

# EXECUTIVE CLINICAL LEADERSHIP PROGRAM

# COHORT 23

## AUGUST 2019 INTAKE

### Information Booklet



Applications invited for  
clinical leaders of the future



CLINICAL  
EXCELLENCE  
COMMISSION

## The Clinical Excellence Commission

Since it was created in 2004, the Clinical Excellence Commission (CEC) has been leading and supporting patient safety and clinical quality improvement across NSW. Along the way, it has gained local, national and international recognition for its improvement programs and initiatives, in collaboration with health care professionals, patients, and their families and carers.

As safety specialists in the NSW health system, the CEC is responsible for developing the language and concepts of an effective safety system and its associated culture; for educating clinicians, frontline staff and patients and families about what those ideas, concepts and methods mean; and for making sure the resulting safety “conversation” across the system is reflected in everyday practice. Sustaining this conversation about patient safety and system improvement is dependent on strong clinical leadership.

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 health care system. Clinical leaders play a pivotal role in the patient safety and clinical quality environment and ensure the health system works better and more safely for staff, patients and their families. There has never been a better time for clinical leaders to stand up and be recognised; to exercise their voice, skills, wisdom and enthusiasm to be active contributors to the system of health care delivery.

## Clinical Leadership Program

The value of investing in clinical leadership programs is recognised at a statewide, national and international level.

A central premise of CEC’s Clinical Leadership Program (CLP) is that leadership occurs at all levels in healthcare and is not dependent on the position to which a person is appointed. In this, the CLP supports clinical leaders in the workplace to develop outstanding change leadership skills for successful patient safety and quality improvement.

The CLP emphasises the relationship between leadership and patient safety and quality, ensuring that

the interests of patients and staff remain at the heart of healthcare delivery.

The purpose of the program is to build a cohort of clinical leaders with the skills and commitment to shape a sustainable culture of patient safety, improvement, professionalism and positivity within the NSW health system.

*“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”*

***CLP Participant***

The program aims to:

- Enhance knowledge of contemporary approaches in patient safety and clinical quality improvement
- Enhance the skills of clinicians in relation to change leadership, such as communication, coaching, influencing and team leadership within an environment of healthcare resource limitation
- Enhance personal and professional change leadership skills
- Improve the ability of clinicians to influence the direction of health policy to create the conditions that support patient safety and quality
- Develop the knowledge of clinicians about the workings of NSW health.

## Key Benefits of the Program

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

- enhance the effectiveness of their quality improvement project team
- advocate for patient safety and integrate improvement principles 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 about change
- resolve conflict and become mindful of the balance of work and lifestyle demands within the broader health environment

## Program Structure

The program runs over a cycle of twelve months and is delivered as six intensive two-day modules across the year. The course size is approximately 45 participants, and all workshops use contemporary adult learning methods.

Participants are expected to undertake an [improvement project](#) that 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 members, key executives and/or quality managers from the local health districts.

As a part of the program, participants will undertake an online questionnaire that measures emotional intelligence, using a reliable, valid psychometric tool. Feedback and insight development will be provided in Module 1 of the program.

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 leaders, this might include: Head of Department, Clinical Stream Director, Director of Nursing & Midwifery, Director of Medical Services, Director of Allied Health, Director of Clinical Governance, Senior Clinical Manager, Operations Manager, Facility 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.

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## MODULE 1 LEADERSHIP FOUNDATION

### DAY 1

#### Understanding Leadership in NSW Health

*CEC senior staff member*

#### Leadership Styles

*Philip Pogson, The Leading Partnership*

This session will include leadership styles; roles and responsibilities; leading for success; and discussions with key leaders in NSW Health.

### DAY 2

#### Leading with Emotional Intelligence

*Gabrielle Droulers, Centre for Career Development*

This workshop will give you self-insight into your preferences and behaviour at work, and the impact on 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 an Emotional Intelligence assessment online prior to this workshop. This day will be led by experts in human resources, organisational career development and communications.

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## MODULE 2 MEETING CLINICAL SERVICE CHALLENGES HEAD-ON: METHODS FOR IMPROVEMENT

### DAY 1 & 2

#### Improvement Science Workshop

*CEC faculty and LHD quality managers*

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 your project, which is undertaken during the program, and which is a necessary requirement of participation in the Leadership program.

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## MODULE 3 LEADERSHIP FOUNDATION (CONTINUED)

### DAY 1

#### Team Talk – Managing across Generations, Cultures and Genders

*Avril 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

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.

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## 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

*Phillip Pogson, The Leading Partnership*

This day will be led by a leading consultant with expertise in the field of change management and communication.

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## MODULE 5 HARNESSING KNOWLEDGE INTO PRACTICE – COACHING FOR CHANGE AND SAFETY MANAGEMENT

### DAY 1

#### Introduction to Coaching Skills for Leaders

*Helen O'Grady Consulting*

This workshop will provide practical skills for using coaching conversations and skills within the workplace. It will provide a framework for conversations and opportunities to practice the skills. The appropriate use of coaching in the workplace will be discussed including opportunities to consider how as leaders individuals can coach others and teams to undertake quality improvement projects. The workshop will be led by an expert coach working in the healthcare environment.

### DAY 2 (AM)

#### Patient Safety

The workshop will explore key dimensions of patient safety, clinical governance with reference to relevant policies, contemporary clinical risk and investigation practices and human factors in reliable, safe health systems.

### DAY 1 (PM)

#### Mid-point Review of Improvement projects

Improvement Project review of progress with Quality Advisors.

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## MODULE 6 RESILIENCE & WELLBEING & FINAL PROJECT PRESENTATION

### DAY 1

#### Ethics of wellness and the need for self-care.

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.

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### Assessment Process

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 a minimum of 80 per cent of the program including completion of the emotional intelligence tool and feedback.

## Program Fees

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

## Application Process

To apply please complete and return the application form by 7<sup>th</sup> June, 2019 to your Local Health District Program Sponsor. Contact your LHD Chief Executive Office for your program sponsor contact details.

For further information please contact:

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Project Officer, QI Academy  
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Wendy Jamieson,  
Senior Manager, QI Academy  
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<http://cec.health.nsw.gov.au/quality-improvement/improvement-academy/qi-academy-curriculum/clinical-leadership-program>

*“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”*

*CLP Participant*

## Program Dates

All workshops run from 9am *sharp* to 5pm.

Please ensure your travel arrangements allow for you to attend from 9am to 5pm.

### Module One: Leadership Foundation

Wednesday	28 Aug 2019	Understanding Leadership in NSW Health
		Leadership Styles <i>(followed by opening celebration 4:30pm - 5:30pm)</i>
Thursday	29 Aug 2019	Leading with Emotional Intelligence

### Module Two: Meeting Clinical Service Challenges Head-on: Methods for Improvement

Wednesday	18 Sept 2019	Improvement Science and project planning
Thursday	19 Sept 2019	Improvement Science and project planning continued

### Module Three: Leadership Foundation, continued

Wednesday	6 Nov 2019	Managing across Generations, Cultures and Gender
Thursday	7 Nov 2019	Influencing and Negotiating

### Module Four: Effective Leadership in Challenging Situations

Wednesday	12 Feb 2020	Mastering Difficult Colleague Interactions
Thursday	13 Feb 2020	Change Management

### Module Five: Harnessing Knowledge into Practice – Risk Management and Coaching

Wednesday	20 May 2020	Introduction to Coaching Skills for Leaders
Thursday	21 May 2020	Patient Safety and Mid-point Review of Improvement projects

### Module Six: Resilience & Wellbeing and Project Presentations

Wednesday	29 July 2020	Resilience & Wellbeing
Thursday	30 July 2020	Final Project Presentations, Graduation Ceremony, Photos & Official Closing

*Note: This information is correct at time of preparing. Content & timetable may be subject to change*

## Program Location

All program modules will be held in Sydney's CBD at the Macquarie Graduate School of Management.

Macquarie Graduate School of Management  
Level 24, Angel Place  
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COMMISSION

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