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Clinical Leadership

an essential ingredient for
health care quality and safety

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As a midwife in Australia 1987

- Some major confrontations
- Concerns with quality and safety
- An opportunity presented itself
- A career changing video on night duty-
Joyce Craddick and Medical Management
Analysis
- MMA pilot at RNSH 1988

Royal Commission into Chelmsford (1988 – 90)

- The Commission was chaired by Justice John Slattery
- 24 patients died as the a result of ‘deep sleep therapy’
- Dr Harry Bailey committed suicide in 1985 while investigations were being carried out
- I read through the findings in 1990

Quality in Australian Health Care Study 1995



Harvard Medical Practice Study	3.5%
Utah Colorado Study	2.7%
Australian Study: QAHCS (incidence)	10%
New Zealand	11%
British adverse event pilot study	11%
Canada	7.5%
Singapore	12%
Japan	11%
Denmark	9%

NSW Ministerial Advisory Committee

“if this is the problem what is the
solution?”



- Dr Brent James IHC 1999 ATP and NSW CPI
- Fulbright Commission 2001 ATP
- Dr Don Berwick IHI 2001 Breakthrough Collaborative

However healthcare fails its theoretical potential: It is well documented:



- Massive variation in clinical practice
- High rates of inappropriate care
- Unacceptable rates of preventable injuries
- Under use of effective treatments

Medical Model (Brent James IHC)

1. Each clinician an independent expert
2. Crafts a unique solution for each patient
3. We protect this with vigour

Problem: We have outgrown craft based practice and need to replace personal autonomy with accountability

CPI Training adapted from IHC Program

Quality controls cost and improves patient outcomes



- Problem identification
- Diagnostic phase
- Solution design PDSA cycles
- Measurement
- Sustain and Spread

Second order change = Design and Redesign of the current system



- Radiographers report plain films
- Nurse led endoscopy and colonoscopy clinics
- Nurses suture minor wounds in emergency departments
- Primary care receptionists take bloods
- Nurses perform carpal tunnel surgery

Cont:



- One stop shops for chronic care in primary care settings
- Primary health care commissioners
- Community led health care for older persons
- Pharmacists prescribe chemotherapy
- Nurses perform minor intra -ocular procedures
- Etc

Easy????

- Making change is hard
- Some clinicians were successful
- Others struggled with all aspects of the project
 - Initiation
 - Implementation
 - Took a personal toll on some



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The missing ingredient?

Leadership



"We were just talking about your leadership skills."

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Impact of Leadership styles on driving climate

Coercive	Demands immediate compliance	-.26
Authoritative	Mobilises towards a vision	.54
Affiliative	Creates harmony	.46
Democratic	Consensus thru' participation	.43
Pacesetting	High stds of performance	-.25
Coaching	Develops people for future	.42

The NHS Confederation Future of Leadership

March 2009



Professor Lord Ara Darzi's The NHS Next Stage Review Report, *High-quality care for all*, states 'that leadership has been a neglected component of the reforms until relatively recently'

Cont

That ‘delivering change is not just the result of incentives, competition and policies, but also requires high quality leadership at all levels of every organisation and across local systems, particularly by clinicians’.



Clinical Leadership Program



CLINICAL EXCELLENCE COMMISSION

Clinical Leadership Program
An initiative of the Clinical Excellence Commission

Applications invited

Clinical leaders for the future MODULAR PROGRAM

CLINICAL EXCELLENCE COMMISSION

Clinical Leadership Program
A statewide initiative of the Clinical Excellence Commission

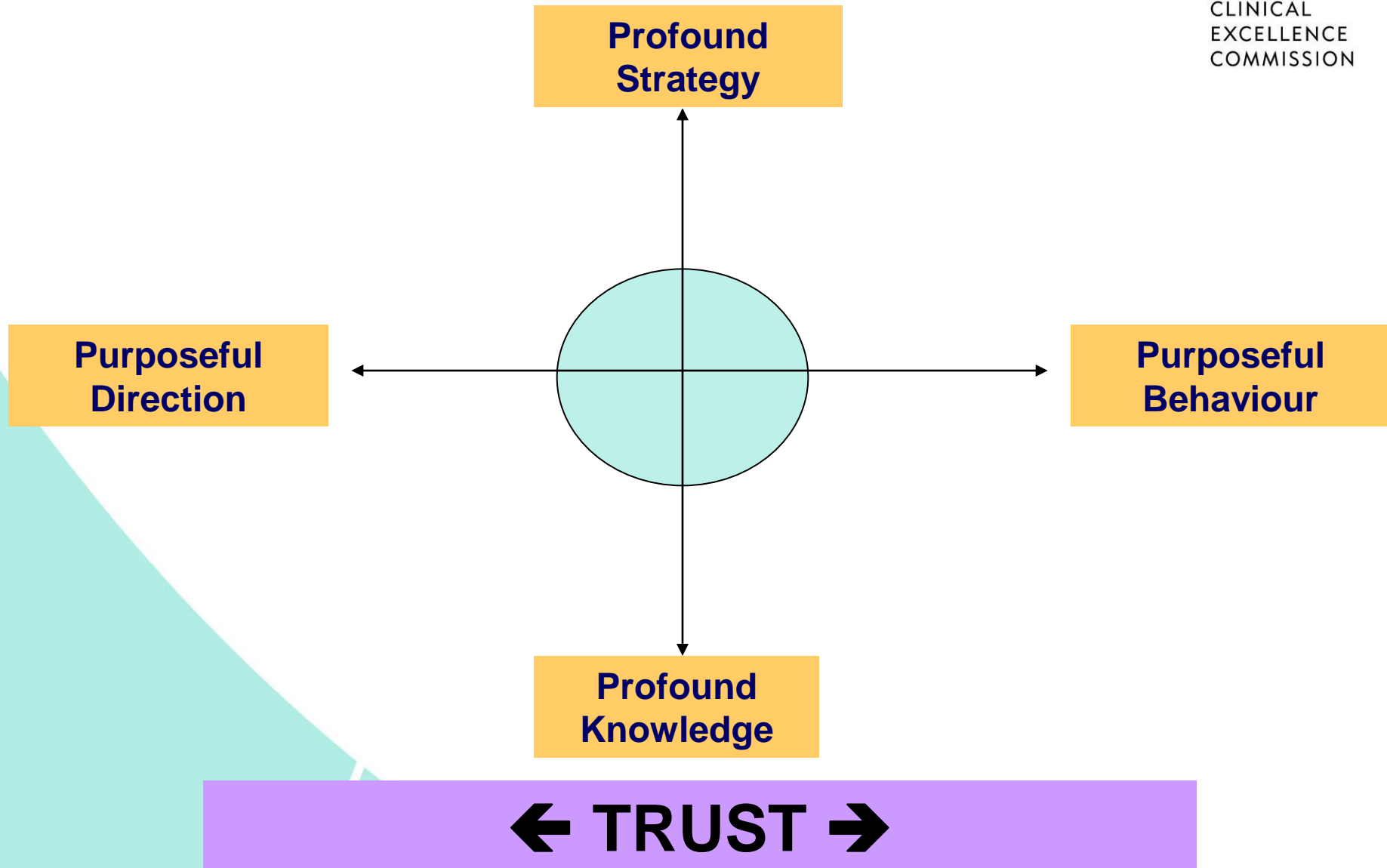
Applications Invited
Healthcare Professionals

Clinical leaders for the future STATEWIDE PROGRAM

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CLP Framework

4 Interrelated competencies (Miller, 1999)





Effective Clinical Leaders:



- Demonstrate a high level of clinical mastery
- Build capability of clinical team
- Advocate for patient safety and integrate system improvement into clinical care
- Have insights into their own leadership style and its impact on others
- Work effectively with a range of clinicians and managers
- Use consensus development and vision to set, align and achieve goals
- Resolve conflict and balance demands within the larger environment

700 Clinicians have
completed the program



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Take home messages



- Invest in your own personal leadership now it is never too late
- Build on your career experience continuously
- Be bold and take risks
- Ask lots of questions particularly about a better future
- Always hold on to your central core values



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Thank you