Leadership and Management Programs

NSW GOVERNMENT

The NSW Health Leadership and Management Framework

A framework for excellence in care, results and change

HETI HEALTH EDUCATION & TRAINING

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Acknowledgements

The NSW Health Leadership and Management Framework is adapted from the *Leads in a Caring Environment Framework,* with the kind permission of the Canadian LEADS Collaborative.

HETI acknowledges the contribution of NSW Health staff in shaping this Framework.

The framing of the leadership–management relationship is based on definitions presented in the book *In the Leadership Mode* by Don Dunoon (Trafford 2008, Ch. 4).

National Library of Australia Cataloguing-in-Publication entry

Title: The NSW Health Leadership and Management Framework

ISBN 978-1-74187-820-2

Subjects: (TBA)

Other Authors/Contributors: Health Education and Training Institute
Dewey Number: (TBA)

Suggested Citation:

Health Education and Training Institute 2020, The NSW Health Leadership and Management Framework, HETI, Sydney

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Foreword

It is with great pleasure that I recommend to you the updated NSW Health Leadership and Management Framework. This Framework, previously known as the NSW Health Leadership Framework, now includes a management domain, with related capabilities and behavioural descriptors.

The Framework has been developed by the Health Education and Training Institute (HETI) as part of its remit from the Minister to take the lead on leadership and management development for NSW Health and to support the strategic approach of the Health Professionals Workforce Plan 2012 – 2025. The Framework has been shaped by international evidence and a broad consultation process within the NSW Health system.

This means the Framework reflects the critical importance that the literature and consultations have placed on the need for collective and innovative approaches to leadership and management in order that health care organisations can rise to the complex challenges they face. The Framework has also been developed with reference to other relevant frameworks in the Australian context, including the NSW Health Workplace Culture Framework, the NSW Public Sector Capability Framework and the Clinical Excellence Commission's signature programs.

As the NSW Health system requires people at all levels to function effectively, and for individual executives, managers and also increasingly clinicians to be proficient in management-oriented work as well as leadership, the Framework now describes core management capabilities required when providing services across the system. These capabilities have also been designed to support health care service managers be 'fit for the future' and equipped to face systemic changes and challenges.

The leadership domains in the Framework continue to emphasise that leadership can be exercised anywhere in a hospital or health service organisation; leadership is not solely the responsibility of positional leaders.

The Framework reinforces the centrality of leadership that requires shared action by those from different professional disciplines. Collaborative leadership is a critical ingredient in fostering the interprofessional teamwork between clinicians and non-clinical managers that is so important for ensuring excellence in delivering care centred on the patient or health consumer.

In striving for excellence in patient-centred care, it is important we continue to develop the skills and capabilities of NSW Health staff. Adoption and implementation of the Framework across NSW Health will allow for a coordinated approach to the ongoing development of the key knowledge, skills and abilities required to enhance the level of leadership and management capability within the organisation.

HETI looks forward to engaging in dialogue with other parts of the NSW Health system to promote effective use and adoption of this Framework.

Annette Solman
Chief Executive
Health Education and Training Institute
NSW Health

Leadership and management for excellence in care, results and change

NSW HEALTH LEADERSHIP AND MANAGEMENT

The NSW public health system needs effective leadership and management to deliver excellence in patient and user-centred care and results in line with service and performance agreements. Leadership and management are critical in enabling the substantial change required to create a more responsive, productive and sustainable system. This framework, based on evidence and international best practice, is designed to support the development of such leadership and management.

DEVELOPMENT OF THE FRAMEWORK

This framework is informed by international experience and best practice drawn from the USA, Canada, the UK and Singapore with a six-domain structure based on the Canadian Leads in a Caring Environment framework, as well as other frameworks. Initial development work in 2012 involved a literature review, consideration of the UK and Canadian approaches, and interviews with six international leadership development experts. A draft framework was made available for consultation with Chief Executives of the Local Health Districts and was endorsed by the NSW Health Senior Executive Forum in late 2012.

Further consultation and developments have been undertaken since, including the recent addition of the management domain. The domain was designed based on a review of the literature, as well as an analysis of prominent international management frameworks.

An evidence-based structure to support leadership and management development for the NSW public health system

The concepts underpinning the framework

COLLECTIVE AND INDIVIDUAL LEADERSHIP

Leadership development in NSW Health, as elsewhere, has tended to focus primarily on the development of individual leaders. This remains an important challenge. Yet transforming the system for greater responsiveness and sustainability requires action to tackle tough challenges by committed people working together as well as individually. Both collective and individual leadership are needed. Accordingly, this framework focuses on the work and practice of leadership as well as the observable behaviours of individual leaders.

LEADERSHIP IS NEEDED AT ALL LEVELS THROUGHOUT THE SYSTEM

NSW Health recognises that leadership can be exercised anywhere in a hospital or health service organisation. It is not simply a matter of leadership performance in particular positions. What differs in the exercise of leadership between levels in the system is primarily the context in which leadership is practised, rather than the nature of the desired capabilities and behaviours. Future development of the NSW Health Leadership and Management Framework will take into account differences in the context for leadership work at different levels in the system.

LEADERSHIP AND MANAGEMENT

The NSW Health system requires people at all levels with both leadership and management capacity to function effectively. In order to create that dynamic capacity, NSW Health requires individual executives, managers and clinicians to be proficient in management-oriented work as well as leadership. Management action focuses on explicit, relatively concrete phenomena, such as structures, processes and measures. It pertains to task-related actions at points in time. Management action is based in relevant authority. Leadership action, on the other hand, is relational; the emphasis is on building shared understandings to enable change with challenging issues. This intentional focus on the quality of interaction between people is the ingredient that creates the conditions for better outcome achievement and change. People at all levels in NSW Health need to be able to exercise both forms of action according to what is most needed at particular times.

The capabilities presented here are designed to support and reflect leadership-oriented action while acknowledging that some of them can be viewed from a management-oriented perspective as well.

As part of this framework, HETI has articulated a set of management-oriented capabilities for people in NSW Health. These have been developed based on a review of the management literature in health, as well as in consultation with NSW Health staff.

HOW THE FRAMEWORK WILL BE USED

The framework will provide an underpinning for leadership and management development programs in NSW Health, both in reviewing existing programs and setting up new ones. The framework will also provide the basis for developmental 360-degree feedback and related tools. Importantly, the framework will provide a common language and set of concepts and definitions to inform discussions about leadership and management in the NSW Health system.

The NSW Health Leadership and Management 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 health care organisations committed to patient and user-centred high performance.

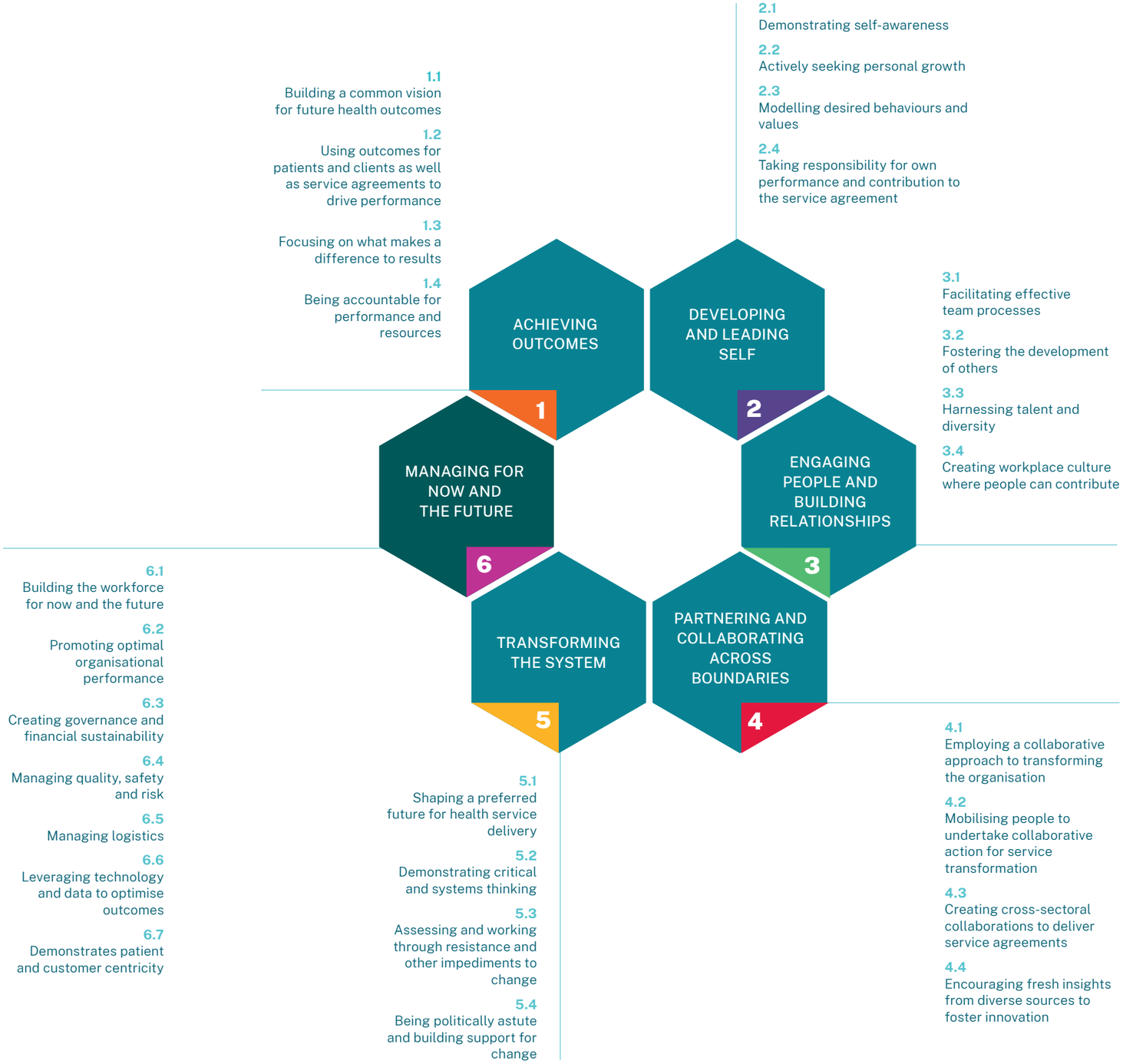
NSW Health Leadership and Management Framework

Domains and Capabilities

THE FRAMEWORK DESCRIBES LEADERSHIP AND MANAGEMENT IN TERMS OF SIX DOMAINS:

For each domain a set of capabilities is defined and for each capability there is a set of behavioural descriptors. The intention is to point to the kinds of specific observable actions associated with effective leadership in a health care context.

1. Achieving Outcomes
2. Developing and Leading Self
3. Engaging People and Building Relationships
4. Partnering and Collaborating Across Boundaries
5. Transforming the System
6. Managing for Now and the Future



Domains, Capabilities and Behavioural Descriptors

ACHIEVING OUTCOMES

This domain requires individual and collective commitment to the strategic priorities and plans of organisations. It is also about the ability to go beyond to ensure that the outcomes are centred on results as experienced by patients, families and the community regarding health and wellness. This requires measurement of the effectiveness of programs aimed at generating those outcomes - ie are they accomplishing what they were designed to and demonstrate efficient stewardship of resources. Achieving outcomes requires the measurement of progress, making decisions to improve, and taking actions to achieve that improvement.

1.1.1
Engages with others to clarify a clear and compelling vision that is ambitious but achievable

1.1.2
Demonstrates a grounded appreciation of the current state, opportunities and challenges in fulfilling the vision

1.1.3
Draws on the vision, assessments of present realities, evidence and values to inform decision making

1.2.1
Creates shared clarity as to what it means to focus on patient and client outcomes as well as the service agreement

1.2.2
Draws forth the fullest contribution of people in achieving desired outcomes

1.2.3
Uses outcome measures and other data to inform and build momentum for improvement efforts

1.3.1
Builds shared meaning as to the most critical success factors

1.3.2
Aligns effort and resources to support advancement on critical success factors and key performance indicators

1.3.3
Notices and acts on factors that might lead to unexpected or unintended results

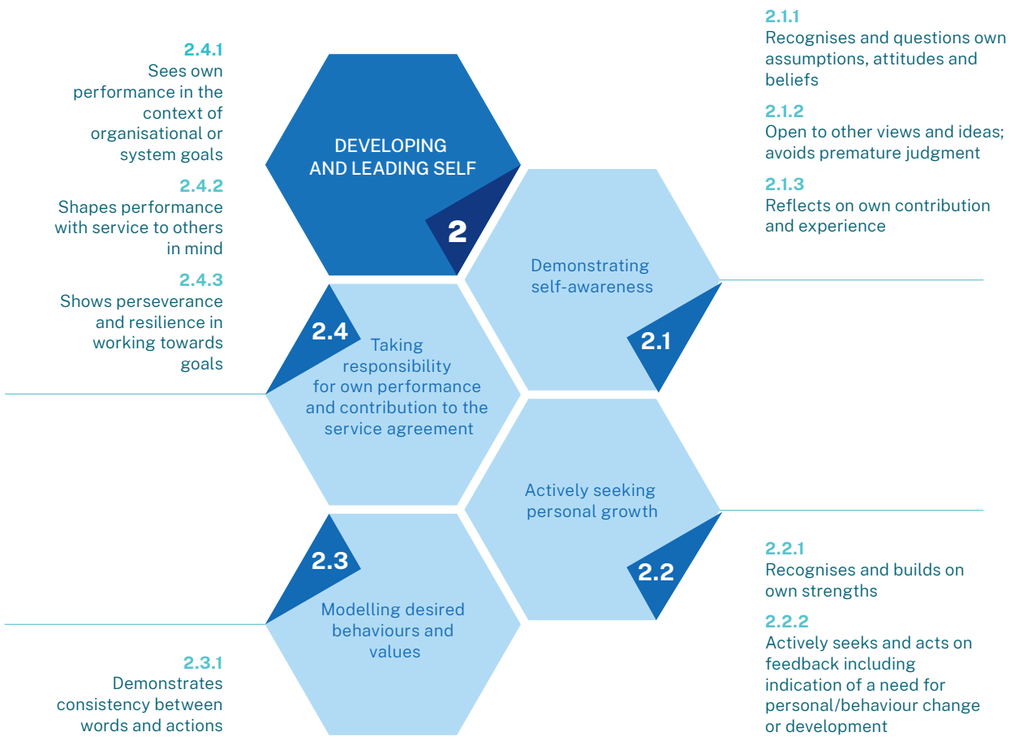
1.4.1
Demonstrates self-responsibility and encourages professional responsibility in others to achieve

1.4.2
Discerns and makes explicit the contributions of all when celebrating results achieved

1.4.3
Seeks improvements that add value for patients and clients and improve efficiency

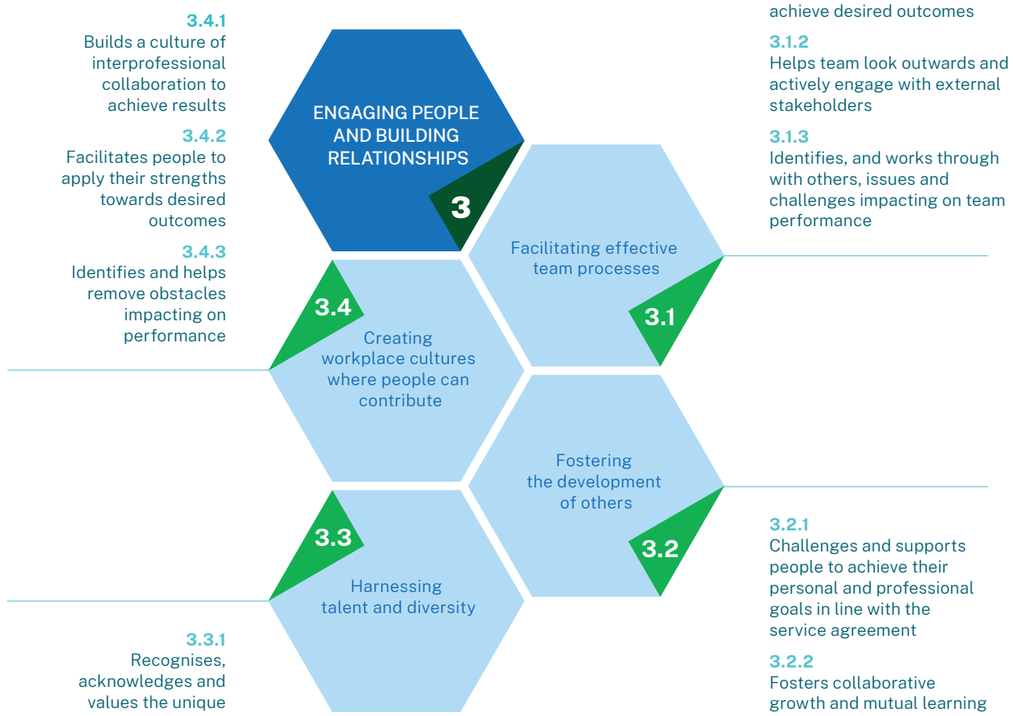
DEVELOPING AND LEADING SELF

This domain is about knowing why we are leading, what makes us successful or not, and using that knowledge for personal growth. Each of us is unique and brings different qualities to the practice of leadership. Ideally we are all working for the same reason: to improve patient or citizen care. Being self-aware means reflecting on what our motivation looks like, and on the qualities we possess to influence others.



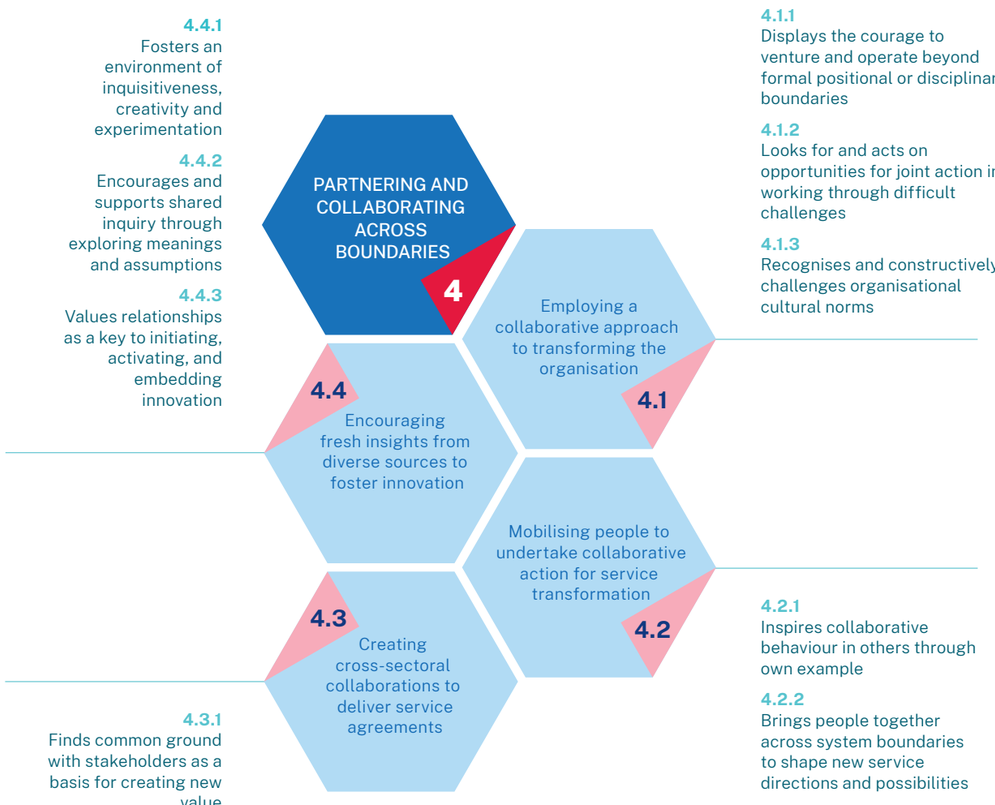
ENGAGING PEOPLE AND BUILDING RELATIONSHIPS

Leadership is about working together to accomplish our shared goals through a focus on engaging others by building productive relationships. Positive and productive relationships with others, be they with your manager, clinicians, other health professionals, family members, patients and/or citizens, underpin our capacity to deliver excellence in patient-centred care. Studies have shown a strong correlation between high levels of employee engagement and improved organisational results. The number one driver of engagement is the quality of relationships between people.



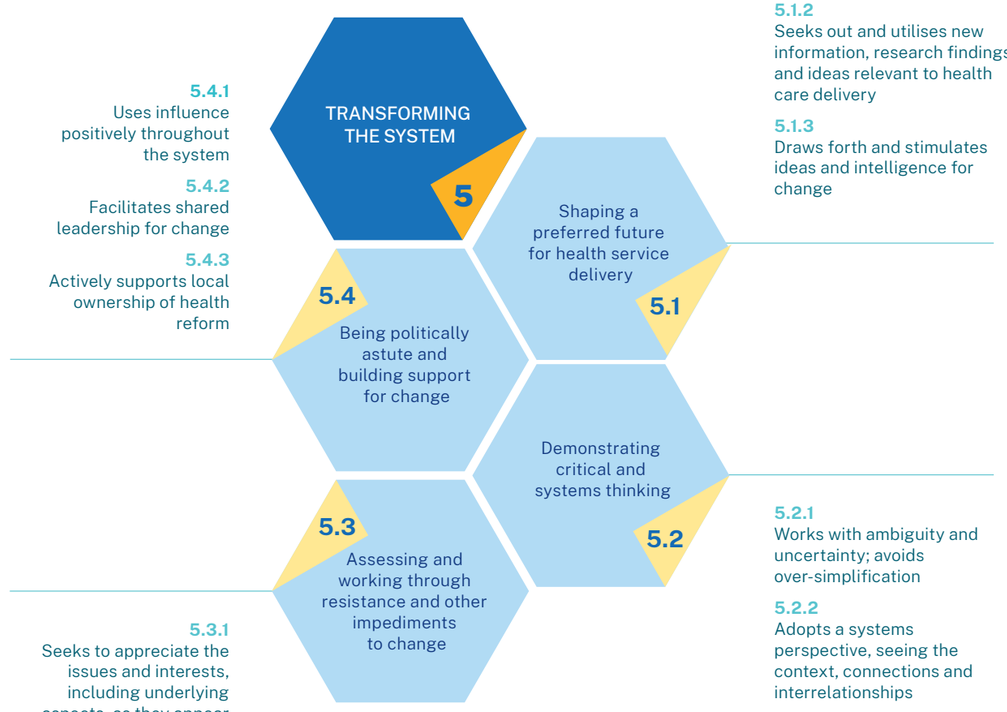
PARTNERING AND COLLABORATING ACROSS BOUNDARIES

This skill set is aimed at coalescing energy behind patient- and citizen-centred health improvement across departments and organisations to transform current practice. The capacity to see things from an organisation-wide and system-wide context, rather than in a merely operational one, will promote a deeper understanding and connection to strategy and ability to effectively partner with others in different contexts.



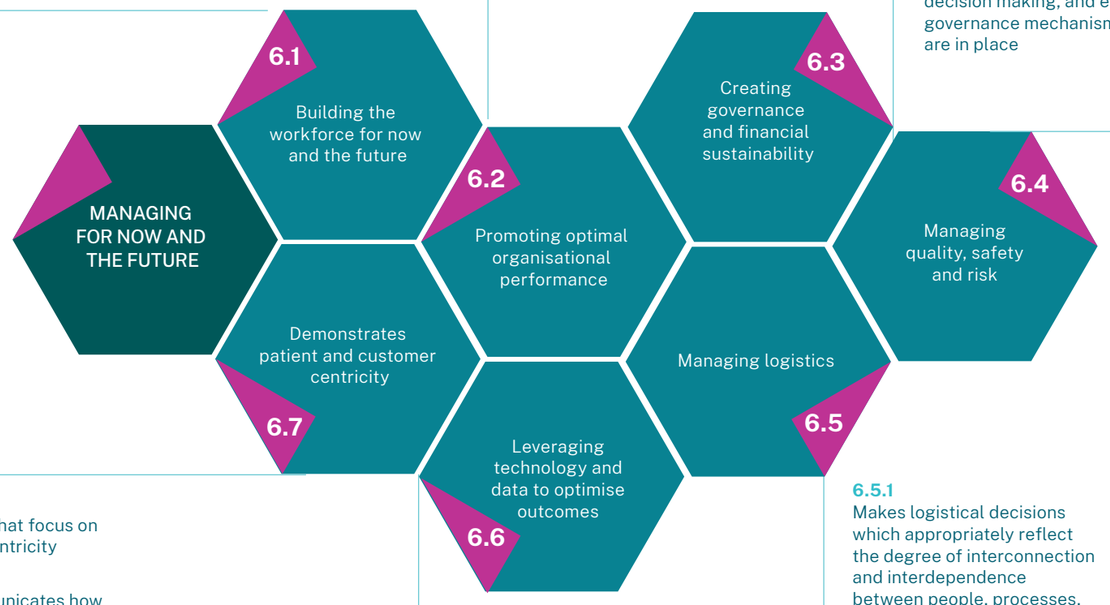
TRANSFORMING THE SYSTEM

Transforming the system refers to planning and implementing disruptive strategies to improve all practices supporting patient-centred care. To be successful requires a vision of new ways of doing things, engagement of others in the development of innovative solutions and plans to orchestrate the change to bring solutions into being. Transforming complex organisations is among the most difficult aspects of health leadership, and one of the most rewarding.



MANAGING FOR NOW AND THE FUTURE

This domain focuses on ensuring what is done today works for tomorrow. A key management capability for the future is less about being in control and more about participating and influencing the formation of sense making and meaning. It is about creating a context that enables connectedness, interaction and building trust. Competent managers are essential to the productivity of organisations and the sustainability of the NSW health care system. Management-oriented capabilities are typically more explicit, relatively concrete, task-related phenomena as compared to leadership capabilities.



6.1.1
Effectively manages people management processes including recruitment and selection, learning and development, performance management, remuneration and retention as required

6.1.2
Fosters a positive and productive workplace culture which promotes employee engagement, safety and wellbeing aligned to NSW Health core values

6.1.3
Manages change, fosters innovation and drives continuous improvement

6.1.4
Increases the focus of diversity and inclusion in the workforce

6.2.1
Demonstrates a knowledge of relevant business practices

6.2.2
Achieves optimal performance by planning, implementing, monitoring and evaluating human and physical resources effectively and efficiently

6.2.3
Gathers information from relevant and diverse sources to make sound business decisions aligned to NSW Health strategic priorities

6.3.1
Correctly interprets financial management principles, with a focus on continually developing commercial, economic and financial acumen

6.3.2
Plans, organises, implements and monitors financial resources to safeguard effective quality and cost controls and drive optimal health outcomes in the short and long-term

6.3.3
Demonstrates appropriate financial stewardship through the ethical, honest and responsible use of financial resources

6.3.4
Demonstrates a heightened awareness of the impact and consequences of financial decision making, and ensures appropriate governance mechanisms and processes are in place

6.4.1
Uses evidence-based risk management principles, and facilitates the effective implementation of risk management processes and procedures

6.4.2
Communicates the importance of risk management and effectively embeds risk management practices into operational processes

6.4.3
Influences the behaviours of others to ensure quality and safety objectives and standards are met

6.5.1
Makes logistical decisions which appropriately reflect the degree of interconnection and interdependence between people, processes, policies and procedures and the system

6.5.2
Effectively identifies and evaluates risk when managing logistics and takes appropriate actions to mitigate risk

6.5.3
Adapts to anticipated/unanticipated logistical changes in a timely manner

6.6.1
Leverages appropriate technology and data to enable achievement of outcomes

6.6.2
Correctly interprets and evaluates data to support evidence-based decision making in both current and future planning

6.6.3
Communicates key insights derived from data accurately and effectively

6.6.4
Promotes a culture which is compliant with the records, information and knowledge management requirements and policies of NSW Health

6.7.1
Models work practices that focus on patient and customer centricity

6.7.2
Understands and communicates how workplace culture directly impacts on patient care, regardless of the work context (clinical or non-clinical)

6.7.3
Considers the expectations of patients, families, carers and other customers in all aspects of work

6.7.4
Consistently adopts an interprofessional approach with patients, families, carers and/or other professionals with an aim to achieve the best possible outcomes

Mapping to the NSW Public Sector Capability Framework

HEALTH LEADERSHIP AND MANAGEMENT FRAMEWORK	PUBLIC SECTOR CAPABILITY FRAMEWORK
ACHIEVING OUTCOMES	
Building a common vision for future health outcomes	Inspire direction and purpose Deliver results Plan and prioritise
Using outcomes for patients and clients and service agreements to drive performance	Commit to customer service Deliver results Demonstrate accountability
Focusing on what makes a difference to results	Deliver results Think and solve problems Inspire direction and purpose Optimise business outcomes
Being accountable for resources and results	Deliver results Plan and prioritise Demonstrate accountability Optimise business outcomes Finance Project management Procurement and contract management
DEVELOPING AND LEADING SELF	
Demonstrating self-awareness	Manage self Display resilience and courage
Actively seeking personal growth	Manage self
Modelling desired behaviours and values	Act with integrity Communicate effectively
Taking responsibility for own performance and contribution to the service agreement	Manage self Value diversity
ENGAGING PEOPLE AND BUILDING RELATIONSHIPS	
Facilitating effective team processes	Work collaboratively Influence and negotiate Think and solve problems Manage and develop people
Fostering the development of others	Manage and develop people
Harnessing talent and diversity	Value diversity Manage and develop people
Creating workplace culture where people can contribute	Value diversity Work collaboratively Manage and develop people
PARTNERING AND COLLABORATING ACROSS BOUNDARIES	
Employing a collaborative approach to transforming the organisation	Work collaboratively Commit to customer service Manage reform and change
Mobilising people to undertake collaborative action for service transformation	Work collaboratively Commit to customer service Inspire direction and purpose Manage reform and change
Creating cross-sectoral collaborations to deliver service agreements	Work collaboratively Commit to customer service
Encouraging fresh insights from diverse sources to foster innovation	Value diversity Work collaboratively Think and solve problems
TRANSFORMING THE SYSTEM	
Shaping a preferred future for health service delivery	Inspire direction and purpose Plan and prioritise Manage reform and change Influence and negotiate
Demonstrating critical and systems thinking	Influence and negotiate Think and solve problems
Assessing and working through resistance and other impediments to change	Display resilience and courage Manage reform and change Plan and prioritise
Being politically astute and building support for change	Influence and negotiate Manage reform and change Plan and prioritise
MANAGING FOR NOW AND THE FUTURE	
Building the workforce for now and the future	Manage and develop people Inspire direction and purpose Optimise business outcomes
Promoting optimal organisational performance	Work collaboratively Influence and negotiate Project management Procurement and contract management Act with integrity Value diversity
Creating governance and financial sustainability	Finance
Managing quality, safety and risk	Demonstrate accountability
Managing logistics	Plan and prioritise Think and solve problems Deliver results
Leveraging technology and data to optimise outcomes	Technology
Demonstrates patient and customer centricity	Communicate effectively Commit to customer service Work collaboratively Inspire direction and purpose

HETI's vision and NSW Health CORE values

HETI undertakes a central role in supporting the NSW Health system in its education and training requirements.

HETI's vision:
To be the first-choice partner for Education and Training in NSW Health.

HETI works closely with Local Health Districts, Specialty Health Networks, pillar organisations and other public health organisations, as well as health education and training providers, to ensure the development and delivery of health education and training across the NSW Health system.

HETI is committed to working according to NSW Health CORE values:

C – Collaboration
O – Openness
R – Respect
E – Empowerment

NSW GOVERNMENT

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Title: The NSW Health Leadership and Management Framework

ISBN 978-1-74187-820-2

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March 2020

HETI acknowledges the traditional custodians of the lands across NSW. We acknowledge that we live and work on Aboriginal lands. We pay our respects to Elders past and present and to all Aboriginal people.

HETI HEALTH EDUCATION & TRAINING