



Leadership and learning

Action plan



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Are you a senior executive wanting to help improve your organisation's leadership skills and culture?

A major focus of this action plan is working with leadership teams in situ. This is what the evidence suggests is the most impactful way to achieve sustained improvements in leadership and organisational culture.

To understand the range of programs and service support we are able to offer, go to page 7.

Are you someone with the potential to be a system leader of the future?

We are serious about identifying and supporting the next generation of Victorian healthcare leaders. We are looking for high potential individuals with a strong drive to make a difference and who bring a diversity of skills and experiences from their personal and professional lives.

If you think this is you, go to page 11 to understand the programs and services we can offer you.

Are you currently in a leadership position in a health service?

We need to do more to support our current leaders and to create the dedicated time and space for leaders to support each other.

To understand the range of ways we are supporting and staying in touch with our current leaders and program alumni go to page 15.

Introduction

Safer Care Victoria (SCV) supports the work of Victorian health services to provide outstanding healthcare for all Victorians. Always. We work at a system level, partnering with health services, clinicians and consumers to drive improvement on specific statewide goals.

A key way we do this is through the Better Care Victoria (BCV) innovation fund, which fosters sector-led innovation by nurturing ideas and supporting them to grow in individual health services, with the goal of spreading success across the system.

Together with the Department of Health and Human Services (the department), we are committed to supporting leadership development across the Victorian health sector.

WHAT WE MEAN BY GOOD LEADERSHIP

We define leadership as the act of influencing and building capacity in others in order to achieve a vision for a better future. We believe good leadership is not a character trait of an individual but rather the achievement of a group dynamic that is just, empathetic and empowering for all those involved.

In a healthcare context, it is leadership that sets the foundations for culture, and organisational culture that best defines the interactions that occur among staff, patients and carers. An inclusive and just culture is a requirement for safe and high-quality care because it ensures engaged clinicians, patients and carers. In short, good leadership is an essential element for safe, high-quality care.

In 2015, the King's Fund described the qualities of highly effective health service leaders (see box). It is our ambition to foster these leadership qualities in all our healthcare leaders and create a system of healthcare leadership that is as diverse as the sector we work in and the community we serve.

King's Fund qualities of effective health service leaders (2015)

Effective leaders in health services emphasise continually that safe, high-quality, compassionate care is the top priority. They ensure that the voice of patients is consistently heard at every level; patient experience, concerns, needs and feedback (positive and negative) are consistently attended to.

They offer supportive, available, empathic, fair, respectful, compassionate and empowering leadership. They promote participation and involvement as their core leadership strategy. They ensure the staff 'voice' is encouraged, heard and acted on across the organisation and provide practical support for staff to innovate within safe boundaries.

They ensure everyone is clear about what they are required to do and give helpful, positive feedback on performance, including appreciation. They insist on transparency in relation to errors, serious incidents, complaints and problems and they regard mistakes as opportunities for learning. They act effectively to deal with poor performance and proactively address aggressive, inappropriate and unacceptable behaviours displayed by staff or patients/carers.

They promote continuous development of the knowledge, skills and abilities of staff in order to improve quality of patient care, safety, compassion and the patient experience. They consistently encourage, motivate and reward innovation and introduce new and improved ways of working.

Source: West, M, Armit, K, Loewenthal, L, Eckert, R, West, T and Lee, A (2015) 'Leadership and Leadership Development in Health Care: The Evidence Base', London, Faculty of Medical Leadership and Management.

THE EVIDENCE BASE FOR INVESTING IN LEADERSHIP

Leadership development is an increasing area of focus across all sectors, with well thought out investment in leadership development shown to deliver meaningful organisational performance improvements across a range of sectors and measures. Investment in leadership development is equally an increasing focus for healthcare globally, although there are fewer robust studies from which to objectively assess its performance impact in this sector.

What is clear from the available research is that interventions are most successful when aligned with organisational objectives and focused on collective leadership development (i.e. working with teams). Development programs that use a broad range of learning methods (specifically incorporating experience-based learning approaches) also consistently show more positive and sustained behavioural impact.

The evidence also clearly shows isolated training initiatives that focus on individual participants are rarely, if ever, able to affect behavioural change or drive organisational performance. This is despite this type of investment being among the most common form of leadership development intervention.

WHY WE ARE CREATING A LEADERSHIP AND LEARNING ACTION PLAN

The partnership between SCV, BCV and the department offers us the opportunity to increase and strengthen our leadership program offerings, with an explicit focus on leadership for quality and safety as well as developing innovative and system-focused healthcare leaders of the future.

The partnership means our leadership development programs are now tied to clear system improvement outcomes, and integrated with other training programs in the area of clinical quality, clinical governance, and improvement and innovation skills development. It also means that duplication is reduced and better value can be delivered across our healthcare system.

It is our hope that this plan provides greater clarity on how we can support you to achieve the highest quality of leadership at individual, organisation and system level.

Providing you with the leadership support you ask for

We undertook extensive consultation to understand what your priorities are and how we can improve our leadership offerings.

You told us that you wanted:

- clearer guidance on what good healthcare leadership looks like and how to identify and support future leaders
- clarity on the different pathways for healthcare leaders and how development opportunities align with these pathways
- greater support for current leaders, particularly those who are new in their role, with more opportunities for networking and peer support
- a better connection between our leadership development programs and your home organisations to ensure that your new leadership skills are recognised and used
- programs that bring together multidisciplinary teams including both clinical and administrative staff, to help improve engagement and collaboration across different work groups.

The future of leadership support

We are committed to developing organisational leadership and system leaders that are innovative, system-focused, and that support the overall performance of our health system. The design of our programs is based around three clear leadership development goals and five important investment principles.

OUR GOALS

Our investment in leadership development has three major goals:

1. To improve the culture for quality and safety in health services
2. To identify and develop future system leaders
3. To increase the support available for healthcare leaders

Each program and service offered under our new leadership and learning action plan is tied to one of these goals.

PRINCIPLES FOR INVESTMENT

In order to maximise the value of our investment, five core principles instruct the design of our services and programs. These are:

Focusing on collective leadership

Wherever possible we work with existing teams and leadership groups in situ, offering a learning experience that sets the foundation for how the group moves forward, working together and with others. We are committed to co-funding our leadership programs with sector organisations, establishing a partnership that is committed to making the change required.

Building in dynamic learning approaches

We are led by the evidence base to ensure our program designs are better able to drive behavioural change. Our programs are multi-modal and we will continue to increase the opportunities for experience-based learning across our system.

Ensuring continued connection and support

Leaders require a supportive and empowering environment to be able to reach their full potential. Participants in our historic programs have called out the challenge of sustaining their learning when returning to their day-to-day roles. Our programs and services are now designed to ensure better ongoing connection with our alumni and to strengthen peer support networks for leaders across our system.

Prioritising investment into the areas with greatest need

We recognise there are different needs for leadership development in our system and differing capacities for organisations to offer support. We are prioritising our investment in leadership development into the areas of our system that have the greatest need, including a strong focus on supporting regional and rural areas.

Working in partnership with the sector

For our programs to be successful they need to both align with and complement existing leadership development being made by the sector. We are working with health service teams where the organisation is fully supportive and engaged with us to do so, and to offer programs that are tailored to the specific development needs and challenges of each participating organisation.

LEADERSHIP DEVELOPMENT PROGRAM STREAMS

Our leadership programs are now structured into three streams, each one supporting a key goal.

These streams are:

Leadership PULSE ●●●

Improving the culture for quality and safety in hospitals and health services

Organisational leadership development programs for Victorian hospitals and health services, including leadership development support for executive teams, senior clinical leaders, frontline care delivery teams and critical administrative support functions.

Programs in this stream vary in length and learning method. They are available for delivery in (or in close proximity to) each health service to make them as accessible as possible for you.

Leadership FLITE ●●●

Identifying and developing future system leaders

Leadership development programs for individuals identified as having strong potential as future healthcare system leaders. These programs are dynamic leadership programs running for up to a year and involve a mix of workshop, case study, coaching and action-based learning methods.

Programs are open to clinicians currently working in the Victorian health system and involve a selection process that considers your desire and potential to be a future system leader.

Leadership LINK ●●●

Increasing the support available for current healthcare leaders

Leadership support programs and services for current healthcare leaders, including alumni of our leadership programs. The types of support available in this stream includes coaching, mentoring, networking events as well as priority notice of secondment opportunities available with SCV and the department.

The nature of the support in this stream is identified in partnership with our current leaders and alumni, and is continuously updated to ensure it fits with your ongoing development needs.

LEADERSHIP ADVICE

In addition to overseeing these three work streams, we are strengthening the advice we offer you. For organisations, our initial focus is on four key areas of guidance:

- What constitutes effective healthcare leadership?
- How can we identify and support future system leaders?
- Who are our leadership programs suitable for and how do they compare to other leadership programs available in the local market?
- How can we measure the culture for quality and safety in our organisations?

Information and tools that support each of these topics will progressively be made available at **bettersafercare.vic.gov.au**.

If you have any specific questions, please contact us via **info@safercare.vic.gov.au**.

MEASURING OUR IMPACT

Our leadership programs are closely monitored and alumni will be periodically asked to report back on the impact the development program has had on their day-to-day work.

This is important to ensure our programs are both worthwhile for you and deliver tangible benefits across our health system. We are also keen to ensure that we continuously learn from, and improve, our offerings.

The evaluation framework for our investment in leadership tracks performance towards five important outcomes:

1. Achievement of learning objectives as reported by program participants and sponsors
2. Improvement in leadership behaviours and role confidence in our alumni group
3. Improvement in organisational culture of the hospitals and health services we partner with
4. Improvement in the confidence of healthcare leaders across the state
5. Increased interest and competition for system leadership roles

Table 1 Leadership and learning goals, outcomes and measures

Goals	Outcomes	Measures
Improve the culture for quality and safety	Staff feel more supported and empowered to continuously improve the quality and safety of care delivered	Improved leadership behaviours (self-reported and peer-assessed) Improve staff perception of organisation culture
Identify and develop future system leaders	Leadership behaviours increase across our system and there is increased competition for 'critical' system leader roles	Increased competition for senior system leader roles Improved board confidence in clinical leaders
Increase the support available for healthcare leaders	Healthcare leaders are confident in their ability to focus on and fulfil their leadership responsibilities	Improved ongoing support for leaders as self-reported Improved retention of clinical leaders in critical roles Improve self-assessed role confidence for clinical leaders

Organisational leadership support



Our organisational leadership support is primarily delivered through our **Leadership PULSE** work stream. This stream offers a range of leadership and learning programs suitable for staff at all levels of your organisation. Hospitals and health services which take part are able to access support from SCV to help identify leadership program offerings that are suited to your specific organisational needs.

LEADERSHIP PULSE PROGRAMS

The **Leadership PULSE** program offers a range of leadership programs built to address different types of leadership challenges and different audiences in your organisation.

These programs are open to all public hospitals and health services.

All programs in the **Leadership PULSE** stream are offered in a co-funding arrangement with the costs shared between us and the participating organisations.

Leadership gateway

Leadership gateway supports organisational leadership skills development in executive and senior teams, and strengthens the foundations of a healthy organisational culture. The program works with health service executive and senior clinical leaders (where they are not represented on the executive team) over a period of up to six months.

This program is tailored to specific leadership challenges nominated by the executive and includes a period of 'discovery' led by independent leadership experts. A range of cultural assessment and strengths-based assessment tools are available to help identify the leadership priorities for your organisation.

As a participant in this program, you learn how to:

- identify, understand and benefit from your personal motivations and strengths
- identify, respect and derive value from the different strengths present in your team
- develop a type of personal awareness and resilience that inspires confidence in your leadership role
- apply a set of behaviours, approaches and tools that build a high-quality organisational culture
- apply a set of behaviours, approaches and tools to deal with conflict and complex stakeholder issues
- communicate in a clear, compelling and compassionate way
- identify gaps between what you are delivering today, what you need to deliver in the future and how to close these gaps.

The program allows up to 25 participants to take part.



Performance PULSE

Performance PULSE supports leadership and performance improvement in clinical work streams in a hospital environment. The program is modelled on a vertical leadership approach involving both formal and informal leaders in the clinical stream.

The program works with participants for six months on a suite of leadership skills that support performance improvement. This includes exploring topics such as adaptive leadership styles, engaging and influencing, and leading without authority, as well as change management and effective communication skills.

As a participant in this program, you learn how to:

- develop and flex your personal leadership style and relational skills to help manage everyday challenges of their role
- positively influence team culture and create a shared vision for future working styles
- deliver incremental and transformational change
- leverage peer networks to effectively solve problems and design innovative solutions collaboratively.

As part of this course, participants nominate and work through a team-led improvement project with the goal of improving the performance of one element of your home organisation.

Improvement PULSE

Improvement PULSE offers public hospitals and health services the opportunity to host the Institute for Healthcare Improvement's (IHI) Improvement Science in Action program. The program is delivered in partnership with IHI as part of our partnership agreement. The program is designed to provide advanced leadership for improvement skills to performance improvement professionals and clinicians who have a high level of involvement in improvement projects and programs of work.

As a participant in this program, you learn how to¹:

- plan and execute improvement projects
- shape and frame an improvement project to increase the probability of success
- define and apply a set of measures to analyse and assess project success
- use the model for improvement to develop, test and sustain reliable improvements
- understand the organisational and human dimensions of change and use them to plan and execute an improvement project.

The program runs over three days with a cohort of up to 100 participants. We encourage host organisations to invite staff from other closely located services in order to foster a sense of collaboration with other local services providers.

This program is aligned with IHI broader improvement capability development programs supported by SCV (refer to pages 13 and 16).

¹ IHI improvement programs information:
www.ihl.org/education/InPersonTraining/ImprovementScienceinAction/Pages/default.aspx accessed 17 August 2018



Quality PULSE

Quality PULSE supports members of clinical quality committees and senior quality executives to cultivate your leadership style.

The program is based on the core principles of culture for quality and safety, aligning with SCV's clinical governance framework and building on the existing training provided to board members and executives.

By participating in this program you will learn how to:

- establish a compelling vision for quality leadership within your organisation
- ensure the fundamental strategic and operational components are in place to drive towards this vision and embed a culture of high quality healthcare
- use a range of leadership tools and frameworks to understand, diagnose and address the major root causes of below optimal quality performance
- engage and influence others in order to get support for and implement effective change programs.

The program runs for four months and is focused around a specific quality and safety issue chosen by participants.

Consumer PULSE

Consumer PULSE supports senior clinicians, patient experience managers and grievance managers to cultivate your leadership style.

The program focuses on the lessons of compassionate leadership, working to instil a range of leadership skills including change management, fairness, engagement, and influencing. The program focuses on where and how engagement with consumers should occur from daily interactions with staff to collaboration and active engagement in your organisational decision making.

The program is delivered through a series of seminars, case studies and simulation approaches to engage and challenge your leadership style.



OTHER ORGANISATIONAL SUPPORT PROGRAMS

In addition to the programs proposed under the **Leadership PULSE** work stream, we also continue to offer the following leadership and learning programs to public hospitals and health services across the state.

These programs are currently offered free of charge.

Clinical governance board training

A learning module designed to familiarise health service board members with the key features of Victoria's clinical governance framework and its implementation in health services across the state.

The program provides discussion of each of the principles and domains of the framework and incorporates case studies to demonstrate how the framework can be operationalised. The module is delivered to board members as part of board induction processes or at the request of the board.

Clinical governance health service team training

Building on the clinical governance board training module, this training offers an integrated and action-based module for integrated learning across board, executive and senior quality leaders in your organisation.

The program aims to build a greater understanding of the operationalising of the framework, using health service data sets to focus the discussions around the most significant clinical governance challenges for your health service. The module is delivered at the health service in a single two- to three-hour session.

Victorian mental health interprofessional leadership network

A leadership program and community of practice that unites existing and emerging leaders from Victorian Area Mental Health Services (AMHS) and identified network partners.

The program aims to bring multidisciplinary teams (specifically a nurse, allied health practitioner, lived experience leader and medical practitioner) from AMHSs to share ideas, knowledge and resources. It includes both current and emerging leaders nominated by AMHSs.

Members are able to attend a bi-monthly statewide meeting and to participate in network activities. Current areas of focus are the National Disability Insurance Scheme, lived experience peer workforce and cross sector collaboration.

SERVICE SUPPORT

Our team provides a range of tools to support leadership development in organisations. More tools are being developed and refined over the next 18 months and will be made available at **bettersafercare.vic.gov.au**.

For organisations, initial tools and guidance will include our:

- leadership capability framework
- leadership program evaluation framework
- organisational cultural assessment toolkit
- clinical leadership personas
- guidance on identifying and supporting high potential healthcare leaders.

For further information on the support we offer and for up-to-date information on programs including syllabus and schedules, please visit **bettersafercare.vic.gov.au** or email us at **info@safercare.vic.gov.au**.

Future system leaders support



Our support for future system leaders is provided through our **Leadership FLITE** work stream. Programs in this stream are open to anyone working in the Victorian public health system. The programs are designed to be highly selective, with a rigorous application process based around values and behaviours of the individuals. These programs also provide a stepping stone into a range of system leadership opportunities across SCV and the department.

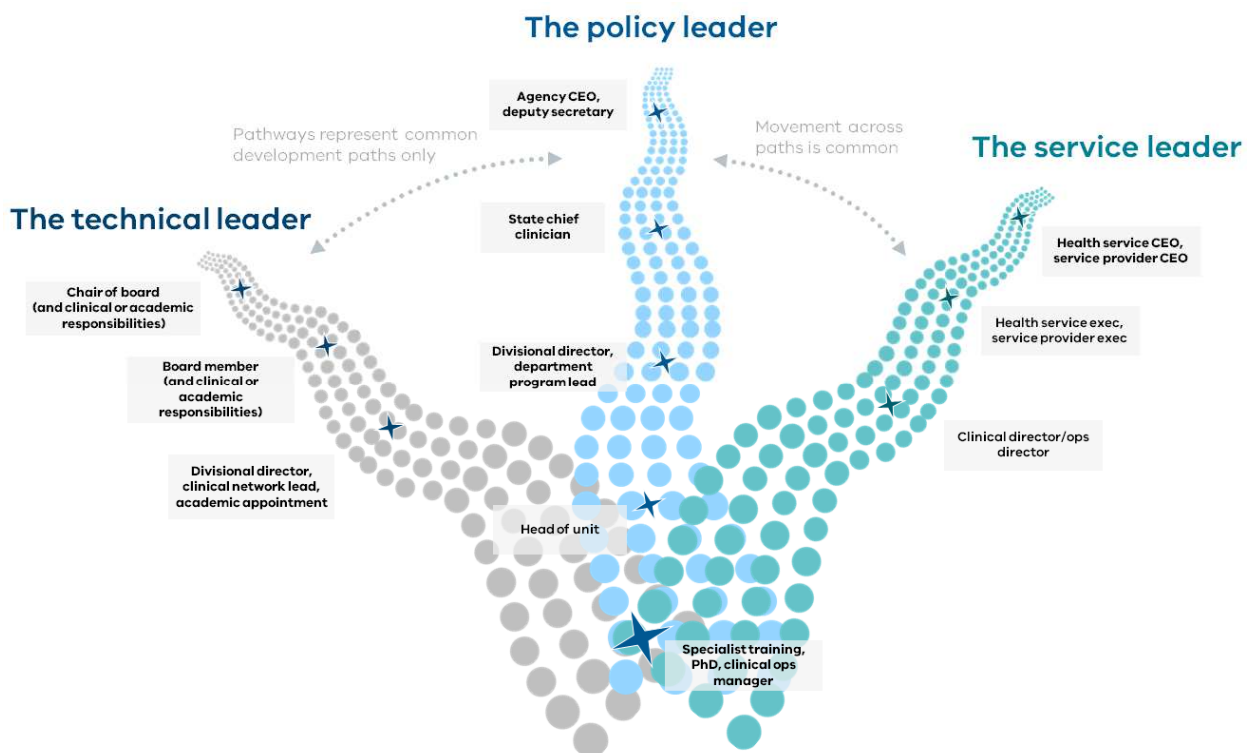
WHO ARE OUR FUTURE SYSTEM LEADERS?

Future system leaders are those individuals who are both interested in taking up formal system leadership roles in the future and who are shown to have the inherent values and aptitude for these roles. We want to develop a diverse group of future system leaders that have a range of personal and professional backgrounds and whose experiences offer a diversity of perspective on our health system.

Our programs have a strong focus on working with clinicians with high leadership potential as a way to provide greater clarity of career pathways and better support as you transition into leadership positions.

Participating in these programs does not require you to have a formal management position or a desire to step away from full-time care delivery. Rather we want to recognise the range of ways people take on leadership in our system, be it in formal health service management roles, policy, board or advisory roles, or as senior clinical experts who have informal leadership and influence over their peer groups.

Figure 1 Leadership pathways in Victoria's public health system



Pathways represent common progressions into formal leadership roles in the Victorian health sector. We recognise each individual's development pathway will be unique, and that many leaders may move between technical, policy, and service leadership roles.



LEADERSHIP PROGRAM OFFERINGS

The **Leadership FLITE** program offers a range of leadership programs for individuals at different stages of career and with different career goals.

These programs are open to all staff of public hospitals and health services in Victoria. However places are limited and a rigorous application process has been designed to identify those individuals with strong aptitude and aspiration to be future system leaders.

All programs in the **Leadership FLITE** stream are offered in a co-funding arrangement (with the exception of SCV fellowship that provides a salary to successful fellows). Participants can select to self-fund the portion of the fee we do not cover or request organisational support from their home organisation.

SCV fellowship

The **SCV clinical fellowship** is a year-long fellowship position embedded in SCV. The fellowship aims to cultivate leadership and improvement skills at a relatively early stage in the careers of clinicians who demonstrate high potential as future system leaders.

The fellowship takes an experiential learning approach, embedding clinicians in clinical networks to actively support the delivery of statewide improvement projects. Fellows receive salary from SCV for the length of the fellowship and also receive a range of leadership development, training and networking opportunities that working inside SCV offers.

Future system leaders

Future system leaders supports mid-career individuals who are beginning to actively consider and orientate their career path towards future system leadership roles.

The program provides a challenging and extended leadership development opportunity, focusing on strategic and systemic thinking, and leading innovation. The program provides a strong understanding of the Victorian health system context and access to a range of current healthcare leaders.

As a participant in this program, you learn how to:

- engage with the leadership elements of your role with greater confidence
- deploy a range of approaches that support effective leadership and use these in the frontline care delivery and organisational managerial settings
- positively influence your local work environment and build effective, cross-functional teams that support high-quality healthcare and sustained performance improvement
- build a supportive team environment and deliver major service improvements.

The program is structured around a series of individual coaching sessions and workshops as well as team-based improvement projects to provide a rich learning environment.



Executive system leaders

Executive system leaders supports mid-to-senior career individuals who have clearly identified their pathway to enter system leadership roles.

The program provides a challenging and extended leadership development opportunity, running for around six months and focusing on leading in complexity, personal resilience, influencing, leading without authority and critical decision making.

As a participant in this program, you learn how to:

- foster a leadership style that cultivates an inclusive and just culture and embeds a focus on operational excellence at both organisational and system level
- improve your leadership style, including extending your relational skills and strengthening your personal resilience to help manage the everyday challenges of your role
- positively influence the culture of your organisation and our Victorian health system
- increase you and your team's ability to focus and work towards a long-term strategic vision
- support the delivery of transformational change, and achieve organisational and system level success
- access a network of peers, supporting and learning from the collective leadership experiences of the group.

The program is structured around a series of individual coaching sessions and workshops as well as short-term secondments and shadowing opportunities to experience a range of leadership roles and organisations.

SKILLS DEVELOPMENT PROGRAM OFFERINGS

IHI's improvement coach professional development program

This program, delivered in partnership with IHI, offers senior improvement and innovation staff the opportunity to deepen your knowledge of improvement approaches and toolkits.

As a participant in this program, you learn how to²:

- understand the science of improvement and use the model for improvement as a roadmap for improvement projects
- engage organisational leadership in improvement work and coach teams to deliver improvement projects
- use data for improvement, and key quality improvement tools
- assist your team to identify high-leverage change opportunities and generate new ideas
- build your communication team culture skills
- coach frontline staff and managers in improvement

The program runs for 12 weeks and uses experience-based learning methods to ensure an engaging and practical experience.

² IHI improvement programs information:
www.ihi.org/education/InPersonTraining/ImprovementCoach/Pages/default.aspx accessed 17 August 2018.



IHI open school

The IHI open school offers more than 30 online courses in quality, safety, leadership, the triple aim, and patient-centred care. Courses are broken into 15 to 40 minute sessions consisting of narrative, video and interactive discussion.

Licences are available for anyone who works on improvement or innovation within public hospital and health services, including both clinical and non-clinical staff. Up to 500 licences are currently available.

Root cause analysis training

This one-day workshop provides training in the fundamentals of root cause analysis (RCA). It is designed for clinicians, managers and executives involved in incident investigation at an organisational or system level.

RCA is a systematic and structured approach for analysing serious clinical events resulting in patient harm.

As a participant in this program you learn how to complete a basic RCA as part of an incident investigation. You also gain a basic understanding of the sentinel event program, human factors and system thinking.

SERVICE SUPPORT

In addition to these program offerings, we are working to improve the level of advice we can offer clinicians on leadership skills development.

For individuals, support includes:

- an overview of leadership and management training programs for clinicians available in the Victorian market
- advice on career pathways into system leadership roles.

This guidance is currently in development and will be made available as completed at

bettersafecare.vic.gov.au.

Current healthcare leaders support



Our **Leadership LINK** program provides current healthcare leaders access to ongoing mentoring and development opportunities as well as strong peer support networks. Services and programs in this work stream are open to both those individuals who have a formal leadership role in our public health system, and program alumni. Offerings in this work stream will evolve over time based on feedback.

LEADERSHIP PROGRAM OFFERINGS

The **Leadership LINK** program offers a range of leadership programs to current healthcare leaders and alumni.

Most programs in the **Leadership LINK** stream are offered free of charge, however some may include a small fee for participation to cover administrative and venue costs.

New to clinical leadership mentoring

New to clinical leadership mentoring offers individuals who are entering senior and executive clinical leadership roles access to a mentor for up to a year.

Mentors have a range of backgrounds including clinical, non-clinical and non-healthcare backgrounds and are matched with mentees based on their experience and the personal development goals of the mentee.

This program includes a basic program structure with the ability for both mentors and mentees to tailor the interactions to suit their specific developmental objectives. Participants are required to take part in an initial mentor induction workshop and meet their mentors on a regular basis.

New to CEO mentoring

New to CEO mentoring offers recently appointed health service chief executives access to a mentor for up to a year.

As with the new clinical leaders mentoring program, mentors have a range of backgrounds including experience as executives in public hospitals and health services, private healthcare organisations, government departments or as executives in other sectors.

Mentors and mentees are matched based on the leadership skills they have prioritised for development and the career goals they have.

The program includes a basic program structure with the ability for both mentor and mentee to tailor the experience. Participants are required to take part in an initial mentor induction workshop and meet their mentors on a regular basis.

CEO leadership series

The **CEO leadership series** provides chief executive officers and senior executives access to networking events, webinars, communities of practice and a leadership speaker program. The program, delivered in partnership with Australian Centre for Healthcare Governance (the service and advisory division of the Victorian Healthcare Agency), encompasses a variety of fora, providing our healthcare leaders with dynamic and interesting opportunities to extend your leadership capacity.



Access for metropolitan and rural health leaders is facilitated through a range of delivery options including electronic media.

The program is driven by input from our current leaders to ensure content relevance and a program of delivery that meets your leadership needs.

Action learning sets

Action learning sets provide program alumni and current healthcare leaders the opportunity to network and provide advice and support to peers on personal and organisational leadership challenges you are facing.

Utilising peer review methodologies, action learning sets are established based on the area of greatest interest to alumni. Peer review groups are determined by geographic location as well as the background and experience of participants, to foster local and peer supported leadership networks.

The action learning sets are set up with the support of our team and are then self-facilitated based using our recommended peer review methodology.

Board director orientation

Annual board director training orientates new health board directors, and provides an update to experienced directors, on various aspects of director fundamentals including organisational culture, finance and clinical governance.

The program is interactive, including the use of case studies and group discussions that are designed to drive a clear focus on the delivery of safe, high-quality clinical services.

Tell us where it hurts

Tell us where it hurts workshops provide public hospitals and health services boards with a set of practical skills to drive greater value from board meetings.

Delivered with support of the Victorian Managed Insurance Authority and in partnership with BehaviourWorks Australia from Monash University, the workshops centre around simulations of common interactions in health services.

The program is based on leading practice in the fields of communication training, behavioural psychology and adult education research.

Participation in this workshop provides you the opportunity to practise skills in asking questions and following up answers in the context of health service board meetings.

IHI's improvement advisor professional development program

This program, delivered in partnership with IHI and Associates in Process Improvement, offers health service improvement executives and Victorian health system leaders the opportunity to learn how to identify, plan and execute improvement projects throughout an organisation and spread change across our system.

As a participant in this program, you learn how to³:

- advance the knowledge and skills you need to excel in the art and science of improvement
- use a framework comprising practical skills and theory to drive whole system changes.

The program runs for 10 months and is built around an 'all teach, all learn' experience that provides a collaborative learning environment and actionable ideas to help you achieve your desired results.

³ IHI improvement programs information:
www.ihl.org/education/InPersonTraining/ImprovementAdvisor/Pages/default.aspx accessed 17 August 2018.



ALUMNI SERVICES

A major focus of our action plan is ensuring we stay connected with our alumni and continue to offer effective leadership support. In addition to the programs noted above, we are also committed to staying in regular contact with you and offering you opportunities to take up system leadership roles.

There are a range of opportunities for you to get involved with our work program, as well as the work of the department. These will be communicated to alumni as a priority. Opportunities include:

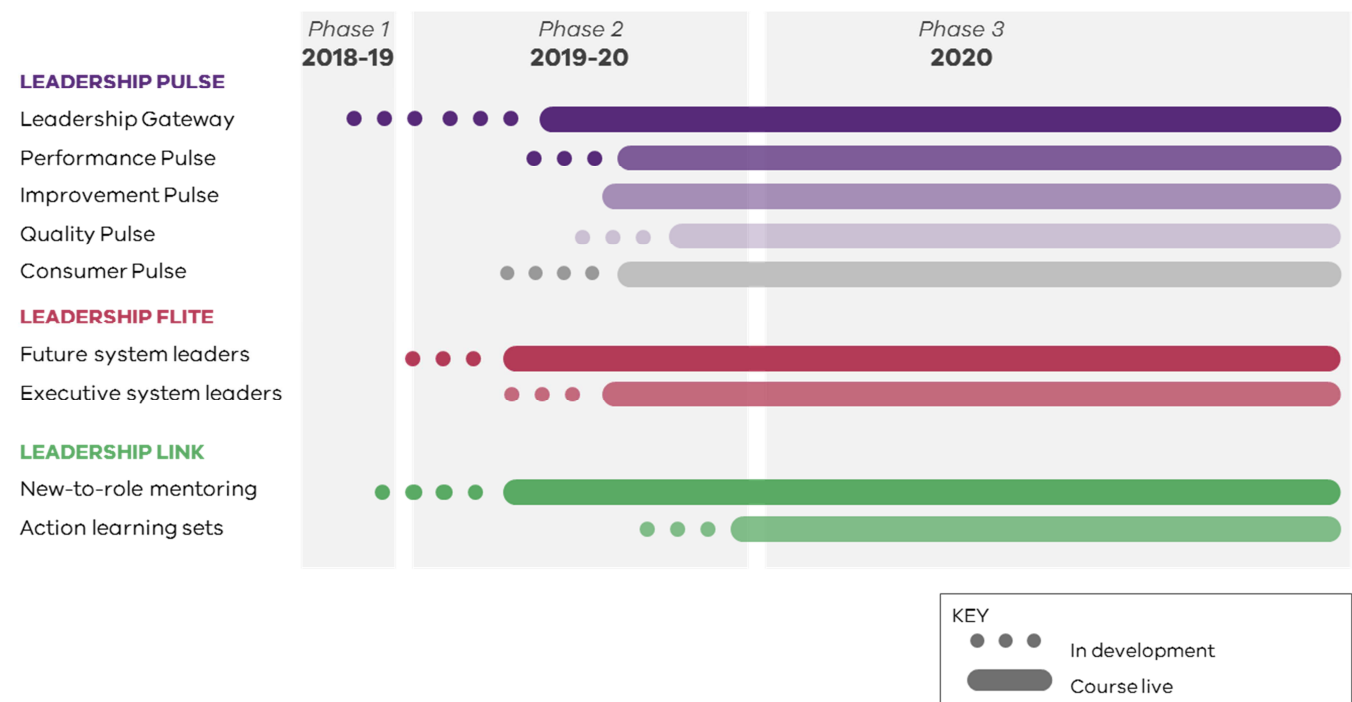
- working in our clinical networks
- being part of the Better Care Victoria Board, Victorian Clinical Council and their sub-committees
- being part of other advisory boards, committees and working groups of the department
- joining the SCV academy and associated peer review services
- taking up secondment positions in the department and SCV.

These opportunities provide you with a great chance to put your developing leadership skills into action in a variety of settings and to network with other like-minded individuals and leaders from across our health system.

Making the change

We are excited to be making these changes and increasing our commitment to embed high quality leadership across our health system. We are already working on implementing this new approach and expect it to be fully implemented in the next 18 months. Details on timelines and major implementation milestones are provided below.

Figure 2 Leadership program implementation plan



PROGRAM ROLL OUT

While a number of the programs discussed in this action plan are already available, others are new or in the process of being redesigned. These new programs will be rolled out over the next 18 months.

Phase 1 (October 2018–March 2019)

Recruiting, contracting and piloting the new leadership programs, including a focus on the pilot of our organisational leadership program, **Leadership gateway**.

Phase 2 (April 2019–December 2019)

Launch of our **Leadership FLITE** and **Leadership LINK** work streams with applications opening for the future system leaders program and new-to-role mentoring, as well as a ramp up of leadership networking and alumni events across the year. **Leadership gateway** and **Improvement PULSE** programs will be rolled out and tested through this period.

Phase 3 (January 2020 onwards)

Full implementation of the **Leadership PULSE** work stream with all leadership and skills training programs being offered during this period.

We will also be strengthening our internal systems and work to establish a responsive and effective service.

GETTING STARTED

Much of the preparation to implement this action plan is already underway. We are pleased to be piloting our **Leadership Team Coaching Program** with five health services. We are also in the process of contracting for the delivery of our programs and opening application for the 2019 set of leadership programs.

We recognise that to deliver this plan fully and effectively we need to build our internal capability, and we are currently recruiting and strengthening our team to support this work.

We look forward to providing you with more updates as this work progresses.

