



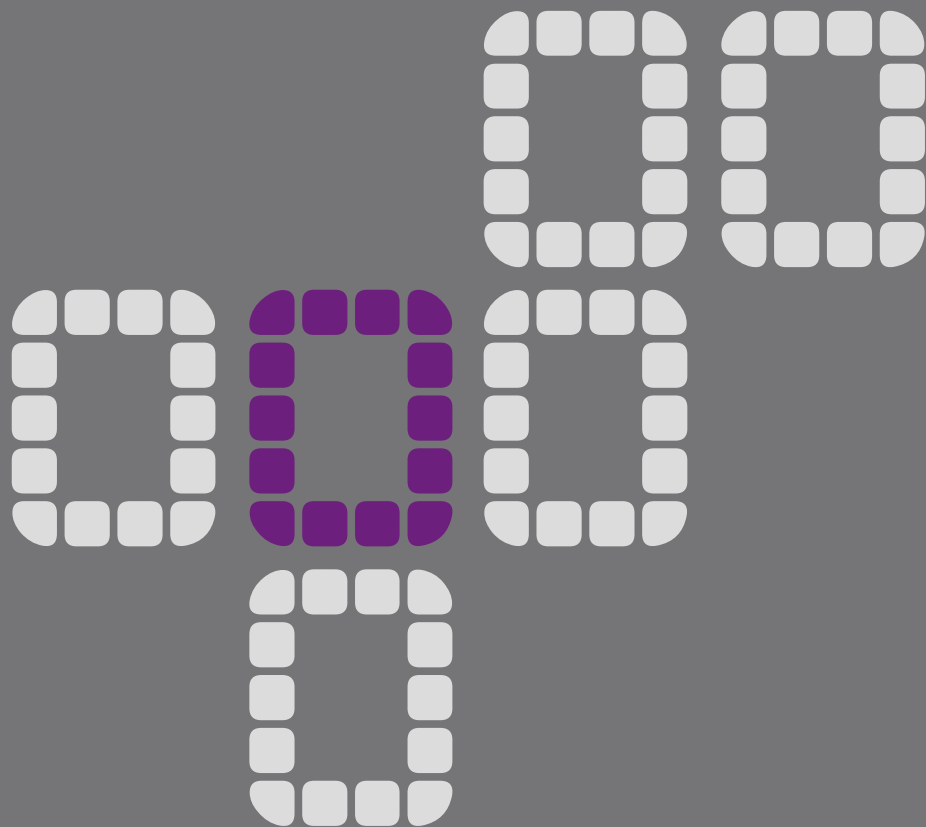
Delivering a Healthy WA

# Healthy Leadership Strategic Framework



Department of  
**Health**







## our strategic intent

*Healthy Leadership* is central to improving performance, redesigning services and taking WA Health into the future.

We commit to:

- Building a revitalised health system culture through truly shared visions and values.
- Enhancing capability through a multi-level leadership development program.
- Increasing the engagement of clinicians in leadership through the implementation and development of clinical networks.
- Developing and growing change management skills for all leaders.
- Ensuring governance, transparency and accountability at all levels of management.
- Building leadership capacity and succession planning.
- Promoting better health through development programs that involve other sectors and agencies.
- Completing the implementation of the health reform initiatives.

The *Healthy Leadership* Framework will be based on the following principles:

- The state-wide strategy for leadership development must be aligned to the goals of the health reforms;
- Local Area Health Services should continue to be encouraged to embrace this strategic approach and provide complementary development opportunities;
- Leadership development needs must be based on a shared understanding of the qualities and behaviours of senior leaders;
- Leadership development must be based on a match between the needs of individuals and the health system and be identified as part of a performance and talent management culture;
- Leadership is required at all levels of the system;
- Leadership development should provide opportunities for greater cross-system and multi-sectoral working in line with the health system reforms; and
- Building leadership capacity and capability are equally important.



The *Healthy Leadership* strategy provides an opportunity to focus efforts and investment in developing today's and tomorrow's leaders, teams, organisations, services and clinical networks. This will be crucial to the delivery of the ambitious goals that have been outlined in both the WA Strategic Intent 2005-2010 and the WA Health Clinical Services Framework 2005-2015.

The Department of the Premier and Cabinet in their Leadership Development Strategy recognised that each agency is unique with particular structures, roles and contexts that may offer opportunity to exercise leadership skills at a variety of levels.<sup>1</sup> WA Health is a large complex organisation delivering services in a range of settings to a diverse consumer population. The challenge is to nurture and develop current and emerging leaders to ensure they are equipped with the skills and capabilities to lead WA Health in the future.

## the relationship between highly effective leadership and high performing organisations?

A visionary organisation is not contingent on one individual leader but on elements that transcend any individual leader. Organisations with leaders, who have the capacity to create something outstanding, make a lasting contribution with capacity to adapt, going beyond culture to embrace a strong sense of purpose.<sup>2</sup>

<sup>1</sup> Department of the Premier and Cabinet *New Leadership Development Strategy - An Extraordinary Opportunity to Develop Leadership Capabilities* - Public Sector Management Division, Perth July 2006.

<sup>2</sup> Collins, J and Porras, J *Built to Last: Successful Habits of Visionary Companies* Harper Collins Publishers New York 1995



## what we have done so far?

WA Health has implemented:

- Leading 100 (Emerging Leaders Program)
- Vital Leadership Program
- Executive Focus Program (for all directors reporting to SHEF positions)
- Clinical Network Leadership Program
- Clinical Network Master Class Program - focusing on leading and facilitating the implementation of clinical reform and change initiatives and implementation of the new models of care
- Health Leadership Alumni
- WACHS Building Leadership Program
- WA Health Diploma of Business (Frontline Management) Program
- WA Health Graduate Development Program
- Executive and management focus groups
- Career mapping
- Coaching

WA Health also participates in other agency programs including:

- Leadership Development Strategy - Department of the Premier and Cabinet WA
- Pathways to Leadership Program - Department of the Premier and Cabinet WA
- Australian and New Zealand School of Government (ANZSOG)
- STEPS Clinical Leadership Programme, Queensland Health
- NHS Institute for Innovation and Improvement, England (formerly the NHS Leadership Centre)
- AIM/UWA Graduate School of Management
- Curtin University of Technology
- Edith Cowan University



## future directions

WA Health will establish the *Institute for Healthy Leadership* (IHL) working in close collaboration with senior leaders in the health system locally, nationally and internationally and other agencies including the Higher Education sector.

The *IHL* will seek to further develop partnership arrangements with local, national and international service providers including the NHS Institute for Innovation and Improvement, Australian Institute of Management and local Universities.<sup>3</sup>

The Institute will be responsible for further developing our leadership strategy and a leadership competency framework. This will form the basis for all *Healthy Leadership* activities and be supported by a 360-degree assessment tool. The strategy will be built on three basic components:

1. Building Leadership capacity
  - Succession development programs
2. Building Leadership capability
  - Level 1 - Emerging Leaders
  - Level 2 - Vital Leadership
  - Level 3 - Directors
  - Level 4 - State Health Executive Forum (SHEF)
3. Leadership Research and Evaluation
  - Role and effectiveness of leaders
  - Impact of leaders on performance

The specific needs of Directors and Executive Directors will be specifically addressed through:

- Executive Development Programs for Executive Directors and Directors
- 360-assessment
- Tailored professional development programs
- National and international exchange opportunities

<sup>3</sup> Clark, J and Spurgeon, P A Strategic Framework for Developing Leadership Capability, International Institute of Clinical Leadership (IICL), West Midlands Post Graduate Deanery and University of Birmingham, 2005 Birmingham



The *IHL* will act as a pivotal body in linking the needs of individuals and the health system. It will also undertake/commission local studies that will provide WA Health leaders and other stakeholders evidence of the value of leadership and leadership development.

Leadership programs will be multi-sectoral, multi-professional and system-wide. The reforms require a high level of integrated working; leadership development activities can facilitate a greater corporate statewide culture.

## our ongoing commitment to Leadership Program participants

Continuous leadership development is as critical as continuous professional development for clinical professionals. Integral to the success of *Healthy Leadership* is ongoing and constructive follow-up of participants who have successfully completed WA Health leadership programs. All participants are automatically enrolled in the *Healthy Leadership Alumni*. In addition, opportunities will be available to participate in:

- Mentoring
- Team development
- Action learning sets
- Shadowing
- Secondments
- Exposure to other sectors, systems and leaders (private/public, national/international)
- Series of master classes

This process will ensure our future leaders do not only participate in a single program but also commence a leadership journey that will provide current and emerging leaders with ongoing support through constructive and endorsed mechanisms.



## succession planning for the State Health Executive

Succession planning is integral to the success of *Healthy Leadership*. WA Health has shown a commitment to invest in future leaders that have been identified as future State Health Executive (SHEF) members. These leaders need to be nurtured and mentored to develop in a supportive environment. This Talent Management strategy will ensure tailored programs will identify WA Health as an employer of choice.

**Delivering Healthy Leadership**

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**Health**

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