



Health
Northern Sydney
Local Health District

NSLHD DIVERSITY, INCLUSION AND BELONGING STRATEGY

2020 – 2022





Northern Sydney Local Health District (NSLHD) would like to acknowledge the Traditional Custodians of the lands on which our health services have been built, the Gaimaraigal, Guringai and Dharug peoples and we honour and pay our respects to their ancestors.

NSLHD also acknowledges and pays respects to all Aboriginal and Torres Strait Islander peoples and to Elders past, present and emerging.

We acknowledge that past, current and future Aboriginal and Torres Strait Islander peoples are the continuing custodians of this country upon which we live, work and meet and that it is from their blood, courage, pride and dignity that we are able to continue to live, work and meet on this ancient and sacred country.

Message from the Chief Executive



The case for championing diversity, inclusion and belonging in our workforce has been well documented, both in the private and public sector for some time.

When workforces better reflect the communities they serve and employees feel they can contribute in a safe and supportive environment which values difference, organisations are more innovative, high performing and better places to work. They also deliver superior outcomes for patients, consumers and staff and patients feel confident they will receive care that is respectful,

welcoming and appropriate to their needs. We want this for Northern Sydney Local Health District (NSLHD).

There remains common challenges for many different types of under-represented people in the Australian workplace, such as equity of access to qualifications and employment; equity of training and career development opportunities once employed; and equity of opportunities for advancement and recognition.

Employers too face challenges and pressure where our complex operating environments are rapidly changing along with employees' expectations. One of the ways to respond and remain employers of choice is by embracing diversity of thinking and working, in order to deliver the outcomes we need (in our case for our patients and consumers).

This is an exciting time for NSLHD as we create a vision of the future organisation we want to build for our employees, patients and consumers to experience. We thank our Diversity partners for assisting us on this important journey.

NSLHD has an opportunity to identify a broader approach to workforce diversity, inclusion and belonging, with a renewed focus on our key diversity targets, while defining a broader, contemporary approach to the agenda. Balancing the need to focus on specific areas of under representation we can also build an inclusive culture that leverages, and is respectful of, everyone's contribution.

This plan consolidates the good work already being done across our organisation, and also challenges us to be ambitious in identifying what else we can do. It invites and empowers our people to reflect on the importance and inter-relationship of diversity, inclusion and belonging, and to be active, consistent and intentional when building a more diverse, welcoming and accepting organisation.

The Diversity, Inclusion and Belonging Strategy follows broad consultation and ultimately proposes to encourage respect and understanding regardless of identity or circumstance. By having a workforce that is diverse, inclusive and who have a sense of belonging, we will provide what we strive for which is better care to our patients, consumers and to our community. I hope you engage with the strategy and reap the benefits.

Deb Willcox

**MALE CHAMPIONS
OF CHANGE** 



**pridein
diversity**

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1. What is Diversity, Inclusion and Belonging?

Diversity at NSLHD refers to the visible and non-visible differences of people within our workforce and contributes to diversity of thought and perspectives. By having diversity of thought and experience NSLHD is better positioned to understand its consumers, patients and their carers, solve problems and better meet the needs of the community we serve.

Creating an inclusive workplace is fundamental to maximising diversity and creating successful organisations. NSLHD defines inclusion as the establishment of a workplace in which all individuals are treated fairly and respectfully, have equitable access to opportunities and resources, and can contribute fully to the organisation’s success. To put it simply, diversity is about the mix of people and creating an inclusive culture is about making the mix work.

The third part of the paradigm is belonging. At NSLHD it is recognised that just because someone is included in an organisation, it doesn’t mean they feel they belong. Belonging is when people feel safe and valued for embracing what makes them different; in essence feeling as an employee that your authentic self is welcomed and celebrated so you can thrive.

1.1 Benefits of diversity

Attract talent	Deliver the best health outcomes	Respectful culture	Understanding our community	Increase staff retention
Create advocates of staff to attract future talent	An engaged workforce delivers the best health outcomes for our community	Encourage a culture that reflects our CORE values and respects the differences each person can bring to our organisation	A workforce that understands our community’s needs	Support our staff to continue their professional development while maintaining a balanced life

Figure 1 Diversity Inclusion and Belonging guide, NSW Health

“Not allowing people to be excluded, giving everyone an authentic voice and opportunity to participate”

Staff member NSLHD

2. Guiding our journey

This Diversity, Inclusion and Belonging strategy sets out to introduce and establish a focus on workforce initiatives for 2020 – 2022. The strategy has been developed around five key themes that reflect NSW Health’s CORE Values. This has been proposed as an extension of the NSLHD’s CORE Values and Behaviours Charter 2017 – 2021 which creates the conditions for a respectful workplace for patients and staff.

The Diversity Inclusion Belonging strategy aligns with the NSW Health Diversity Inclusion Belonging guide and with NSW Public Service Commission (PSC) priorities. It also addresses how NSLHD

will meet the employment and workplace diversity targets established by the NSW Premier and the Ministry of Health.

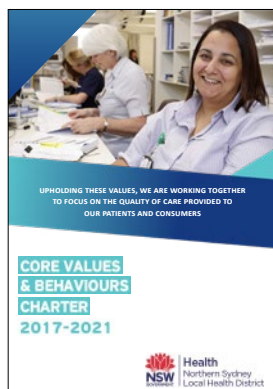
NSLHD has already implemented a number of programs that support and encourage its Diversity and Inclusion practices within the organisation or where mindfulness of Diversity Inclusion and Belonging has enhanced and strengthened the depth and reach of the project. This is the first time such practices have been formalised into a district wide Diversity, Inclusion and Belonging strategy.

2.1 Key plans and initiatives used to guide the strategy

The following key documents have been used to guide the development of the NSLHD Diversity, Inclusion and Belonging Strategy 2020-2022.



NSLHD Strategic Plan 2017 – 2022



NSLHD Core Values & Behaviours Charter 2017 – 2021



NSLHD Clinical Services Plan 2015 – 2022



NSW Health Diversity Inclusion Belonging Guide



NSLHD Aboriginal & Torres Strait Islander Health Services 2017 – 2022



NSLHD Disability Inclusion Action Plan 2018 – 2022



People Matter the NSW Public Sector Employee Survey



NSLHD Exceptional People Awards

2.2 Current programs and opportunities at NSLHD

<p>Aboriginal and Torres Strait Islander employment plan underway with identified position/s recruited and a talent pool launched 2019</p>	<p>Launch of the NSLHD Domestic and Family Violence Workplace Support Program at the commencement of the 16 Days of Activism 26 November 2019</p>	<p>Established the Diversity Inclusion Belonging Council in 2019</p>
<p>Aboriginal and Torres Strait Islander Staff Network launched and first conference convened</p>	<p>The Djirruwang Aboriginal Mental Health Worker Education and Training Program is an Australian, clinically based, tertiary level mental health course designed for Aboriginal and Torres Strait Islander people.</p> <ul style="list-style-type: none"> • Graduate of this program is now employed as NSLHD Aboriginal Mental Health Clinical Leader • In 2020, an Aboriginal Population Health trainee commenced. There is a plan to employ a new trainee each year. 	
<p>Agreement formalised with NGO Job Support to host students completing high school, with up to two years work experience</p>	<p>Shades of Grey- Managing the Possibilities of the Ageing Workforce in NSLHD Discussion Paper written</p>	<p>Targeted and open leadership development pathways launched in early 2020</p>
<p>Two Aboriginal and Torres Strait Islander Nursing and Midwifery cadets to commence in 2020</p>	<p>Joined Male Champions of Change 2019</p> <ul style="list-style-type: none"> - Listen and Learn from Women in Health Leadership Exercise March/April 2019 - Leadership Shadow workshop with the district executive team July 2019 - Sharing data with the MCC health group to contribute towards a baseline for the sector 	<p>Mandatory training in Aboriginal Cultural Awareness is strongly supported for all employees and attendance is maximised</p>
<p>Membership of the Australian Network on Disability to access resources, thought leadership and capability development opportunities</p>	<p>Membership of Pride in Diversity, an employer support program for LGBTQ workplace inclusion specialising in Human Resources, organisational change and workplace diversity.</p>	

2.3 A snapshot of our workforce

64% workforce over 34 years - median age 41 years

77% staff females, 23% males

0.55% staff identify as of NSLHD staff identify as Aboriginal and/or Torres Strait Islander.

28.5% from CALD backgrounds

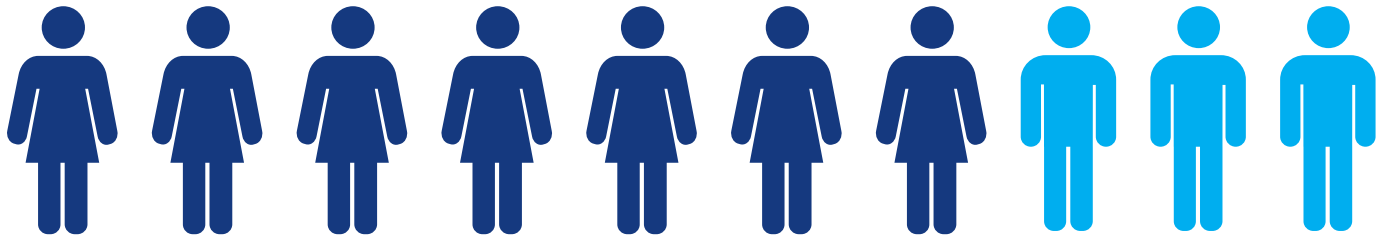
26% speak a language other than English at home

1.08% of the workforce and 1.04% of the FTE identify they have a disability

3% of staff members who responded to the People Matter Employee Survey (PMES) are LGBTQ+.



Over **10,000** staff members



77% female

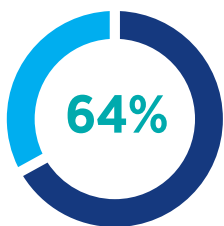
23% male



1.08% of the workforce and **1.04%** of the FTE identify they have a disability



3% LGBTQ+



over 34 years
medium age 41 year



28.5%
CALD backgrounds



0.55%
Aboriginal and/or
Torres Strait Islander

2.4 Listening to our people

Over 350 people consulted in NSLHD

- **Online surveys - over 275 completed**
- **Focus groups across the district - 17 held**

We value the perspectives and insights of all staff and are committed to engaging in regular consultation as part of the DIB strategy

What diversity, inclusion and belonging mean to our people?

DIVERSITY	INCLUSION	BELONGING
Respect	Treat everyone equitably	Value differences
Valuing difference	Break down barriers	Can be my authentic self
Equal opportunity	Everyone has a voice	Safe & supportive environment
Celebrate different perspectives	Working together	Feel like you add value
	Connecting with others	

You said these themes are important:

Leadership commitment
Listening
Action oriented
Management Capability
Flexible Work Practices
Professional development
Communication
Empowerment of staff
Creativity and innovation

Here are some of the things you told us:

- This can't be a tick box process
- We need to work towards creating a psychologically safe workplace
- Staff would benefit from knowing how to engage in effective dialogue
- There needs to be regular consultation with diverse groups in safe and supportive spaces
- We need more diverse, creative and innovative thinking to solve complex problems- we need to bring a variety of people into the discussion
- Encouraging everyone to speak up and be heard, having a no-blame policy to learn from mistakes

“Ask a hundred people what inclusion means and you’ll get a hundred different answers. Ask them what it means to be excluded and the answer will be uniformly clear: It’s when you’re left out.”

Holmes, K. (2018). Mismatch: How Inclusion Shapes Design

3. Our diversity, inclusion and belonging vision

Our goal is to reflect the diverse community we serve and create a place where all staff feel their skills, perspectives and experiences are embraced and celebrated.

We want our people to feel included, valued, respected and feel like they belong, leading to full participation and commitment at work.

3.1 NSLHD Diversity, Inclusion and Belonging Strategy themes



1. Attract and retain diverse staff – attract, recruit and develop a pathway to retain diverse staff, as an employer of choice.



2. Encourage staff awareness – communicate and engage proactively to encourage staff awareness of and responsiveness to inclusion practices.



3. Build capability – conduct ongoing capability development and promote diversity and inclusion practices by leaders and employees.



4. Provide resources and support – provide appropriate resources and support for all staff members including flexible work and career development practices.



5. Support career progression – support career progression for all staff through talent identification and open, and targeted, formal development programs.

3.2 Guiding principles

- Engaged and Empowered Workforce – The Diversity, Inclusion and Belonging strategy supports our NSLHD strategic plan theme of developing an Engaged and Empowered Workforce.
- Physical and Psychological Safety and Belonging – Inclusion is the centrepiece of the NSLHD Diversity, Inclusion and Belonging strategy with the ultimate outcomes being physical safety, psychological safety, and belonging for all employees.
- Partner for success – Conducting consultation with a broad range of people within and outside of our organization has been an integral part of the strategy development.
- Maximise Flexible Work Practices – Integral to the Diversity Inclusion and Belonging strategy is the requirement to maximise flexible work practices within the health service delivery context, to support the needs of all staff.
- Actions for specific groups – Specific groups are addressed within the 2020 – 2021 plan: Aboriginal and Torres Strait Islander Workforce; Age Diversity; Cultural Diversity; Disability and Accessibility; Gender and LGBTQ+ groups.

- Inclusive leadership practices- The adoption of inclusive leadership practices will define the culture we aim to achieve. We will focus on developing the five mindsets of an inclusive leader which are being growth focused, flexible and agile, open and curious, relational and identity-aware (Diversity Council Australia, 2015).
- Each part of the Diversity, Inclusion and Belonging strategy aligns to the 2019 NSW Health Diversity, Inclusion and Belonging guide (Appendix A); and its Five Elements of a Diverse Workforce: Attract, Recruit, Develop, Retain and Progress

3.3. Foundations

- Communication and Capability Development- conduct ongoing capability development and encouraging regular and transparent communication amongst employees and leaders is a key priority in this strategy.
- CORE Values- the NSW Health CORE values of Collaboration, Openness, Respect and Empowerment are reinforced in this strategy.

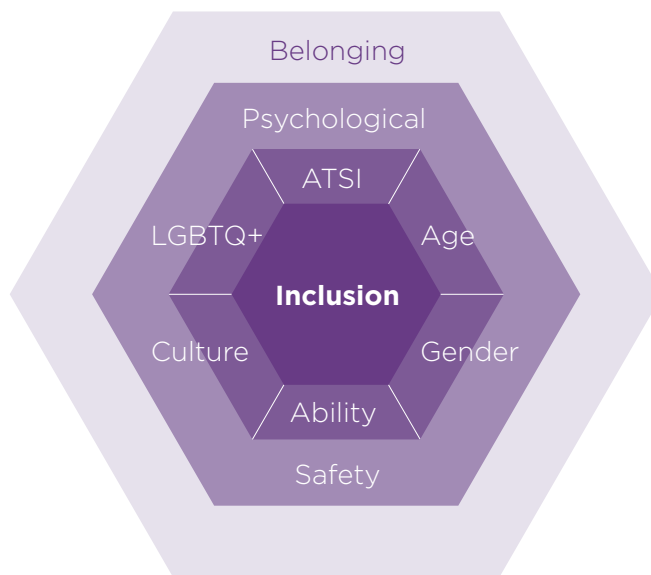


Figure 2: Guiding Principles

3.4. Our commitment to action

NSLHD is committed to a range of actions and targets that will lead to a strong, specific and formalised focus on workplace Diversity, Inclusion and Belonging. The Diversity, Inclusion and Belonging action plan will regularly be reviewed and the district will measure and monitor the diversity of the workforce, evaluate trends and identify areas for improvement.

How do we know we are on track



NSLHD Diversity Inclusion and Belonging Strategy

Themes



Attract and retain



Self awareness



Build capacity

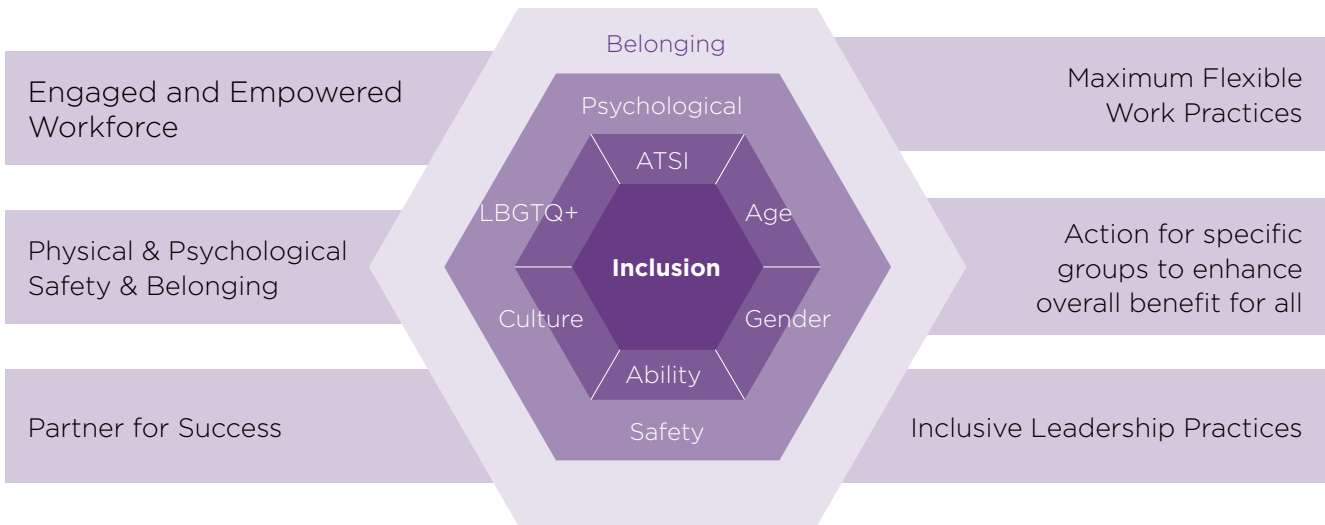


Resources support



Support career progression

Guiding Principles



Foundations

Communication and Capability Development

CORE Values

Diversity and Inclusion across the Employee Lifecycle

Attract

Recruit

Develop

Retain

Progress

Figure 3: Our diversity, inclusion and belonging vision



Carrie McCormick
Emergency Department
Nurse Unit Manager,
Ryde Hospital

I have worked as an emergency department (ED) registered nurse for over 12 years. I started out at RPA's emergency department before I moved to Ryde Hospital to work closer to home. I kind of fell into nursing by accident. A friend suggested I consider becoming a nurse, so I took their advice, applied to study nursing and never looked back. I had a cycling accident two years ago which meant I was on light duties until I made a full recovery. The hospital was very supportive during this time and offered me a temporary position where I was able to step up into management, providing me an opportunity for professional development. Once the role of nurse unit manager came up I jumped at the chance to apply.

The great thing about being a nurse in ED is you are able to make a significant difference to a patient's condition straight away, providing potentially life-saving treatment. The ED team is family to me and I'm very lucky to work with them every day. We encounter challenging situations and we all pull together to support each other, which extends well beyond our work lives.



Justin Wang
Junior Medical Officer,
Mona Vale Hospital

I'm working here at Mona Vale Hospital as part of the junior medical officer program.

I'm really pleased to be working at the Beachside Rehabilitation Unit and I'm enjoying the culture. It's very friendly as everyone knows each other, and the staff are caring and professional. As a junior doctor I've been fortunate to work with a team which is very supportive and encouraging - just what you need as you're starting out.

As part of my role, I join the registrar or consultant during their rounds, liaise with other health professionals and talk with patients - so there's plenty of new experiences. It really is a huge team effort to help patients recover and become as independent as possible.

4.0 Objectives and actions for the Diversity, Inclusion and Belonging Strategy

4.1 Communication and cultural capability development plan

Our aim

We aim to increase understanding amongst staff, managers and leaders of the benefits of diversity in the workforce and build our capability in attracting and retaining a diverse workforce and creating an inclusive workplace.

KPIs

- At least 50% of staff and managers have conducted awareness training and/or inclusiveness training.
- 100% policies due for renewal are reviewed for diversity and inclusivity.
- 100% hiring managers will receive information about diversity and inclusion when conducting recruitment episodes.

Action	Strategic Alignment	Target Date
A commitment to publishing an annual Diversity, Inclusion and Belonging progress report.	All NSW Health Elements and NSLHD Themes	2020-2022
We will consult broadly on the development of the Diversity, Inclusion and Belonging Strategy and Action Plan including with subject matter expert leads within and external to the organisation.	All NSW Health Elements and NSLHD Themes	2020
We will develop and launch the Diversity, Inclusion and Belonging Strategy and Action Plan.	All NSW Health Elements and NSLHD Themes	2020
We will develop Diversity, Inclusion and Belonging Strategy tools and resources for all employees, including a leadership toolkit and leadership shadow style of Diversity, Inclusion and Belonging feedback tool.	All NSW Health Elements and NSLHD Themes	2020
We will establish a Diversity Inclusion and Belonging dashboard using specific data points available from the NSW PSC People Matter Survey.	All NSW Health Elements and NSLHD Themes	2021
We will audit the recruitment process to ensure diversity in panels and a positive candidate experience for all candidates.	All NSW Health Elements and NSLHD Themes	2021
We will promote Universal Design, a human centered and possibility driven approach where all people are considered regardless of age, capability, or background.	All NSW Health Elements and NSLHD Themes	2021

Action	Strategic Alignment	Target Date
We will implement an ongoing communication strategy to raise awareness and encourage a broad range of staff and volunteer engagement in the Diversity, Inclusion and Belonging Strategy agenda and Council.	All NSW Health Elements and NSLHD Themes	2020-2022
We will review our people related policies, practices and protocols to ensure they promote diversity, inclusion and belonging.	All NSW Health Elements and NSLHD Themes	2021
We will regularly measure and review the psychological safety of staff to ensure they feel safe, supported and valued.	All NSW Health Elements and NSLHD Themes	2022
We will appoint Diversity & Inclusion Champions	All NSW Health Elements and NSLHD Themes	2021
We will enable staff and visitors to the organisation to be aware of the values of NSLHD and of their rights and responsibilities around equity, diversity and inclusion	All NSW Health Elements and NSLHD Themes	2021
We will include Diversity and Inclusion categories in our recognition award program and innovation pitch	All NSW Health Elements and NSLHD Themes	2021
We will deliver education to HR professionals to lead Diversity and Inclusion change and transformation initiatives.	All NSW Health Elements and NSLHD Themes	2020
We will embed Diversity and Inclusion Training as part of District Orientation and New Managers training.	All NSW Health Elements and NSLHD Themes	2021



4.2 Aboriginal and Torres Strait Islander workforce

Our aim

We aim to support and encourage current and future Aboriginal and Torres Strait Islander staff to develop and extend their careers at NSLHD.

In conjunction with the NSLHD Aboriginal Health Plan 2017-2022 we will develop and implement an Aboriginal and Torres Strait Islander workforce strategy. This supports the NSW State Premier's Priority to double the number of Aboriginal and Torres Strait Islander People in leadership roles in the NSW public sector by 2025.

KPIs

- Progress towards 3% minimum workforce composition target across all salary bands by 2025.
- Double the number of Aboriginal and Torres Strait Islander people in leadership roles

0.55% of NSLHD staff identify as Aboriginal and/or Torres Strait Islander and five (5) hold senior leadership positions.



Kuibuz Gillian Adidi **Aboriginal and Torres Strait Islander Workforce Manager**

My connection with NSLHD came about when I danced at a district celebration during NAIDOC week with my family known as – Kiris-An-Taran Torres Strait Islander Dance Troupe. I have worked at NSLHD since 2018 as the Executive Assistant to the Director and Deputy Director of Nursing & Midwifery Services and more recently as the Aboriginal and Torres Strait Islander Workforce Manager.

I am a Saibai Island woman from the Torres Strait Islands, and I am passionate about helping the Aboriginal and Torres Strait Islander community find work in health, like I have. My current focus is strengthening pathways with the education sector, building a talent pool and breaking down cultural barriers. My dream is to see more of our faces across the district.

I have grown so much in my professionalism, confidence and skillset at NSLHD, and feel grateful to have worked with so many great leaders. Cultural support mentoring has been the single most important contributor to my growth and I love working with such a supportive team- they feel like family. I'm known for my warm, happy, welcoming, bubbly and genuine nature at work and feel proud of the work I did in organising International Nurses and Midwives week.

Action	Strategic Alignment	Target Date
We will promote and encourage Aboriginal and Torres Strait Islander applicants to apply for jobs within NSLHD. This includes targeted positions for Aboriginal and Torres Strait Islander applicants.	NSLHD Theme 1 NSW Health Elements: ATTRACT RECRUIT RETAIN	2020-2022
We will increase the number of Aboriginal and Torres Strait Islander people in senior roles in line with the PSC and Premiers Priorities to double the number of Aboriginal and Torres Strait Islanders in senior roles.	NSLHD Themes 1,2,3,4 and 5. NSW Health Elements: ATTRACT RETAIN DEVELOP PROGRESS	2022
We will support Aboriginal and Torres Strait Islander staff both culturally and psychosocially in the workplace.	All NSW Health Elements and NSLHD Themes	2020-2022
We will provide mentoring programs for Aboriginal and Torres Strait Islander employees.	NSLHD 1, 2,3,4,5 All NSW Health Elements:	2021
We will use the NSW Health Stepping Up Program to support hiring managers in the process.	NSLHD Theme 1 NSW Health Elements: ATTRACT RECRUIT RETAIN	2021
We will address racism or discrimination towards Aboriginal and Torres Strait Islander employees.	NSLHD Theme 1,2,3,4,5 All NSW Health Elements:	2020-2022
We will foster inclusion and a celebration of Aboriginal and Torres Strait Islander employees e.g. celebrating NAIDOC Week.	NSLHD Themes 1, 2, 3, 4 NSW Health Elements ATTRACT RETAIN	2022-2022
We will support the Aboriginal and Torres Strait Islander employee network for NSLHD staff.	NSLHD Theme 2,3 NSW Health Elements: RECRUIT DEVELOP RETAIN	2020-2022

4.3 Age diverse workforce

Our aim

We aim to support employees across the age spectrum to maintain their engagement and wellbeing at work as well as balance work and other commitments. We will also ensure that the skills and knowledge of each generation in the workplace is best supported and utilised, particularly in response to the ageing workforce, and within the context of the needs and preferences of staff.

KPIs

100% managers receive education on generations and communication styles

Maintain % of mature workers aged 50-54, 55-59, 60-64, 65+ as per PMES data

Attract and retain Generation Y (34%) and Generation Z (10%) employees over next five years

Workforce flexibility is reported per generation

**64% workforce over 34 years-
median age 41 years**

**% of NSLHD workforce per
generation as per PMES data (2019)**

Generation Z (1995-2010): <1%

Generation Y (1980 - 1994): 29%

Generation X (1965 - 1979): 35%

Baby Boomer (1947 - 1964): 32%

Builders (1935 - 1946): 3+%



Dr Terry Finnegan **Clinical Director of Medicine,** **Royal North Shore Hospital**

I followed my dad into medicine in the 70s and I haven't regretted my path for a minute. I started at Royal North Shore Hospital in 1983 so it's been a large part of my life. I'm the Clinical Director of Medicine where I help to lead medical services and I also work as a specialist geriatrician. I've worn many hats over the years as a head of department and a clinical unit lead. I've advised governments about funding, and a couple of weeks a year I visit hospitals across the country as an accreditation assessor. All these roles have given me a tremendous insight into our healthcare services.

I feel very positive and I look forward to coming to work. It's such a varied experience and certainly not boring. I've always had an interest in patient safety and have been closely involved in developing our Speaking Up For Safety initiative. The culture of an organisation is the most important factor in determining what happens. No matter what strategies are in place - it's the culture which must be right to support the best practices.

Action	Strategic Alignment	Target Date
We will promote and encourage applicants of all ages to work for NSLHD.	NSLHD Theme 1 NSW Health Elements: ATTRACT RECRUIT	2021
We will promote mentoring, coaching, support programs and training for emerging leaders (e.g. emerging leaders programs) utilising intergenerational teams and knowledge management strategies.	NSLHD Theme 2,3 and 4 NSW Health Elements: DEVELOP RETAIN	2021
We will develop an employee network and employee Alumni professional register (e.g. Healthshare's Millennial Minds).	All NSW Health Elements and NSLHD Themes NSW Health Elements: DEVELOP RETAIN	2021
We will promote traineeships, cadetships and supportive onboarding and induction programs for those new to the workforce to further develop future managers.	NSLHD Theme 2,3 and 4 NSW Health Elements: DEVELOP RETAIN	In place and ongoing.
We will encourage flexible working practices for staff in line with NSW PSC Strategy.	NSLHD Theme 2,3 and 4 NSW Health Elements: DEVELOP RETAIN	2020-2022
We will provide career transition pathways and support packages for staff across the range of age groups and scenarios; e.g. return to work post parental leave, temporary reduction in hours, career break or long service leave, retirement planning or change of career direction (i.e. sideways/diagonal move rather than vertical).	NSLHD Theme 1, 2, 3, 4,5 NSW Health Elements: RETAIN PROGRESS	2021
We will implement the NSLHD Wellbeing Plan and ensure the plan is reviewed and updated to support the age profile of the NSLHD workforce.	NSLHD Theme 4 NSW Health Elements: RETAIN	2020
We will promote Social Engagement Initiatives to promote connection and engagement across the district e.g. social clubs, talent quests, football tipping.	NSLHD Theme 1 NSW Health Elements RETAIN	2021

4.4 Culturally and linguistically diverse workforce

Our aim

We aim for our current and future culturally diverse workforce groups to feel valued, included and supported to contribute, develop and progress at NSLHD. We celebrate the cultural and linguistic diversity of our people and provide a culturally safe and inclusive workplace.

28.5% staff from CALD backgrounds
26% staff speak a language other than English at home

KPIs

100% of recruitment panels have at least one CALD panel member when a significant number of candidates identify from non-English speaking backgrounds

Report CALD diversity of Senior Managers and Executives at NSLHD

Promote Leadership development programs to employees from a CALD background



Johanne Valdez AAU/Transit Nurse, Hornsby Ku-ring-gai Hospital

Ten years ago, I decided to move to Australia with hopes and dreams. I desired to become a nurse and help my family back home in the Philippines. I really love my role as a nurse because it is so rewarding to make a difference in someone's life. My joy is caring for my patients and the trust that develops with that relationship. Too often we underestimate the power of a touch, a smile, a kind word, a listening ear, an honest compliment, or the smallest act of caring; all of which have the potential to turn a life around. I am always thankful for the boundless love, support, opportunities and encouragement from my hospital colleagues and my church family in this country. Lastly, I really believe that the best things in life aren't things – it's all about caring, compassion and giving back to the community.

Action	Strategic Alignment	Target Date
We will promote and encourage CALD talent to work for NSLHD.	NSLHD Theme 1,4 NSW Health Elements: ATTRACT RECRUIT	2021
We will promote career progression with CALD employees.	We will promote career progression with CALD employees.	2021-2022
We will seek best practice models for supporting Refugees to work for NSLHD.	All NSW Health Elements and NSLHD Themes NSW Health Elements: ATTRACT RECRUIT	2021
We will develop a CALD employee network for NSLHD staff.	NSLHD Theme 2,3 NSW Health Elements: RECRUIT DEVELOP RETAIN	2021
We will complete a training and education needs analysis with CALD employees.	NSLHD Theme 3, 4, 5 NSW Health Elements RETAIN PROGRESS	2021
We will address racism towards culturally diverse employees.	NSLHD Theme 1,2,3,4,5 NSW Health Elements: ATTRACT RECRUIT DEVELOP RETAIN PROGRESS	2020-2022
We will foster inclusion and a celebration of culturally diverse employees e.g. celebrate Harmony Day.	NSLHD Theme 1,2,3,4,5 NSW Health Elements: ATTRACT RECRUIT DEVELOP RETAIN PROGRESS	2020-2022

4.5 Accessibility and employees living with disability

Our aim

We aim to develop a culture of support and respect at NSLHD for people living with disability and for carers of people living with disability – one that reflects a person’s contribution and ability and allows for reasonable workplace adjustments to be made to maximise their contribution. We want to improve access to services for those living with disability and ensure staff with a disability feel supported, included and have an opportunity for growth and development.

Experience from our sister organisations in NSW Health suggests that staff do not always feel comfortable identifying they have a disability during the recruitment process or disability may happen subsequent to employment and not get captured in our information systems.

1.08% of the workforce and 1.04% of the FTE identify they have a disability

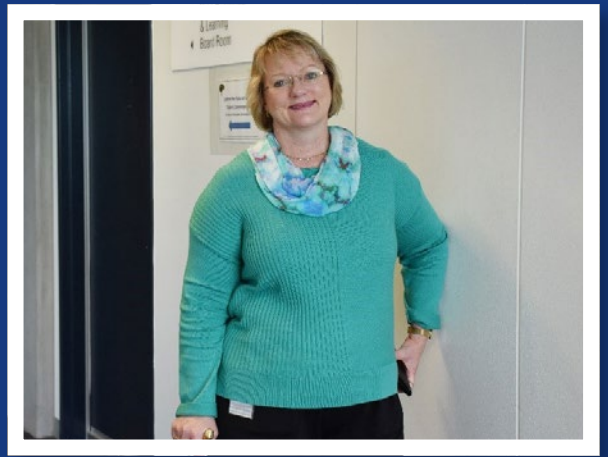
KPIs

Progress towards increasing roles held by people with disability in NSLHD to 5.6% by 2025.

100% of hiring managers have access to PSC Hiring Manager’s Toolkit

100% leadership development programs promoted to employees living with a disability

A disability involves a long-term physical, psychiatric, intellectual or sensory impairment that, in interaction with various barriers, may hinder the person’s full and effective participation in the community on an equal basis with others.” NSW Disability Inclusion Act 2014



Sue Melville Educational Consultant- Critical Care Centre for Education and Talent Development

I started working at NSLHD in 1982 as a student general nurse, graduating in 1985. After taking some time to explore the world and other districts I returned in 1991. Intensive care nursing has always been my passion- it’s intellectually and emotionally challenging but very rewarding and it’s a privilege to support and care for patients and families in times of crisis.

I have really enjoyed the multitude of work experiences over the last 29 years, including working as an intensive care nurse, a clinical educator and education consultant. It’s great seeing the satisfaction on faces, as students grasp concepts and watching our staff develop and move onwards and upwards in their careers as they gain knowledge and experience. I look around the district and feel so energized by the number of staff I have had a chance to work with and support. As an educator I also enjoy collaborating with many clinicians across multiple sites who are so willing to share their knowledge and expertise with our course participants.

My muscular dystrophy has worsened over time, but despite this, I still get to work and feel supported in a job and sector that I love. I’m passionate about raising awareness for other staff with a disability and enjoy sharing my ideas as part of the Diversity, Inclusion and Belonging council.

Action	Strategic Alignment	Target Date
We will update our concept of disability	NSLHD Theme 2 NSW Health Elements: ATTRACT DEVELOP RETAIN	2020-2021
We will make adjustments to the recruitment process for candidates who have a disability. This will include an audit of current processes using the Recruitment Review service and implementation of the Disability Confident Recruiter (DCR) program. This could include the conducting of pre- interviews and presence of Auslan interpreters and a support person in interviews.	NSLHD Theme 1 NSW Health Elements: ATTRACT RECRUIT RETAIN This also aligns with 10.1 of the NSLHD Disability Inclusion Action Plan.	2021
We will provide and make staff aware of support, training and resources including: <i>adjustments, flexible working conditions and inclusion action plans (PSC)</i>	NSLHD Theme 2 NSW Health Elements: ATTRACT RETAIN PROGRESS	2020
We will establish and actively promote available targeted positions for candidates with a disability.	NSLHD Theme 1 NSW Health Elements: ATTRACT	2021
We will develop a employee network on disability for NSLHD staff	NSLHD Theme 2,3,4 NSW Health Elements: ATTRACT RETAIN PROGRESS	2020
We will build awareness and capability for all managers to employ and manage people with a disability.	NSLHD Theme 1,2,3,4,5 NSW Health Elements: ATTRACT RECRUIT DEVELOP RETAIN PROGRESS	2020-2022
We will address discrimination towards employees living with a disability.	NSLHD Theme 1,2,3,4,5 NSW Health Elements: ATTRACT RECRUIT DEVELOP RETAIN PROGRESS	2020-2022
We will foster inclusion and a celebration of employees living with a disability e.g. celebrate National Disability day.	NSLHD Theme 1, 2, 4 NSW Health Elements ATTRACT RETAIN	2020-2022

4.6 Gender equity in the workforce

Our aim

We aim to support current and future staff to have the opportunity to reach senior management positions in equal proportions for women and men (notwithstanding non-binary people and other variations of traditional gender identity). This aligns with the NSW Premier's Priority to increase the proportion of women in senior leadership roles to 50% by 2025. Achieving gender equality will allow NSLHD to realise the benefits of diversity in leadership and decision making, enhance our ability to attract and retain the best people, and establish our credentials as a thought leader on gender and diversity in the workplace.

45% of senior management positions are held by women. This is higher than the NSW Health total of 40.3% and the public sector total of 37%*.

KPI

- At least 50% women in senior executive roles as a % of total defined NSW Health Executive Workforce by 2025. This KPI is determined by NSW Health and is currently measured solely by the number of women with salaries over \$180k.

Unless we actively and intentionally include women, the system will unintentionally exclude them

*Elizabeth Broderick AO Founder,
Male Champions of Change*

* When we reduce the salary level to \$160k to better identify the most senior positions outside of our medical workforce, NSLHD has 85% women in leadership roles.



Clare Skinner Director Emergency Medicine, Hornsby Hospital

Hornsby Emergency Department is rare in that we have more female medicine consultants than male. We are leading the nation in terms of diversity and inclusivity in our team, which I am really proud of. Roughly 18 per cent of emergency directors in Australia and New Zealand are female. I basically have a management job but the great thing about this role is I still have direct patient care and that gives me a real sense of purpose.

One of my favourite responsibilities is educating and mentoring junior medical officers and helping them build their careers. I think being female absolutely colours my role in that I take the emotional, supportive and nurturing side of my role very seriously. I am always on the lookout for people who need a little bit of coaching and support to be able to be themselves and perform at their best. To me it's important to have a sense of humanity and humility. That was something I felt was often lacking when I was a junior doctor. I think it is important to show that we are all human, decisions can be hard and I want to be the real person in the system anyone can approach and ask for help and support. There is no such thing as a silly question and no one ever wastes my time.

Action	Strategic Alignment	Target Date
We will increase leadership training, talent development, coaching and career mentoring for all female staff.	NSLHD Theme 1,2,3,4,5 NSW Health Elements: ATTRACT RECRUIT DEVELOP PROGRESS NSLHD Leadership Strategy	2022
We will establish flexible working opportunities for all employees in particular women looking to progress to senior leadership roles.	NSLHD Theme 1,2,3,5 NSW Health Elements: ATTRACT RETAIN	2020
We will address unconscious bias in processes including recruitment.	NSLHD Theme 1,2,3,4,5 NSW Health Elements: ATTRACT RECRUIT DEVELOP RETAIN PROGRESS	2021
We will address and report on workplace sexism.	NSLHD Theme 1,2,3,4,5 NSW Health Elements: ATTRACT RECRUIT DEVELOP RETAIN PROGRESS	2020-2022
We will support staff experiencing domestic and family violence.	NSLHD Theme 2,3,4, NSW Health Elements: RETAIN PROGRESS	2020-2022
We will foster inclusion and a celebration of gender equity in the workplace. E.g. International women's day.	NSLHD Theme 1, 2, 4 NSW Health Elements: ATTRACT RETAIN	2020-2022
We will develop a Women in Leadership network for NSLHD staff.	NSLHD Theme 1,2,3,4,5 NSW Health Elements: ATTRACT RECRUIT DEVELOP RETAIN PROGRESS	2021
We will address and report on workplace sexism.	NSLHD Theme 2,3,4 NSW Health Elements: ATTRACT RETAIN PROGRESS	2020

4.7 LGBTQ+ diverse workforce

Our aim

We aim for employees who identify as lesbian, gay, bisexual, transgender to feel comfortable and safe enough to bring their whole selves to work. NSLHD recognises that individuals may identify and be recognised within the community as a gender other than what they were assigned at birth or during infancy, or as a gender which is not exclusively male or female.

NSLHD has chosen the acronym LGBTQ+ to represent sexual and gender diversity. This aligns with our partner organisation, Pride in Diversity and is in support and recognition of the Darlington Statement (2017) which calls for allies to acknowledge that intersex issues are distinct from other issues. We support the request for “nothing about us without us”.

LGBTQ+ inclusion means making sure all our employees are valued and respected, and have access to the same freedoms and opportunities as everyone else – without exception.

In PMES 3% of respondents identified as LGBTQ+

KPIs

Progress towards our workforce reflecting the community, with at least 11% of staff having a diverse sexual orientation, sex or gender identity.

Respect and acceptance of all people, irrespective of differences Staff member NSLHD



Lizz Whitlam Clinical Nurse Consultant MHPip Coordinator, NSLHD

I started my nursing career in mental health at NSLHD in 2006.

Over the last 14 years, I have been offered so many opportunities to grow, develop and evolve personally and professionally at NSLHD. I have been fortunate to have worked clinically, After-hours Nurse Manager, and Educational Consultant at CETD-MHDA. My current role as the Mental Health Pathways in Practice Coordinator is to support and enhance the clinical capabilities of nurses working in mental health services. I am particularly passionate about shifting mindset, developing nursing capabilities and enhancing the experience and outcomes of consumers who access services across NSLHD.

I have always felt comfortable bringing my whole self to work at NSLHD, including my sexuality. I can see that my personal experiences have helped me become an advocate for embracing sex, sexuality and gender diversity. I have joined the districts LGBTQ+ Employee Network and hope to support the promotion of open, safe and supportive conversations around sexuality across the NSLHD.

Action	Strategic Alignment	Target Date
We will foster supportive, safe, empowering and inclusive environments for LGBTQ+ people e.g. all gender toilets.	NSLHD Theme 1,2,3,4,5 NSW Health Elements: ATTRACT RECRUIT DEVELOP RETAIN PROGRESS	2020-2022
We will promote/establish mentoring and support programs and a network for LGBTQ+ staff.	NSLHD Theme 1,2,3,4,5 NSW Health Elements: ATTRACT RECRUIT DEVELOP RETAIN PROGRESS	2020
We will address and report on discrimination or harassment for LGBTQ+ staff.	NSLHD Theme 1,2,3,4,5 NSW Health Elements: ATTRACT RECRUIT DEVELOP RETAIN PROGRESS	2020-2022
We will develop a culture that fosters access, inclusion and a celebration of sex, sexuality and gender diversity. E.g. flags on poles, pins, safe signage, International Day Against Homophobia and Transphobia	NSLHD Theme 1, 2, 4 NSW Health Elements ATTRACT RETAIN	2021
We will offer LGBTQ+ inclusion training which will be open to all staff.	NSLHD Theme 1, 2, 3, 4 NSW Health Elements: ATTRACT RETAIN	2020
We will identify non-HR LGBTQ+ people that employees can call for confidential conversations.	NSLHD Theme 3, 4 NSW Health Elements: RETAIN	2021
Work with Intersex organisations to ensure our strategy aligns with the Darlington statement.	NSLHD Theme 1,2,3,4,5 NSW Health Elements: ATTRACT RECRUIT DEVELOP RETAIN PROGRESS	2020-2022

