

II-oji Nacionalinė visuomenės sveikatos konferencija - Kaunas

Enabling High Performing Health Organisations



Griffith University



Health Services Management|School of Medicine



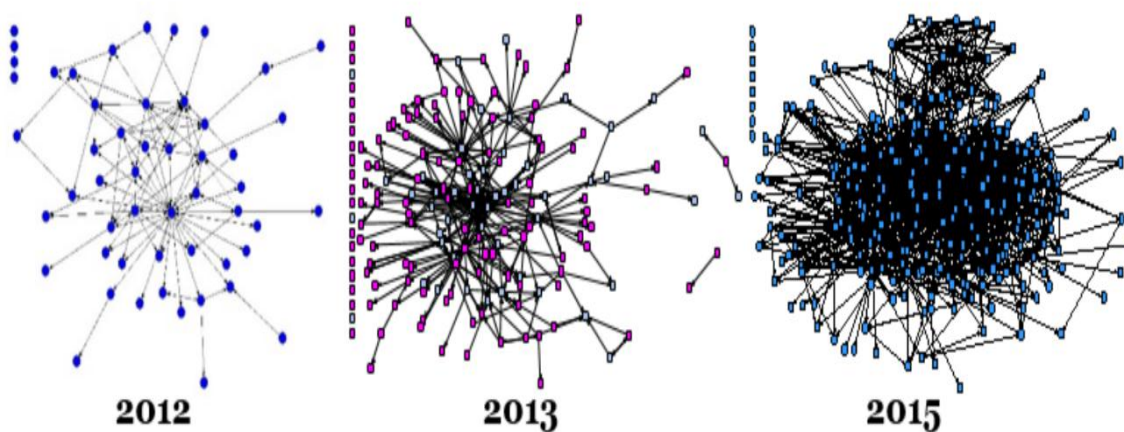
Our daily agenda

- Financing sustainability
- Variation and outliers to national morbidity and mortality outcomes
- Integrated care: between providers; across services; continuum pathways
- Quality, risk and safety
- Translating innovation and research: implementing value and stopping things unnecessary
- Technology and data: leverage for clinical decision making; improved performance
- Consumer and community engagement: cultural transformation
- Infancy and early childhood: intervention, prevention and long term wellness
- Mental health care and support: appropriate support for individuals and the community; improving options; stigmatisation

Leadership agenda

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 - Variation and outliers
 - Integrated care
 - Quality, risk and safety
 - Translating innovation and research
 - Technology and data
 - Consumer and community engagement
 - Infancy and early childhood
 - Mental health care and support
- **Change and reform**
 - **Adaptive issues not responsive to technological expertise**
 - **Charisma and Single purpose leadership**
 - **Embedded leadership**
 - **Changes to health people's consciousness, beliefs and behaviours**

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Collaboration between clinicians and researchers over time

Braithwaite et al 2017

Karl Wiecke and Karlene Roberts 2007 book “Managing the Unexpected”

High Reliability Organisations (HRO)

1. Preoccupied with failure and unexpected events
2. Identifying subtle problems – early and late recognition
3. Subtle changes seen and acted on by staff
4. Resilience and non disabling to the organisation
5. Deference to expertise inside and out of the organisation

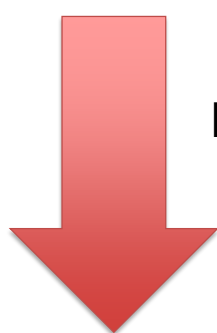
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Leadership	Management and Organisation	Knowledge Management	Outcomes
<ul style="list-style-type: none"> • Collaborative responsibility • Communication and collaborative/inclusive culture 	<ul style="list-style-type: none"> • Delegation strategies • Highly supportive enabling structures • Direct support to staff 	<ul style="list-style-type: none"> • Active learning • Research deeply embedded • Research partnerships • Benchmarking • Quantitative and qualitative measures of quality 	<ul style="list-style-type: none"> • Holistic integrated approach to patients • Recognition systems • Providing input at a national level • Job satisfaction

Strong and Contributory Engagement from Leaders

- **Reflexivity** – ability of staff to understand their social context and positive and negative experiences that have shaped understanding
- **Leadership clarity** – purpose and expectation from the leadership process and not just about consideration and deployment of particular style of leadership
- **Followership** – new and different ways of working in complex systems like healthcare
- **Motivation for staff to work** – contemporary understandings of motivation as a dynamic resource allocation process focusing on the importance of goals and goal pursuit as well as seeing motivation is an active process in which staff take charge of their own motivation
- **Teams and group facilitation** –contemporary enablement and facilitation of power, authority and control to support team working is critical

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Friction



Humanity

