

NORTHERN SYDNEY LOCAL HEALTH DISTRICT  
**LEADERSHIP CHARTER**



**Health**  
Northern Sydney  
Local Health District



The Leadership Charter outlines the qualities that make a good leader at NSLHD.

We have taken some time to reflect on what our best leaders bring to our workplace and how they interact with patients/consumers and staff. We have incorporated this into a document that outlines our ambition for our leaders, current and emerging across our organisation.

The people that lead in our organisation champion our person-centred purpose, to enable others to realise their potential, and to cultivate a diverse, creative, safe, adaptive and values-based culture. Our leaders are inclusive, authentic, resilient, brave, accountable and innovative. They care, and bring about sustainable change that makes a positive difference for our patients/consumers, carers, and community, as well as our employees and organisation.

Leadership at NSLHD underpins the implementation of our strategic plan, in particular in achieving an **Engaged and Empowered Workforce**. Therefore our Leadership Charter is our statement of how we intend to do this.

The Leadership Charter guides us in achieving our expected Leadership outcomes:

- Our Leaders effectively change our organisation, to deliver improvements and innovation to our patients/consumers and their families/carers,
- Our Leaders role- model our Values, and establish teams that demonstrate our Values with colleagues, patients/consumers and families/carers,
- We develop our future leaders.

The Leadership Charter has been significantly informed by feedback from our workforce. In June 2016 the NSLHD embarked on a project to renew our focus on our CORE Values and Behaviours for the benefit of our patients/consumers, families/carers, and our staff. Consultation with 400 staff, volunteers, patients and consumers took place across the district. The invaluable feedback received informed what it means to be a leader at NSLHD and how leaders enact the CORE values at NSLHD, which is included in the Charter. In 2019 participants at the inaugural Leadership Advisory Board meeting, the workshopped definitions of leadership and what leaders at NSLHD do. This has also been incorporated into the Leadership Charter.

We hope this Leadership Charter highlights our expectations and responsibilities as leaders and helps focus our shared efforts as we strive every day to be the leaders our staff, patients and community deserve.

**Deb Willcox**  
Chief Executive NSLHD



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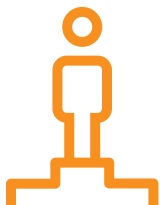
## Our strategic intent

Our staff are confident, capable and committed to the support and delivery of good care every day.

## Our expected outcomes

- Our Leaders effectively change our organisation, to deliver improvements and innovation to our patients/consumers and families/carers,
- Our Leaders role-model our Values, and establish teams that demonstrate our Values with colleagues, patients/consumers and families/carers. We develop our future leaders.

## As Leaders we:



### show Collaboration by:

- Holding regular team meetings
- Being visible and available
- Listening to staff “on the ground”
- Including the team in goal setting and change decisions
- Agreeing on goals together in PRIDE
- Providing regular performance coaching and two way feedback
- Creating a safe place to discuss mistakes, learning and continuous improvements
- Encouraging and role modelling teamwork
- Asking “how are you going?”

### show Openness by:

- Being clear about expectations and responsibilities
- Being honest & transparent
- Keeping staff informed and sharing information
- Avoiding jumping to conclusions and checking things out first
- Making time to seek out and discussing different views and ideas
- Encouraging constructive criticism
- Displaying organisational performance indicators publically
- Keeping calm
- Admitting mistakes

### show Respect by:

- Listening to understand the whole person, their challenges, aspirations and needs
- Acknowledging efforts, recognises achievements and encouraging to keep going
- Considering flexible working arrangements where possible
- Avoiding bias or favouritism
- Appreciating and encouraging the diversity of the team
- Welcoming new team members, visitors and other colleagues
- Being polite and saying Thank You
- Having zero tolerance for bullying

### show Empowerment by:

- Providing growth opportunities through formal development, projects, stretch assignments and secondments
- Trusting and delegating - avoiding micro management
- Helping to plan career development
- Providing resources, budget and working technology
- Fostering ideas/solutions from the team
- Being comfortable that others may have a better solution
- Recognising the expertise of others

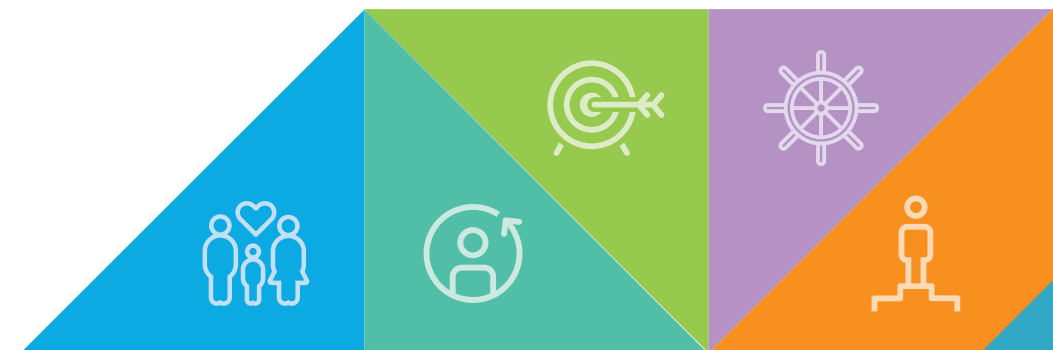
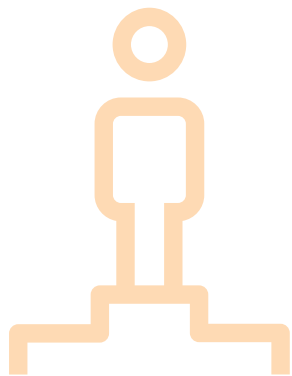
## Our Prioritised Leadership Capabilities

1. Display Resilience and Courage
2. Manage Self
3. Think and Solve Problems
4. Inspire Direction and Purpose
5. Manage Reform and Change
6. Commit to Customer Service
7. Work Collaboratively
8. Influence and Negotiate
9. Manage and Develop People
10. Demonstrate Accountability



## Fundamentals of People Leadership

Daily- Weekly	Monthly	Quarterly	Annually
<ul style="list-style-type: none"> <li>• Provide clear expectations</li> <li>• Ensure regular, open communication</li> <li>• Understand the whole person</li> <li>• Provide a physically and psychologically safe work environment</li> <li>• Coach, recognise and provide two way feedback</li> <li>• Hold everyone accountable</li> <li>• Focus on individuals' strengths</li> <li>• Prevent conflict and resolve it where it arises in the team</li> <li>• Ensure people have what they need to do their jobs</li> <li>• Round with your team</li> </ul>	<ul style="list-style-type: none"> <li>• Agree goals</li> <li>• Develop yourself as a leader – read a book, meet with a coach or peer</li> <li>• Meet with your whole team</li> <li>• Meet one on one with your team members (10-15 mins will suffice)</li> <li>• Communicate successes and learning from failings with a monthly update email (include data if you have it)</li> <li>• Recognise your staff e.g. send a compliment</li> <li>• Clarify expectations with your leader</li> </ul>	<ul style="list-style-type: none"> <li>• Check in with staff on Performance Development Review (PRIDE) goals</li> <li>• Review your operational plan and update progress – communicate this with your team</li> </ul>	<ul style="list-style-type: none"> <li>• Set/update team vision and annual plan</li> <li>• Review yourself – Performance Development Review (PRIDE) and/or a 360 degree survey to build your capacity</li> <li>• Review your team – conduct Performance Development Reviews (PRIDE) to develop strengths and identify areas for improvement</li> </ul>



## Fundamentals of People Leadership of Virtual Teams

### Communication

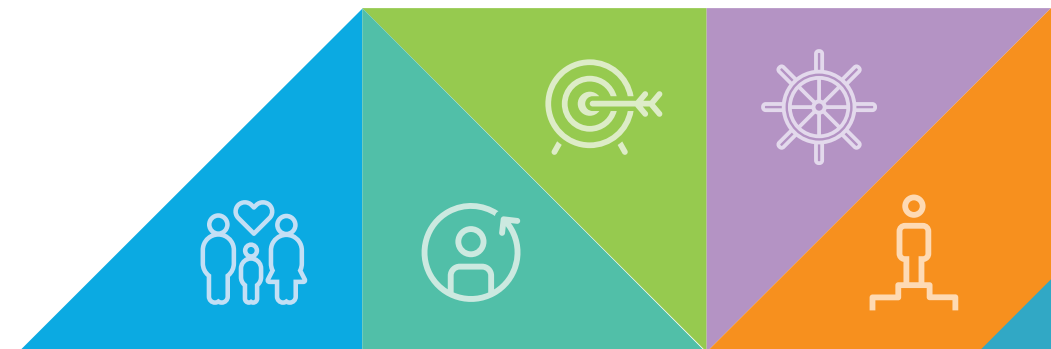
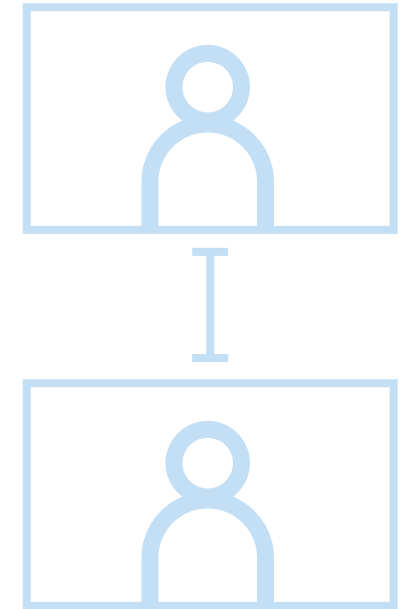
- Regular and ongoing communications is paramount to ensure staff are connected and engaged.
- Establish Skype for Business or similar for the team and use virtual meeting etiquette.
- Commit to a communication plan. Things to consider: when to email, when to use video conferencing and when to use instant messaging; how regularly communication will occur; a set time to for a virtual 'team meeting'; who needs more communication daily versus a regular weekly catch up.
- Clarify goals and roles, which may be different in a virtual team to the normal team setting. See Accountability Principle for tips.
- Set clear expectations with those you're leading.
- Be transparent with the team's whereabouts and keep your Outlook calendars up to date.
- Don't forget one-on-one interaction with the team. Your team members will need one on one time with you.

### Staff Wellbeing

- Develop and implement strategies to help keep morale high and include everyone.
- Organise optional virtual morning teas or other staff gatherings.
- Consider starting your virtual team meetings with a general check-in (Are you OK?) or a mindfulness exercise
- Check in with staff individually and see how they are going both personally and professionally.
- Always make time for your team members—keep space in your diary so that you are available when they need to speak with you.
- Provide your staff with information for support services such as Employee Assistance Program.
- Celebrate successes, reward and recognise your virtual team members. A simple thank you goes along way but don't forget the Compliment Portal to send them something special, opportunities to praise them and their achievements in team meetings or nominating them for staff award programs where appropriate.
- Share a virtual experience together such as Steptember or a 30 Day Challenge.

### Accountability

- Trust that your staff are able to perform their roles and set them up for success. The usual expectations around reporting and deadlines should still apply, as does performance development and management.
- Set clear timeframes for tasks and ensure deadlines are met.
- Look at developing a tracking system for your team, such as an excel spread sheet, project plan or to do list. Make sure you use the system and check actions are completed.
- Encourage staff to utilise Weekly Planner to manage their time.
- Use Outlook calendar to manage tasks and deadlines and set up reminders.
- Remind team members about their obligations to use work resources lawfully and appropriately.



## NSLHD Leadership Advisory Board Members

Adam Quested	Deputy Director People and Culture – HR Business Partners
Alison Zecchin	General Manager – Royal North Shore Hospital
Andrea Taylor	Director Mental Health Drug and Alcohol
Belinda Gow	People and Culture Manager – HR Business Partners
Christine Tait Lees	Manager Organisational Development and Talent
Deb Goglis	Director Centre for Education and Talent Development
Deb Willcox	Chief Executive NSLHD
Elisabeth Murphy	Clinical Network Director Child Youth and Family Network
Elizabeth Wood	Executive Director Operations
Heather Gough	General Manager – Ryde Hospital
Tamsin Waterhouse	Medical Executive Director
Jacquie Ferguson	Director Finance and Corporate Services
Jenny Nielsen	A/Director Nursing and Midwifery NSLHD
Jennifer Parkin	General Manager – Mona Vale Hospital
Julia Capper	Director Allied Health
Kim Field	Director Primary and Community Health NSLHD
Kim Lyle	Manager Child Youth Family PACH
Lavena Ramdutt	Director Strategic Operations NSLHD
Lee Gregory	General Manager - Hornsby Ku-ring-gai Hospital
Leonie Watterson	Director Sydney Clinical Skills and Simulation Centre
Linda Davidson	Director Nursing and Midwifery Hornsby
Mackenzie Rice	Management Trainee
Mark Zacka	Director Clinical Governance
Marissa Fuller	Management Trainee
Paula Williscroft	Director People and Culture NSLHD
Pauline Luttrell	People and Culture Manager – HR Business Partners
Pavin Govinda	Manager Systems and Analytics
Sarah Eldridge-Smith	People and Culture Manager – HR Business Partners
Simon Hill	Director Information Communication Technology
Vicki Fox	Deputy Director Clinical Governance
Theodore Panagopoulos	Management Trainee
Xanthe Easterbrook	Director Health safety and Wellbeing



