



Leading Under Pressure

A Practical HR Framework for Practice Managers

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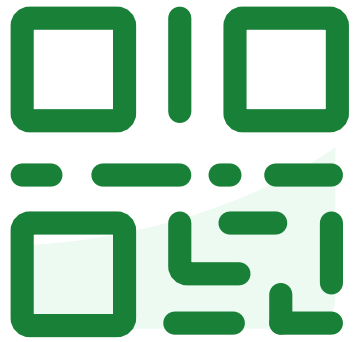
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What does PRESSURE look like in your practice right now?

Learning outcomes



By the end of this session, you will be able to:

- Understand the key pressures facing Practice Managers and how they impact leadership effectiveness.
- Apply a practical 4-pillar framework to prioritise people, compliance, and operations under pressure.
- Identify strategies to move from reactive decision-making to proactive leadership.
- Build confidence through peer-to-peer learning and shared practice insights.

The Pressure Landscape

Practice Managers today are navigating:

Workforce shortages and staff burnout

Rising compliance and regulatory demands

Increasing patient expectations

Financial pressures and funding changes

Technology changes and cybersecurity risks

Sound familiar?





Reactive vs Proactive

Are you fighting fires... or building firebreaks?

REACTIVE MODE:

- Responding to crisis after crisis, constant interruptions, no time to think

PROACTIVE MODE:

- Planning, prioritising, preventing, building systems that work
- *Most Practice Managers are stuck in reactive mode.*

Let's change that.





How much of your average day is spent in REACTIVE mode?



The 4 Pillars of Leading Under Pressure

1. PRIORITISE

Focus on what matters most

2. PROTECT

Look after your people

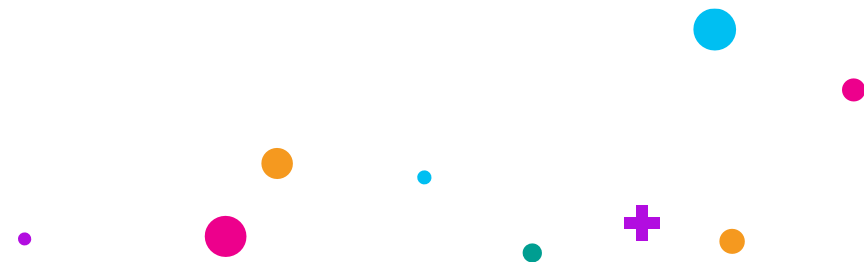
3. PLAN

Move from reactive to strategic

4. PARTNER

Build your support network

- A simple framework to help you lead with clarity when the pressure is on.
- Each pillar builds on the last to create a sustainable approach to practice management.



Pillar 1: Prioritise

Not everything urgent is important.

The **Eisenhower** Matrix helps you sort:

- Urgent + Important = **DO IT NOW**
- Important + Not Urgent = **SCHEDULE IT**
- Urgent + Not Important = **DELEGATE IT**
- Neither = **DROP IT**



*Where does compliance sit?
Where does everything else go?*

Peer Activity: Your Eisenhower Matrix



ACTIVITY TIME (5 minutes)

With the Amazing People on your Table:

1. List your top 5 tasks from this week
2. Place each one in the matrix on your worksheet
3. Discuss: What surprised you?

Use your handout to capture your thinking!

“The key is not to prioritise what’s on your schedule, but to schedule your priorities.”

— Stephen Covey

Pillar 2: Protect Your People


Check in regularly - beyond the task list

- Model healthy boundaries
- Create psychological safety
- Address underperformance early
- Celebrate small wins

Protecting your team protects your practice.

You can't lead a team if they're burning out.





Pillar 3: Plan Ahead



What's one planning habit you could start THIS WEEK?

Small habits create big shifts

Moving from reactive to strategic:

Weekly 30-minute planning ritual

Monthly compliance calendar review

Quarterly team development check-in

Annual workforce planning





SLIDO OPEN QUESTION

What is ONE thing you would change about how you manage your time tomorrow?

Go to [slido.com](https://www.slido.com) to share your answer!



Pillar 4: Partner Up



★ *You don't have to do this alone* ★

- Build your Practice Manager peer network
- Share templates, processes, and wins
- Use your PHN resources and support
- External support: HR in Health, AAPM, EMPHN

Peer support reduces isolation and builds resilience.

Turn to your neighbour: Share one thing working well in your practice



Your Pressure Action Plan



PEER ACTIVITY (10 minutes)

Using your handout:



1. Rate your current pressure level (1–10)



2. Identify your top 3 pressure points



3. Choose ONE action for each pillar



4. Share your plan with your neighbour

This is YOUR takeaway - make it practical!

Top Facts to Share from our HR Compliance & Payroll Audits



Over 75% of practices aren't paying the **laundry allowance** to eligible staff who wear uniforms and wash them at home.



More than 70% of practices **don't apply travel allowances** even though staff regularly travel between sites or for work-related purposes.



Only 1 in 4 nurses audited are correctly receiving their **extra week of annual leave** - a clear breach of Clause 31.1 of the Nurses Award.



Annual leave loading is missing or unclear in **over 60% of audited practices** - leaving staff without their legally entitled 17.5% boost during time off.



Overtime is not being tracked or paid correctly in **more than half** of practices - either unrecorded or wrongly offset with informal TOIL.



Many practices **still don't use formal rosters** for award-covered staff, leading to high risk of **accidental underpayment** or excess hours worked unpaid.



Dual award coverage confusion affects nearly **80% of practices**, particularly when staff perform both admin and clinical tasks across different classifications.

BOOT Changes



Disclaimer – Advice is general in nature and seek independent support for your practice

- **Do you have Salaried workers?**
- **Understand your compliance as a practice**
- **How the Modern Awards & your employment contracts work hand in hand**
- **Understanding the Better Off Overall Test a real time
BOOT – The NEW way**

Key Takeaways

1. PRIORITISE

Use the matrix to focus on what matters

2. PROTECT

Your team's wellbeing drives performance

3. PLAN

Small planning habits prevent big crises

4. PARTNER

Lean on your peers and support networks



*Leadership under pressure isn't about doing more.
It's about doing what matters most.*



Get in touch
with us!



Thank You

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