



Victorian Healthcare Association

Clinical Leadership In Community Health

Model and Recommendations

Alison Brown
VHA Clinical Governance
Project Manager

The current health agenda



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“ Valuing clinical leadership and embedding a culture which frees health professionals to invest time in quality improvement may be as important as structural change in achieving health reform”

NHHRC June 2009 p140

Link to Clinical Leadership



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Definition of Clinical Governance

The **systems** by which the governing body, managers and clinicians share responsibility and are held accountable for patient or client care, minimising risks to consumers, and for continuously **monitoring and improving the quality of clinical care**.

(Australian Council on Healthcare Standards)



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Organisational systems

Competence and education e.g.

- Credentialling
- SOP
- Clinical supervision

Information management e.g.

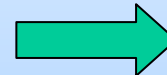
- risk management
- clinical indicators
- evidence based practice
- clinical documentation

Consumer Participation e.g.

- Program planning and evaluation
- informed consent
- Satisfaction

Governance and Leadership e.g.

- Policies
- strategy
- culture
- planning



Improved
quality of
services
and
outcome
for clients



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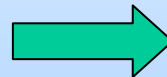
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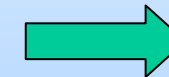
Implementation mechanisms

Training/Professional development

Quality Theory and Practice

Accreditation
Quality of Care reports/
Clinical Governance audits

?



Improved quality of services and outcome for clients



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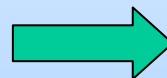
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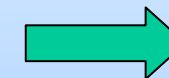
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Clinical
Leadership



Improved
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Clinical Leadership Definition



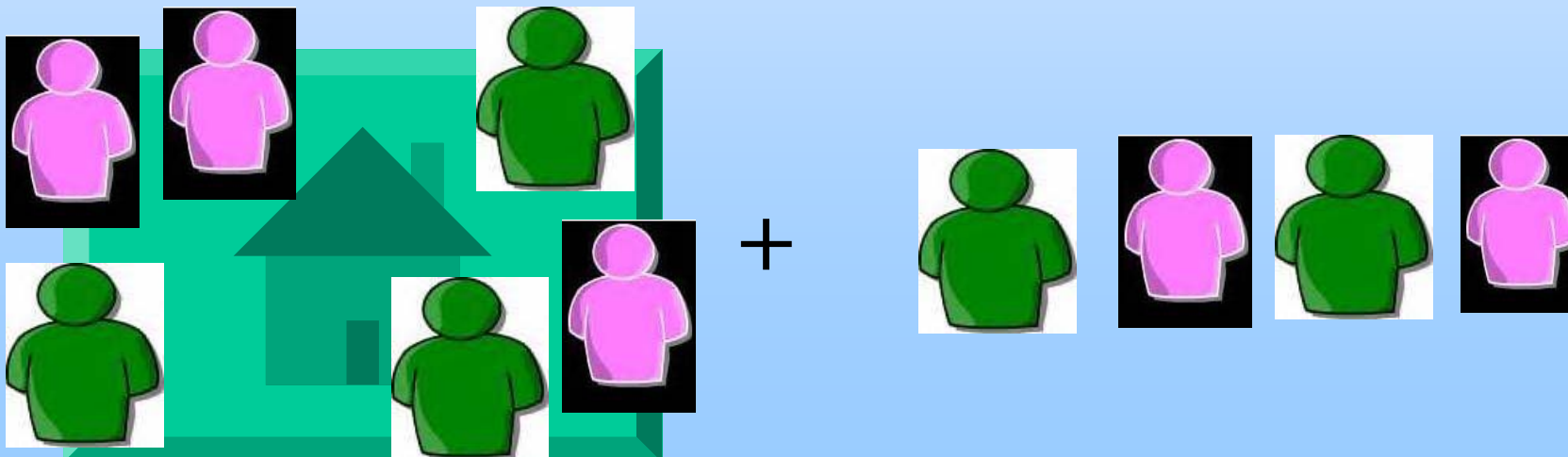
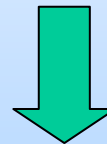
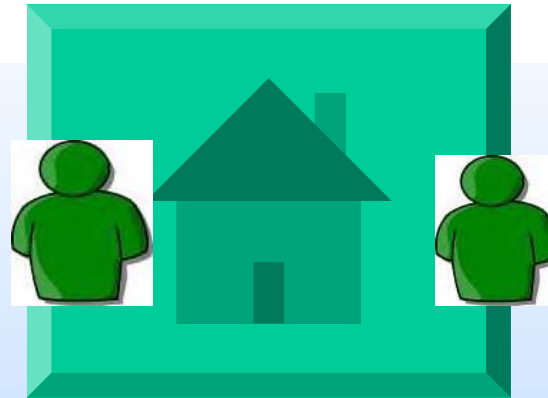
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The process of developing a culture and leading a set of tasks to continually improve the quality and safety of service delivery to consumers.

Who is a clinical leader?



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Effective Clinical Leadership



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Attributes



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Individual Attributes

- Model the way
- Inspire a shared vision
- Challenge the process
- Enable others to act

Organisational Attributes

- Develop a culture of safety and quality

External Attributes

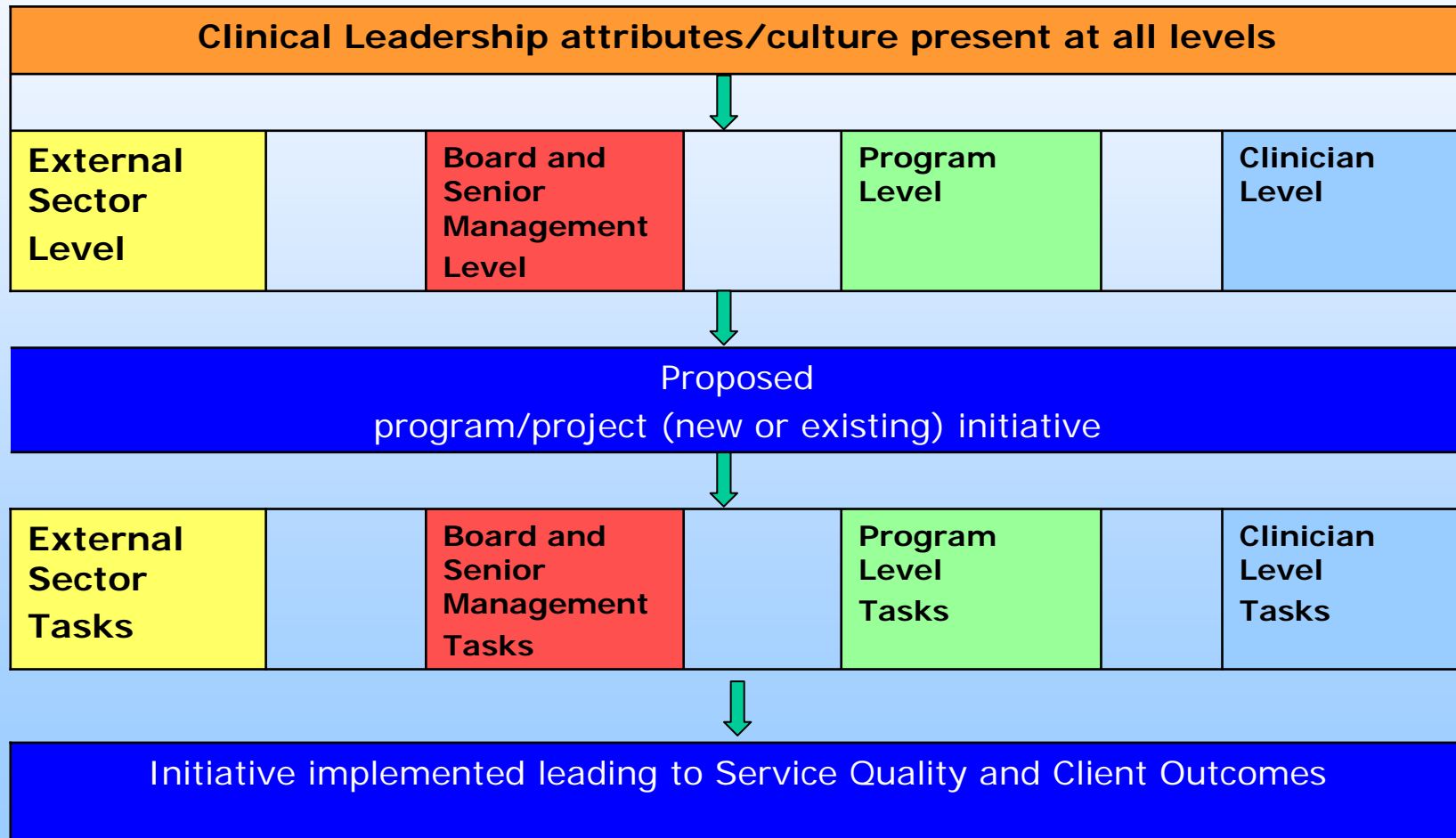
- High level expertise
- Accessibility
- Understanding of community/cross sector/continuity of care issues



Tasks



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Tasks



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External Sector	Board and Senior Management	Program Level	Clinician Level
<ul style="list-style-type: none"> •Define scope of program/project •Analyse research and contextualise evidence base •Provide models of care •Establish process and outcome measures for benchmarking •Determine data collection requirements •Provide appropriate skill development mechanisms •National & State workforce development strategies 	<ul style="list-style-type: none"> •Determine alignment with strategic priorities and/or undertake needs assessment •Allocate resources •Workforce planning, scope of organisation/services •Identify organisational training and development needs (senior management) •Identify and develop cross sector, regional partnerships (senior management) •Review service quality and safety as part of governance reporting •Promote culture of quality and safety and clinical leadership at executive, Program and individual level 	<ul style="list-style-type: none"> •Develop appropriate systems and procedures for program/project •Apply quality theory to system improvement. •Analyse, benchmark and report on quality and safety data to inform program/ project CQI •Facilitate clinician feedback/input re program quality •Apply planning and evaluation framework including relevant process/outcome measures •Identify research opportunities •Design consumer engagement in program development/evaluation •Facilitate interdisciplinary care •Contextualise evidence based practice •Determine program workforce design, scope of program and service models •Facilitate credentialling, scope of practice, professional development and clinical supervision 	<ul style="list-style-type: none"> •Facilitate consumer engagement in program development/evaluation •Collect relevant data •Engage in quality activities of program/agency •Engage in professional development including relevant networks



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**Speech Therapist identifies the need to offer
alternative model of care**



**Initiative implemented leading to Improved
Service Quality and Client Outcomes**



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Speech Therapist identifies the need to offer alternative model of care

External Sector		Board and Senior Management		Program Level		Clinician Level
Provide evidence based		Determine alignment with strategic directions		Facilitate clinician input		Facilitate Consumer Engagement
Process and outcome measures		Allocate resources		Develop appropriate procedures		Collect data
Develop skills		Review safety and quality		Evaluation measures		Engagement in external sector activities
Provide models of care				Design Consumer Engagement		
				Scope of Program and Practice		

Initiative implemented leading to Improved Service Quality and Client Outcomes



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Sector identifies the need for Clinical Risk Management



External Sector Tasks		Board and Senior Management Tasks		Program Level Tasks		Clinician Level Tasks
Analyse research and provide evidence base		Determine strategic alignment		Facilitate clinician input		Collect data
Promote and develop skills		Allocate resources		Develop appropriate systems and procedures		Engagement in external Sector activities
Provide resources - training etc		Review safety and quality		Evaluation measures		Engage in Professional development
		Identify organisation development and training		Facilitate Professional Development		

Initiative implemented leading to improved Service Quality and Client Outcomes

Gaps



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External Clinical Leadership



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Examples

- Australian Primary Care Collaborative
- DHSV Clinical Leadership Council
- Plans for Menzies Foundation – Proposal for Australian Centre for Allied Health Research

Program Level Clinical Leadership



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- General leadership development
- Specific task/skill development
 - emerging areas e.g. self management
 - audit tool

The current health agenda



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- 'Clinical senates'
- 'Clinical improvement collaboratives'
- 'Standard national safety and quality training modules'

NHHRC June 2009p

Enhancing Clinical Leadership

Build clinical leadership capacity through the development of a structured leadership program for nurturing talent within Victoria.

VQC strategic plan

Key Messages



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- Clinical leadership tasks and attributes spread within and beyond a CHS
- Gaps at particularly program level and sector level clinical leadership
- Some good models of clinical leadership
- Opportunities

Recommendations



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Recommendation that community health services:

1. Undertake an audit of current clinical leadership activities within their organisations to inform the development of priority areas for skill development and future initiatives to support clinical leadership in the organisation and across the sector.
2. Build internal capacity by identifying professional development opportunities to develop the skill base of staff to undertake clinical leadership activities.
3. Establish external linkages and local partnerships (including cross sector) to support clinical leadership development, evaluation and research activities.

Recommendations



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Recommendations that funders and state wide quality organisations :

4. Establish a pilot project to:
 - develop specific competency training units in clinical leadership tasks identified from the findings of the audit
 - evaluate the effectiveness of skill attainment in two settings
5. Link with or develop suitable structures or mechanisms for the promotion and development of clinical leadership for the community/primary health care system. This includes the identification of priorities and hosts for sector clinical networks or relevant research/collaborations.
6. Funding bodies demonstrate clinical leadership in the development and maintenance of program areas

Resources



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at www.vha.org.au

- Clinical Leadership Report March 2009
- Clinical Leadership Model July 2009
- Updated Clinical Leadership Audit Tool July 2009