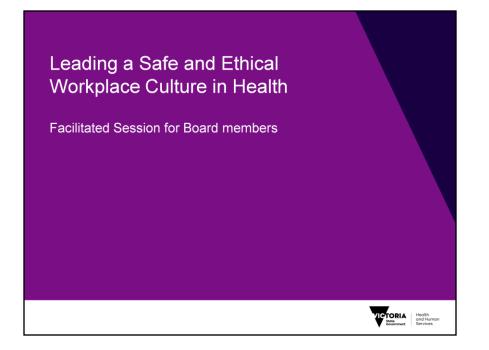
Leading a Safe and Ethical Workplace Culture in Health

Facilitated Sessions

These presentations have been developed to enable boards to discuss fictional case studies in order to develop an understanding of appropriate director conduct

> Sate Government Services

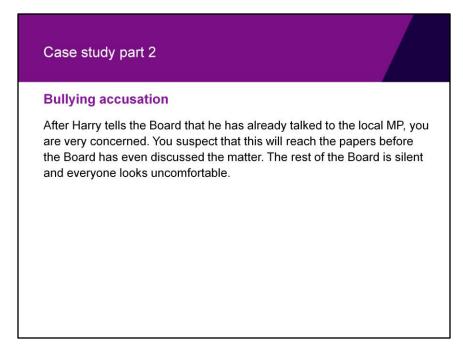


Over-stepping the line

Harry, an energetic Board member is anxious to make a contribution to Glenlyon Regional Health Service. He is keen to prove himself and constantly 'name-drops' who he knows and how the health service should be contacting this company or that. You are aware that he is well connected in the area, including politically.

At the most recent Board meeting, he expressly states that he is willing to work with management to prepare a paper on why a major capital purchase should be made, as he has already discussed this with the local member of parliament.

- 1. What concerns do you have about Harry's conduct?
- 2. How has Harry crossed the line between governance and management?
- 3. As a peer, how could you handle this?
- 4. What types of influence or intervention do you think will work best with Harry?



- 1. What could you say to Harry, in the boardroom?
- 2. How could you encourage the Chair to intervene, during the meeting?

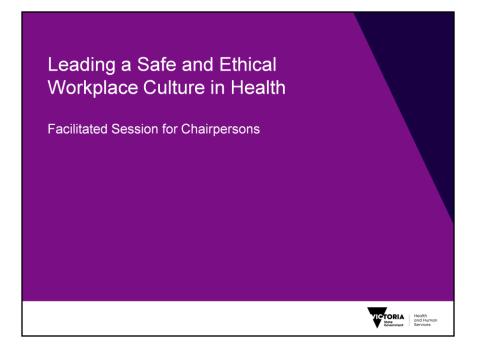
Performance management

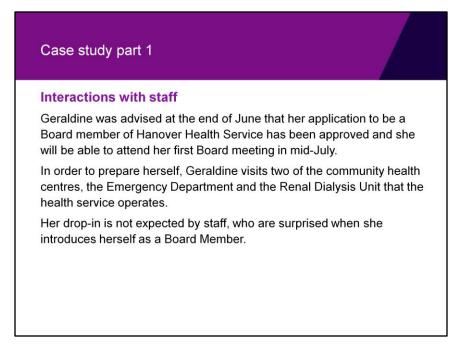
The Chair then intervenes firmly but respectfully. The Chair tells Harry that the Board as a whole has a variety of factors to consider before making a decision, and that he shouldn't have spoken to the MP prematurely. The discussion becomes heated. Harry raises his voice and talks over the top of the Chair.

The Chair refers Harry to the Code of Conduct/Conduct Charter, which the Board recently approved but Harry has not yet signed, in particular the sections about public statements and unity amongst Board members.

Harry tells you that the Chair that he is bullying him by trying to humiliate him in front of his peers. The room falls silent again.

- 1. What do you do?
- 2. Is this issue solely the Chair's to deal with now?
- 3. How could you use your influence to support good governance in this meeting?
- 4. Would you make any calls after the meeting? To whom and for what purpose?
- 5. When does disagreement and criticism become bullying or a breach of the Code of Conduct?





- 1. How should this be handled?
- 2. How should Geraldine's induction have explained the expectations for new Board members?
- 3. What effect would this have on Staff members?
- 4. As Chair, would you counsel Geraldine that her behaviour was inappropriate and that Board members should not be making "surprise" visits? Why?

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At the most recent Board meeting, he expressly states that he is willing to work with management to prepare a paper on why a major capital purchase should be made, as he has already discussed this with the local member of parliament.

- 1. What concerns do you have about Harry's conduct?
- 2. How has Harry crossed the line between governance and management?
- 3. As Chair, how would you handle this?

Bullying accusation

After Harry tells the Board this, you intervene firmly but respectfully. You tell Harry that the Board as a whole has a variety of factors to consider before making a decision.

You ask what he discussed with the local MP and refer Harry to the Code of Conduct/Conduct Charter, which the Board recently approved but Harry has not yet signed, in particular the sections about public statements and unity amongst Board members.

Harry tells you that you are bullying him by trying to humiliate him in front of his peers, and he demands a retraction and an apology.

- 1. How do you respond to Harry?
- 2. When does disagreement and criticism become bullying or a breach of the Directors' Code of Conduct or Conduct Charter?