



# Effectiveness of an allied health emerging clinical leaders pilot program

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## Background

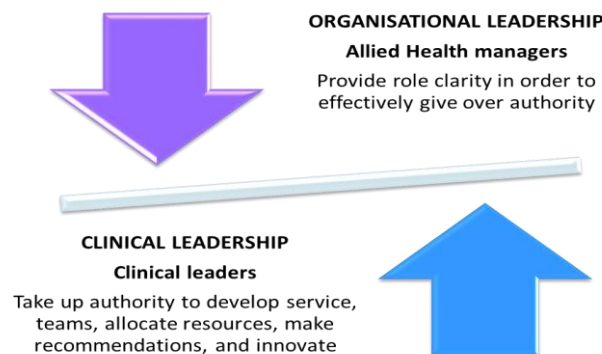
- Distributed leadership within complex health environments requires giving over authority to senior clinicians and their taking up of greater authority, responsibility and accountability. This ensures the right people have the right decision-making authority with all understanding where the accountability sits.
- Mercy Health's Leadership Capability Framework outlines behaviours leaders should model in supporting organisational aims.

## Aim

To develop and evaluate an Allied Health (AH) Emerging Clinical Leaders Program to determine if it improved knowledge and understanding of clinical leadership and confidence in translating concepts into practice.

## Methods

- An audit was undertaken evaluating AH emerging clinical leaders capability development needs.
- Pre/post program surveys collected qualitative and quantitative data on change in knowledge and confidence, to evaluate program effectiveness.



## The Program

Workshop 1 - Performance and advocacy

- Leading in complexity
- Role and authority

Workshop 2 - Leadership of self and teams

- Exploring self-leadership
- Creating positive team culture

Workshop 3 - Innovation

- Appreciative inquiry as a tool for solving complex challenges
- Involving consumers in continuous improvement

Workshop 4 - Change agency and influence

- Change agency as influence
- Structured change model for continuous improvement

Patient-centred action learning project

- Identifying a consumer-focussed improvement idea that aligns with Allied Health workplan and program business plan

### References:

1. Plsek PE, Greenhalgh T. The challenge of complexity in health care. BMJ. 2001 Sep 15; 323(7313): 625-28.
  2. Plsek PE, Wilson T. Complexity science; complexity, leadership and management in healthcare organisations. 2001 Sep 29; 323(7315): 746-9.
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## Key Finding

The evaluation supports program improvement in development of clinical leadership that is person-centred, effective and necessary for ensuring contemporary, sustainable AH services in a growing organisation.

## Results

- A total of 17 allied health clinicians participated; pre-program survey (13) post-program survey (11).
- 17 consumer-focused improvement projects were developed.
- An increase in knowledge and confidence was observed in; continuous improvement, appreciative inquiry and change management.

## Participants Comments

- "Talk less, listen more"
- "Engage consumers early to inform improvement"
- "Grit, the determination to keep going"