart of everything we do. We appreciate the importance of connection, belonging and relationships to help us work effectively and efficiently.

Following feedback from staff, we have created a hybrid workplace where we can embed a thriving culture that weaves working in an office environment into working remotely.

This document will provide you with direction and practical tips to make sure that you can enjoy and be your best at work.

Research shows the benefits of the hybrid work model. Reductions in overall commuting time, greater ability to focus on key tasks and enhanced work life flexibility can all be achieved when hybrid working is implemented successfully. With effective guidance and support, people feel more motivated and are more productive.

To ensure we enable these benefits WAPHA is focusing on three key experience elements:



Creating an understanding that different types of work require different environments

Our hybrid work model provides opportunities for staff to be more focused and efficient through undertaking specific work activities from home or at the office. It also recognises the importance of maintaining face to face connection for our overall wellbeing.

This way of working emphasises the importance of targeting your work activity to the location and approach required. There will be times that working remotely is important to complete a task, and other times when being physically present in the office is required.

This will look slightly different for everyone - depending on your location, the type of work you do and your team, but all staff will need to work at least one day per week from the office (unless otherwise directed). Staff will work with their leaders to determine the best fit for individuals and teams.



Connecting and belonging is key

Both professional and social interactions are fundamental for maintaining wellbeing and engagement at work. Building professional relationships with teammates is important. Your leader will create formal and informal opportunities to collaborate, converse and get to know each other. We hope you initiate these activities too.



Tools and processes to enable our best work

It is important that we embrace the right technology to maintain and improve both productivity and team efficiency. The processes and policies we adopt are reflective of best practice and designed to optimise our performance and service to all our stakeholders.

A message from Learne

Our people are our first priority at WAPHA, and we are committed to being a truly great place to work. Thus we support a balance between working together in person and working flexibly at home. This guide is designed to support individuals, teams and leaders to navigate hybrid ways of working while remaining a valued member of the WAPHA family.

Our hybrid working model links closely with our strategic plan and the WAPHA people strategy, our roadmap for creating a thriving people experience where our people can grow and perform at their best."



Learne Durrington
CEO



The way we work

Principles supporting our hybrid way of working

Flexibility goes both ways. Both the organisation and our people understand that a combination of virtual and office time is essential for us to do our best work with the right mindset.



Respect for each other is key as we choose the correct environment to meet, collaborate and support one another at work.



Purposeful. Our offices are more than a workplace, they are a place where we connect and collaborate, learn and innovate. We align the type of environment we need with the work required.



Collaboration is valued and expected (across teams and portfolios at work). Coming together is an important part of our culture and there are times when this is best done face to face.



Maintaining good health and wellbeing is paramount for us to thrive at work. Working from home without interruptions is great for deep thinking and focus time, with scheduled restorative breaks to ensure you are managing your energy and cognitive load. However, face to face time with others at work and via online events is also a key contributor to feeling good. Both environments are part of your working life. Prioritising your wellbeing across all work environments is important.



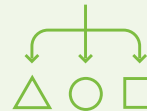
Boundaries. We support work from home within set agreed boundaries. Your leader and/or colleagues have times when a face to face interaction or workshop is optimal to make decisions and move forward with projects and tasks. At least one day during your working week needs to be spent working at the office.



Decision making. The decisions made throughout the hybrid working process are transparent, efficient and communicated effectively. We conduct regular evaluation of the way we work.



Strategic direction. WAPHA people will have clarity of role expectations and how their work fits within the broader portfolio and organisational objectives. This is achieved through communication, tools and processes to support and encourage them.



Seamless capability. Our people can do their work from the office or from home depending on the type of activities required. This enables us to focus and achieve effectively in our roles



Sustainability. The hybrid working model is supported by a long-term plan to support its success. We analyse and evaluate how we are going regularly and can adapt our work style if we need to.



Our values support our hybrid way of working

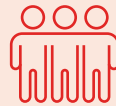
Mutual trust, respect and accountability are part of our success at WAPHA. To grow and continue to be successful, we must continue to innovate and change. WAPHA is on the path to continuously improve and with that, we all need to be accountable and driven to achieve, no matter where our work lies.



Courage: Our hybrid working model allows us to be more innovative and curious in the approach to our work.



Humility: It's important to regularly take time to reflect and reassess the best way to be efficient at work.



Respect: Teamwork and quality connections are important within our hybrid work style.

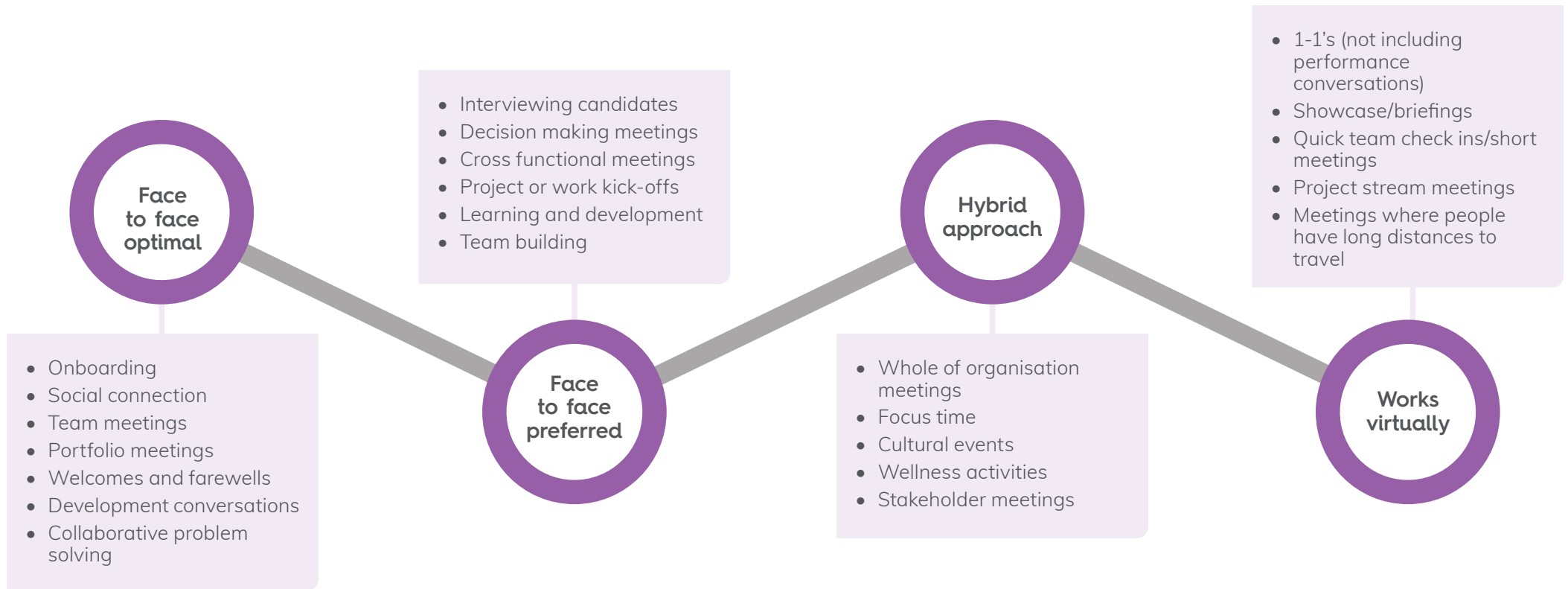


Wisdom: We continue to learn and evolve as we grow within this working model.

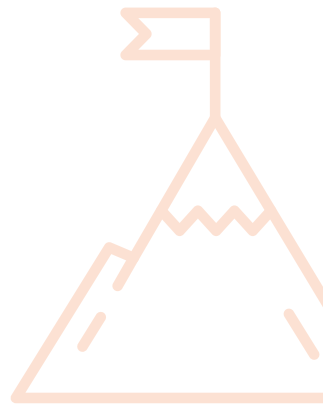


Integrity: As we embrace our hybrid working model, we strive to provide quality service and support to our internal and external stakeholders.

Moments that matter at WAPHA



Focusing on progress and achievement - practical tips



Self-leadership

- Ensure your remote office set up is optimal for your work and your wellbeing.
- Set clear work accountabilities and expectations with your manager.
- Establish a regular routine for a 1-1 catch up with your leader
- Consider your work rhythm and times of greatest focus when planning your week.
- Plan your week in advance to manage your time at home and commuting to meetings and face to face events.

Leadership

- Prioritise developing skills in leading hybrid teams.
- Take time to meet with and understand the individual needs of your team members.
- Develop and showcase clear accountabilities and expectations for your people.
- Set regular team meetings, short check-ins and 1-1 catch ups
- Be explicit in communicating key work priorities, deliverables, and timelines for each team member.
- Ensure you are supporting their physical and mental wellbeing.
- Be clear about the requirements of the hybrid working model, ensuring your people spend at least one day working in the office per week.

Team

- Devise a team mission statement and associated actions to establish the best way to work and achieve goals together.
- Agree on your team routines and operating rhythm.
- Commit to open discussions to reassess and adapt your collective approach to work and success.
- Prioritise face to face meetings for collaboration, social connection and decision-making activities.
- Understand your key internal stakeholders and prioritise building connections.

Organisation wide

- Focus on aligning how you and your team work to achieve WAPHA's strategic outcomes.
- Actively participate in WAPHA-wide events and activities
- Make time to understand the work and objectives of other portfolios.
- Create opportunities to connect and collaborate with other teams both virtually and face to face.
- Commit to an exploratory mindset as we learn and adapt our hybrid model journey if required.
- Share your hybrid working successes and challenges so we can all learn from each other.

Creating a thriving work environment

Opportunities for serendipitous face to face exchanges at work allows us to be more curious and innovative, strengthening both our communication and collaboration skills.

Research suggests that prolonged periods of virtual working may reduce feelings of connectedness at work, resulting in diminished wellbeing and productivity.

Our offices were built to accomodate the integration of people with spaces designed to enable both coming together and working constructively solo.

For these reasons we will continue to ensure our people are working in the office at least one day per week, with continued evaluation to ensure our hybrid working arrangement meets our needs.



Resources

We all have a role to play to make sure that everyone feels included whether they are in the office or working virtually. Getting it right means we will all feel our work has meaning and direction.



The Way We Work page on Wallace provides a range of hybrid working resources to help you be and feel your best.





Acknowledgement

WA Primary Health Alliance acknowledges and pays respect to the Traditional Owners and Elders of this country and recognises the significant importance of their cultural heritage, values and beliefs and how these contribute to the positive health and wellbeing of the whole community.

Disclaimer

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