

# Working in Partnership to Achieve Results



Northern Sydney Local Health District (NSLHD) has over 10,000 employees with a wide range of job roles. Having skilled, motivated, well supported and developed staff is the greatest assurance that NSLHD can provide the necessary care to its patients and communities. The vision for NSLHD is to be ‘leaders in healthcare, partners in community wellbeing’. In 2015, NSLHD endorsed its Talent Development Framework (TDF) which represented a key strategic initiative aimed to achieve this vision.

## THE CHALLENGE

To achieve the vision of ‘leaders in healthcare, partners in community wellbeing’ and to demonstrate the value and support the LHD has for developing its staff, the NSLHD Executive initiated and endorsed the implementation of a Talent Development Program. This program had to align with an existing Talent Development Framework (TDF), the NSW Public Sector Capability Framework and the broader strategic goals of NSW Health, geared to support the overall vision of achieving ‘Right People, Right Skills and Right Place’.

The objective of the program was to engage Leaders in their own development, identify opportunities for improvement at a business unit and organisational level. In the words of Jane Street, Director Workforce and Culture, the program would “identify underdeveloped strengths and design real strategies for future success”.

To make this project sustainable NSLHD needed to engage an organisational psychology consultancy that not only had the skills and experience in leadership development but one they wanted to work in partnership with, who could mentor and support their team throughout the process to build their own internal capabilities to continue this program independently across the entire organisation.

According to Jane Street “OPRA’s proven experience in delivering leadership programs customized to the PSC Capability Framework, along with their passion and collaborative approach meant that they were the ideal partner for this program.”

## OPRA’S SOLUTION

Working in true partnership the program consisted of the below:

- Program Design – Review and Planning
- Assessor Training and Mentoring
- Psychometric Assessment (cognitive, personality and capability-based leadership reports)
- 360 Degree Survey
- Talent Development Centres (TDC) – Behavioural Based Interview, Group Role-Play and Oral Presentation
- Reporting and Participant Feedback
- Project Evaluation

## RESULTS

- Engagement of Executive and Senior Management with an 88% total response rate for 360 Feedback
- 61 participants completed the TDC over a period of four weeks with;
- 100% participation in all assessments
- 671 total hours invested by participants
- Training and development of 10 NSLHD facilitators for the TDC creating a sustainable program
- All program participants received a detailed 90 minute Coaching / Feedback session, which included a comprehensive and confidential Leadership Development Report focused on strategies to improve strengths and development areas.
- Networking across departments leading to an increased understanding for how other business units work, opportunities for collaboration and insight into other leadership styles
- Six participants received a promotion within 3 months of completing the program
- Generation of new strategies for program improvement

“I had a vision for enabling informed and fair assessment of our staff in a safe and supportive developmental environment. OPRA ‘got us’ right from the start and delivered buckets of collaboration to give our team the confidence to deliver a fantastic program to sustain into the future.”

Jane Street  
Director, Workforce and Culture

### *From the participants...*

“I really value the input of the colleagues I met today with great collaboration and getting some insight into how I operate”

“The day has been a really valuable opportunity to take a day out of everyday work and reflect on your own performance and be in a non-competitive environment to test your skills.”

“Intensive, but interesting and entertaining way of discovering strengths and underdeveloped strengths.”