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Please take a seat, your session starts soon.

Acknowledgement of Country

Best Practice Software acknowledges the Traditional Custodians of Country throughout Australia and recognise their unique cultural and spiritual relationships to the land, waters, and seas and their rich contribution to society. We pay our respects to ancestors and Elders, past, present, and emerging.

Best Practice Software respects Māori as the tangata whenua and Treaty of Waitangi partners in Aotearoa New Zealand.

Right: Ginmine design from corner, radiating outwards.
Designed for the Bp Bundaberg Operations Hub Mural Project, 2021

Artist: Nicole Wone

Addresses themes of: Evolution – Adaptation of Universe and traditional Indigenous beliefs across the globe.

Beginning of time, darkness. Movement in the cosmos. Rainbow Serpent – Creation being. Ancestral lineage without our DNA

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Navigating the HR Cosmos

George Sotiris
HR in Health

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Navigating the HR Cosmos

George Sotiris

George Sotiris is the Founder and Director of HR in Health, a leading provider of proactive HR solutions and support to the health industry nationwide. With a career spanning more than 15 years, George has established himself as a Workplace Relations Specialist dedicated to serving the unique needs of healthcare practices.

Driven by his genuine appreciation for the challenges inherent in healthcare HR management, George founded HR in Health in 2018. Since its inception, the organisation has been committed to empowering practices with the knowledge and tools needed to navigate complex employment issues and build robust systems for fostering better workplaces.

George firmly believes that the success of any practice hinges on strong employment foundations and accountability at every level. By simplifying intricate staffing disputes and offering comprehensive education on HR best practices, George and his team at HR in Health strive to make a tangible difference in the health industry.

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Ask any questions using The Event App

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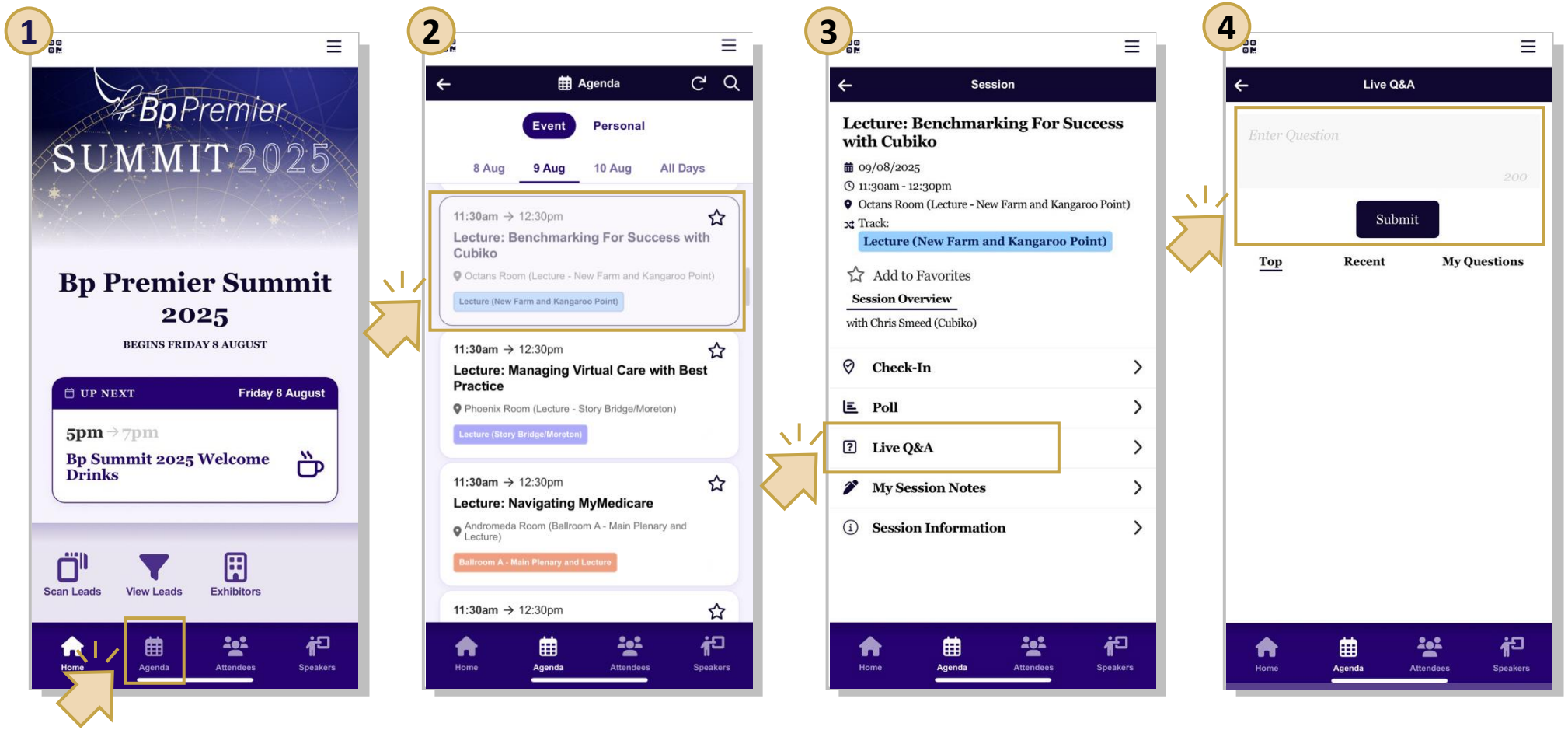
By scanning the QR code

The EVENTAPP



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ONE Simple Change

A practice manager recently stepped into a more strategic, developmental role. With that shift came a change in physical location, tucked away from the team. Over time, communication issues, tension, and team disconnect started to build, and she was too far removed to notice it in time.

🧱 Before

Office located far from team

Missed early warning signs

Disconnected from team vibe

HR issues building silently

🌱 After

Working near/on reception

Real-time insights and fixes

Stronger relationships & visibility

Gaps addressed early and directly

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Director

HR in Health

Impact

This small, physical change resulted in:

- Real-time awareness of problems
- More efficient issue resolution
- Stronger team relationships
- A noticeable improvement in culture and patient care

"It wasn't a new policy. It wasn't a restructure. It was a chair moved 15 metres, and that changed everything."

Learning Outcomes

1. Discover how small, consistent actions can drive big improvements in workplace culture.

2. Unpack the root causes of common HR challenges and build a culture of accountability.

3. Learn practical strategies to boost staff retention, engagement and career development.

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Do not edit
How to change the design

Join at slido.com

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How would you rate your current workplace culture?

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How would you rate your current workplace culture?

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What is the biggest impact to your current culture? Good or Bad?

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“Culture is felt, not always seen”

George Sotiris - HR in Health

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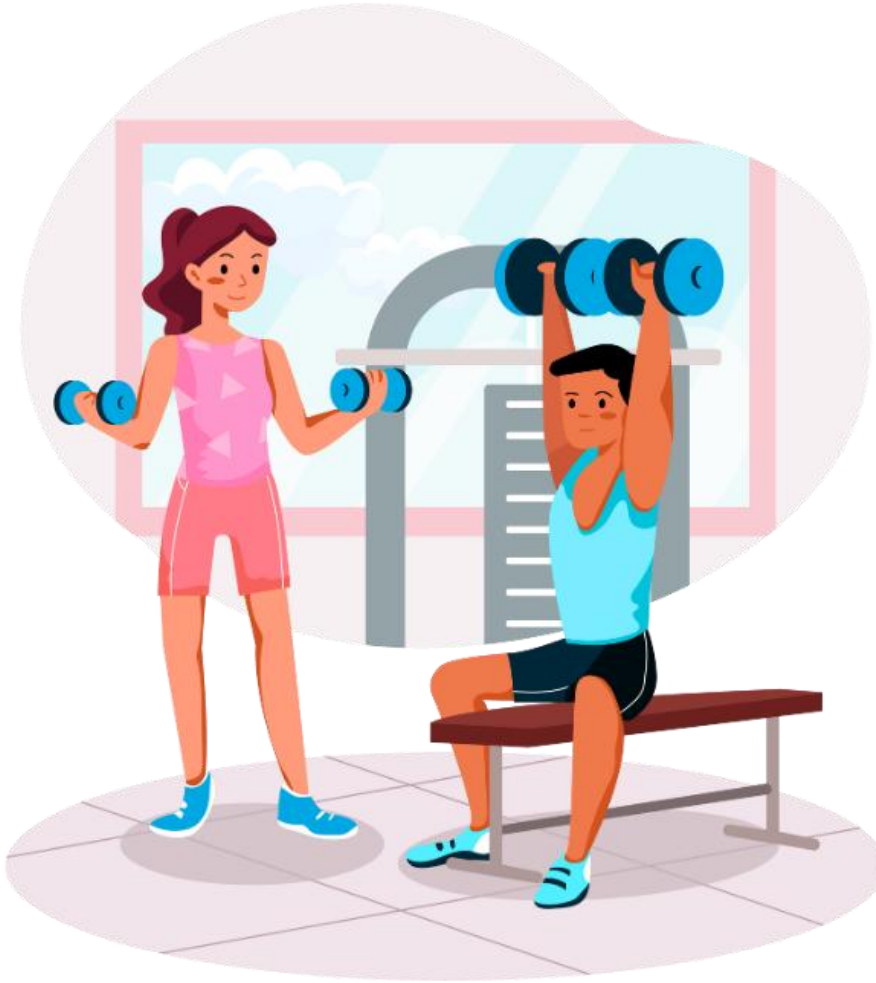

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Director

HR in Health

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Could you confidently define your practice culture in under 30 seconds?

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Do not edit
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If I asked your top 3 team members to define your practice culture… would their answers align with yours?

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“If culture lives in the day-to-day behaviours, then it should be clearly recognised, not just by you, but by your team. If the answers wouldn’t align, that’s not failure… that’s your starting point.”

George Sotiris – HR In Health

The Culture Equation

Culture = Behaviours x Consistency x Leadership Presence

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Director

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Micro-Moves that Build Trust

What builds culture (actions, tone, recognition)

- Start and end meetings on time
- Greet everyone by name, daily
- Follow up on things you said you'd do
- Ask, "What do you need from me today?"
- Say thank you for specific actions
- Physically show up — front desk walk-throughs
- Bring staff into small decisions
- Hold regular 1:1s even when things are "fine"
- Own your mistakes out loud
- Defend the standard, not the person

What breaks culture (avoidance, favouritism, lack of clarity)

- Walking past poor behaviour
- Only giving feedback when things go wrong
- Favouritism or inconsistency
- Gossip tolerated or unmanaged
- Avoiding difficult conversations
- Not acknowledging effort or wins
- Manager always behind a closed door
- Changing expectations without clarity
- Over-reliance on policies without human connection
- Silence after feedback is given

The Hidden Cost of Cultural Drift

Staff taking frequent leave, performance issues emerging, patients not being greeted properly, but no one raises it because it's now *normal*.

"Cultural Drift" where standards slip slowly because nothing is corrected.

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How to Identify Cultural Issues The Easy Way (That Actually Works)

Ask These 3 Simple Questic

Use this in team meetings, 1:1s, or even informally:

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Run a Quick ‘Culture Pulse’ Survey

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Try a “Manager Walkaround” Once a Week

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Debrief Exit Interviews & Complaints, Don’t Dismiss Them

- Review recent exits, complaints, or even anonymous feedback
- Look for **themes**, not isolated events

Culture issues often hide in plain sight, especially when dismissed as “personality clashes.”

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Connection Between People & Foundations

Employment Foundations

- **Fair Work & Pay Compliance**
  - Health Professionals & Support Services(HPSS) Award
  - Nurses Award
- **Employment Contracts**
- **Employment Policies and Procedures**
  - **Regular Training is a MUST**
- **WHS Framework**

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HR in Health Tip #1

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Root Cause of the issues

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Triaging HR Issues

Risk Level	Label	Leadership Action
🚫 Critical	*Red Flag Issue*	Immediate action. Engage HR/legal. Protect staff, patients, and the business.
🚨 High	*Escalating Risk*	Escalate internally. Begin formal process. Manage quickly.
⚠️ Medium	*Needs Addressing*	Structured 1:1. Reference policy. Document outcome.
🔍 Low	*One to Watch*	Monitor. Informal follow-up. Note potential patterns.

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Triaging HR Issues

- **Cultural or behavioural problems *aren't just* standalone issues** they *interfere with everything else*
- **Performance concerns?** They're often *symptoms* of deeper cultural friction
- **Compliance breaches?** Often stem from *normalised bad behaviour*
- **High turnover?** Usually not about pay it's about *how people feel at work*
- If you don't address culture, you'll keep **managing the same problems repeatedly**

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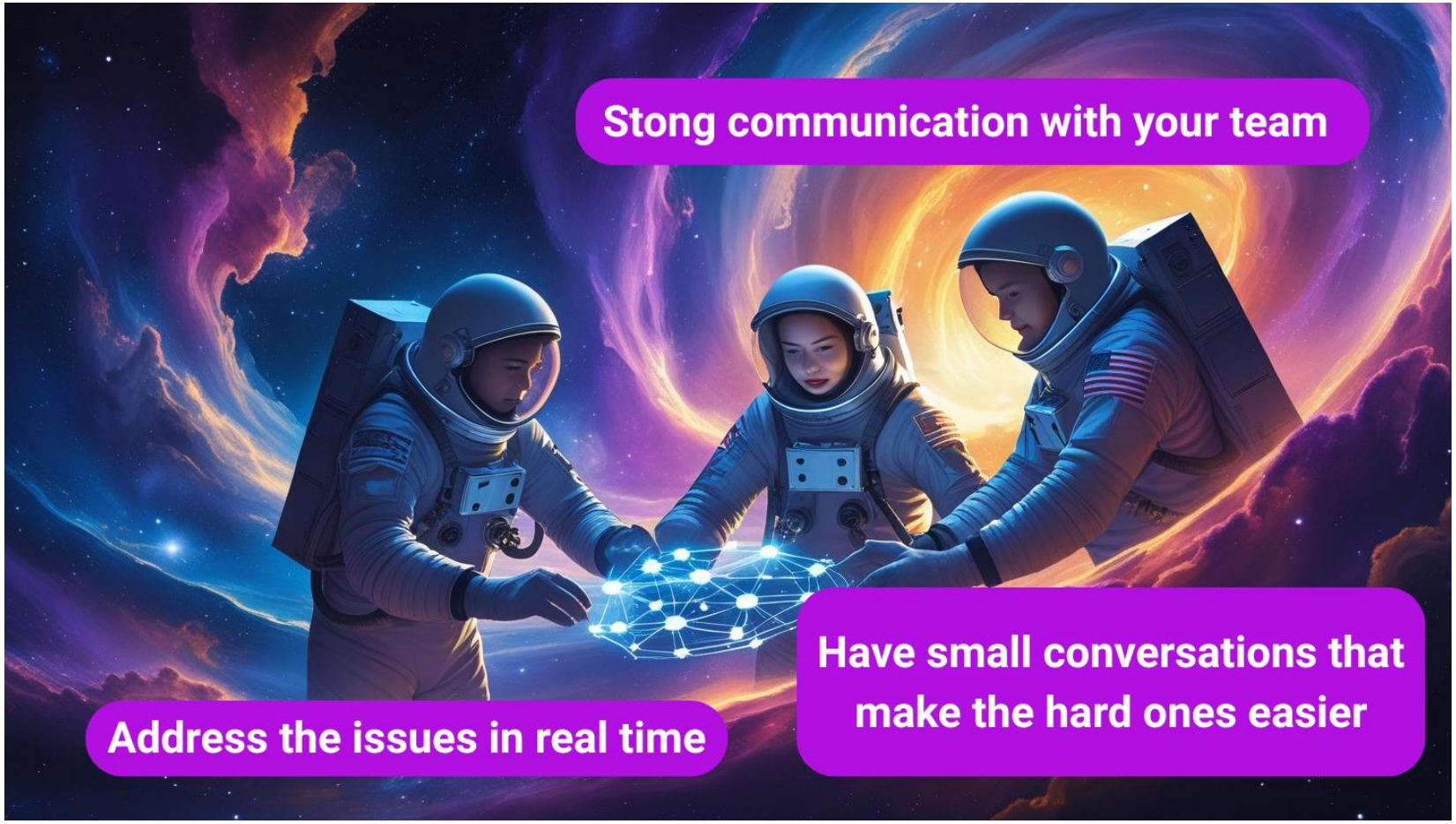
HR in Health Tip # 2



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Hold Yourself & Staff Accountable

- Don’t start a process if you don’t have the support

- Use your employment foundations to support your process:
  - Onboarding/HR training (should be annual)
  - Employment Policies (code of conduct is your best tool)
  - Contracts

- Seek support from professionals
- Document, Document & Document

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“The standard you walk past is the standard you accept”

George Sotiris

Director

HR in Health

Quick HR in Health Update

From 1 July

Award Rate & Super Increases are now effective

QLD practices need to have a Sexual Harassment Prevention Plan

Other

Right to disconnect laws for small business come into effect 26 August 25

Understand your psychosocial obligations in practice

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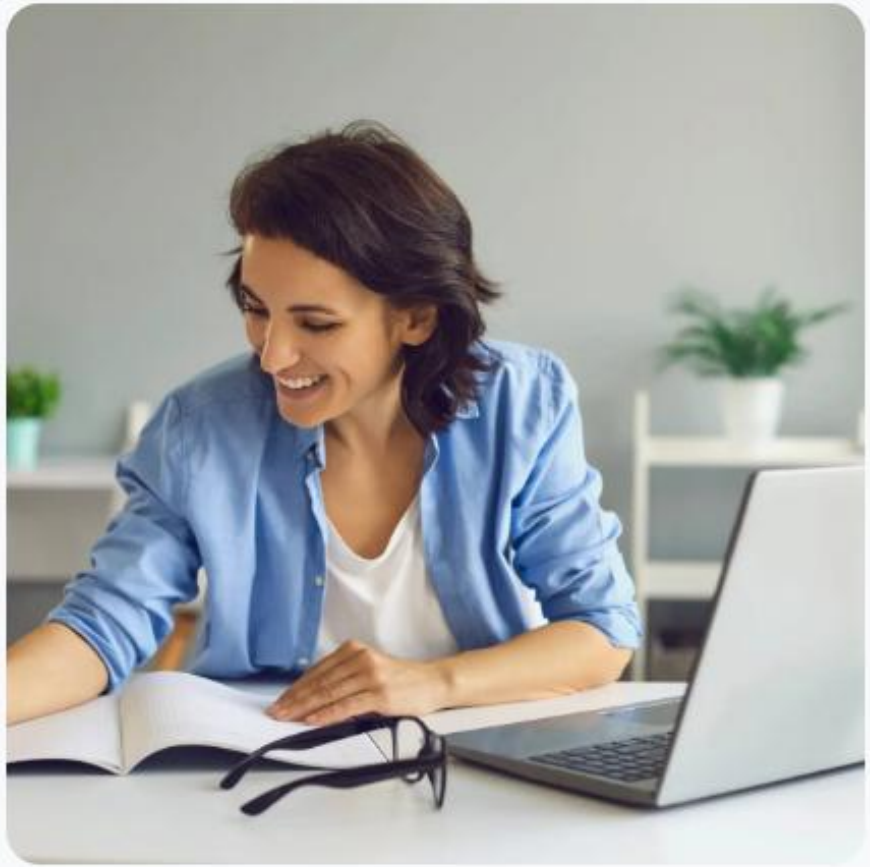

HR Onboarding & Refresher Training Course

$90.00
excl GST

This onboarding and re-induction training provides staff with a clear understanding of their role, responsibilities, and expected behaviours within a private medical practice. It helps build confidence, promotes professionalism, and ensures every team member is aligned with workplace standards from day one. By covering essential topics like respectful behaviours, professional boundaries, and workplace rights, the training supports a positive, compliant, and inclusive work culture, reducing risks and setting employees up for long-term success. This e-Learning course is applicable for all staff whether they are in a non-clinical or clinical setting.

The course includes:

- Introduction
- Module 1: The Working Relationship as Employee & Employer
- Module 2.1: Respectful Workplace Behaviours Introduction
- Module 2.2: Professional Boundaries with Colleagues
- Module 2.3: Professional Boundaries with your Employer (the Business)
- Module 2.4: Professional Boundaries with Patients
- Module 3: Understanding Workplace Bullying & Harassment
- Module 4: Sexual Harassment in the Workplace
- Module 5: Indirect & Direct Discrimination
- Module 6: Workplace Health & Safety Obligations
- Module 7: Raising Concerns, Complaints & Grievances
- Module 8: Confidentiality & Privacy
- Module 9: Conclusion

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Questions & Answers

Thank You

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Get in touch

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Thank you for joining us!

Our Bp Summit Presentations and Resources are available via our Knowledge Base