Our Leadership Strategy
A shared approach to leadership
2017–2021
Our Vision

Leading care, healthier communities

Our Values

This Leadership Strategy, as with all activities of the District, is underpinned by our CORE values.

Collaboration

Working as one team with patients, carers, the community, and other service partners

Openness

Services are transparent and open and explain the reason for decisions

Respect

Everyone involved in patient care or a health project can contribute and their views will be heard, valued and respected

Empowerment

Staff, patients, carers and the community can make choices and influence outcomes. Systems and processes will enable participation, supply necessary information, support delegation and ensure accountability

Acknowledgements

This Leadership Strategy was developed as part of Transforming Your Experience and is based on a comprehensive evidence base and extensive stakeholder consultation through interviews, online surveys, focus groups and workshops.

We would like to acknowledge the significant contributions of over 1,200 of our staff, patients, consumer representatives and community members who shared their insights on how we can better support shared leadership and improve the way everyone experiences our organisation and services.
Together we are developing our leaders

South Western Sydney Local Health District (SWSLHD) works to provide a health care service that is person-centred, consistently safe, equitable and responsive to the developing needs of our communities.

The SWSLHD Leadership Strategy has been developed as part of Transforming Your Experience, which will deliver safe and high quality health services and an exceptional experience for everyone who interacts with our organisation – our patients, consumers, staff and communities. A critical component of Transforming Your Experience is the development of shared leadership that is collaborative and transparent at all levels of our organisation. Developing a culture of strong, effective, shared leadership will transform us into an organisation that is continuously improving as we strive towards our vision of “Leading care, healthier communities”.

The Leadership Strategy will support all staff to be exceptional leaders in SWSLHD and will transform our culture to ensure that our CORE values – Collaboration, Openness, Respect and Empowerment – become a part of every interaction with our patients, consumers, colleagues and community members.

The Leadership Strategy provides us with the direction to do things better. It will support a whole-of-District approach to leadership, to strengthen our learning culture and continuously nurture our staff to be highly effective and capable leaders. It will mean that all staff – frontline and managers alike – embrace shared leadership as a part of our day-to-day work.

The SWSLHD Board, Chief Executive and senior clinicians of our organisation are committed to shaping a shared leadership culture that is collaborative, accountable and strives for excellence.

We encourage all staff to use this Strategy and play an active role in leading the transformation of SWSLHD now and into the future.

Professor Phil Harris
Chairman, SWSLHD Board

Amanda Larkin
Chief Executive, SWSLHD
This Leadership Strategy includes:

1. **A shared leadership approach**
   Why shared leadership matters and how this Leadership Strategy will help us get there
   pg.4

2. **Our support for shared leadership**
   Goals and focus areas for our organisational support of shared leadership
   pg.6

3. **How all staff can demonstrate leadership**
   The SWSLHD Leadership Model
   pg.14
The purpose of this Leadership Strategy is to present a shared vision for leadership and outline our District’s commitment and support to enable effective leadership at all levels across SWSLHD.

How the Leadership Strategy will contribute to shared leadership

1. Shared understanding and direction for leadership in SWSLHD

2. Strong organisational support for shared leadership and leadership development

3. Everyone consistently demonstrates leadership qualities

The Strategy aligns with the SWSLHD Workforce Strategic Plan 2014 – 2021 and other key strategies and frameworks in the District. See Appendix 1 for details.
Empowering and supporting staff through a shared leadership culture is critical to providing safe, effective, responsive and person-centred care.

NSW Health recognises that leadership can be demonstrated by anyone, regardless of whether or not they are in formal management positions. Leadership is also essential in a clinical setting to improve patient safety, quality of care and services. Demonstrating leadership is not only for staff in management positions.

Leadership development often focuses on building individual leadership capabilities. While this remains an important focus, transforming our District to better respond to the needs of our communities requires working together as well as individually. Hence, both shared and individual leadership are needed.

What is shared leadership?

Shared leadership involves empowering individuals at all levels of our organisation to demonstrate leadership qualities and behaviours.

Shared leadership is also about distributing leadership responsibilities to where appropriate capabilities, expertise and motivation exist.

The role of shared leadership in Transforming Your Experience

Transforming Your Experience (2017 – 2021) is our five-year road map to positively transform how our patients, consumers, staff and communities experience our organisation and services. Transforming Your Experience will focus on four key priorities:

1 Consistent delivery, quality and safe care
2 Personalised, individual care
3 Respectful communication and genuine engagement
4 Effective leadership and empowered staff

Our work in Transforming Your Experience must be led through a transformational and shared approach to leadership with a clear vision, strong leadership, staff commitment, and the involvement of patients and consumers.

Specific activities to support implementation of the Leadership Strategy are described in the Transforming Your Experience Implementation Plan.

---

Our leadership today

After hearing from over 1,200 of our staff, patients and communities across SWSLHD, we know...

Outstanding leadership is seen across our District every day

Staff provided inspiring examples of strong leadership from their managers and colleagues, including:

- Setting a vision and shaping a positive culture by putting patients first
- ‘Going the extra mile’ to support each other and provide high quality care
- Leading teams collaboratively and openly
- Communicating respectfully

“"My manager has so much respect for our team. No matter who they are ... she always supports us and includes us in new ideas and making decisions. Because of this, our team is willing to go the extra mile in our roles.”
- Survey respondent, Corporate Support

As a District, we can do better to harness outstanding leadership and support and empower all staff to be leaders

Key areas for improvement:

- Building a positive, safe, healthy and supportive workplace culture
- Empowering staff to lead and to make decisions
- Providing more structured opportunities for leadership development
- Celebrating high performance and excellence
- Fostering open communication and stronger accountability

“It's important that we rethink how the District can best interact with facilities to support local leadership potential.”
- Survey respondent, Medical

Our managers are committed to high quality and safe care for our patients and consumers but more can be done to support staff

Staff told us that, in general, their managers are focused on providing safe and high quality care for our patients and consumers. However, managers can be less focused on supporting their staff and they can do more to promote collaborative leadership approaches, two-way communication with their teams and more structured coaching and mentoring.
Our support for shared leadership

This section outlines what SWSLHD will do to support shared leadership across the organisation

Goal of the Leadership Strategy

To achieve consistently safe, high quality and person-centred care through developing, empowering and enabling all staff to demonstrate leadership.

Focus areas

SWSLHD will support a shared leadership culture through the five focus areas depicted here:

1. We develop and support our workforce
   Capable and motivated staff will be supported to fulfil their potential and lead our organisation

2. The right people are recruited at the right time
   We will recruit and retain people with the skills and behaviours to contribute to safe and high quality care

3. Effective decision-making is enabled
   Our staff will be empowered to make effective decisions

4. High performance and excellence are celebrated
   We will acknowledge and celebrate the achievements of individuals, teams and services

5. We foster openness and accountability
   Our culture will support open communication, accessible management and accountability for performance

To see what all individuals can do to demonstrate leadership in SWSLHD, see Section 3.
“Being supported at work is important. You can be dealing with a mountain of work but if someone gives you a positive word and recognises your efforts, it makes a world of difference.”

- Workshop participant, Bankstown Hospital
Focus area 1: We develop and support our workforce

Safe, high quality and person-centred care relies on effective leadership and a capable and well-supported workforce.

Key actions

- Ensure managers, new recruits and all other staff have access to training and education activities aligned with the priorities of Transforming Your Experience
- Build on-the-job staff capabilities through structured coaching and mentoring and the development of a District-wide talent pool
- Embed structured professional development and leadership pathways for all staff
- Better support the health and wellbeing of our staff

What success looks like

- Staff are supported through structured professional development
- Staff have opportunities to develop skills through both formal training and on-the-job coaching and mentoring
- Staff health and wellbeing are nurtured

Case study: A structured approach to succession planning in Drug Health Services

Succession planning is an important process that provides staff with opportunities and support for professional advancement and also contributes to the continuity of our health services.

Drug Health Services (DHS) have faced a number of challenges in undertaking succession planning due to the small size of the service, stigma associated with drug health issues and a general lack of clarity from staff about leadership pathways and the process for succession planning. In response to these challenges, DHS is piloting a number of strategies, which aim to strengthen the ability of the service to undertake successful succession planning. These include:

- Reviewing current position descriptions with assistance from District Human Resources
- Supporting staff to undertake education learning pathways and career planning
- Establishing an internal Expression of Interest (EOI) internship program
- Developing a staff coaching and mentoring program
- Implementing a communication campaign to promote DHS among SWSLHD staff

By having a structured set of strategies in place, DHS aims to provide clearer pathways for staff learning development and to positively promote DHS across the District.
Focus area 2: The right people are recruited at the right time

The people we recruit and retain will reflect the behaviours, skills and values that contribute to a positive workplace culture and an exceptional patient, consumer and staff experience.

Key actions

- Attract people with behaviours that contribute to high quality, person-centred care
- Ensure we can attract new talent in a responsive and timely way
- Embed standardised and transparent practices for all recruitment

What success looks like

- Staff recruitment processes are efficient and trusted
- The workforce has the right mix of skills and behaviours

“We have such a talented workforce. But we shouldn’t just be recruiting people who can recite the phonebook – we need people who can look someone in the eye, smile, and ask, ‘how are you doing?’.”

- Workshop participant, Liverpool Hospital
Focus area 3: Effective decision-making is enabled

Devolved management authority and greater autonomy will enable staff to demonstrate leadership through greater involvement in decisions and increased responsiveness, including in the delivery of person-centred care. Nurturing innovation will ensure SWSLHD is forward-thinking and continuously improving.

Key actions
- Collaboratively review and, where appropriate, revise delegations of authority to support devolved decision-making responsibility
- Streamline decision-making processes to reduce procedural barriers to effective and timely decision-making
- Embed staff, consumer and community input in decision-making
- Nurture innovation and continuous improvement throughout the organisation

What success looks like
- Staff report greater levels of autonomy and increased authority to make decisions, with reduced procedural barriers to decision-making
- Staff, consumer and community input will feed directly into decision-making
- Innovation is embedded and enabled through organisational culture

Case study: How decentralised decision-making can foster improvements in quality and safety

Clinical governance underpins quality and safe care and requires an understanding of how our patient care is being delivered. The current clinical audit approval process can be slow and complicated, with approval often taking several months. This reduces health services’ abilities to act quickly to improve the quality and safety of care.

Prof. David Simmons and the Research Committee at Campbelltown Hospital are exploring options to decentralise the audit process from the District Research Office to facility safety offices.

This model aims to reduce the administrative burden and streamline the audit approval process to ensure audits are conducted in a timely way to support ongoing quality and safety improvements. Opportunities to pilot this decentralised model are being considered for 2017.
**Focus area 4: High performance and excellence are celebrated**

Recognition of achievement and excellence will reinforce a culture of shared leadership and engage leaders in the success of the organisation.

### Key actions

- Implement organisation-wide processes to celebrate staff achievements and role model outstanding behaviour, e.g. through formal recognition, rewards and showcasing of performance
- Acknowledge, communicate and celebrate achievements across the organisation, including those of individuals, teams and services
- Embed informal recognition of achievements in staff management approaches

### What success looks like

- Staff are formally acknowledged both within and outside of the District for their performance
- Staff feel valued and acknowledged for achievements
- Structured processes are in place to recognise staff for achievements

“It’s so important that employees are seen and acknowledged as valued members of the organisation.”

- Survey respondent, Medical
Focus area 5: We foster openness and accountability

Open communication and transparent management practices will improve staff trust in and engagement with organisational leadership. Ensuring staff accountability for performance promotes responsibility for outcomes, transparency and learning.

Key actions

- Ensure organisational communication practices enable timely and effective communication and feedback of management decisions to all staff
- Facilitate regular formal and informal engagement between executive teams and frontline staff
- Ensure staff accountability and strengthen the capabilities of our managers to effectively manage performance

What success looks like

- Management decisions are transparent and communicated widely
- Members of the management team are accessible and visible in patient and staff rounding
- Performance management processes are in place to increase staff accountability

Case study: Facilitating two-way communication in Bowral Hospital

Open and two-way communication between management and staff is critical to a transparent and empowered culture. At Bowral and District Hospital, staff are encouraged to “lead with their heart”. The executive team hold regular open “town hall” meetings, featuring a “get to know your executive” segment where members of the executive team present on their personal and professional backgrounds.

“It’s surprising how much we don’t know about our team members. Town hall meetings help us all better connect with each other. We have a ‘Mythbusters’ segment where staff can discuss rumours and myths in the facility which provides us with an opportunity to respond and discuss collectively.”

- General Manager, Bowral and District Hospital

Bowral and District Hospital undertakes daily executive rounding with ED, Maternity, Paediatrics and Allied Health. There are also daily BIFFO (Bowral Intense Focus on Flow and Operations) catch-ups with executive and key managers, providing opportunities for staff to connect. “What went well” boards are a simple tool used on each ward for staff to provide positive feedback to each other, and local “thank you” cards are distributed to staff as a way of recognising achievement.

These initiatives promote an open and empowered culture, which increases staff trust in hospital management and ensures the executive leadership team is accessible and values staff contributions.
Implementing and monitoring progress of the Leadership Strategy

How will we implement the Leadership Strategy?

The Leadership Strategy is being implemented as part of Transforming Your Experience. A District-wide implementation plan has been developed to deliver change and address each focus area outlined in this Leadership Strategy. Activities are phased over five years with a number of priorities.

We will review and update this Leadership Strategy and the implementation plan as progress is made.

How will we know we have been successful?

We will only know we have achieved these outcomes when our patients, consumers, staff and communities tell us that we consistently demonstrate these qualities.

Measuring this change is important. A plan has also been developed as part of Transforming Your Experience to evaluate the Leadership Strategy and track our progress over time.

Supporting the Leadership Strategy

As part of Transforming Your Experience, a number of resources and tools to support the Leadership Strategy have been developed and are described below.
How all staff can demonstrate leadership

This section presents the SWSLHD Leadership Model, which shows six qualities of leadership that all staff can demonstrate.

The Leadership Model is based on an evidence review of leadership in high performing health organisations. It aligns with key NSW, Australian and international frameworks for leadership in healthcare and government settings and was tested extensively with staff for relevance to SWSLHD.

How we will use the Leadership Model

The model will be implemented across the District in recruitment and workforce development activities as part of Transforming Your Experience, for example through including behaviours in position descriptions, recruitment practices and professional development plans. It will help all staff across SWSLHD understand what outstanding leadership looks like within our organisation, and how staff should demonstrate leadership in their day-to-day work.

---

The SWSLHD Leadership Model

01 Setting direction
02 Developing self
03 Developing & enabling others
04 Partnering & building relationships
05 Communicating with influence
06 Innovating & leading change

Capable & empowered leaders
Leadership is for everyone

We acknowledge that staff across our District have different levels of responsibility and influence (see table below). This section describes practical ways that staff at each of these levels can demonstrate leadership behaviours.

Levels of management responsibility

<table>
<thead>
<tr>
<th>LEVEL</th>
<th>USUAL LEVEL OF INFLUENCE</th>
<th>EXAMPLES OF ROLES</th>
</tr>
</thead>
<tbody>
<tr>
<td>All staff</td>
<td>Individuals</td>
<td>Frontline staff, health professionals, clinical support staff, corporate support staff</td>
</tr>
<tr>
<td></td>
<td>Patients, carers, colleagues</td>
<td></td>
</tr>
<tr>
<td>Supervisors and managers</td>
<td>Teams</td>
<td>Clinical Supervisors, Corporate Services Managers, Clinical Education Managers</td>
</tr>
<tr>
<td></td>
<td>Units</td>
<td></td>
</tr>
<tr>
<td>Senior managers and executives</td>
<td>Departments</td>
<td>Stream Directors, Directors of Department, hospital General Managers, District Executives</td>
</tr>
<tr>
<td></td>
<td>Facilities/services, organisation</td>
<td></td>
</tr>
</tbody>
</table>
By setting direction, staff will embed SWSLHD’s vision across the District and ensure that our services are centred on patients and the wider community.

**Leadership quality 01 Setting direction**

“Setting clear direction is so important in our work. One time, a manager took charge during a stressful situation. They were calm but assertive and everyone just followed their lead because they took the situation under control. There was no yelling or talking down of anyone – everyone recognised the manager as a leader because of their composure and attitude at a stressful time.”

- Survey respondent, Maintenance and Trades

<table>
<thead>
<tr>
<th>LEVEL</th>
<th>EXPECTED BEHAVIOURS</th>
</tr>
</thead>
</table>
| All staff | • Applying SWSLHD CORE values in everyday work (Collaboration, Openness, Respect, Empowerment)  
• Respecting patients in all interactions  
• Involving patients and carers in decision-making  
• Advocating for patients’ best interests  
• Contributing to a collaborative and supportive workplace culture |
| Supervisors, managers and above | • Embedding and role-modelling SWSLHD CORE values throughout team and service  
• Including patients on improvement teams and using patient feedback in improvement processes  
• Using leadership rounds to engage staff, patients and carers  
• Aligning work of team with SWSLHD vision and goals  
• Being collaborative in decision-making |
| Senior managers and executives | • Embedding systems and processes that place patients at the centre and ensure consistently safe and quality care  
• Being forward-thinking and visible in role  
• Integrating patients and community in organisational planning  
• Shaping a culture that values innovation and is respectful of all staff  
• Regularly participating in patient and staff rounds |
Leadership quality 02 Developing self

Staff will be supported to be self-reflective and be part of a culture that is open to feedback and continuously working to learn and improve.

LEVEL | EXPECTED BEHAVIOIRS
--- | ---
All staff | • Displaying openness and self-awareness  
• Actively seeking opportunities for personal growth and development  
• Examining and reflecting on own performance  
• Seeking feedback from colleagues and team to improve work practice  
• Actively taking part in own professional development
Supervisors, managers and above | • Modelling the value of self-improvement to team  
• Ensuring self-reflection is part of professional development and performance management  
• Being accessible, transparent and accountable for performance  
• Embedding strong performance management practice to ensure accountability
Senior managers and executives | • Promoting and modelling the value of self-improvement  
• Nurturing a culture that is accessible, transparent and accountable for performance

“To me, developing oneself is about accountability. I've seen senior managers identify when they could have made a better decision. Having a senior manager acknowledge this and take responsibility in front of those involved is a great way to shape and lead an accountable culture. It also fosters an environment where mistakes can be actively learnt from.”

- Survey respondent, Health Management
Leadership quality  03 Developing & enabling others

Staff will be supported to be leaders through professional development, training and development opportunities, and a workplace culture that values diversity and celebrates achievements.

<table>
<thead>
<tr>
<th>LEVEL</th>
<th>EXPECTED BEHAVIOURS</th>
</tr>
</thead>
<tbody>
<tr>
<td>All staff</td>
<td>• Encouraging others to show initiative and take the lead</td>
</tr>
<tr>
<td></td>
<td>• Giving professional support and regular constructive feedback to others</td>
</tr>
<tr>
<td></td>
<td>• Recognising performance issues in team and seeking advice</td>
</tr>
<tr>
<td></td>
<td>• Providing training and mentoring to colleagues and juniors</td>
</tr>
<tr>
<td>Supervisors, managers and</td>
<td>• Acknowledging and celebrating achievements of team members</td>
</tr>
<tr>
<td>above</td>
<td>• Actively addressing team and individual performance issues, including under-performance</td>
</tr>
<tr>
<td></td>
<td>• Seeking input from team on how to improve performance</td>
</tr>
<tr>
<td></td>
<td>• Actively supporting staff to participate in professional development</td>
</tr>
<tr>
<td></td>
<td>• Providing respectful, constructive feedback on performance</td>
</tr>
<tr>
<td>Senior managers and</td>
<td>• Ensuring District-wide professional development processes are in place to manage staff performance, drive professional development and facilitate succession planning</td>
</tr>
<tr>
<td>executives</td>
<td>• Integrating workplace diversity principles across the District</td>
</tr>
<tr>
<td></td>
<td>• Developing and championing processes to celebrate staff achievements and showcase excellence</td>
</tr>
</tbody>
</table>

“My manager is always approachable. They actively listen and provide me with positive and negative feedback. I feel that they are invested in me growing both professionally and personally.”

- Survey respondent, Health Management
Staff will work with patients, families and carers to ensure they understand care options and can actively participate in their care. The District and our services will actively collaborate with other organisations and the community to improve patient care and experience.

**Leadership quality** 04 **Partnering & building relationships**

Case study: Community engagement at Fairfield Hospital

Community engagement plays a vital role in ensuring our health services are responsive to our communities’ diverse needs. Fairfield Hospital is undertaking an extensive program of community engagement designed to raise the profile of the hospital and increase the health literacy of the local community.

Fairfield Hospital staff organise community forums and hospital open days and present in a range of community settings. The hospital is now regularly invited to speak in schools, career fairs and to community groups. Many community groups also now fundraise to purchase equipment for the hospital.

“Community engagement brings huge rewards. It means we can be responsive to its needs and deliver care that is designed with – rather than simply provided to – our community. We can reinforce the message that hospitals are not the only avenue of care available, which keeps people that don’t need to come to hospital, out of the hospital.”

- General Manager, Fairfield Hospital

<table>
<thead>
<tr>
<th>LEVEL</th>
<th>EXPECTED BEHAVIOURS</th>
</tr>
</thead>
</table>
| **All staff** | • Providing easily accessible and understood information and resources to patients and carers  
• Seeking opportunities to profile the District and engage with community  
• Being respectful, open and collaborative when interacting with colleagues, patients, carers and the community |
| **Supervisors, managers and above** | • Engaging community to inform work  
• Including non-clinical staff in multidisciplinary processes  
• Ensuring Patient Liaison Officers are engaged in organisational planning and decision-making processes  
• Creating relationships across disciplines to share knowledge and understanding |
| **Senior managers and executives** | • Improving coordination and communication at key patient transition points and during transfer of care  
• Providing open communication forums, for instance monthly feedback meeting between Executive and staff  
• Building the reputation of SWSLHD services through community engagement and partnering with other organisations |
Case study: The role of communication in outstanding care

Across our services every day we see examples of staff effectively advocating for patients’ best interests, resolving conflict, and actively involving patients and carers through effective and respectful communication. At Liverpool Hospital, a medical staff member described how communication played a critical role in improving care for a patient:

“Ward staff had become concerned by the patient’s challenging behaviour. A staff specialist balanced these valid concerns with advocating for the patient’s continued admission, which was the best available medical option. This was achieved through a series of team meetings, which allowed all staff to air their concerns. The experience was also used as an opportunity to identify process improvements and strategies to manage difficult behaviour. This approach diffused the issue and united the team in a situation, which otherwise could have resulted in a hostile working environment and poorer outcomes for the patient.”

- Staff member, Medical, Liverpool Hospital
Innovation and bold leadership are critical to achieving organisational change. Staff will lead innovation to improve our services and ensure we are driven by evidence, patient outcomes and continuous improvement.

### Leadership quality 06 Innovating & leading change

Innovation and bold leadership are critical to achieving organisational change. Staff will lead innovation to improve our services and ensure we are driven by evidence, patient outcomes and continuous improvement.

<table>
<thead>
<tr>
<th>LEVEL</th>
<th>EXPECTED BEHAVIOURS</th>
</tr>
</thead>
</table>
| All staff                       | • Seeking insights from staff, patients and carers  
|                                 | • Being open to new ideas and approaches  
|                                 | • Sharing ideas about ways to improve processes and solve problems  
|                                 | • Being collaborative in interactions                                                                 |
| Supervisors, managers and above | • Working across disciplines to facilitate sharing, continuous learning and foster innovation  
|                                 | • Encouraging others to take initiative and innovate  
|                                 | • Initiating and leading innovative ideas  
|                                 | • Implementing processes and systems to support change  
|                                 | • Using the input of staff and consumers to support change                                            |
| Senior managers and executives  | • Establishing and promoting a culture that encourages innovation and emphasises continuous improvement  
|                                 | • Engaging early career staff members to generate ideas and innovation  
|                                 | • Decentralising decision-making and allowing greater autonomy to empower managers to innovate  
|                                 | • Ensuring models of care and quality measures are developed with full engagement and involvement of units  
|                                 | • Reducing procedural barriers to decision-making                                                     |
Case study: Fostering innovation in Camden and Campbelltown

Effective and practical solutions to improve the quality, safety and experience of our patient care often come from those closest to the problems. At Camden and Campbelltown Hospitals, surveys of Allied Health and Corporate Services staff indicated that continuous improvement projects were unengaging and often developed at senior levels. To nurture ideas at the “grassroots” level, innovation tournaments were developed.

What are innovation tournaments?

Innovation tournaments are structured ideas competitions. Groups from Allied Health and Corporate Services submit ideas and those with the most promising ideas receive structured training and coaching on project management and developing a pitch. The groups then present their ideas to the hospital executive teams, with the top three ideas progressing to implementation through departmental quality action plans. Prizes are issued to all staff who participate.

“Leading change is about being bold – taking a risk to better a system or process. Innovation forums will invigorate the way we improve our processes and allow staff to showcase their ideas and be instigators of change.”

- Director, Corporate Services, Camden and Campbelltown Hospitals
Transforming SWSLHD through shared leadership

The goal of Transforming Your Experience is that “our care is always safe, high quality and personalised and all our staff are supported and empowered to achieve their full potential”.

This transformation will require changes at all levels of our organisation. It will result in important improvements to our leadership systems and structures and shifts in individual behaviours. Transformation will occur when we have created a shared leadership culture that allows our people to grow and which expands our capacities as leaders, as staff and as people.

Everyone in our organisation has an important role in supporting these changes by supporting implementation of the key actions and demonstrating the leadership qualities in this Leadership Strategy.

Ultimately it is our collective ability to commit to shared leadership which will determine our success in achieving the goal of Transforming Your Experience.
Appendix 1:

Strategic context for leadership in SWSLHD

This Leadership Strategy is informed by NSW and SWSLHD strategic, leadership and capability frameworks. It also aligns with and underpins the SWSLHD Transforming Your Experience Framework. A range of documents and tools will support implementation of the Leadership Strategy.

Key SWSLHD plans

- NSW Health Strategic Plan: Towards 2021
- Strategic & Healthcare Services Plan to 2021
- Corporate Plan 2013 – 17
- Consumer and Community Participation Framework 2016 – 19

Supported by other SWSLHD guidance documents:
- Clinical Governance Framework
- Multicultural Refugee Health Implementation Plan
- Information and Communications Technology Strategy
- Workforce Strategic Plan
- Education and Training Strategic Plan
- Research Strategy