

.South Western Sydney Local Health District

# Wellbeing Framework and Plan 2023 - 2028



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## Foreword

South Western Sydney Local Health District recognises the importance of our people to the success of this organisation and the provision of safe and consistent, high quality care to the patients and communities we serve. Our success and high performance are interlinked with the mental and physical health and wellbeing of our people and how we adapt to a dynamic and ever challenging work environment.

We know that a person’s wellbeing is constantly changing and that we are operating daily in a workplace characterised by competing demands and high expectations from the community and other stakeholders.

Following extensive consultation, we have developed an evidence-based SWSLHD Wellbeing Framework and Plan 2023 – 2028. This Framework defines our commitment, focus and approach to achieve our key objective, *Embed a positive workplace culture that values the wellbeing and engagement of our people.*

We have identified three key wellbeing priorities of **Thrive, Prevent, and Support**, with integrated action areas to meet these priorities.

It is important that this Framework enables and promotes widespread staff participation and engagement in the development of policies, procedures, tools, programs and initiatives that are best practice and outcome driven and plans for success.

We are committed to this Framework and Plan and will play an active role in leading, promoting and ensuring its success.

We value your dedication and commitment to your work at SWSLHD and invite you to embrace and thrive in a cohesive and safe work environment, where your Wellbeing is valued.



**Sonia Marshall,**  
**Chief Executive,**  
**South Western Sydney**  
**Local Health District**



**Dr Rebecca Leon,**  
**District Director**  
**People & Culture,**  
**South Western Sydney**  
**Local Health District**

## Executive Summary

An evidence based SWSLHD Wellbeing Framework and Plan 2023 – 2028 has been developed following consultation and a review of contemporary practices nationally and internationally.

This Framework and Plan reflects the themes from the [National Mental Health Commission's Blueprint for Mentally Healthy Workplaces](#), the [NSW Health Mental Health and Wellbeing Framework 2023](#), and the [Future of Work Institute's Thrive at Work Framework](#).

The SWSLHD Wellbeing Framework and Plan aligns with the [SWSLHD Strategic Plan 2022 – 2027](#) through the 'Support and develop our people' priority. It also aligns with the SWSLHD [Workforce Plan 2022 – 2028](#) and the [SWSLHD Transforming Your Experience strategy](#), which supports positive experience and empowering our people.

This Wellbeing Framework and Plan is a commitment to your wellbeing and the positive culture of our workplace.

The central objective is to '*Embed a positive workplace culture that values the wellbeing and engagement of our people*' and we have a SWSLHD Wellbeing Intent to '*Establish an environment where our people are able to thrive*'.

The SWSLHD Wellbeing Framework and Plan details three key priorities:

- Thrive (optimise wellbeing and productivity)
- Prevent (minimise harm and protect against risk)
- Support (support and accommodate illness and injury)

The Framework and Plan defines the actions areas, implementation activities, responsibilities, measures and timeframes to plan for successful wellbeing change in SWSLHD.

In addition, governance, implementation and monitoring strategies have been outlined within the document.

## Introduction

Wellbeing of staff has gained increasing attention in recent years due to rising reports of burnout, fatigue, and a shift towards a better work-life balance. Establishing a positive environment for wellbeing is essential in the health sector, with staff playing a vital role in the health of the population. However, the physical and mental health of staff can be adversely affected due to their exposure to stressors, long working hours and demanding workloads. The implementation of specific preventative wellbeing initiatives is necessary to support staff to thrive at work.

A change to the NSW [Work Health and Safety Regulation](#) has also highlighted the significance of creating a supportive work environment and providing a psychologically safe workplace. The changes have placed a greater emphasis on the importance of staff wellbeing in the workplace and managing psychosocial risk. The legislation now specifically requires organisations to manage psychosocial hazards and risks to staff and other workers in the workplace. For the purposes of this document, 'staff' includes other workers.

The wellbeing of staff and the community alike has been significantly impacted in the past few years due to natural disasters, the COVID-19 pandemic and increasing demands on the health care system. This has resulted in staff

working to ensure safe, high-quality consistent care for patients, clients and the communities we serve. However, it is acknowledged that this working environment can have a negative impact on the mental health and wellbeing of our staff.

To understand the significance of staff wellbeing, it is essential to recognise the multifaceted nature of the workforce within SWSLHD. Over a quarter of staff are aged 51 years or older with a substantial portion consisting of agency, casual, and part-time workers. 2.57% of our staff identify as Aboriginal and/or Torres Strait Islander, while nearly one third speak English as a second language. These demographics illustrate the varied backgrounds, diversity and circumstances of our staff, indicating numerous factors that contribute to their overall wellbeing. To embrace work changes into the future, SWSLHD needs to prioritise the physical and mental health of our people, ensuring they thrive in their work. Effective early intervention programs have demonstrated a five-fold return on investment due to increased employee productivity.<sup>1</sup> Hence, it is essential to prioritise staff wellbeing in the healthcare sector, creating a more positive and supportive work environment that ultimately leads to better outcomes and a stronger healthcare system.

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<sup>1</sup> Hilton, M. (2004). *Assessing the financial return on investment of good management strategies and the WORC Project*. University of Queensland

## SWSLHD Wellbeing Framework



Figure 1: SWSLHD Wellbeing Framework

## **Thrive** **Optimise wellbeing and productivity**

Thriving is being energised, feeling valued, and feeling that what you do is valued. It is being productive, being open to challenges presented, and having the opportunity to continuously learn and grow. Thriving staff are more confident and energised, better able to respond to challenges, and recover quicker from the demands of work.<sup>2</sup>

Promoting a sense of purpose at work as well as opportunities for professional development are especially related to staff wellbeing. Organisational strategies such as providing a clear and compelling vision, executive and leadership rounding, career mentoring, and supporting transitions into new roles help staff achieve their potential and set the groundwork for them to keep up with the changing nature of work.

In order to support staff wellbeing, we need to not only protect staff against psychological harm, but also provide an environment that fosters the development of positive mental health and a sense of fulfilment.

Purpose and growth are essential human processes across the lifespan and individual learning and growth is a key dimension of thriving. Providing opportunities to learn in addition to other job resources, such as high quality feedback, have found to be positively associated with greater work engagement, which is a state of work-related wellbeing that is linked with greater individual job performance.<sup>3</sup>

In order to reap the benefits of a thriving workforce, it is vital that staff have high quality relationships at work. Relationships with others at work provide key contributions to how staff make sense of the meaning of their work, the job itself, and themselves in the job.<sup>4</sup> Creating organisational strategies that prioritise fostering connections, valuing diversity and promoting inclusion, can lead to psychological growth and flourishing among staff.

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<sup>2</sup> Desrumaux, P., Lapointe, D., Sima, M. N., Boudrias, J. S., Savoie, A., & Brunet, L. (2015). The impact of job demands, climate, and optimism on well-being and distress at work: What are the mediating effects of basic psychological need satisfaction?. *European Review of Applied Psychology*, 65(4), 179-188.

<sup>3</sup> Demerouti, E., Cropanzano, R., Bakker, A., & Leiter, M. (2010). From thought to action: Employee work engagement and job performance. *Work engagement: A handbook of essential theory and research*, 65, 147-163.

<sup>4</sup> Wrzesniewski, A., & Dutton, J. E. (2001). Crafting a job: Revisioning employees as active crafters of their work. *Academy of Management Review*, 26(2), 179-201.



## **Prevent**

### **Minimise harm and protect against risk**

Work Health and Safety legislation requires that all workplaces take active steps to protect staff mental health, just as they would manage risks to physical health. By prioritising the prevention of harm to our people, we create a supportive and safe work environment, whilst fulfilling our Work Health and Safety obligations.

Research consistently finds that aspects of work can increase the probability of staff developing physical and psychological illness and injury<sup>5</sup>. The key to reducing the effects of work-related stress is to understand and reduce the organisational risk factors of stressors. Common organisational stressors include:

- Low or high workload demands
- Poorly managed relationships
- Insignificant tasks
- Low levels of recognition and reward
- Limited autonomy
- Poorly managed change
- Insufficient support

- Lack of diversity in tasks
- Organisational injustice
- Lack of role clarity



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<sup>5</sup> Burton, J. (2010). WHO healthy workplace framework and model: Background and supporting literature and practices. World Health Organisation; Geneva.



The SMART Work Design model<sup>6</sup>, identifies five key job characteristics that result in positive outcomes across jobs and industries. These job characteristics are:

- **Stimulating** work - having task variety and meaning in the job.
- **Mastery** resources - having role clarity, and receiving feedback, including getting appropriate reward and recognition for work.
- **Agency** - job control and participating in decision-making.
- **Relational** resources - having positive work relationships, high levels of supervisor and co-worker support.

- **Tolerable** job demands - stress occurs when work demands such as time, physical, cognitive and emotional demands, exceeds a person's capacity to cope.

Effectively preventing harm requires supporting staff at both an organisational and individual level. Increasing the capability of staff to prevent harm helps develop their ability to cope with, adapt to, and recover from, stress at work.<sup>7</sup> To help prevent illness and injury to staff in SWSLHD, it is important for individuals to first understand their current physical and mental health status and take positive action where necessary.

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<sup>6</sup> Parker, S. K., Morgeson, F. P., & Johns, G. (2017). One hundred years of work design research: Looking back and looking forward. *Journal of applied psychology*, 102(3), 403.

<sup>7</sup> Vanhove, A. J., Herian, M. N., Perez, A. L. U., Harms, P. D., Lester, P. B. (2016). Can resilience be developed at work? A meta-analytic review of resilience-building programme effectiveness. *Journal of Occupational and Organizational Psychology*, 89, 278-307.

## ***Support***

### **Support and accommodate illness and injury**

To reduce the impact of illness and injury, SWSLHD assists staff to identify when they are experiencing mental ill-health, support those who are impaired to get well, and assist those who have been unwell or injured to return to the workplace. Helping staff in this time of need can result in significant gains in productivity, engagement and retention.




Recognising the signs and symptoms of mental illness in oneself and others can be a challenge, which underscores the importance of early intervention in minimising the impact of mental ill-health and aiding recovery. In order to help identify mental illness, the initial step is to enhance the capacity of managers and staff to recognise, take action, and track mental health concerns. This serves as the first line of defence in promoting mental wellness in the workplace.

Unfortunately, stigma still surrounds mental ill-health throughout our society, resulting in organisational barriers to treatment and accessing support.

Removing these barriers is critical for staff being able to readily access support. SWSLHD will make reasonable adjustments to accommodate staff who experience illness or injury. This will support staff to focus on recovery, as well as perform meaningful work.

Finally, it is important to build the motivation and capacity of individual staff to manage their own physical and mental health. SWSLHD will provide our people with resources to increase their health literacy, help-seeking, and recovery.

## SWSLHD Wellbeing Plan 2023-2028

<b>SWSLHD Vision</b>	<b>Leading safe, sustainable care for a healthier community</b>		
<b>SWSLHD Strategic Context</b>	Support and develop our people		
<b>Transforming Your Experience</b>	The lens through which we plan, make decisions and provide care		
<b>SWSLHD Objective</b>	Embed a positive workplace culture that values the wellbeing and engagement of our people		
<b>SWSLHD Wellbeing Intent</b>	Establish an environment where our people are able to thrive		
<b>Priorities</b>	 <p><b>Thrive</b> Optimise wellbeing and productivity</p>	 <p><b>Prevent</b> Minimise harm and protect against risk</p>	 <p><b>Support</b> Support and accommodate illness and injury</p>
<b>Action areas</b>	<ul style="list-style-type: none"> <li>Promote purpose and growth</li> <li>Promote connections at work</li> <li>Empower staff to thrive</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate staff’s understanding of their current health status</li> <li>Develop and implement strategies to balance job resources and job demands</li> <li>Increase staff’s capacity and capability to prevent harm</li> <li>Create a culturally safe workplace</li> </ul>	<ul style="list-style-type: none"> <li>Identify illness and injury</li> <li>Support and accommodate illness and injury</li> <li>Increase the ability of staff to manage mental ill-health</li> </ul>

## SWSLHD Wellbeing Plan - priorities, actions areas and implementation activities

Note: Due to the complexity of wellbeing there is an inability to produce measures on all implementation activities. Key measures, where appropriate, will be monitored through annual People Matter Employee Survey (PMES) results categories of Job Satisfaction and Wellbeing.



### Priority 1: Thrive

Action areas	Implementation activity	Responsibility	Measure	Timeframe
<b>1.1 Promote purpose and growth</b>	1.1.1 Foster career progression and lifelong learning through Professional Development Review process	GMs/SDs/Directors	Refer to the SWSLHD Education & Organisational Development Plan, Priority Area 2.3	2025
	1.1.2 Creation and implementation of an organisational culture roadmap across the District	DEODS	Refer to the SWSLHD Education & Organisational Development Plan, Priority Area 3.4.1	2025
<b>1.2 Promote connections at work</b>	1.2.1 Foster work connections through organisation-wide healthy behaviour initiatives	Snr Mgr SHRW & DAH&CS	Initiatives incorporated into Wellbeing Calendar	Annually from 2026
	1.2.2 Celebrate diversity and inclusion	DPC	Refer to the SWSLHD Workforce Plan 2022-2028 Objective 1	2025
<b>1.3 Empower staff to thrive</b>	1.3.1 Develop and/or identify tools for managers on job crafting – helping staff shape the way they work to make it more meaningful	DEODS	Tools available on Wellbeing intranet site	2027
	1.3.2 Develop and/or identify tools on strengths-based development for both managers and staff	DEODS	Refer Education & Organisational Development Plan, Priority Area 3.1.1	2025
	1.3.3 Deliver positive psychology practices for staff at each facility	Snr Mgr SHRW	Initiatives incorporated into Wellbeing Calendar	Annually from 2024
	1.3.4 Develop and implement targeted Winter Wellbeing initiatives to improve staff wellbeing outcomes	Snr Mgr SHRW/GMs/SDs	Initiatives incorporated into Wellbeing Calendar. Evidence of promotion and implementation of Winter Wellbeing Initiatives at facilities and services.	Annually from 2023



**Priority 2: Prevent**

Action areas	Implementation activity	Responsibility	Measure	Timeframe
<b>2.1 Facilitate the District's and staffs' understanding of their current health status</b>	2.1.1 Develop a data tool to capture sources/metrics that inform risk management of psychosocial risks	DDH	Data tool developed	2025
	2.1.2 Analyse data from various sources/metrics to determine greatest psychosocial risk areas to inform ongoing risk management	Snr Mgr SHRW	Management report developed, including recommendations	2025
	2.1.3 Prepare action plan to implement recommendations 2.1.2	Snr Mgr SHRW	Action plan approved by ELT	2025
	2.1.4 Implement approved action plan 2.1.3 across SWSLHD	GMs/SDs/Directors	Action plan implemented and monitored	Annually from 2026
	2.1.5 Explore options for staff health checks that could assist with improving physical and psychological health and nutrition	Snr Mgr SHRW	Review completed with a management report developed, including recommendations	2024
	2.1.6 Prepare action plan to implement recommendations 2.1.5	Snr Mgr SHRW	Action plan approved by ELT	2025
	2.1.7 Implement approved action plan 2.1.6 across SWSLHD	GMs/SDs/Directors	Action plan implemented and monitored	Annually from 2025
	2.1.8 Conduct a review of position descriptions for key roles (those with a large number of incumbents). Provide recommendations of where the following job aspects can be increased:	Snr Mgr SHRW	Review completed with a management report developed, including recommendations	2026

	<ul style="list-style-type: none"> <li>Stimulating – task variety</li> <li>Mastery – role clarity, reward &amp; recognition</li> <li>Agency – job control and decision making</li> <li>Relational – positive work relationships and support</li> </ul>				
	2.1.9	Prepare action plan to implement recommendations 2.1.8	Snr Mgr SHRW	Action plan approved by ELT	2027
	2.1.10	Implement approved action plan 2.1.9 across SWSLHD	GMs/SDs/Directors	Action plan implemented and monitored	2028
<b>2.2 Develop and implement strategies to balance job resources and job demands</b>	2.2.1	Conduct a review of work demands placed on individuals and teams in identified higher risk departments. Provide recommendations of where the following demands can be decreased: <ul style="list-style-type: none"> <li>Time demands</li> <li>Cognitive demands</li> <li>Emotional demands</li> <li>Physical demands</li> <li>Demands associated with change</li> <li>Demands caused by lack of organisational justice</li> </ul>	Snr Mgr SHRW	Review completed with a management report developed, including recommendations	2026
	2.2.2	Prepare action plan to implement recommendations 2.2.1	Snr Mgr SHRW	Action plan approved by ELT	2027
	2.2.3	Implement approved action plan 2.2.2	GMs/SDs/Directors	Action plan implemented and monitored	2028
	2.2.4	Resources available for managers on how they can positively impact the demands placed on their teams	Snr Mgr SHRW	Resources available (e.g. workshops, on-line tools, templates, checklists). Increase of ≥5% for job satisfaction topic questions PMES over two years	2025
	2.2.5	Action plan developed that explores opportunities to standardise roles across SWSLHD	Snr Mgr HR/IR	Action plan developed and approved by ELT	2024
	2.2.6	Implement approved action plan 2.2.5	Snr Mgr HR/IR	Action plan implemented and monitored	Annually from 2024

<b>2.3 Increase staffs' capacity and capability to prevent harm</b>	2.3.1	Develop and release education resources to staff on resilience and coping skills (e.g. PreVent)	Snr Mgr SHRW	Suite of education offerings developed and released. Annual evaluation to determine effectiveness.	2023 Annually from 2024
	2.3.2	Develop Wellbeing online resources hub to provide effective and easy-to-access resources for managers and staff	Snr Mgr SHRW	Delivery of fully functional and user-friendly Wellbeing intranet site	2026
	2.3.3	Conduct a review of physical health and nutrition related services available through Staff Wellbeing Support Service and associated demands	Snr Mgr SHRW	Review completed with a management report developed, including recommendations	2024
	2.3.4	Prepare action plan to implement recommendations 2.3.3	Snr Mgr SHRW	Action plan approved by ELT	2025
	2.3.5	Implement approved action plan 2.3.4	Snr Mgr SHRW	Action plan implemented and monitored	2025
	2.3.6	Promote activities to foster health related activities (such as increasing exercise and healthy living)	Snr Mgr SHRW, GMs/SDs/Directors	Calendar of Wellbeing activities published. Evidence of promotion at work locations.	Annually from 2024
	2.3.7	Regular promotion of Fitness Passport program	Snr Mgr SHRW	Evaluation of uptake and effectiveness	Annually from 2024
	2.3.8	Promote awareness and utilisation of the Addressing Grievances and Concerns managers and staff portals	Snr Mgr HR/IR	≥5% improvement in grievance handling topic questions PMES, over two years	Annually from 2024
<b>2.4 Create a culturally safe workplace</b>	2.4.1	Develop an inclusivity strategy that reduces unconscious bias and addresses racism and other forms of discrimination	DPC	Refer to Workforce Plan 1.2	2024
	2.4.2	Conduct internal audit of Enterprise Risk <i>EN595 Managing Psychological and Psychosocial Risk in the workplace</i> controls and actions implemented by facility/service and provide recommendations for improvement	Snr Mgr SHRW	Audits completed across each facility/service and improvement plans developed	Annually from 2024
	2.4.3	Implement audit improvement plans 2.4.2 across SWSLHD	GMs/SDs/Directors	Audit improvement plans implemented	Annually from 2024
	2.4.4	Develop strategies that mitigate mechanisms of mental illness and injury identified through WHS reporting	Snr Mgr SHRW	Decreased trend in mental illness and injury identified through WHS data	Annually from 2026





**Priority 3: Support**

Action areas	Implementation activity	Responsibility	Measure	Timeframe
<b>3.1 Identify illness and injury</b>	3.1.1 Incorporate into training for managers the understanding of mental illness and how they can better support their teams	DEODS	Mental Health training incorporated into leadership training (EOD Plan 3.1.1 Leadership Strategy)	2025
	3.1.2 Incorporate into training for managers the understanding of physical injury and capacity and how they can better support their teams	DEODS	Physical Health training incorporated into leadership training (EOD Plan 3.1.1 Leadership Strategy)	2025
<b>3.2 Support and accommodate illness and injury</b>	3.2.1 Conduct a review of the Staff Wellbeing and Support Service to identify risk and need for after-hours support to improve service delivery	Snr Mgr SHRW	Review completed with a management report developed, including recommendations	2024
	3.2.2 Prepare action plan to implement recommendations 3.2.1	Snr Mgr SHRW	Action plan approved by ELT	2024
	3.2.3 Implement approved action plan 3.2.2	Snr Mgr SHRW	Action plan implemented and monitored	2024
	3.2.4 Increase visibility and awareness of Staff Wellbeing and Support Service through improved intranet site	Snr Mgr SHRW	Updated Wellbeing intranet site with links to social media	2024
	3.2.5 Develop and release an awareness campaign on the stigma around mental illness	Snr Mgr SHRW	Awareness campaign released	2025
	3.2.6 Develop return to work processes and tool kit to support staff who have a non-work related injury or illness	Snr Mgr HR/IR	Processes and toolkit developed	2024
	3.2.7 Conduct a review to determine appropriate Client Management record system for Staff Wellbeing and Support Service to ensure effective management, confidentiality and reporting	Snr Mgr SHRW & DDH	Review completed with recommendations	2024
	3.2.8 Implement new system as recommended 3.2.7	Snr Mgr SHRW & DDH	Recommendations implemented	2025

<b>3.3 Increase the ability of staff to manage mental ill-health</b>	3.3.1	Develop and release resources for Staff Wellbeing & Support Service Intranet page to raise awareness of personal mental health	Snr Mgr SHRW	Increased visits to Wellbeing intranet site	2024
	3.3.2	Include mental health awareness as part of all new staff inductions	DEODS	Refer to Workforce Plan 1.3.3	2024
	3.3.3	Develop and/or identify training and resources to build individual capacity to recover from mental ill-health	DEOD & Snr Mgr SHRW	Training is accessible. Resources available on Wellbeing intranet site.	2024

### ***Abbreviations and definitions***

<b>DDH</b>	Director Digital Health
<b>DEODS</b>	Director Education and Organisational Development Service
<b>DAH&amp;CS</b>	Director Allied Health & Community Services
<b>DPC</b>	Director People & Culture
<b>ELT</b>	Executive Leadership Team
<b>GMs</b>	General Managers
<b>PMES</b>	People Matters Employee Survey
<b>Psychosocial Hazard</b>	<p>A hazard that:</p> <ul style="list-style-type: none"> <li>(a) arises from, or relates to - (i) the design or management of work, or (ii) a work environment, or (iii) plant at a workplace, or (iv) workplace interactions or behaviours, and</li> <li>(b) may cause psychological harm, whether or not it may also cause physical harm<sup>8</sup></li> </ul>
<b>SDs</b>	Service Directors
<b>Snr Mgr HR/IR</b>	Senior Manager, Human Resources and Industrial Relations
<b>Snr Mgr SHRW</b>	Senior Manager, Staff Health, Recovery and Wellbeing

<sup>8</sup> NSW Work Health and Safety Regulation 2017 (clause 55A)

## Governance, implementation and monitoring

### Governance

SWSLHD Wellbeing Committee is responsible for providing oversight of the implementation, evaluation methodologies, and outcomes of the SWSLHD Wellbeing Framework and Plan 2023 - 2028 (see Figure 2 - Wellbeing governance structure).

The Senior Manager Staff Health, Recovery and Wellbeing will Co-chair the Wellbeing Committee, and report through to the SWSLHD Executive Leadership Team.

Working groups will be established as required.

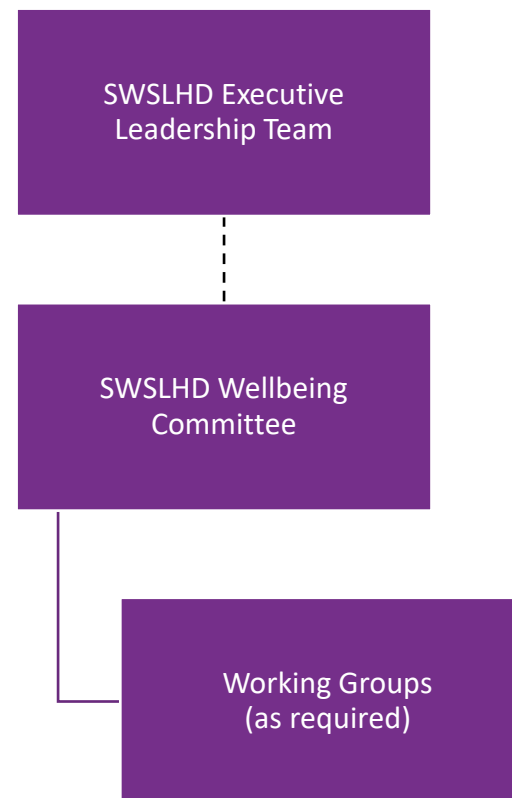


Figure 2: Wellbeing governance structure

## Implementation and Monitoring

The Wellbeing Plan will be monitored bi-monthly at the SWSLHD Wellbeing Committee with six monthly reports submitted to the Workforce Wellbeing & Culture (Board) Committee.

## Contact Details

Contact our Staff Wellbeing & Support Service:

Phone: (02) 8738 4552

Email: [SWSLHD-StaffWellbeingSupportServices@health.nsw.gov.au](mailto:SWSLHD-StaffWellbeingSupportServices@health.nsw.gov.au)

Website: <https://swslhd-intranet.sswahs.nsw.gov.au/swslhd/eap/default.html>