

Winston Cheung (Sydney LHD)

From: John McDonald <[REDACTED]>
Sent: Thursday, 20 July 2023 1:54 PM
To: Winston Cheung (Sydney LHD)
Subject: Contact with ProActive ReSolutions
Attachments: Brief of process July 2023 Concord Hospital.pdf

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Winston

My name is John McDonald and we've been asked by the Ministry to help with the conflict involving Concord Hospital and the Sydney LHD Executive. Attached is a very brief explanation of how we engage with people to work through difficult circumstances. I very much look forward to meeting with you and will call to find a time that suits.

Respectfully, John.

John McDonald | CEO
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ProActive understands the Ministry is looking for an independent, insightful, inclusive, no-blame, and respectful engagement with the key stakeholders at Concord Hospital, to build a deep understanding of their workplace experiences.

Phase One of our work (see below) allows us to gain a deep understanding of the existing workplace culture, including the people of influence (i.e., the local systems of governance), their perceptions, attitudes and experiences around working at the hospital and what are seen as the major contributors to conflict. Phase One will also identify incidents, issues and patterns that illustrate the challenges confronting both the workforce and managers, yet also provide opportunities for building and strengthening constructive relationships in Phase Two.

ProActive will report back to the stakeholders on how we see the landscape, both its challenges and strengths. This will provide people with an understanding of the difficulties confronting them. Based on those findings we will design and scope how we will support the workforce and managers at Concord and Executive of Sydney Local Health District to transform the existing disputes and conflict, into plans for cooperation. At that stage we will be equipped to begin Stage Two of the project. It should be noted that Stage Two really begins in Stage One, where we establish trusting, honest and transparent relationships with those interviewed. We build on this in Stage Two.

Our work is informed by the following Design Principles. We

- listen-in to understand.
- take a no-blame approach.
- assume normalcy not pathology.
- access local knowledge and capacity.
- recognise that governance is local and dynamic.

In Phase One, we will conduct confidential face-to-face interviews with key stakeholders from the workforce and the management team at Concord Hospital and Executive of Sydney Local Health District. In meeting with individuals, we explain our brief, answer any queries regarding our approach, and begin by asking them to tell us about their workplace experiences. We don't direct them to focus on any particular area, knowing that given the opportunity to be heard without interruption, those being listened to are typically prepared to focus on the challenges of their workplace, while acknowledging the positives they also experience. Where appropriate, ProActive will revisit individuals and small groups of people to seek clarity on areas of interest, including particular incidents or issues that get mentioned by multiple people.

Based on our analysis of what's important to whom, the depth of feeling toward those with different perspectives and priorities, how they engage with each other individually and in groups, and the key items of dispute and conflict, we then begin Stage Two. Stage Two involves applying our conflict transformation approaches at the individual and systems level, to ensure a psychologically safe landscape for all in resolving difficult and often complex differences.

We look forward to engaging with all those affected.

John McDonald CEO

ProActive ReSolutions