SHAPE INTERNATIONAL SYMPOSIUM
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The Further Adventures of Health LEADS Australia

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Overview

– Background – Developing Health LEADS Australia
– Current use in academia – UTAS example
– Current use in the jurisdictions – QLD Health example
– What next?
Developing Health LEADS Australia

– Health Workforce Australia, through its Workforce Innovation and Reform group, undertook national consultation and development of a national health leadership framework, Health LEADS Australia (HLA) (HWA, 2013).

– Only one year later however, in 2014, the agency was ‘disestablished’, leaving the HLA with no institutional ‘home’ and in danger of neglect (Sebastian et. al., 2014).
LEADS adventures in academia

- In mid-2015, however, a new higher education text emerged, built around the HLA and providing a broad range of case studies, associated literature and resulting in a significant new resource to the task of building competent health service managers in Australasia (Day & Leggat, 2015).

- Other academic teaching, learning and research also continued to explore and develop the HLA in theory and practice (Sebastian et al, 2014; Sebastian, 2015; Shannon, 2015). In this way HLA became included in the selection of leadership frameworks to be explored within the university system.
CAM539 LEADing in Health & Human Services

- **Understanding leadership** - Health LEADS Australia is used as an organising concept within this unit to assist students to engage with a broad range of contemporary leadership theories.

- Students are asked to relate one of the LEADS themes to their current position, how this theme impacts on the way they work and whether the related theories (as explored in this unit) provide some direction for future activity.
Developing leadership - Analyse how LEADS capabilities may be expressed through practices such as coaching, shadowing and action learning within health and human services.

Students are asked to critically reflect on one of the workplace activities: their experience of shadowing a peer and/or senior leader, their experience of being in a coaching relationship with a coach (i.e. as the person being coached), or their experience of participating in an action learning group. In what way has this learning experience developed their leadership?
– **Demonstrating leadership** – students are asked to produce a presentation related to a workplace change project. They can do this by either providing a written presentation or recording a presentation on YouTube and submitting the URL.

**Results**

- Multidisciplinary, statewide guideline
- Referral pathway
- Classification guide
- Patient education handout
LEADS adventures in the jurisdictions

– The HLA was not solely in the hands of academe, however. In August 2015, the Healthcare Leadership Unit, within the Health Innovation and Research Branch, Clinical Excellence Division, of the Queensland Department of Health, engaged with other jurisdictions across Australia to establish a National Leadership Collaborative (NLC).

– The Healthcare Leadership Unit conducts state-wide leadership and management programs for clinicians across the Queensland Public Health System.

– As health departments around Australia have continued to explore the implementation and evaluation of the HLA, and developed variations on the HLA, the Collaborative has provided on-going dialogue between peers.

– Members (15) are currently at the Senior or Director level within the clinician leadership development arena.
Queensland Health

- A national working party on the implementation of the Health Leads Framework was co-ordinated by HWA (comprising primarily of SA, ACT, NT and QLD).
- Health Workforce Australia (HWA) developed draft behavioural statements for each leadership capability with varying levels of complexity.
- Queensland Health developed 360 Degree Feedback questions which measure the capabilities outlined in the LEADS Framework in consultation with the national working party.
- These questions were based on the behavioural statements developed by HWA.
Queensland Health engaged a private provider Davidson to develop and host a 360 Degree Feedback Survey utilising the questions based on the LEADS Framework.

The 360 Degree Feedback Survey is an anonymous on-line tool.

There are 15 leadership capabilities and a total of 57 observable behaviour questions in the survey.

It is available to all Health Services in Queensland and other jurisdictions. Queensland Health has briefed the NLC on the multi-rater tool and advised them that they can access the tool by engaging Davidson.
Benefits

- The survey allows participants to assess and develop their capabilities (as per the LEADS Framework) as viewed by themselves and others.
- It allows participants to identify their strengths and areas where they can improve and further develop their skills.
- The survey tool is a practical implementation of the Health LEADS Framework. Increasing participants capabilities (as identified in the Framework) helps maximise their effectiveness as a leader and manager in the health sector.
The report

- The Circumplex Summary

Colours = average of all others

Black Line = self ratings
The report

- Summary
- Graphs

LEADS SELF

The overall ratings for the capability cluster and ratings for each individual capability are displayed. Each capability is broken down into detail in the following pages.
The report

- Data Breakdown

### LEADS SELF

#### Is self aware

<table>
<thead>
<tr>
<th>Leads self:</th>
<th>Self</th>
<th>AVG</th>
<th>PM</th>
<th>PR</th>
<th>DR</th>
<th>OT</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>I reflect and act upon feedback from others</td>
<td>4.0</td>
<td>4.0</td>
<td>4.0</td>
<td>4.0</td>
<td>4.0</td>
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<tr>
<td>I admit errors and take corrective action</td>
<td>4.0</td>
<td>3.5</td>
<td>3.0</td>
<td>4.0</td>
<td>3.0</td>
<td>4.0</td>
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<tr>
<td>I recognise the impact of and modify my behaviour where necessary</td>
<td>3.0</td>
<td>2.8</td>
<td>2.0</td>
<td>4.0</td>
<td>2.0</td>
<td>3.0</td>
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<tr>
<td>I show appropriate self-control of emotions in difficult situations</td>
<td>4.0</td>
<td>4.5</td>
<td>5.0</td>
<td>3.0</td>
<td>5.0</td>
<td>5.0</td>
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</table>

#### Seeks out and takes opportunities for personal development

<table>
<thead>
<tr>
<th>Leads self:</th>
<th>Self</th>
<th>AVG</th>
<th>PM</th>
<th>PR</th>
<th>DR</th>
<th>OT</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>I seek out opportunities to learn from colleagues and others.</td>
<td>5.0</td>
<td>4.5</td>
<td>5.0</td>
<td>3.0</td>
<td>5.0</td>
<td>5.0</td>
<td></td>
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<tr>
<td>I increase capability and skills by identifying and undertaking appropriate developmental activities.</td>
<td>4.0</td>
<td>4.3</td>
<td>4.0</td>
<td>4.0</td>
<td>5.0</td>
<td>4.0</td>
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</tr>
<tr>
<td>I show enthusiasm for new ideas and learning.</td>
<td>4.0</td>
<td>4.0</td>
<td>4.0</td>
<td>4.0</td>
<td>5.0</td>
<td>3.0</td>
<td></td>
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<tr>
<td>I develop new skills (eg strategic thinking) as I move into more complex environments.</td>
<td>5.0</td>
<td>4.3</td>
<td>5.0</td>
<td>5.0</td>
<td>4.0</td>
<td>3.0</td>
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The Development Guide

LEADS SELF

Leaders are always a work in progress. They know their strengths and limitations and commit to self-reflection and improvement. They understand and display self-awareness, self-regulation, motivation, empathy, and social skill. They demonstrate integrity in their role and context, and show resilience in challenging situations.

<table>
<thead>
<tr>
<th>Capabilities</th>
<th>Work Based Experience</th>
<th>Reflection and Discussion</th>
<th>Professional Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is self aware</td>
<td>Take time to fully review and understand your organisations values, leader behaviours and frameworks. Identify actions you can take to demonstrate these more fully in your role. Identify people in the organisation who demonstrate the type of leadership style you admire. Observe what they are doing. Ask them about their approach.</td>
<td>Obtain regular feedback on your own leadership style and practice. Take part in peer learning to explore different leadership styles and approaches. Reflect on mentors or leaders you have worked with in the past. List all the things that made them effective. What would you like to integrate into your own leadership style?</td>
<td>Get involved in leadership communities of practice/ networks conducted by professional associations. Attend leadership conferences and forums to keep informed about leadership trends and to connect with other leaders. Participate in an experiential leadership program or action learning set.</td>
</tr>
<tr>
<td>Seeks out and takes opportunities for personal development</td>
<td>Identify your knowledge, skill or capability gaps. Look for opportunities to be involved in activities that will develop your skills. For example, undertake job shadowing or job rotation/secondment in another area. Identify a person in another sector or industry who is a key leader. Talk to this person about what they do to manage their own professional development. Organise sessions with an internal or external coach or mentor.</td>
<td>Familiarise yourself with internal and/or external development opportunities open to you. Consider what may help or hinder you in engaging in these activities.</td>
<td>Keep yourself up to date with literature on health sector leadership and management. Attend professional association meetings, conferences and seminars.</td>
</tr>
</tbody>
</table>
Other Resources

- Participant Guide
- Rater Guide
- Email Templates
Pilot Survey

- Participants indicated that the multi-rater survey tool was easy to use, access and understand.
- They had enough information to understand the rating scale.
- Clear information was provided on how to complete the assessment process.
- Took 10 – 20 minutes to complete.
Conversation Tool

- Uses the same Questions as the multi-rater tool (based on the Leads Framework capabilities)
- Unlike the multi-rater tool it is not an anonymous on-line tool
- The process involves a conversation between the participant and the rater which allows for open dialogue between them.
- The conversation tool is only used for participant's on the Medical Leadership in Action Program and the Emerging Clinical Leaders Program.
- These programs are for senior clinicians and participants receive training on how to have successful feedback conversations.
Queensland Health has recently developed an additional 360 degree survey tool which incorporates both the questions regarding the leadership capabilities and additional questions regarding management competencies.

This survey will be used for participants in the new Manage4Improvement program (a multi-disciplinary integrated leadership and management development program).
LEADS adventures in the future?

- This paper provides an overview of the ‘adventures of HLA’ and seeks to stimulate further discussion on the future use of the framework.
References


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