

# NSLHD Senior Leadership Team Governance Framework

November 2023



Northern Sydney  
Local Health District

*NSLHD acknowledges the traditional custodians of the Northern Sydney region, the Cammeraygal, Darug and Guringai peoples. Their spirit can be found across the region and we honour the memory of their ancestors and Elders, past and present. As we endeavour to serve the health needs within the community, we recognise the importance of the land and the waterways, as an integral part of people's health and wellbeing.*

## Principles of the Senior Leadership Governance Framework

### Corporate Governance

With ultimate responsibility for leadership and management of the District, the NSLHD Board and Chief Executive carry out their functions, responsibilities and obligations in accordance with the Health Services Act 1997 and the Government Sector Employments Act 2013. In doing so, NSLHD ensures corporate governance structures are in place to support the efficient and effective delivery of healthcare services across the District with delegation and accountability.

### Clinical Quality & Safety

In line with the National Safety and Quality Health Service (NSQHS) Standards, it is NSLHD's core responsibility to protect the public from harm and to improve the quality of health service provision. NSLHD's vision of *exceptional care, leaders in research, partners in wellbeing* builds upon this foundation and sets the expectations of the organisation and community it serves.

NSLHD is guided in its delivery of healthcare services by the six Strategic Outcomes of the *NSLHD Strategic Plan 2022-2027*:

1. Patients and carers are our partners in their healthcare
2. Safe, high quality connected care
3. Keeping people healthy and well
4. Our staff are engaged and well supported
5. Research, innovation and digital advances inform and improve the delivery of patient care
6. Our services are sustainable, efficient and committed to planetary health

### Time for Care

NSLHD is committed to improving the experience and support offered to staff, with a particular emphasis on reducing the time spent on non-clinical and administrative tasks that take frontline clinicians away from what matters most: patient care.

This intention extends beyond clinical staff and aims to reduce unnecessary burden on all staff to allow them to perform their duties within supportive structures that promote efficiency and without duplication, undue bureaucracy or administrative burden.

NSLHD aligns operational and strategic initiatives, providing a cohesive and coordinated approach, harnessing a capable and supported network of staff working towards a common goal.

### Diversity, Equity, Inclusion & Belonging

NSLHD provides a workplace that promotes work-life balance and supports employees as holistic individuals with diverse interests and roles that contribute to their overall wellbeing. NSLHD creates an environment of acceptance, tolerance and physical, emotional and psychological safety.

NSLHD is committed to delivering diversity, equity, inclusion and belonging initiatives via a workforce that represents the diverse community it serves. In doing so NSLHD delivers superior outcomes for patients, consumers and staff and patients feel confident they will receive care that is respectful, welcoming and appropriate to their needs.

## Senior Leadership Team Governance Framework

The senior leadership team governance framework is comprised of four tiers as shown in Figure 1:

- Executive Leadership Team (ELT)

The Executive Leadership Team (ELT) is comprised of Senior Executive Directors from the Directorates of the District. The ELT is tasked with supporting and progressing the overarching strategic and operational directions of the District.

- Operational Leadership Team (OLT)

The Operational Leadership Team (OLT) is comprised of the ELT alongside the General Managers and Service Directors. The OLT is tasked with ensuring the District's performance against operational key performance indicators (KPIs) in line with the NSLHD Service Agreement with NSW Ministry of Health and the ongoing delivery of core healthcare services.

- Senior Leadership Team (SLT)

The Senior Leadership Team (SLT) is comprised of the OLT alongside senior leaders with responsibility for achievement of the strategic objectives of the organisation. The SLT is tasked with ensuring the implementation and achievement of the NSLHD Strategic Plan and a coordinated approach to key District initiatives.

- Clinical Leadership Team (CLT)

The Clinical Leadership Team (CLT) is comprised of the SLT alongside the Clinical Network Directors and Clinical Network Managers. The CLT is tasked with promoting and supporting clinical quality, safety and clinical advancement and ensuring a cohesive approach to service development across the District.

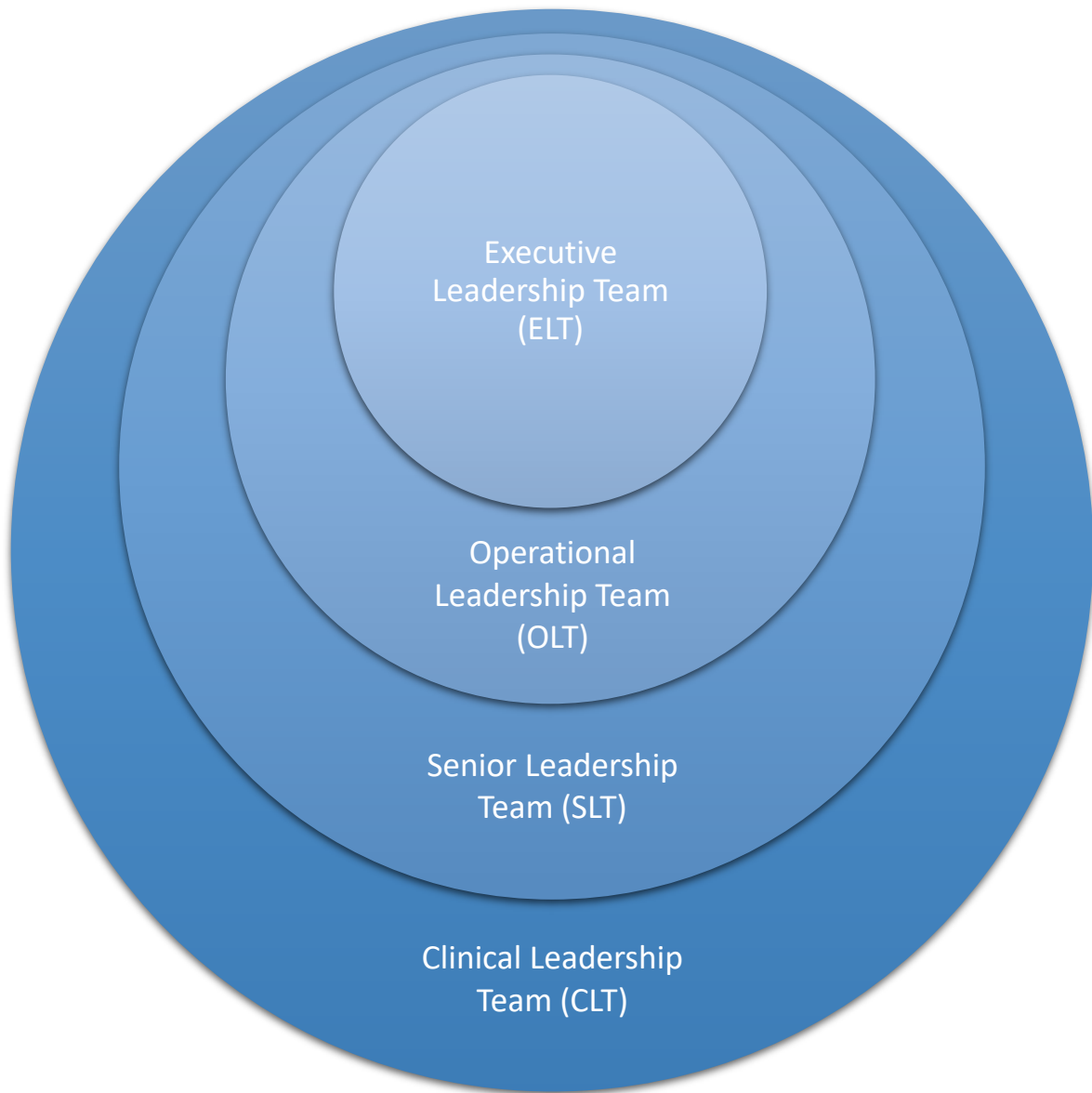


Figure 1. NSLHD Leadership Team Model

## Membership

- Executive Leadership Team (ELT)
  - Chief Executive
  - Executive Director, Office of the Chief Executive
  - Executive Director, Operations
  - Executive Director, Finance & Corporate Services
  - Executive Director, Clinical Governance & Patient Experience
  - Executive Director, People & Culture
  - Executive Director, Medical Services
  - Executive Director, Nursing & Midwifery
  - Executive Director, Allied Health
  - Chief Digital Health Officer
  - Executive Director, Northern Beaches Hospital Partnership
  - Executive Director, Media & Communications
  - Executive Director, Research and Academic Partnerships
  
- Operational Leadership Team (OLT)
  - ELT members
  - General Manager, Royal North Shore Hospital
  - General Manager, Hornsby Ku-ring-gai Hospital
  - General Manager, Ryde Hospital
  - General Manager, Northern Beaches Health Service
  - General Manager, Virtual Care and HITH
  - Service Director, Prevention and Response to Violence, Abuse & Neglect (PARVAN)
  - Service Director, Primary & Community Health Services
  - Service Director, Mental Health, Drug & Alcohol Services
  
- Senior Leadership Team (SLT)
  - OLT members
  - Chief Risk Officer
  - Director, Aboriginal & Torres Strait Islander Health Service
  - Director, Legal
  - Director, Internal Audit
  - Director, Planning
  - Director, Public Health
  - Director, Population & Planetary Health
  - Director, Performance & Analytics
  - CEO, NORTH Foundation
  - Academic Director, Kolling Institute
  - Chair of Research, NSLHD
  
- Clinical Leadership Team (CLT)
  - SLT members
  - Chair, Clinical Council NSLHD
  - Clinical Network Directors
  - Clinical Network Managers

## Governance

### Senior Leadership Meetings

	Format	Frequency	Time	Focus	Meeting
Executive Leadership Team (ELT)	Informal Huddle	Weekly	45 mins	Priority Actions and Communications	ELT Huddle
Operational Leadership Team (OLT)	Minuted Meeting	Monthly	120 mins	NSLHD/NSW Health Service Agreement and Performance KPIs	District OLT Meeting
Senior Leadership Team (SLT)	Minuted Meeting	Monthly	120 mins	NSLHD Strategic Plan	District SLT Meeting
Clinical Leadership Team (CLT)	Minuted Meeting	Monthly	120 mins	Clinical Quality & Safety	Clinical Council

Monthly meetings will be held on alternating weeks to reduce weekly time impost.

All meetings, where possible, be scheduled between the core working hours of 9:30am and 4:00pm.

Meeting papers and agenda items to be circulated 3 working days prior to the meeting date.

### Chief Executive Committees & Taskforces

Complementary to the Senior Leadership Meetings, various Chief Executive Chaired Committees and Taskforces support the leadership priorities of the District:

Committee / Taskforce	Focus Area	Frequency
Clinical Network Directors Advisory Council	Advisory Council to the CE on Clinical Networks.	Quarterly
Clinical Network Executive Meeting (for each Clinical Network)	NSLHD Clinical Network priority strategic projects and programs of work.	Quarterly
Clinical Schools Executive Committee (in development)	Optimisation of the role and function of Clinical Schools in NSLHD.	Twice per year
Time for Care Steering Committee	NSW Health Time for Care initiative, alleviating administrative burden on frontline clinicians	Monthly for 12 months
Planetary Health Committee	Planetary Health initiatives and progress towards NSLHD net zero target.	Monthly
Youth Advisory Board	Platform for the provision of a youth voice to the District on relevant matters.	Monthly
Allied Health Steering Committee	Strategic and operational matters relevant to Allied Health clinicians and the provision of allied health services in NSLHD.	CE Attends Quarterly

NBH Operational Steering Group	High level operational management of the NSLHD and NBH partnership.	Monthly
Advancing Women in Medical Leadership	Strategic and operational support for the advancement of women in medical leadership.	Quarterly
Kolling Governance Committee (Co-Chair)	Oversight and governance of the Kolling Institute arrangements between NSLHD and the University of Sydney.	Bi-Monthly
NSLHD / NORTH Foundation Joint Funding Advisory Committee (Co-Chair)	Oversight and governance of the allocation of funding from the NORTH Foundation for NSLHD priorities.	As required
Total Body PET Operational Steering Committee (Co-Chair)	Operational oversight of the partnership between NSLHD and the University of Sydney for the management of the Total Body PET.	Bi-Monthly
Population Health Network Meeting	NSLHD Population Health priority strategic projects and programs of work.	Bi-Monthly
NSLHD Strategic Plan 2022-2027 Governance Committee	Oversight and governance of the implementation and monitoring of progress against the Strategic Outcomes and Objectives of the NSLHD Strategic Plan 2022-2027.	Quarterly
Medical Staff Executive Council	The role of the Council is to provide advice to the NSLHD Chief Executive and Board on medical matters relating to the services delivered by NSLHD.	Quarterly
Surgical Education, Research & Training (SERT) Institute	Strategic and operational matters relevant to the delivery of surgical education, research and training in NSLHD.	Twice per year
Sydney North Health Network (SNHN) Joint Meeting	Strategic and operational matters relevant to the shared vision and priorities of NSLHD and SNHN	Twice per year
PARVAN Steering Committee	Strategic and operational matters relevant to the PARVAN workforce and the provision of PARVAN services in NSLHD.	Bi-Monthly
Executive Risk Committee	Oversight and governance of identified risks and mitigation strategies in NSLHD.	Bi-Monthly
AHO Quarterly Performance Meetings (HammondCare and Royal Rehab)	Performance reporting and contract and relationship management of the Service Agreements between NSLHD and HammondCare and Royal Rehab.	Quarterly
Performance Meeting (all hospital services and MHDA and PACH)	Performance, activity, quality and safety reporting and management with each site and service in NSLHD.	Monthly