



# Healthdirect Australia Elevates Leadership Excellence Through Integrated Hub

Healthdirect Australia  
Best Leadership Development Program  
November 2024



## Company Background



Company-at-a-Glance	
Headquarters	Sydney, Australia
Year Founded	2006
Revenue	Non-profit
Employees	~250
Global Scale (Regions that you operate in or provide services to)	N/A – Australia only
Customers/Output, etc. (Key	Healthdirect Australia develops, delivers and manages a wide range of virtual health services and underpinning health infrastructure for all Australians across Australia on



<b>customers and services offered)</b>	<p>behalf of state, territory and Commonwealth governments. Select services include:</p> <ul style="list-style-type: none"> <li>• healthdirect – health information and advice online and over the phone, available 24/7</li> <li>• National Health Services Directory – directory of health services and the practitioners who provide them</li> <li>• Video Call – web-based services and software to help healthcare providers offer video call access</li> <li>• Pregnancy, Birth and Baby – information and support for parents from pregnancy through to preschool (online, by phone and video call)</li> <li>• My Aged Care – information and support over phone about aged care services and how to access them</li> </ul>
<b>Industry</b>	Digital health, public health
<b>Stock Symbol</b>	N/A
<b>Website</b>	<a href="https://about.healthdirect.gov.au/">https://about.healthdirect.gov.au/</a>

### Budget and Timeframe

Budget and Timeframe	
<b>Overall budget</b>	\$100,000
<b>Number of (HR, Learning, Talent) employees involved with the implementation?</b>	Two – L&D Manager and L&D Consultant (both employees of Healthdirect Australia)
<b>Number of Operations or Subject Matter Expert employees involved with the implementation?</b>	~10 (Senior people leaders, HR Advisors)
<b>Number of contractors involved with implementation</b>	0
<b>Timeframe to implement</b>	12 months
<b>Start date of the program</b>	March 2023



## Fit to the Needs

### Overview

In early 2022 the Healthdirect Australia Executive and HR Teams recognised inconsistency in people leadership capabilities across the business. This was due to several factors.

#### *Change to hybrid work environment.*

- Prior to Covid-19 staff primarily worked in the office. Covid lockdowns proved that staff could work effectively from home and now, post Covid, people leaders needed to manage staff working from both home and in the office.

#### *Inconsistent leadership.*

- Longer tenured leaders often did things the ways they always had and were passing these ways of working to their direct reports. This was great if the leader was a highly capable manager. But if they weren't, then bad habits and poor leadership styles were normalised.

#### *Minimal guidance for new leaders.*

- Newly promoted or hired leaders often had to figure things out on their own. HR provided guidance at the start, but ongoing support was minimal if their manager wasn't proactive. There was a significant gap in supporting first-time people leaders. They had little direction for transitioning from individual contributor to team leader.

#### *Different experience levels and backgrounds.*

- Due to the diversity of roles and functions across the business, leaders come to Healthdirect from a cross section of industry and backgrounds including public health, corporate or consultancy businesses, non-profits, medical and government sectors. They bring with them differing leadership styles and behaviours that may or may not align with what the organisation expects from their people leaders.

#### *Rapid staff growth.*

- The workforce grew by 27% between 2019 and 2021. This growth, together with a shift towards hybrid working, resulted in information being



disseminated unevenly. It often came down to who the manager was or what team a person was on to find out things. Or just by happenstance.

*Minimal effort to self-serve.*

- Before and during Covid, the HR Team was very hands-on with people leader support. But with rapid staff growth, this model was unrealistic. It overburdened the team and didn't encourage accountability from people leaders.

### **Technicalities**

The LMS at that time was robust – its functionality and flexibility were great. But it was too complex for a small Learning and Development (L&D) team to effectively manage. As a team of two, they needed an LMS that was functional and flexible but didn't require a dedicated person to manage it.

In addition, the company's external content library in the LMS was no longer fit for purpose. It provided a variety of delivery mediums but lacked a consistent, professional look and its offerings were inadequate in meeting the learning needs of the organisation.

*Provide a description of the leadership development program. What goals did you establish and were they achieved? Did this program tie into organizational objectives?*

*Details:*

### **Learning outcomes**

The Executive Team asked the L&D Team to address the inconsistencies in leadership capabilities and uplift the skills of its people leaders. Five outcomes were identified.

*1. Have one source of truth.*

- The details about regular, recurring people leader responsibilities (e.g. performance reviews, goal setting, one-to-one conversations) would be centralised in one place. This would enable consistency across all teams.

*2. Set clearly defined expectations.*



- People leaders would understand what was expected of them as a team leader. This transparency would also inform team members about what their managers should be doing to support them.

*3. Promote self-service.*

- People leaders would actively seek published information related to their responsibilities as a leader rather than their default behaviour of going straight to HR first.

*4. Offer just in time learning.*

- People leaders need to easily find and access learning resources for a particular task, problem, process or skill on demand.

*5. Uplift leadership capabilities.*

- Give leaders professional development opportunities and learning resources to elevate their skills, helping them lead teams that thrive and work at their best.

**Participant expectations**

The L&D Team consulted with a cross section of people leaders to understand what they needed to help them be more effective leaders (Table 1).

**Table 1**

**People leader expectations from the leadership development program**

What they asked for	Why
<b>Easy to find resources to help them lead well in a hybrid working environment</b>	Wanted more time for the nuanced, complex aspects of people leadership, such as coaching, motivation, strategic thinking and managing change.
<b>Spending less time on admin tasks</b>	Frustration with completing must-do managerial tasks (e.g. mid-year reviews) because the process was unclear and there was limited guidance on how to do it well.



## Connection to strategic goals

Healthdirect Australia's strategic plan detailed five priorities, one of which was:

*'enhancing our operational strength and capability as a rapid response partner for governments'.*

From an L&D perspective, this meant supporting Healthdirect Australia's people with the tools, resources and online learning content required to do their job successfully, while also providing opportunities for continued professional development.

From the Executive viewpoint, they recognised that leadership capability contributes significantly to organisational effectiveness. To create consistency and uplift, they developed a set of Manager KPIs against which all people leaders were to be measured.

A leadership development program would play a key part in contributing to this strategic priority. This program would align with the 'people leadership' capability in Healthdirect Australia's Capability Framework and build on the Manager KPIs. This would help leaders understand how they could meet expectations and continue to grow their leadership skills.

## Design and Delivery of the Program

The leadership development program has two separate yet complementary components.

- **Manager Hub** – Supports people leaders day-to-day. It's the go-to place for information related to being a people leader.
- **Leadership Learning Library** – Bespoke and curated content that helps people leaders upskill and grow their capabilities.

## Implementation

The implementation was across four stages (Figure 1):

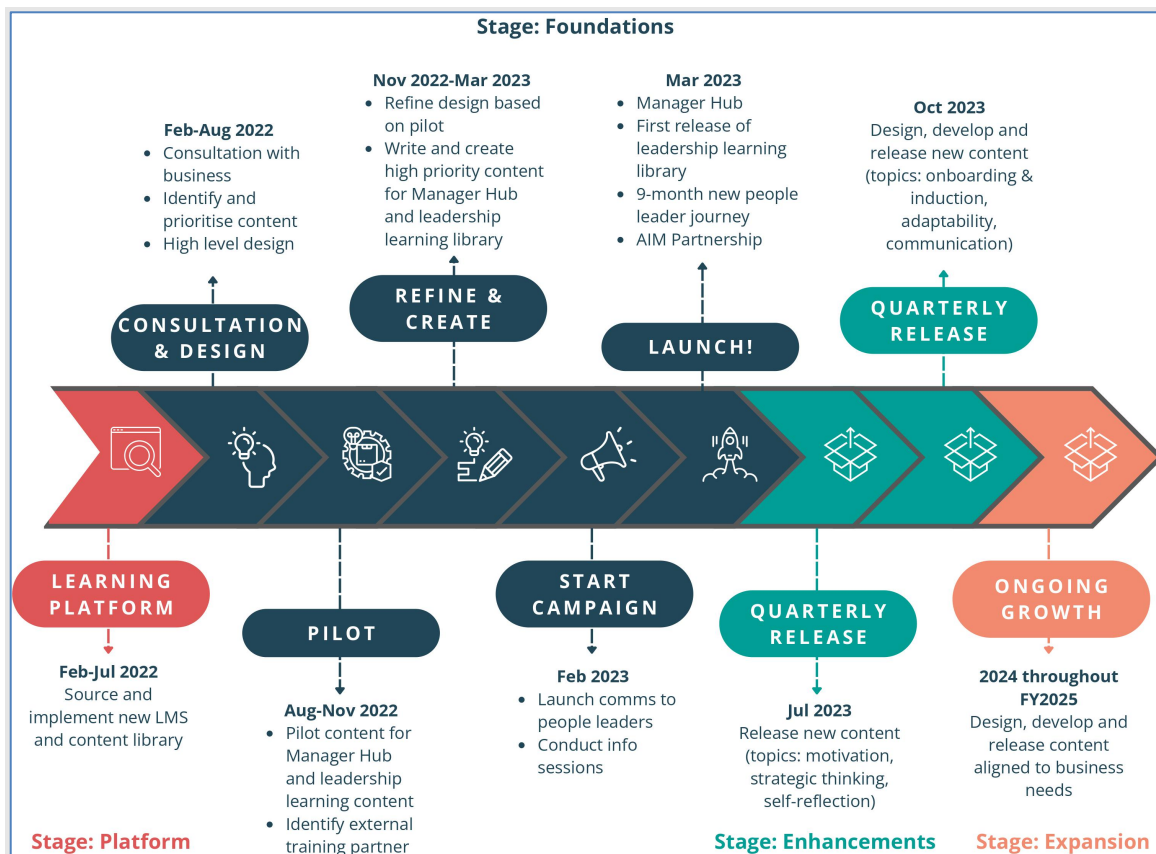
- Learning platform
- Foundations
- Enhancements



- Expansion

**Figure 1**

**Implementation timeline of Manager Hub and Leadership Learning Library**



**Learning platform**

Healthdirect Australia implemented Acorn LMS and LinkedIn Learning in July 2022. This LMS is easy to use (both as an administrator and learner), requiring low technical nous from the L&D team. LinkedIn Learning offers a vast library of content that better aligns to the learning needs of Healthdirect’s staff.

The LMS seamlessly integrates with LinkedIn Learning’s library. This integration lets the L&D team use these videos within LMS courses, complementing the bespoke content, providing many design options and giving learners diverse insights.

**Design**



The design principles support a positive experience and align to the five learning outcomes (Table 2).

**Table 2**

**Five learning outcomes for the leadership development program**

Principle	How achieved	Related learning outcomes
<b>Flexible Multiple learning options (e.g. courses, resources, videos, live learning) that are easy to find and access</b>	Content organised based on how the organisation works.	Have one source of truth.
	Crosslinks between Manager Hub and LMS provide multiple entry points.	Promote self-service.
	Easy search using LMS catalogue filter on 'leadership' tags and categories.	Just in time learning
<b>Sustainable Design of hub and learning content minimises effort of future updates</b>	Partnership with the Australian Institute of Management (AIM), an external training organisation, to provide formal training.	Uplift leadership capabilities
	Live learning sessions to complement online learning so leaders learn from and with each other.	
	Manager Hub structure allows easy addition of new content	Have one source of truth.
	Learning assets can stand alone or be repackaged to create different experiences.	Promote self-service.
	Content for one-off learning events is made available to those who missed it or join the business in the future.	





Principle	How achieved	Related learning outcomes
<b>Transparent</b>  <b>Content available to all so everyone is aware of expectations</b>	All staff can access Manager Hub and leadership learning materials in the LMS.	Set clearly defined expectations.  Offer just in time learning.
<b>Aligned</b>  <b>Weave key people leadership behaviours from the Capability Framework into content</b>	Key behaviours and people leadership KPIs are detailed on the Manager Hub, with links to related resources.  All foundational leadership content aligns to these key behaviours.  Course design process ensures alignment with relevant capability behaviours.	Set clearly defined expectations.  Uplift leadership capabilities

The design of the program is both targeted and diverse.

*Expansive learning library*

- Offerings include content specific to the business’ functions (e.g. performance cycle) plus professional skills content applicable to all leaders (e.g. coaching).

*Tailored support for new leaders*

- New leaders take a guided 9-month learning journey, New People Leader Experience, Parts 1 and 2. They learn about the expectations and responsibilities of being a people leader.
- All new people leaders are enrolled, regardless of seniority.

*Multi-faceted learning experiences*



- Delivery is varied so leaders can build knowledge, practice, engage with others and dive deeper into a topic (Figure 2).

**Figure 2**

### Learning experiences offered in the leadership development program



### Delivery

The leadership development program is a truly blended solution. It utilises multiple modalities that encourage self-service, delivers quality online learning experiences and offers live group learning options that foster peer support.

### *Manager Hub*

The Manager Hub is delivered in Microsoft SharePoint because:



- Healthdirect Australia has an existing company portal in SharePoint.
- It serves as a central place for accessing information – other functions across the business (e.g. Legal, Privacy) also have ‘hubs’.
- It is easy and quick to create well-designed pages.

*Leadership Learning Library*

The leadership learning content is varied, so it’s developed and produced in a format that’s fit for purpose (Table 3). A professional, consistent look and feel provide credibility and help learners feel that the content is specifically for them.

Learning content is sourced by:

- Repurposing and refreshing existing in-house learning content.
- Storyboarding and developing new content using credible sources such as LinkedIn Learning, Harvard Business Review, etc.

The leadership learning is delivered via the LMS. Content is available as individual components (e.g. animation, PDF) and within courses (curated groups of learning activities). It is accessed via:

- LMS catalogue – learners can view the individual components or the course.
- Manager Hub – pages have links to the relevant LMS content.

**Table 3**

**Content creation tools and external partnerships**

<b>Program component</b>	<b>Design and development tool</b>
<b>Manager Hub</b>	SharePoint Modern
<b>Online courses</b>	Built directly within the LMS using selected components listed in Table 3, plus LinkedIn Learning videos, YouTube videos, articles from established publishers, etc.
<b>eLearning modules</b>	Rise, Storyline
<b>Images, illustrations, graphics and icons</b>	Pexels, Unsplash, Undraw, Noun project, Canva



Program component	Design and development tool
<b>Animations animated gifs</b>	/ Canva
<b>Infographics / Quick reference guides</b>	Canva, MS Word, or built as HTML page within the LMS
<b>In-house virtual face to face workshops</b>	Microsoft Teams to deliver the workshops (the LMS is integrated with Teams to facilitate enrolment and access to sessions).
<b>External partnership with AIM (Australian Institute of Management)</b>	People leaders can enhance their skills with an AIM course or program.  Recommendations are listed within the relevant courses and on the Manager Hub.
<b>External coaching partnership with Hellomonday</b>	People leaders can enrol in six one-to-one virtual coaching sessions.  This was trialed in late 2023 and made available to all people leaders in Feb 2024.

### [View a demo](#)

Refer to the link provided for the video, Manager Hub and Leadership Learning Library Demo, to watch a demo of the Manager Hub and see how it links to the Leadership Learning Library in the LMS.

## **Adoption of the Program**

### **Pre-launch**

The L&D Team developed a multi-pronged approach to launch Manager Hub and the Leadership Learning Library to improve the chances of successful adoption by leaders. This was done in consultation with the internal communications team, who provided advice on the best way to promote.



The first step was to present to the Executive Team. They were provided with key points that they could share with their direct reports about the upcoming launch of the Manager Hub and Leadership Learning Library.

Next, information sessions were run for people leaders. These sessions introduced the Manager Hub and Leadership Learning Library – what was available, how to navigate and where to access the materials. These sessions were recorded and published on the LMS so those who could not attend would not miss out.

An FAQ page was added to the company's SharePoint portal to answer common questions managers might have about the hub and library.

The L&D Team briefed the HR Advisors – who meet regularly with people leaders – so they had talking points and were equipped to promote the hub and library.

In March 2023, the hub and library were officially launched to the business via email and Teams announcements.

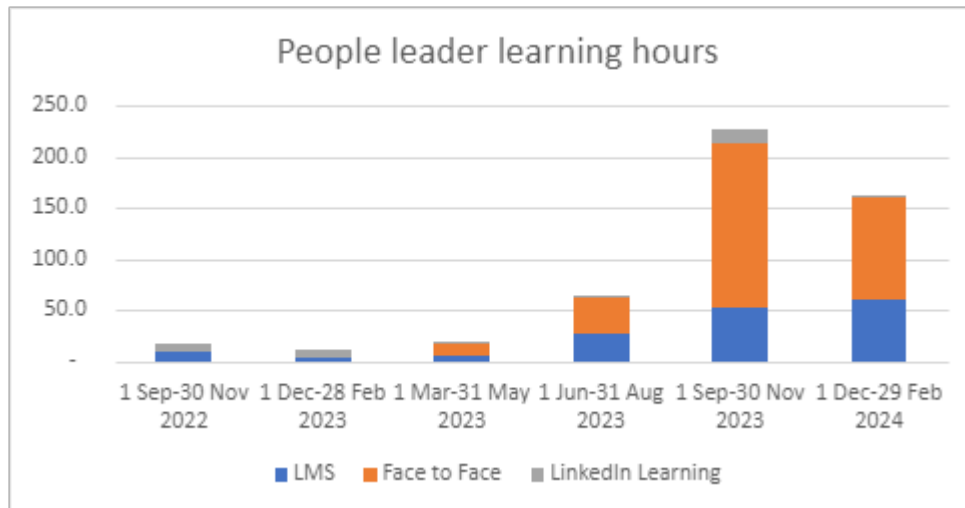
### **Uptake**

Since launch of Manager Hub and Leadership Learning library in March 2023, there has been approximately a 340% increase in the number of hours people leaders spend on learning (Figure 3).



**Figure 3**

**People leader learning hours (Sept 2022 – Feb 2024)**

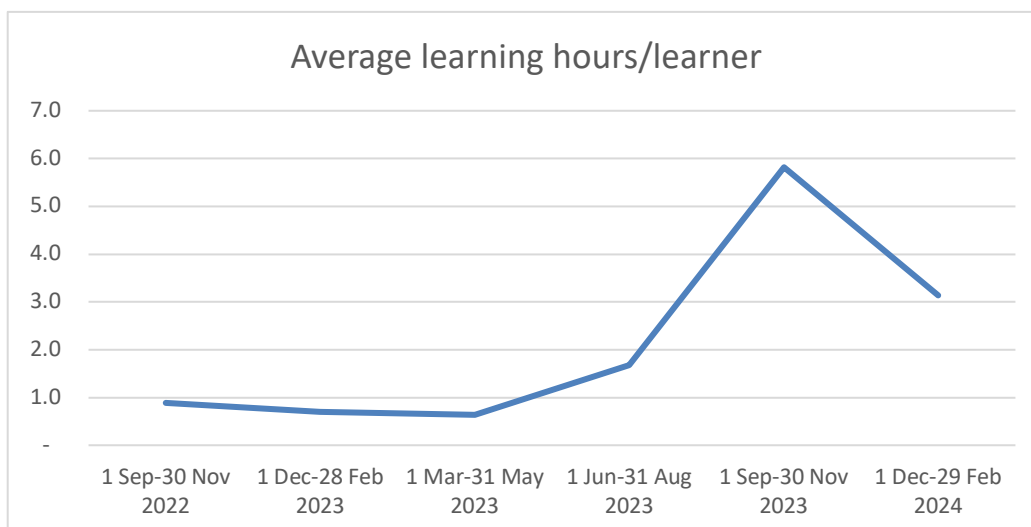


*Note: Increased Face to Face learning hours in Sep-Nov 2023 attributed to group sessions delivered to support leaders in strategic planning initiatives.*

The average learning hours per learner has increased 250% (2.5 times) from under 1 hour to just over 3 hours in the 12 months since launch (Figure 4).

**Figure 4**

**Average learning hours/learner (Sept 2022 – Feb 2024)**

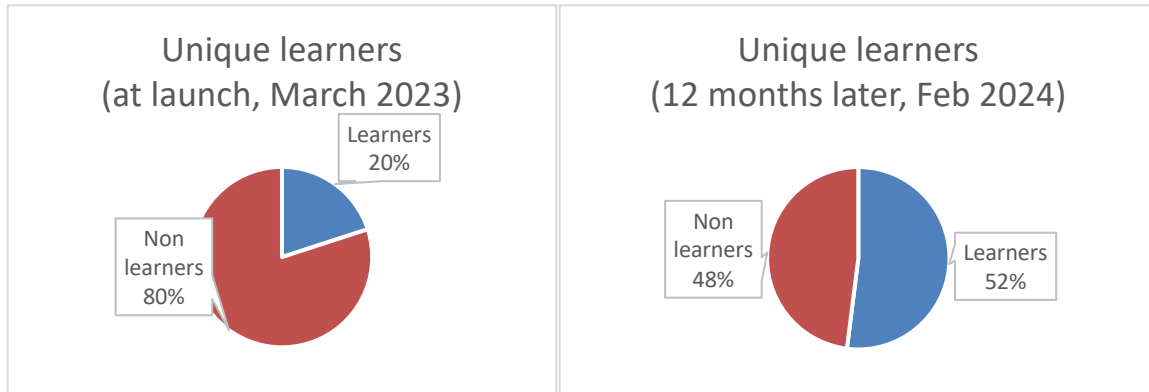


The unique number of people leaders engaged with learning has risen from 20% of people learners to 52% in the 12 months since launch (Figure 5).



**Figure 5**

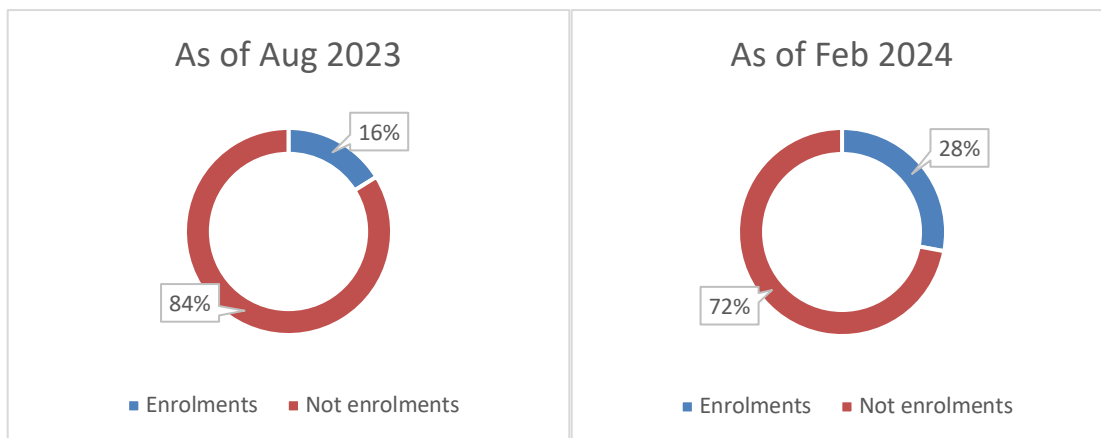
**Growth in unique learners from launch (March 2023) through February 2024**



Approximately 15% of people leaders enrolled in Australian Institute of Management (AIM) courses via our promoted partnership in the first six months since launch (through August 2023). One year after launch (February 2024), this has almost doubled to 28% of people leaders (Figure 6).

**Figure 6**

**Growth in AIM enrolments from Aug 2023 (6 months after launch) through February 2024 (12 months after launch)**



**Activities to promote the leadership development program**

*Integration with day-to-day activities*



- The L&D Team works with the HR team to ensure that any email communications that relate to content within the Manager Hub or Leadership Learning Library are linked directly within HR-related emails. This is particularly helpful throughout the various stages of the performance cycle. People leaders can easily action the required managerial tasks, while also discovering where to find this information and undertaking learning that helps them to complete these tasks effectively.
- During one-to-ones with their people leaders, HR Advisors point managers to the Manager Hub when appropriate to encourage self-service.
- One of the KPIs established by the Executive Team relates to learning. It applies to both team members and to the managers as well. All people leaders are expected to have a Development Plan in place and to review this plan each quarter.

#### *Preparing new leaders*

- Since launch all new people leaders are enrolled in the New People Leader Experience courses (Part 1 and Part 2). The courses detail what is expected of Healthdirect Australia people leaders. They include online modules (e.g. how to delegate; having one-to-ones), offline activities (e.g. write a Development Plan, schedule ongoing one-to-ones with their team) and links to the Manager Hub for process and admin-related tasks that people leaders are required to do.

#### *Regular, ongoing promotion of the hub and the library*

- The L&D Team promote various components of the Manager Hub and/or Leadership Learning Library depending on activities that are happening in the business. This promotion is usually done via Teams, which is the primary message platform in the organisation.
- The types of messages vary depending on the content being promoted and purpose of the communication:
  - Information / reminder – relate to business activities
  - Insightful / did you know – interesting articles, insights or studies
  - Fun / laughs – jokes, funny videos – not necessary tied to any specific learning
  - Feel good – content around wellbeing, good health, feel-good stories

### **Challenges**





The biggest challenge faced by managers is time to dedicate to learning. People leaders are keen on professional development and are happy with Healthdirect Australia's learning offering. In the December 2023 company engagement survey, 82% of people leaders agreed or strongly agreed that the 'organisation helps them to build skills and provides adequate development'. This is 5% increase on the previous year's result.

However, more than 50% of the comments received in this area of the survey cited that finding time for learning was difficult and that it is often de-prioritised in favour of 'doing the job'.

This challenge is being addressed in a few ways.

- The L&D Team design learning content that is a maximum seat time of 15-20 minutes (with optional content available for those learners who are keen to dive deeper).
- With the support of the L&D team, the senior leadership team set up a Learning Culture Working Group. They are tasked with identifying strategies that leaders and teams can use to increase the take up of the learning opportunities available.
- L&D created a 'share learning' template that people leaders can use to share knowledge with other people leaders and/or their team. This is available on the LMS and promoted within the courses themselves.
- The promotion of features such as 'learning goals' across the learning platforms that provide reminders and progress updates for learners.
- L&D are developing and delivering a series of short sessions for people leaders to discuss the importance of a learning culture and provide practical strategies for overcoming the barrier of time when planning learning for themselves and their teams.



## Measurable Benefits

To measure the benefits of the leadership development program and its impact on people leader actions and behaviours, the L&D Team referenced the original learning objectives.

Since launch in March 2023, there have been notable achievements against these learning outcomes and marked improvements in business efficiencies.

*Success 1: Growing interest and engagement in learning and development by people leaders.*

There has been a 10% increase in the number of people leaders who have current Development Plans in place.

Divisional leaders have asked for and been allocated team learning budgets to support technical skill development in FY2024 (separate from the centralised L&D budget) for the first time in 8 years.

The L&D Team have noticed a marked increase in requests from people leaders asking for guidance with team development plans.

Leadership course feedback collected anonymously in the LMS shows high levels of satisfaction and confidence. All learners were satisfied or very satisfied, with none dissatisfied. A selection of evaluations shown is shown below. (Table 4).

**Table 4**

**People leader course satisfaction and confidence ratings (March 2023 – March 2024)**

Course		Very satisfied	Satisfied	Very confident	Somewhat confident
<b>Coaching Fundamentals</b>		50%	50%	60%	40%
<b>Effective Ones</b>	<b>One-to-</b>	25%	75%	75%	25%
<b>Providing Feedback</b>	<b>Effective</b>	73%	27%	64%	36%



<b>Think and Strategically</b>	<b>Act</b>	0%	100%	100%	0%
--------------------------------	------------	----	------	------	----

*Learning outcomes being met: Promote self-service, offer just in time learning, set clearly defined expectations, uplift leadership capabilities.*

*Success 2: Increase in positive sentiment across the organisation to learning and one’s ongoing development.*

In the 12 months since launch, the number of offerings in the Leadership Learning Library has grown 70%. This increase in offerings is being reflected in how well leaders feel supported by the organisation to grow their leadership skills.

The L&D Team analysed the learning-related results from the engagement survey (conducted in December 2023) to gauge positive sentiment and change in leader behaviours. There have been increases in L&D related scores across the entire people leader cohort. The increases in sentiment are even more evident across the middle management cohort for whom the leadership development program has been specifically targeted. (Table 5).



**Table 5**

**Results from Dec 2023 engagement survey**  
 (Percentage of people leaders who strongly agree or agree with the statement)

		<b>‘I have undertaken development this year that helps me to perform my role more effectively.’</b>	<b>‘I am able to learn new things on the job and receive the coaching or support I need.’</b>	<b>‘The organisation helps me build up my skills and provides adequate development.’</b>
<b>Dec 2022</b>	<b>score (all people leaders)</b>	60%	75%	77%
<b>Dec 2023</b>	<b>score (all people leaders)</b>	75%	77%	82%
<b>% change (all people leaders)</b>		+ 15%	+ 2%	+ 5%
<b>% change (middle management cohort)</b>		+ 22%	+ 6%	+ 12%

Another impact on performance and behaviour can be measured through the feedback from the teams themselves. Team member results related to support from their managers are very favourable (Table 6).



**Table 6**

**Results from Dec 2023 engagement survey  
 (Percentage of team members who strongly agree or agree with the  
 statement)**

Engagement survey statement	Dec 2023 score (all team members)
<b>‘I receive regular feedback from my manager on how I am performing.’</b>	82%
<b>‘I have clear targets with deadlines to achieve.’</b>	88%
<b>‘My manager is always available to answer my questions.’</b>	91%
<b>‘I have a clear understanding of my job role.’</b>	91%

At the time of the engagement survey, the new leadership development program had been available for nine months. While the strong scores and increases are encouraging, the organisation expects to see a further lift in these scores as the program matures and new skills and behaviours are embedded.

Anecdotal, qualitative feedback is also considered when evaluating success. Here’s a selection of feedback since launch:

- *“[The course is] short so it doesn’t feel onerous, but there is a lot of thought-provoking stuff in there for people who want to internalise the information/behaviours more. It makes the concept of strategy less daunting. The flow is good – it builds on the concept and moves into actions. I didn’t expect it to be so practical. It was a pleasant experience.” - Director of Partnership and Portfolio Service Director GHS*
- *“I’ve just completed an excellent LinkedIn course on Coaching Fundamentals. I highly recommend it. It is free to all at Healthdirect.” - Business Process Manager*



- *“Good YouTube video in the middle. This course was interactive, rather than read with a test in the end. Liked the Word document for self-assessment and the recommendations for self-guided pathways on exploring areas of strategic thinking further.”* - Head of Engineering
- *“I love referring to the Manager Hub SharePoint pages – it’s so easy to follow and looks so professional. I wish our team’s pages looked that good!”* - Head of Commercial

*Learning outcomes being met: Just in time learning, uplift leadership capabilities*

*Success 3: Increase in self-service behaviour and completion of admin-related management task by people leaders.*

There has been 400% growth in number of visits to the Manager Hub for the 12 months from launch through March 2024. During this time, approximately 40% of monthly visits to the entire Healthdirect Australia SharePoint site are to the Manager Hub and L&D pages.

The HR Team have observed positive changes in people leader behaviours when it comes to self-service:

- 75% of the HR team have noticed a reduction in the number of queries about standard team management processes and practices.
- 100% of the HR team agree that the availability of the Manager Hub and Recruitment Hub (a section with the Manager Hub) have saved them time in responding to manager queries.

Verbatim comments received from the HR Team:

- *“The questions being asked by the business seem to be less about process/procedure and more about how to apply policy. The hub helps in getting the managers to do the doing and find the info rather than us doing it for them.”*
- *“Definitely helps being able to send a page link. This is particularly helpful in directing to the pages for understanding the performance cycle.”*
- *“The Manager Hub has been great as a central source of truth that we can direct our managers to. The time to respond to queries has been reduced significantly.”*



There has also been a reduction in the number of staff who are overdue in compliance training (from 27% in Jan 2023 to 7.6% in March 2024), as people leaders know how to track team compliance and ensure obligations are being met. This also saves the HR Team time in administrative follow up tasks.

*Learning outcomes being met: Promote self-service, set clearly defined expectations.*

### **Setting priorities**

Prioritising and identifying what is important are continually reviewed against what activities are happening in the business. The CEO and the Head of People and Culture have a close working relationship, so key priorities for the business are quickly and easily filtered through to the L&D Team. Because of this close relationship, content can be developed and ready for people leaders before an initiative or change is launched within the business. This ensures that people leaders have the tools and resources required from Day 1 to manage effectively.

For example, in preparation for the launch of the new 3 Year Strategic Plan in July 2024, the L&D Team have developed courses and resources related to change and adaptability. These are designed to help managers work through the structural and priority changes that are occurring in the business over the coming months.

In addition, there is also learning content currently in development that relates to the 'results focus' capability in the Capability Framework. This content will be available to people leaders later in the year when they are ready to start setting and measuring team and individual goals against the new strategic priorities.

### **Overall**

One year from launch, the Manager Hub and Leadership Learning Library have established a foundation for Healthdirect Australia's people leaders. This leadership development program is helping to cultivate a learning culture, which is evidenced by an increase in people leaders taking ownership of their development planning and engaging with the offerings. The number of employees (people leaders and team members) with current development objectives has increased from 79% to 84% between December 2022 and December 2023.



Managerial administrative tasks are less of a burden because the steps, required documents and associated resources and supporting learning can be found in one place. The result has been reduced duplication, less frustration and better compliance with required administrative manager activities.

The Manager Hub has also spawned an 'Employee Hub' which provides one source of truth for all staff, not just people leaders, a 'Legal Hub', plus a few other department hubs.

### **Lessons learned**

Reflecting on the design, implementation and ongoing promotion of the leadership development program, the L&D Team have learned a few things.

*Use multiple channels to communicate, promote and reach leaders to make them aware of the Manager Hub and Leadership Learning Library and where to find them.*

- It's critical to weave links to the hub and learning resources into existing business processes.
- Ongoing marketing and promotion are critical to grab and maintain awareness.

*Online offerings are a key component of the learning experience, but these must be complemented with virtual / face-to-face workshops.*

- The L&D Team have been gaining success by setting up a prerequisite online course before workshop attendance. The intent is to cover the theory upfront so that the workshop can focus on hands-on, practical application of the theory using scenarios specific to the business. Although there is some manual intervention by the L&D Team before the workshop to remind learners to complete the online courses (via email), the result is worth it. Instructors have noted high levels of engagement and participation within the workshop.

*It is acceptable to take a phased approach to rolling out learning content.*

- The decision was made early on to identify critical content for launch, with the aim to expand the content over the subsequent 12-18 months. This approach allowed the L&D Team to refine and tweak the offering as required.





It also gives leaders the sense that the Manager Hub and Leadership Learning Library are fresh and continually being updated.

*Time (or perceived lack of it) is one of the biggest roadblocks to learning.*

- The L&D Team can support people leaders to overcome the time barrier by creating short, sharp learning opportunities that are easier to fit within the working day.
- This program is only one part of the solution; there needs to be wider organisational desire and focus to see learning as a priority.
- Consistent communication about the hub and the library co-ordinated with business activities is one way to combat the time constraints.

### **What's next**

The L&D Team are working on embedding the Manager Hub and Leadership Learning Library even further into how people leaders work. The aims include the following.

*Increasing leader engagement with the Leadership Learning Library.*

- Expand the leadership development program to include more content specific to the capabilities in the Healthdirect Australia Capability Framework, such as communication and results focus.

*Continually figuring out how to measure usage and engagement to identify opportunities to better support people leaders.*

- A new organisational strategic plan is due for launch in July. The L&D team is proactively working with senior leaders to identify what learning should be developed so that people leaders can bring the new strategy to life for their teams and divisions.
- Work with other areas of the business, such as Risk Management and Project Management to provide a platform for delivery so they can educate people leaders on their responsibilities within these areas.

*Analysing enrolment, feedback and engagement data to gain insights into how people leaders engage with the hub and the library to identify areas of improvement.*



- Continue collaborating with the internal communications team for guidance on how to 'cut through the noise' so that L&D Teams posts and announcements are read and actioned by people leaders.

*Encouraging take up of the coaching program available through Hellomonday.*

- After a successful trial in late 2023 with people leaders at different levels within their careers, Healthdirect Australia want other leaders to take advantage of this program. The L&D Team will continue to promote it and encourage enrolment.
- Deploy ongoing evaluations to measure how skills developed through the program are being used to enhance leadership effectiveness.



# About Brandon Hall Group™

With more than 10,000 clients globally and more than 30 years of delivering world-class research and advisory services, Brandon Hall Group™ is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

### Professional Certifications

Self-paced certification programs. Virtual group sessions for companies. In-person conferences and summits.

### Excellence Awards

Three annual programs recognize the best organizations that have successfully deployed programs to achieve measurable results.

### Membership

Individual and Enterprise Membership options: Includes research assets, advisory support, a client success plan and more.

### Advisory Offerings

Custom research projects, including surveys, focus group interviews and organizational needs assessments for transformation, technology selection and strategy.



### ENTERPRISE EXCELLENCE CERTIFICATION PROGRAM

Recognizes the best HCM programs that transform their organization and achieves breakthrough results. This designation is a step above the HCM Excellence Awards® which focuses on one program within a company. Enterprise Excellence is a hybrid of award winners who are also members.



### SMARTCHOICE® PREFERRED PROVIDER PROGRAM

Uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's thirty-plus years of experience in evaluating and selecting the best solution providers for leading organizations around the world.



### AGENCY! BY BRANDON HALL GROUP™

Provides comprehensive marketing solutions for human capital management solution providers. We offer strategic services to establish a strong foundation for your marketing efforts.