THE NSW HEALTH LEADERSHIP PROGRAM PROSPECTUS 2023

The NSW Health Leadership Program (HLP) lays the foundation for organisational change and development. The program is designed to grow and sustain the capability of clinicians, managers and executives to advance NSW Health Plan priorities and tackle critical, local strategic challenges.

BACKGROUND

This program was created to address recommendations of the Garling Report (2008), specifically to foster collaboration between clinical and executive departments. The program continues to contribute to ongoing high levels of quality and safety in healthcare delivery. This is realised through the program's focus on systems' thinking and Adaptive Leadership, applying these to critical challenges within the participating organisation. An important aim of the program is to develop local capability to lead, embed and sustain the cultural change work post program implementation.

The program aligns with the NSW Health Workforce Plan 2022-2032, specifically priority 1: *'Build positive work environments that bring out the best in everyone'*, as well as the Future Health: Guiding the next decade of health care in NSW 2022-2032 strategic outcomes, specifically priority 4: *'Our staff are engaged and well supported'.*

APPROACH AND AIMS

The Program is underpinned by The NSW Health Leadership and Management Framework (Figure 1). The Framework is designed as a catalyst for developmental change in individuals and as a scaffold for the construction of new forms of leadership and management in healthcare organisations. Each domain is defined by a set of capabilities, which in turn are behaviourally operationalised.

The framework draws the interrelationship between leading to create and support change, and managing to build a context that enables connectedness, interaction and trust.

Figure 1

Aims

The specific aims of the NSW HLP are aligned closely with the five leadership domains:

1. Engagement in leadership action, both individual and collective, to assist in the **achievement of outcomes** for excellence in patient and service delivery
2. Practice of **self-development** activities to grow **personal leadership** capability
3. **Collaboration** with people from the immediate work environment and **relationship building** to promote progress on complex strategic challenges
4. **Partnering and collaborating** with internal and external stakeholders across professional **boundaries** to enhance inter-professional problem solving and generate innovative solutions
5. Participation in adaptive, relational and collective leadership action to anticipate and effectively address complex challenges to positively **transform the system.**

Additional core concepts include adaptive, collective, and relational leadership as outlined below:

Adaptive leadership

Encourages participants to step back from the temptation to rely on technical solutions to overcome complex issues, to decouple the association between leadership and authority, to work with and regulate the 'conflict' associated with complex challenges.
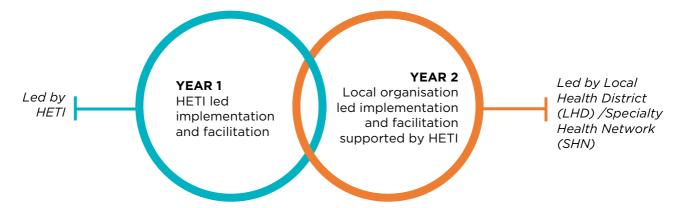
Collective leadership

Recognises that organisational performance does not solely rely on the number and quality of individual leaders. Collective leadership shapes a culture where responsibility and accountability function simultaneously at both individual and collective levels. This culture encourages reflective practice, exploratory learning, and shared responsibility for continuous improvement.

Relational leadership

As taught in the program, emphasises processes of joint meaning-making. This places a premium on noticing differences and inquiring to explore other standpoints.

THE MODEL IN ACTION

The NSW HLP is designed to be offered across a **two-year program**, providing an opportunity for the program to be delivered twice. This approach enables both leadership learning and local capability development to be embedded within the organisation. In the first year, HETI delivers the program alongside the local organisation, whilst in the second year, HETI supports and partners with the organisation to lead the implementation of the program more independently through the 'Train the Trainer' model. The intent of this model is to support the development of local capability to continue building on the work in future years.

Led by HETI

YEAR 1
HETI led implementation and facilitation

YEAR 2
Local organisation led implementation and facilitation supported by HETI

Led by Local Health District (LHD) /Specialty Health Network (SHN)

LEADERSHIP APPROACHES

A variety of leadership development approaches are employed to both demonstrate new mental models and facilitate learning through the application of innovative ways to understand and tackle work-based strategic challenges. Some of the key approaches include:

Engagement and participation of the local executive team - Key to the program success is the active engagement of the Chief Executive and members of the executive team. A vertical slice approach is used to select participants into the program, to learn from and with each other and influence across the organisation. Senior leaders are critical to the impact of the program and guide the local issues used as the catalyst for learning throughout the program.

Workshops – The program is delivered through whole of cohort gatherings, where concepts are introduced in an interactive manner. There are seven workshops in total.

Strategic Challenges - The strategic challenge topics are pivotal for a focal point for work throughout the program and while local in nature, align to the *NSW Health Strategic Priorities*.

X Teams - Multidisciplinary teams comprising eight participants, two facilitators and an executive sponsor work together to apply the leadership tools and approaches of the program to the strategic challenge.

Leadership Development Triangles - Facilitated, small peer coaching groups where participants can work through and progress personal leadership challenges, applying the leadership tools from the program.

PROGRAM INVESTMENT

COHORT ONE – *'HETI IMPLEMENTATION',* HETI DELIVERS THE PROGRAM

PROGRAM ITEM	HETI CONTRIBUTION	LHD/SHN CONTRIBUTION
Local Coordinator Funding (HSM3)	Coaching and support for Local Coordinator	Identify Local Coordinator (HSM 3 level, 0.6 FTE)
Lead Facilitation	Two Senior Program Managers to facilitate the program	Identify staff in program to be lead facilitators in year two
Executive Engagement	Facilitates engagement sessions with Executive to strategically align Program	Continues to inform and engage Executive in Program
Local Facilitation	Four days local facilitation development	Identify two facilitators per X Team
Leadership Tools	Provides HLP Model Cards, Adaptive Leadership Books, 360 Degree survey, CliftonStrengths and TKI	
Project Management	Manages project administration	Local Coordinator supports admin
Evaluation	Undertakes evaluation activities	
Program Governance	Attends Steering Group	Chairs Steering Group

COHORT TWO – *'TRAIN THE TRAINER'*, LOCALLY LED DELIVERY OF THE PROGRAM, SUPPORTED BY HETI

PROGRAM ITEM	HETI CONTRIBUTION	LHD/SHN CONTRIBUTION
Local Coordinator Funding (HSM3)	Coaching and support of Local Coordinator	Local Coordinator continues into Year Two, often acting as Lead Facilitator
Lead Facilitation	Local capability development and support through a 'train-the-trainer' approach across 16 days	Lead Facilitation of workshops (three-eight facilitators required)
Local Facilitation	Four days local facilitation development	Identify two facilitators per X Team
Leadership Tools	Provides HLP Model Cards, Adaptive Leadership Books and journal packs	Funds 360 Degree survey, CliftonStrengths and TKI
Project Management	Provides four days coaching support	Identifies local project administrator
Evaluation	Undertakes evaluation activities	
Program Governance	Attends Steering Group	Chairs Steering Group

LEADERSHIP TOOLS

HLP Model Cards – Set of 21 cards illustrate concepts introduced and applied throughout the program. This paper-lite approach allows participants to swiftly locate leadership ideas and tools during X Team and Leadership Development Triangle discussions and in their leadership practice beyond the program.   Cost: $17pp

Textbook - Ronald A. Heifetz, Marty Linsky, Alexander Grashow (2009). *The Practice of Adaptive Leadership, Tools and Tactics for Changing Your Organization and the World*. This is the primary reference book containing pre-reading for each workshop. Cost: $58pp

360 Degree Survey – The Public Service Commission's (PSC) Government 360 Feedback Tool provides feedback on leadership capabilities aligned to *the NSW Public Sector Capability Framework* from supervisors, peers and direct reports. The tool is designed to support self-awareness and personal leadership growth and is connected to Workshop Three 'Developing and Leading Self'. Cost: $200pp

CliftonStrengths – This online tool supports a strengths-based approach to personal leadership development and is designed to assist leaders to maximise their influence in the system for positive change. It identifies participants' top 5 strengths across professional and personal contexts. Cost: $33pp

Thomas Kilmann Conflict Mode Instrument (TKI) – Assists participants in understanding their natural conflict style and an awareness of alternative responses to conflict; aligns to Workshop Five 'Partnering and Collaborating Across Boundaries'. Cost: $50pp

Leadership Reflection Journal – Self-reflection is promoted throughout the program to encourage personal application of the core concepts. Cost: $5pp

CRITERIA FOR SELECTION

NSW Health organisations are required to commit to the following to be eligible for selection into the program:

1. **Executive support:**

   - **Chief Executive as an active Program Sponsor –** This involves participation in the Steering Committee; contributing into the Workshops and supporting ongoing sustainability of the program

   - **Members of Executive as X-Team Sponsors –** Each of the Strategic Challenges is supported by a member of the Executive; their role is to provide a system-wide approach to the challenge. It involves four virtual development days alongside the local facilitators, (two days of Core Skills in the standard Facilitation Development Program and two day focused on concepts of the HLP) attending workshops, facilitating a Leadership Development Triangle and attending selected X-Team meetings.

   - **Support for Local Facilitators –** The role of the local facilitators is to guide the X-Teams and facilitate the Leadership Development Triangles. To prepare for this position, facilitators attend four virtual training days (two days of Core Skills in the standard Facilitation Development Program and two day focused on concepts of the HLP).

2. **Connecting local strategic challenges with NSW Health strategic priorities –** Each of the X Teams will focus on a strategic challenge, critical to the NSW Health organisation. The alignment between these local challenges and the NSW Health Strategic Plan will need to be demonstrated.

3. **Participant numbers and composition –** Participant cohort will represent a cross section of the organisation both multidisciplinary and differing levels of positional authority.

   The cohort must meet minimum numbers of 24 and maximum numbers of 56 participants (excluding local facilitators).

WORKSHOP DELIVERY

In 2023, the program will be delivered through virtual workshops. Face to face workshops can be negotiated at the expense of the local health organisation and with Chief Executive approval.

NEXT STEPS

For further information on the program or a conversation around partnering with HETI to invest in leadership development within your NSW Health Organisation, please contact David Sweeney, Director, Leadership at: David.Sweeney@health.nsw.gov.au.

"Marrambidya has opened my eyes to new approaches of working and how adaptive Leadership is a skill that may be learned or developed. Leaders can be anyone in the organisation not related just to those in Management positions. Adaptive leadership can be applied to any challenge and may not necessarily provide an answer specifically to a problem but allows open communication and discussions to occur where everyone can equally participate." (Participant, Murrumbidgee HLP, Cohort One 2020)

"I have been able to look towards implementing more adaptive principles to change rather than finding or tending to be more technical in my approach to situations" (Participant, Sydney Children's Hospitals Network HLP, Cohort Five, 2020)

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NSW Health Leadership Program: Architecture

NSW GOVERNMENT | HETI HEALTH EDUCATION & TRAINING

PRIMING (6 Months)	IMPLEMENTATION (9 Months)							SUSTAINABILITY (6 Months)
PRE-PROGRAM	**PHASE 1** Foundational	**PHASE 2** Achieving Outcomes	**PHASE 3** Developing and Leading Self	**PHASE 4** Engaging People and Building Relationships	**PHASE 5** Partnering & Collaborating Across Boundaries	**PHASE 6** Transforming the System	**PHASE 7** Concluding and Futuring	**POST-PROGRAM**

WORKSHOP TOOLS

PRE-PROGRAM	PHASE 1	PHASE 2	PHASE 3	PHASE 4	PHASE 5	PHASE 6	PHASE 7	POST-PROGRAM
Local Coordinator recruited	**Workshop 1** (1 day workshop)	**Workshop 2** (1 day workshop)	**Workshop 3** (1 day workshop)	**Workshop 4** (1 day workshop)	**Workshop 5** (1 day workshop)	**Workshop 6** (1 day workshop)	**Workshop 7** (1 day workshop)	Program Evaluation
Steering Committee established	**Pre-reading:** *Participant Booklet*	**Pre-reading:** *The Practice of Adaptive Leadership* • Chapter 2, 18 & 19	**Pre-reading:** *Immunity to Change* • Chapter 2	**Pre-reading:** *The Practice of Adaptive Leadership* • Chapter 8	**Pre-reading:** *The Practice of Adaptive Leadership* • Chapter 22	**Pre-reading:** *The Practice of Adaptive Leadership* • Chapter 12	**Strategic Challenge Presentations** **Sustainability begins**	Sustainability Plan for culture change and embedded learning implemented
Strategic Challenges identified	**Key Models and Tools:** • Adaptive, Collective and Relational Leadership	**Key Models and Topics:** • Zone of Disequilibrium • Current reality vs preferred future	**Key Models and Topics:** • Strengths Finder analysis discussion • Immunity to Change • Reflection Matrix • 360 Degree Feedback briefing	**Key Models and Topics:** • Personas • Journey Maps • OBREAU Tripod • X Team Strategic Framing – reframing the challenge	**Key Models and Topics:** • Thomas Kilmann Conflict Model (TKI) • Purposeful Inquiry • Stakeholder Matrix	**Key Models and Topics:** • System, connectivity and broadening perspective • Diagnosing and intervening in the system		
Local Facilitators identified and trained								
Participants selected	Observation / Interpretation / Intervention	Observation / Interpretation / Intervention	Observation / Interpretation / Intervention	Observation / Interpretation / Intervention	Observation / Interpretation / Intervention	Observation / Interpretation / Intervention		
Workshop Dates identified								

LEADERSHIP TOOLS

			Strengths Finder	360 Degree Feedback	Thomas Kilmann Conflict Model (TKI)			

PEER LEARNING

Strategic Challenge (Adaptive challenge)

X Team Meeting	X Team Meeting	X Team Meeting	X Team Meeting	X Team Meeting	X Team Meeting

Personal Leadership Development Challenge

Leadership Development Triangles meeting	Leadership Development Triangles meeting	Leadership Development Triangles meeting	Leadership Development Triangles meeting	Leadership Development Triangles meeting	Leadership Development Triangles meeting

GOVERNANCE

	Steering Committee Meeting	Steering Committee Meeting	Steering Committee Meeting	Steering Committee Meeting	Steering Committee Meeting	Steering Committee Meeting	Steering Committee Meeting	
	Workshop Evaluation	Workshop Evaluation	Workshop Evaluation		Workshop Evaluation	Workshop Evaluation		
Local Facilitator Baseline Facilitation Evaluation	**Baseline Evaluation**			**Mid Point Evaluation**			**End of Program Evaluation** Local Facilitator End of Program Facilitation Evaluation	