

# Leadership Strategy 2025-2028





## Acknowledgement of Country

South Western Sydney Local Health District acknowledges the Traditional Custodians of the lands and waterways within all South Western Sydney Local Government Areas - particularly those from the Darug, Dharawal and Gundungurra Nations, upon whose Country our health facilities exist.

We pay our respects to Elders past and present, and acknowledge the role that established and emerging Aboriginal and Torres Strait Islander leaders have and will continue to play in enriching our organisation, community and society.

# Foreword

To deliver safe, high-quality care to the people of South West Sydney and be an employer of choice, South Western Sydney Local Health District (SWSLHD) needs great leaders who take accountability in the moments that matter, demonstrate courage in the face of the unknown, and work effectively with and through others to achieve great outcomes without compromising on kindness or compassion.

If we are to inspire and enable great leadership, we as an organisation need to set clear expectations around what effective leadership looks like in our context, provide access to high quality leadership development opportunities for staff at every stage of their career, and take steps to design and nurture a strengths-based organisational culture that encourages and empowers everyone to be better together.

With this in mind, we are proud to present the South Western Sydney Local Health District Leadership Strategy 2025-2028 (the Strategy) – a document that builds on our previous Leadership Strategy (2017-2021) and aims to advance our progress towards achieving the objectives outlined in our Strategic Plan 2022-2027 and Workforce Plan 2022-2028.

This Strategy represents SWSLHD's commitment to identifying, developing, empowering and retaining those who will lead our organisation into the future, and defines our plans for doing so over the next four years. It also represents what we have heard from you, having been developed in consultation with nearly 700 stakeholders – including SWSLHD staff, our academic partners, and subject matter experts from within and outside of NSW Health.

We are confident that implementing this Strategy will build the capability and capacity of our workforce and enable us to be an organisation where everyone feels confident that they can come to work and be the best version of themselves as they deliver safe, sustainable care for healthier communities.



Sonia Marshall  
SWSLHD Chief Executive



Angy Dinevska  
Director People and Culture, SWSLHD



Jason Lawrence  
Director Education and  
Organisational Development  
Service, SWSLHD

# There are four key components to this Strategy



# We all play a part in leading safe, sustainable care for healthier communities

At its core, leadership can be defined as a *social process that enables individuals to work together to achieve results that they could never achieve working alone*<sup>1</sup>.

This definition is important because it establishes that being an effective leader is not just about individual brilliance or technical proficiency, but whether your behaviour enables you to work effectively with and through others to achieve great outcomes.

At SWSLHD we hope that all staff to come to work every day intending to contribute to the provision of safe, sustainable care for healthier communities. In doing so, we expect them to demonstrate leadership that aligns to the following principles:

- **Accountability** – We do what we say we'll do, lead by example, and own the consequences of our actions.
- **Adaptability** – We avoid getting stuck in our ways and aren't afraid of trying something new, even if it feels uncomfortable.
- **Courage** – When faced with adversity or ambiguity, we rise to the challenge and commit to doing our best to overcome it.
- **Support** – We are kind to one another, focussed on continuous improvement and committed to being the best version of ourselves at work.
- **Transparency** – We share what we know when it is in the interest of collaborating effectively and making informed decisions.

<sup>1</sup> McCauley, C (2024), What Is Leadership?, article published online via the Center for Creative Leadership (CCL) website on May 15 2024



# About the SWSLHD Leadership Framework

## What is a leadership framework?

The purpose of a leadership framework is to clearly define the attributes, mindsets and behaviours that constitute effective leadership in an organisation.

## Why have a leadership framework?

Having our own leadership framework enables us to:

- Set clear expectations around the behaviours that constitute effective leadership at SWSLHD irrespective of your role, level or function.
- Support staff to grow as leaders by setting a benchmark against which they can reflect, self-assess and plan at every stage of their career.
- Align ourselves to key cluster and sector-wide frameworks (e.g., the HETI Health Leadership and Management Framework, the NSW Public Sector Capability Framework and the NSW Public Sector Leadership Framework) in a way that reflects our context and what our staff have told us is important to them.

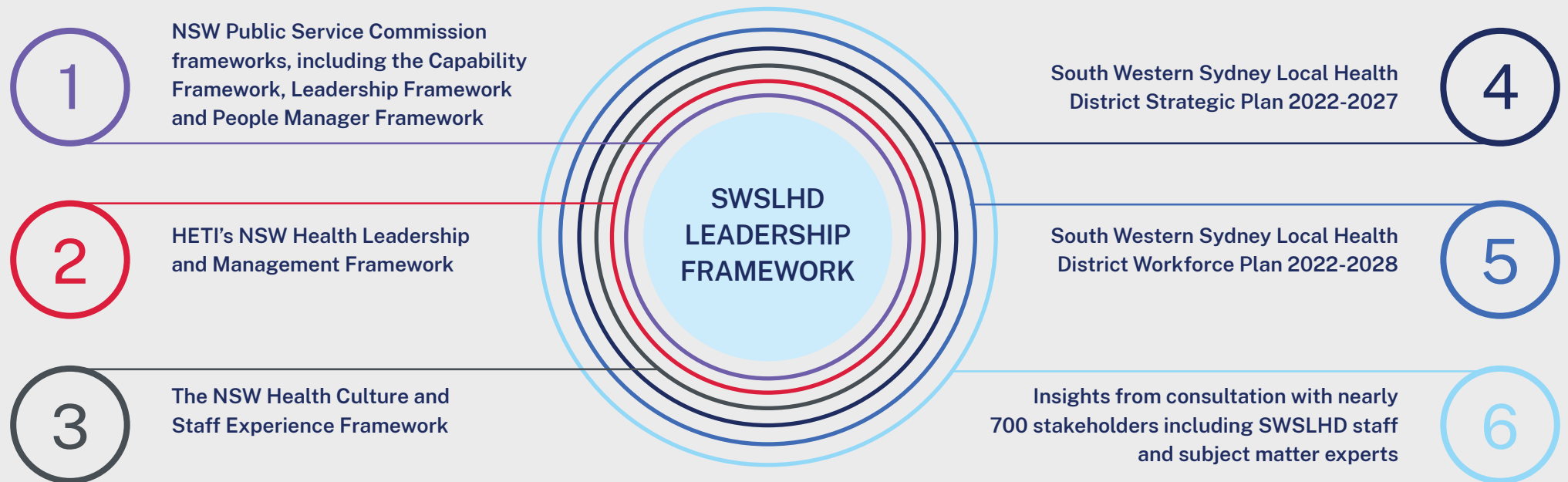
## How did we develop this framework?

We developed the framework through nine months of multi-modal data collection, analysis, testing and refining which involved consultation with nearly 700 stakeholders and a substantial academic research piece. This included:

- **534 responses** to an all-staff survey
- **64 subject matter expert** interviews
- **78 attendees** at user testing focus group sessions
- **15 leadership frameworks** reviewed from within and outside the NSW Public Sector
- **One academic journal article** written in partnership with the University of New South Wales.



# Our leadership framework draws inspiration from a range of sources, but aims to be uniquely South Western



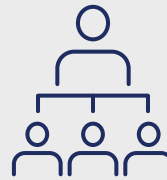
# Effective leadership at SWSLHD requires you to consider your impact at three levels

## Leading Self



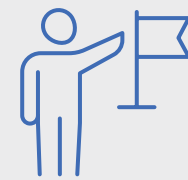
How you show up in the moments that matter and set the example for others to follow.

## Leading Teams



How you work with and through others to get the job done efficiently, effectively and without compromising on kindness.

## Leading the Organisation



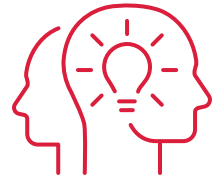
How you define a vision for change and align systems, people and processes to achieve impact at scale.

The SWSLHD Leadership Framework defines how we view effective leadership in our context.

It outlines the signature behaviours that we expect to see from leaders across levels, locations and functions, and describes the impact we would expect to see on organisational culture and performance should we demonstrate these behaviours consistently.

# Leading Self

How you show up in the moments that matter and set the example for others to follow



**“Leading self (sometimes called ‘personal leadership’) refers to an individual’s ability to understand their own strengths and motivations and apply their energy to only the most important goals. Capable leaders know how to get the best work out of themselves, setting a positive example for their teams and their peers.”**

Steven Covey, Author of ‘7 Habits for Highly Effective People’

## Leaders should...

- Behave in a way that reflects the NSW Health CORE values, and hold others to account for doing the same
- Take responsibility for their own performance and strive to efficiently and effectively deliver quality outcomes
- Demonstrate self-awareness and the ability to communicate in an emotionally intelligent way
- Build and sustain productive relationships across their team, their organisation and across NSW Health
- Set healthy boundaries to maintain wellbeing, and respect the wellbeing needs of others
- Demonstrate a growth mindset and remain open to change for the sake of personal or professional development.

## To create a culture that...

- Reinforces the CORE values as the foundation for everything we do
- Drives accountability by disincentivising poor behaviour and encouraging people to say something if they see something
- Champions sustainable service delivery, and efficient use of public funds and resources
- Recognises emotions as a valid influence on work performance and treats them as something that can be harnessed rather than a point of weakness
- Expects people to communicate honestly, openly and respectfully with one another
- Shows people that we value them as more than resources, and inspires them to openly discuss their wellbeing needs
- Prioritises investment in professional development activities.

## Which is likely to result in...

- Better behaviour at the individual level
- Higher perceptions of feeling safe to speak up
- Higher employee engagement and sense of belonging
- Increased cost-consciousness from staff across all locations, functions and levels of the organisation
- Improved communication between peers, with managers and with senior leaders
- Lower psychosocial risk and less potential for psychological injuries
- More people engaging in professional development, likely resulting in increased capability and capacity.

# Leading Teams

How you work with and through others to get the job done efficiently, effectively and without compromising on kindness



**“The leaders who work most effectively never say ‘I’. They don’t think ‘I’. They think ‘we’; they think ‘team’. They understand their job to be to make the team function.**

**They accept responsibility and don’t sidestep it, but ‘we’ gets the credit. This is what creates trust and enables you to get the job done.”**

Peter Drucker  
The ‘Father of Management’

## Leaders should...

- Establish, communicate and work towards clear goals that align with our organisation’s vision and strategic priorities
- Set clear cultural expectations within the team and role model what you expect to see from others
- Align people, processes and resources to ensure everyone in the team is enabled to deliver high quality outcomes efficiently and effectively
- Create opportunities for open dialogue within the team, and facilitate productive discussion where conflicting perspectives arise
- Invest time in developing others and create space for them to grow
- Be early adopters of change and commit to bringing others along on the journey.

## To create a culture that...

- Links everything we do at work back to our vision of providing safe, sustainable care for healthier communities
- Encourages and enables people to influence without formal authority
- Expects everyone to contribute to delivering great outcomes, and puts them in a position to be their best when doing so
- Doesn’t shy away from having challenging conversations, especially when they stand in the way of making progress
- Values lifelong learning and makes people feel supported in the pursuit of personal and professional growth
- Embraces change as an opportunity for growth and renewal, rather than a threat.

## Which is likely to result in...

- More rapid progress towards achieving our strategic priorities and realising our vision
- Staff reporting increased motivation and sense of purpose in their work
- Teams holding one another to account and fostering positive culture through shared expectations
- Greater collective ownership of outcomes and focus on quality
- More issues being resolved at the source as opposed to being unnecessarily escalated to managers
- Staff feeling more supported in their growth and more confident in their career development
- Better change outcomes and improved morale/resilience during intense periods of change.

# Leading the Organisation

How you define a vision for change and align systems, people and processes to achieve impact at scale



**“Leadership is about making others better as a result of your presence and making sure that impact lasts in your absence.”**

Sheryl Sandberg,  
Executive leader, author,  
philanthropist and writer

## Leaders should...

- Contribute to the development and cascade of organisational vision, mission and strategy
- Lead from the front by defining and modelling what constitutes a high-performance culture
- Identify and manage interdependencies between different parts of the organisation and the NSW Health system to deliver high quality outcomes efficiently and effectively
- Take a holistic, data-driven approach to decision making which considers the short and long-term needs of the organisation, staff, patients and the community
- Make time and space to ‘future proof’ the organisation, and be willing to take calculated risks in doing so
- Embrace the role of change champion and actively engage the organisation in the change process.

## To create a culture that...

- Encourages people to contribute to something greater than themselves in the right way
- Prioritises achieving excellent results to a high standard, without compromising on kindness and humanity
- Promotes stewardship at every level through the efficient and effective use of public funds and resources
- Encourages people to form connections outside of their ‘patch’ and promotes collaborative problem solving
- Encourages robust discussion around important decisions and values the use of information from a variety of sources to inform action
- Encourages people to be proactive rather than reactive when it comes to identifying and acting on opportunities and risks.

## Which is likely to result in...

- Staff identifying with the SWSLHD vision and strategy, and being more willing to align their efforts to our strategic intent
- High quality results that are achieved in a sustainable way
- Increased collaboration across the organisation and more productive use of relationships to achieve outcomes
- Higher quality decision making, especially in response to ‘wicked problems’
- Higher trust in leadership teams because of a shared commitment to respectful dialogue
- Increased buy-in for transformational change across all layers of the organisation
- Our organisation being better prepared to cope with unexpected, rapid changes.

# Our leadership development resources will be targeted to key transition points in the leadership journey

## LEADERSHIP ESSENTIALS

- Leadership attributes, mindsets and behaviours expected from all SWSLHD staff
- Leading self
- Driving positive outcomes as an individual contributor

## LEADERSHIP ESSENTIALS

## EMERGING PEOPLE LEADERS

## EMERGING PEOPLE LEADERS

- Leadership attributes, mindsets and behaviours needed to build and drive high-performing teams
- Leading teams in an effective, efficient and emotionally intelligent way
- Contributing to positive organisational culture through strengths-based teamwork

## EMERGING OPERATIONS LEADERS

- Leadership attributes, mindsets and behaviours needed to walk the line between strategy and practice
- A mix of teams and organisational leadership
- Content on moving between detailed operational and strategic thinking

## EMERGING OPERATIONS LEADERS

## EMERGING EXECUTIVE LEADERS

## EMERGING EXECUTIVE LEADERS

- Designed for high-potential senior leaders who are on a succession planning pathway for an executive role
- Leading complex systems of public health organisations
- Establishing an executive presence

# Our leadership development offerings will adhere to four key design criteria

Leadership development requires significant investment on behalf of our organisation and our staff. We will provide access to education sessions and resources that are high quality, relevant and impactful. To ensure we meet this standard consistently we have defined four design criteria that will guide the way we design learning materials and evaluate externally developed materials to ensure they're suitable for use at SWSLHD.

## Anchored in our vision and context



- The design should reflect the scale and complexity of our organisation, and drive learning that will enable us to continue delivering high quality, sustainable care in the context of a rapidly changing operating environment.
- The design should seek to address clearly defined needs, uncovered either through direct stakeholder engagement or enterprise data sources (e.g. engagement surveys).

## Functionally agnostic



- The design should seek to develop behaviours aligned to our leadership framework in a way that benefits all staff at the relevant level, irrespective of job function.
- The design should seek to incorporate perspectives from different workforce segments and consider multiple perspectives to common workplace challenges.
- Where a bespoke design is being developed in response to the need(s) of a particular team or function, it should draw on frameworks and approaches used in District-wide programs wherever possible to ensure consistency of practice and language.

## Evidence-based



- The design should incorporate frameworks and approaches with a robust evidence-base and draw on any data relevant to the intended audience to enhance the learning experience.
- Where supplementary tools and resources are used to embed or reinforce learning (such as 360 feedback surveys or strengths assessments), they should be statistically valid and administered by accredited practitioners where applicable.

## Change-enabling



- The design should be cleanly presented, easy to understand and applicable in the flow of work so that those who invest time and effort to grow are properly equipped to drive positive change.
- Wherever possible the design should incorporate 'take-away' resources that participants can use as reference guides or coaching materials after any formal education sessions have concluded.

# Our leadership development action plan 2025-2028 is built around three key priorities

## Priorities



**Design and deliver high quality education for staff at every stage of the leadership journey**



**Improve leadership development support available outside of the classroom**



**Embed our leadership framework in a way that drives culture change**

## Desired outcomes

- All staff have access to a range of high-quality leadership development education options, including internally designed and delivered flagship programs designed to support key career transitions.
  - We evaluate our programs in a way that enables us to continue refreshing them and make them more impactful.
  - We are known for the quality of our leadership education, and it forms a core part of our employee value proposition.
- Staff have 24/7 access to leadership development resources that enable them to 'grab, go and do' at their own pace.
  - Staff have access to networks and events within and outside of SWSLHD that contribute to their development as leaders.
  - Where we use tools to support learning in the flow of work, we ensure that they are high quality, evidence-based and represent value for money.
- Our leadership framework becomes part of our organisational DNA and is something that all staff understand.
  - We see the signature behaviours from our leadership framework brought to life, as evidenced through employee engagement survey results.
  - Our leadership framework is embedded throughout the employee lifecycle, and represents a core part of how we attract, onboard, develop and retain talent.

# Priority one

## Design and deliver high-quality education for staff at every stage of the leadership journey

| Actions                                                                                                                                                                                           | Estimated delivery timeframe |      |      |      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------|------|------|
|                                                                                                                                                                                                   | 2025                         | 2026 | 2027 | 2028 |
| <b>1.1   Develop a consistent methodology for designing and evaluating leadership development courses at SWSLHD.</b>                                                                              |                              |      |      |      |
| Define and embed standard learning design methodology for leadership development across SWSLHD, aligned to the Education and Organisational Development Service (EODS) course strategy framework. | X                            |      |      |      |
| Define and embed a standard approach to evaluating leadership development offerings aligned to the EODS evaluation framework.                                                                     | X                            |      |      |      |
| <b>1.2   Review and consolidate current leadership development offerings.</b>                                                                                                                     |                              |      |      |      |
| Map existing offerings (internal and external) to our new leadership development framework and approach; identify gaps or areas of overlap.                                                       | X                            |      |      |      |
| Test existing offerings against leadership development design criteria to inform decisions about what to 'stop, start and continue'.                                                              | X                            |      |      |      |
| Review mapping every two years to ensure offer remains relevant and minimises duplication.                                                                                                        |                              | X    |      | X    |
| <b>1.3   Design and deliver new flagship, multidisciplinary leadership development programs across all stages of the leadership journey.</b>                                                      |                              |      |      |      |
| Leadership Essentials program.                                                                                                                                                                    | X                            | X    | X    | X    |
| Leading People at SWSLHD program.                                                                                                                                                                 |                              | X    | X    | X    |
| Leading Operations at SWSLHD program.                                                                                                                                                             |                              | X    | X    | X    |
| 'Next step' Executive Development Program.                                                                                                                                                        |                              |      | X    | X    |

# Priority one

## Design and deliver high quality education for staff at every stage of the leadership journey

| Actions                                                                                                                                                                                                                                            | Estimated delivery timeframe |      |      |      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------|------|------|
|                                                                                                                                                                                                                                                    | 2025                         | 2026 | 2027 | 2028 |
| <b>1.4   Build our collection of 'bite-sized' leadership development modules.</b>                                                                                                                                                                  |                              |      |      |      |
| Engage with leaders across the organisation to identify opportunities for 'bite-sized' leadership development aligned to strategic priorities or emerging operational challenges.                                                                  | X                            | X    | X    | X    |
| Design and deliver a 'leadership bites' program 8 x 90-minute virtual learning modules to be delivered monthly outside of the winter peak and holiday periods. Content to be reviewed and refreshed every two years (at the end of 2026 and 2028). | X                            | X    | X    | X    |
| <b>1.5   Provide opportunities to study formal qualifications related to leadership in healthcare.</b>                                                                                                                                             |                              |      |      |      |
| Accredit SWSLHD staff to deliver the Certificate IV Leadership and Management through TAFE NSW.                                                                                                                                                    | X                            |      |      |      |
| Develop and deliver a SWSLHD-specific version of the Certificate IV Leadership and Management, which will be offered to staff at a heavily discounted rate.                                                                                        | X                            | X    | X    | X    |
| Continue supporting the Master of Health Leadership and Management scholarship scheme, provided together with our academic partners at the University of New South Wales.                                                                          | X                            | X    | X    | X    |

# Priority two

## Improve leadership development support available outside of the classroom

| Actions                                                                                                                                                                                                | Estimated delivery timeframe |      |      |      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------|------|------|
|                                                                                                                                                                                                        | 2025                         | 2026 | 2027 | 2028 |
| 2.1   Develop our catalogue of learning resources to support self-directed leadership development.                                                                                                     |                              |      |      |      |
| Develop handbooks and takeaway resources to support leadership development education initiatives, to be distributed to staff who participate in these programs/learning modules.                       | X                            | X    | X    | X    |
| Develop resources to support managers of individuals engaged in leadership development programs to align expectations and maximise opportunities for embedding learning in the workplace.              | X                            |      |      |      |
| Establish online platform for hosting leadership resources / advertising leadership development content to the business (note –dependency with ongoing project to refresh the SWSLHD intranet).        | X                            | X    |      |      |
| Develop and publish SWSLHD District coaching and mentoring toolkit (note -dependency with ongoing project to refresh District intranet).                                                               | X                            | X    |      |      |
| Develop and publish District performance development toolkit (design dependent on performance development refresh project, publishing date dependent on ongoing project to refresh District intranet). |                              | X    |      |      |
| Where appropriate, design and deliver digital learning modules on key leadership development theories and approaches to provide the option for ‘any time, anywhere, at any pace’ learning.             |                              |      | X    | X    |

# Priority two

## Improve leadership development support available outside of the classroom

| Actions                                                                                                                                                                                                              | Estimated delivery timeframe |      |      |      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------|------|------|
|                                                                                                                                                                                                                      | 2025                         | 2026 | 2027 | 2028 |
| 2.2   Connect SWSLHD staff to networks and events that contribute to their development as leaders.                                                                                                                   |                              |      |      |      |
| People and Culture representatives to maintain active participation in Ministry-level communities of practice and feed back key insights where relevant to inform local leadership development initiatives.          | X                            | X    | X    | X    |
| Advertise opportunities for staff to join externally-led communities of practice and events via the District's leadership development platform and other internal channels.                                          |                              | X    | X    | X    |
| Develop and moderate an alumni community of practice (via MS Teams) for individuals who have completed one of SWSLHD's flagship leadership development programs.                                                     |                              | X    | X    | X    |
| Provide leadership development opportunities for recipients of SWSLHD scholarships to study the Master of Health Leadership and Management.                                                                          | X                            | X    | X    | X    |
| 2.3   Where using external service providers for leadership development support, ensure they are providing products that are high quality, evidence-based and represent value for money                              |                              |      |      |      |
| Define a list of standard/preferred tools for supporting common performance development discussions at a District-wide level outside of leadership programs (e.g. 360 surveys, strengths identification tools etc.). | X                            |      |      |      |
| Establish a coaching services provider panel for SWSLHD, along with a process for vetting external coaches for suitability.                                                                                          | X                            |      |      |      |
| Establish a process for vetting externally developed tools to ensure they are statistically valid and evidence-based.                                                                                                |                              | X    |      |      |

# Priority three

## Embed our leadership framework in a way that drives culture change

| Actions                                                                                                                                                                                                                                                                                                          | Estimated delivery timeframe |      |      |      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------|------|------|
|                                                                                                                                                                                                                                                                                                                  | 2025                         | 2026 | 2027 | 2028 |
| <b>3.1   Build awareness and encourage adoption of our Leadership Framework</b>                                                                                                                                                                                                                                  |                              |      |      |      |
| Develop easy to understand collateral that clearly explains the 'what, why and how' of the Framework as part of the Strategy's post-launch rollout. Publish via internal and external channels.                                                                                                                  | X                            |      |      |      |
| Develop and deliver a facilitated information session as part of the Strategy's post-launch rollout.                                                                                                                                                                                                             | X                            |      |      |      |
| Integrate education on the Leadership Framework into newly developed flagship programs and learning modules.                                                                                                                                                                                                     | X                            | X    | X    | X    |
| <b>3.2   Collect, analyse and report on data that provides an indication of leadership effectiveness</b>                                                                                                                                                                                                         |                              |      |      |      |
| Map and report on questions that are directly or indirectly tied to leadership effectiveness as part of the District's yearly PMES debriefing/ action planning process.                                                                                                                                          | X                            | X    | X    | X    |
| Map and report on questions that are directly or indirectly tied to leadership effectiveness from the Medical Training survey                                                                                                                                                                                    | X                            | X    | X    | X    |
| Analyse month-to-month data from TYE rounding, My Experience Matters (MEM) and exit surveys to identify any potential leadership challenges that require additional focus                                                                                                                                        | X                            | X    | X    | X    |
| Embed elements of our leadership framework into the development of position descriptions and job advertisements, particularly for management roles (note –our ability to do this may be influenced on changes to recruitment systems and processes in line with Future People & Culture for NSW Health reforms). |                              |      | X    | X    |
| Develop refined guidance on writing effective behavioural interview questions, particularly for management roles where we need to test for leadership potential in addition to technical expertise.                                                                                                              |                              | X    |      |      |
| Embed our leadership framework into performance development review (PDR) discussions and other development planning conversations.                                                                                                                                                                               | X                            | X    |      |      |
| Embed education about our leadership framework into the onboarding process to set behavioural expectations early –e.g., through new starter packs and orientation programs.                                                                                                                                      | X                            |      |      |      |

# Governance, monitoring and evaluation

The SWSLHD Leadership Strategy 2025-2028 forms a core pillar to the SWSLHD Strategic Plan 2022–2027 (primarily ‘support and develop our people’) and action 4.3.1 of the SWSLHD Workforce Plan 2022–2028. The Strategy shapes the way leadership will be carried out in SWSLHD, and as such, will be governed, monitored and evaluation as follows:

**Governance and Monitoring:** Figure 1 (right) outlines the high-level governance framework for the Strategy. The governance escalates from operational to strategic (bottom to top), with the following activities occurring at each group:

**Education Committees:** The evaluation of the strategy will be provided to the Education Committees (both clinical and non-clinical). This will act as a mechanism for review of the strategy’s performance and governance over quality of outcomes.

**District P&C Committee:** This Committee will review the evaluation annually and will also be provided a status update during the year. This will provide the Organisational Development, Culture and Diversity team

feedback on how well the strategy is landing with key parts of the organisation. This will allow for relevant pivoting and adjustment to meet stakeholder needs.

**District Executive Leadership Team:** The District ELT will receive a report annually with an opportunity to provide feedback, and guidance to ensure outcomes are being delivered.

**Evaluation:** The evaluation framework within SWSLHD is being updated in 2025. The purpose of the update is to link evaluation of programs to organisational outcomes and measures in a more meaningful way. This will be the key focus for evaluation of the leadership strategy –outcome measures and impact, in addition to standard education measures (attendance, enjoyment etc). Fundamentally, evaluation will focus on the extent to which the leadership strategy is driving behavioural change at an individual, team and organisational level.

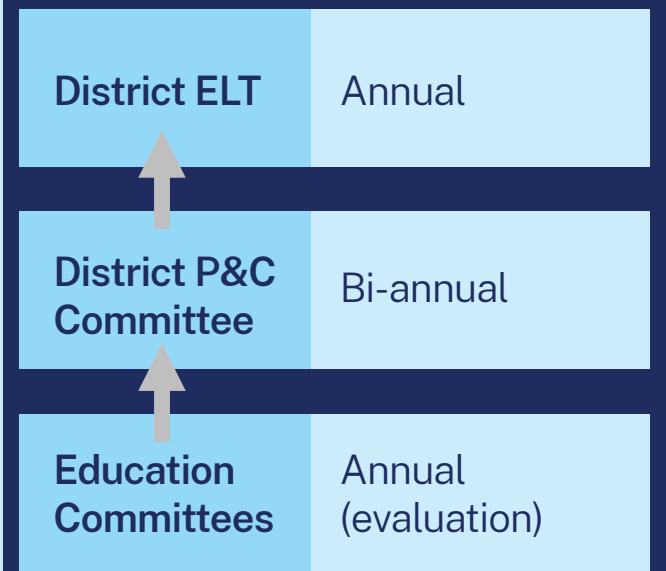


Figure 1 –Governance Framework for the strategy showing the key committees which will receive a report regarding the strategy along with the District Executive Leadership Team.

## Acknowledgment

Thank you to Alec Anderson and Cheryl Chow for their outstanding work on this strategy.

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 SWSLHD

 swslhd

## Do you have questions about this Leadership Strategy?

Please contact the Organisational Development, Culture and Diversity team at [swslhd-organisationaldevelopment@health.nsw.gov.au](mailto:swslhd-organisationaldevelopment@health.nsw.gov.au)