

Executive Clinical Leadership Program 2014 March intake

An initiative of the Clinical Excellence Commission

Applications invited - 2014 - Clinical leaders of the future
For senior clinicians who function at a senior management / executive level



Previous participants' testimonials

"The Executive CLP was an outstanding course with world class presenters discussing relevant evidence based leadership concepts that were interesting, relevant and practical. The program allowed me to get some good reflective feedback on my personal leadership style that directly informed my leadership practice enabling me to get the best out of myself and my staff. The program allowed me to network with some outstanding leaders throughout NSW that I will continue to learn from long into the future" District Nurse Manager

.....

"The Executive Clinical Leadership Program showed me that leadership is not intently innate - that the skills required can be learnt and need to be practiced. Doing this in the company of intelligent, affable and inspiring colleagues is a great pleasure. Paradoxically, the aspect that initially appealed the least - the clinical practice improvement project - ended up being the most valuable lesson of all. I would do the entire course again if I had the opportunity. Thank you to the CEC for providing this opportunity" Senior Staff Specialist

The Clinical Excellence Commission

The Clinical Excellence Commission (CEC) was established in 2004 with a mission to 'build confidence in health care in NSW by making it demonstrably better and safer for patients and a more rewarding workplace.'

Strategies for sustainable patient safety and system improvement are dependent on strong clinical leadership capabilities.

Our belief in the power of clinical leadership is an essential component of the CEC's commitment to improving patient safety and clinical quality in our healthcare system. There has never been a better time for clinical leaders to stand up and be recognised; to harness their voice, skills, wisdom and enthusiasm to be active contributors to the system of healthcare delivery.

Clinical leaders play a pivotal role in the patient safety and clinical quality environment and need to have their full potential harnessed to ensure the health system works better and more safely for staff, patients and their families.

Clinical Leadership Program Objectives

The Program aims to:

- enhance personal and professional clinical leadership skills
- enhance knowledge of contemporary approaches in relation to patient safety and clinical quality systems
- enhance the knowledge of clinicians about the workings of NSW Health
- enhance the skills of clinicians in relation to communication, conflict resolution and team leadership within an environment of health care resource limitation
- improve the ability of clinicians to influence the direction of health policy and

Key Benefits of the Program

At the conclusion of the program, participants will have developed the skills required to:

- enhance the effectiveness of their clinical team/s
- advocate for patient safety and integrate system improvement into clinical care
- have insights into their own leadership style and optimise its impact on others
- work effectively with a range of clinicians and managers
- confidently and successfully deal with difficult interactions with managers, colleagues and junior staff
- resolve conflict and balance time and lifestyle demands within the broader health environment
- provide skills and tools to be more effective advocates for the safety and quality initiatives.

Program Structure

The program runs over twelve months and is delivered as six intensive two-day modules across the year. The course size is limited to a maximum of 40, and all workshops use contemporary adult learning methods.

Participants are expected to undertake a clinical practice improvement project which is related to a clinical service in which challenges have been identified. A final oral presentation is a requirement of the course. This presentation will be assessed by the CEC executives, CEC Board and key executives from the Local Health Districts at the end of the program.

As a part of the program participants will undertake a 360 degree review, using a recognised online assessment focusing on leadership competencies. Feedback and coaching will be provided in relation to personal development plans.

It is recognised that clinicians are likely to be leaders in a range of professional and community organisations and extremely busy. For this reason the program delivery will be as flexible as possible. There will be minimal pre-workshop reading to undertake and the clinical improvement project can be tailored to fit within the participants work schedule.

Eligibility criteria

Participants must be:

- Senior clinicians at the level of Head of Department, Clinical Stream Director, Director of Nursing, Allied Health Director, Senior Clinical Manager or equivalent
- Committed to undertaking self-directed learning
- Committed to system improvement and safety in healthcare
- Skilled in verbal and written communication and in managing the implementation of clinical practice change.

Program participants must be committed to:

- Leading and influencing activities that improve the delivery of safe clinical care
- Working effectively with the full range of clinicians and managers
- Improving the patient's experience of care
- Active participation in the program activities and using opportunities to learn from daily challenges to maximise patient- centred outcomes
- Creating a work environment that supports a learning culture and building the capability and potential of the clinical team
- Gaining insights into their own leadership style and its impact on others
- Using routinely-collected data more effectively to improve clinical practice.

Program Content

The program will be delivered by a range of experts who have worked extensively in the areas of leadership, communication and professional development in a clinical context.

Module 1 Leadership Foundation

Day 1 Understanding the Game - Professor Clifford Hughes-CEO Clinical Excellence Commission, Dr Liz Mullins - Clinical Risk Management consultant. Philip Pogson, The Leading Partnership

Leadership styles; roles and responsibilities; leading for success; discussions with key leaders in NSW Health.

Day 2 Understanding the Players – Gabrielle Droulers, Centre for Career Development

This workshop will give you an insight into your personality and behaviour as well as those of your staff, colleagues, and patients; address interpersonal issues that strongly influence team performance and the ability to build effective teams; develop ways to optimise communication in routine and stressful situations. You will be required to complete a Myers Briggs Type Indicator assessment online prior to this workshop. This day will be led by experts in human resources, organisational career development and communications.

Module 2 Meeting Clinical Service Challenges head-on – methods for improvement

2 days Clinical Practice Improvement Workshop – Ms Cathy Vinters Program Leader Clinical Practice Improvement Training and Ms Rachel Primrose Program Manager CLP
This workshop will provide knowledge of approaches to healthcare improvement. You will be expected to formulate a plan to address a clinical service challenge within your work setting. This plan will form the basis of a project which is expected to be undertaken during the program and which is a necessary requirement of participation in the Leadership program. Module three will be facilitated by key experts with extensive experience in health improvement methods at both local and state level.

Module 3 Leadership Foundation (continued)

Day 1 Team Talk – Managing across Generations, Cultures and Genders – Avirl Henry
This workshop will provide appreciation of the different facets of 'veteran', 'baby boomer', 'Gen X' and 'Gen Y' colleagues and patients and the implications of those groupings for effective working relationships and patient interactions. Practical situations will be analysed to encourage better understanding of how to successfully incorporate your understanding into interactions with staff, patients and even family. This day will be led by a specialist management consultant with expertise in generational leadership.

Day 2 Influencing and Negotiating – Paul Vorbach, Academy Global
This workshop will assist you to better understand the power of influencing and persuading to optimise your effectiveness as clinical leaders. The workshop will be facilitated to improve your capacity to influence outcomes, persuade people, manage conflict and negotiate agreements that are sustainable. This day will be led by an executive development specialist with a background of senior management in global consulting and banking.

Module 4 Effective Leadership in Challenging Situations

Day 1 Mastering Difficult Colleague Interactions – Dr Mark O'Brien, Cognitive Institute
This workshop will provide practical skills to ensure confidence in difficult situations. It will provide information on dealing with difficult colleagues and clients as well as providing insight into personal factors which may impact the outcome of day to day interactions. This day will be led by an internationally recognised expert in doctor / patient interactions, risk management and communication skills training.

Day 2 Change Management – Mr Phillip Pogson, the Leading Partnership
This workshop will provide insights into the importance of political activity in leadership through 'positive politics', applying principles of ethical influence effectively and learning how to build effective coalitions (teams) to avoid conflict and optimise personal and organisational goals. This day will be led by a leading consultant with expertise in the field of change management and communication.

Module 5 Harnessing Knowledge into Practice – getting the most out of admin, clinical and financial data

Day 1 A Clinical View of NSW Health Information
This workshop will explore the many information and data sources available to NSW Health clinical leaders. It includes a workshop and expert forum showing how data can be used to inform safety and system improvement initiatives and in benchmarking your own unit or facility.

Day 1 cont'd Financial Management within Health care - Mr John Roach CFO NSW MOH
Discover the 'secret business' of finance within a diverse and complex system such as health.
Gain knowledge of funding mechanisms and decisions at a Macro system level as well as a Micro system level.

Day 2 Risk Management and Leadership– Dr Liz Mullins
The workshop will explore key dimensions of clinical governance with reference to relevant policies; contemporary practices around human factors error; Root Cause Analysis; Open Disclosure and Risk Management.

Module 6 Work Life Balance & Final Project Presentation

Day 1 Ethics of wellness and the need for self-care – Dr Simon Willcock
This workshop explores the concepts of 'wellness' within a professional and personal context. Dealing with stressors is a crucial part of the work life balance and learning how to deal with and recognise stress in ourselves and others is crucial within a personal and ethical work domain. This day will be led by a leading expert and researcher into the impact of stress in clinicians.

Day 2 Presentations - The final day is for individual project presentation of your clinical practice improvement project, which forms part of the formal program assessment.

On completion of this program, a formal assessment process will be conducted on behalf of the CEC Board to credential successful participants as a "CEC Clinical Leader". This assessment will comprise of a presentation of a clinical improvement project, participant attendance and active participation in minimum of 80% of the program workshops.

Program Location & Dates

Program modules will be held in Sydney's CBD at the Macquarie Graduate School of Management, Level 7, 37 Pitt Street (Underwood House), Sydney.

Program dates

Module One	Leadership Foundation. NSW Health realities, politics and culture.	Thursday 6 & Friday 7 March, 2014
Module Two	Clinical Practice Improvement and project planning two day workshop	Thursday 3 & Friday 4 April, 2014
Module Three	Leadership Foundation continued. Managing across Generations, Cultures and Genders Influencing and Negotiation	Thursday 12 & Friday 13 June, 2014
Module Four	Mastering Difficult Colleague Interactions Change Management	Thursday 4 & Friday 5 September, 2014
Module Five	Harnessing Knowledge into Practice - Getting the best out of admin, clinical and financial data. Risk Management & Leadership	Thursday 23 & Friday 24 October, 2014
Module Six	Work Life Balance & Final Project Presentations	Thursday 26 & Friday 27 February, 2015

Location

Program modules will be held in Sydney's CBD at the Macquarie Graduate School of Management, Level 7, 37 Pitt Street (Underwood House), Sydney.

Program Fees

The clinician and LHD will need to cover costs associated with time release (including backfill), travel and accommodation. The Clinical Excellence Commission will cover all program costs.

Application Process

To apply please complete and return the attached application form by **Friday 24th January 2014** to your Local Health District Program Sponsor. Contact your LHD Chief Executive Office for your program sponsor contact details.

**EXECUTIVE CLINICAL LEADERSHIP PROGRAM 2014
APPLICATION FORM – Cohort No.12 - March 2014 intake**

The Executive Clinical Leadership Program is designed for senior clinicians who function at a senior management / executive level.

To apply please complete and return to your Local Health District Program Sponsor by Friday 24th January 2014.

Applicant Details:

Title _____ First Name _____ Surname _____

Professional position _____

Organisation _____

Local Health District _____

Proposed clinical problem for improvement: _____

Reason for applying _____

Have you undertaken any leadership training previously? Yes No

If yes, provide details -

When did you complete this training - Last 12 months Last 3 years Last 5 years Over 5 years

Mailing address / contact details for program communications:

Address _____

Suburb _____ State _____ Postcode _____

Phone _____ Mobile _____ Email _____

Your individual Local Health District (or other) sponsor during the program:

Name _____

Professional position _____

Organisation _____ LH District _____

Address _____

Suburb _____ State _____ Postcode _____

Phone _____ Mobile _____ Email _____

For further information contact your program sponsor or the CEC:
Program Manager Clinical Leadership Program – Rachel Primrose Phone: 02 9269 5512 or email CLP Project Officer: nova.raboy@cec.health.nsw.gov.au