



Victorian Healthcare Association

Clinical Leadership In Community Health

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Clinical Leadership project



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- **Project history and methodology**
 - Part of Clinical Governance Framework
 - Support from DHS
- **Project Work** – 2008 Frieda Andrews

Project Stages



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- **Stage 1** of project – report and recommendations
- **Stage 2** submission based on findings and recommendations

Developing Clinical Governance in CHS



System development

Implementation

Outcome

ssociation

Board Reporting

Training –
Boards/staff

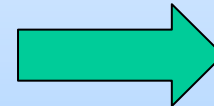
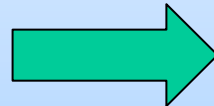
Clinical Risk
Management

SOP & Credentialling

Accreditation
standards
evidence update

Effective
Clinical
Governance

Clinical Supervision



Clinical Leadership

**Clinical
Leadership**

Improved
outcome for
clients

Consumer
Participation in QoC
Reports

Clinical
Documentation

Quality of care
reports

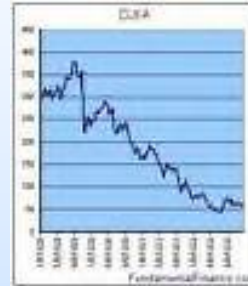
Informed Consent
for Intervention

What is Leadership?



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- **Tasks**



- **Attributes**



Definition of Clinical Leadership



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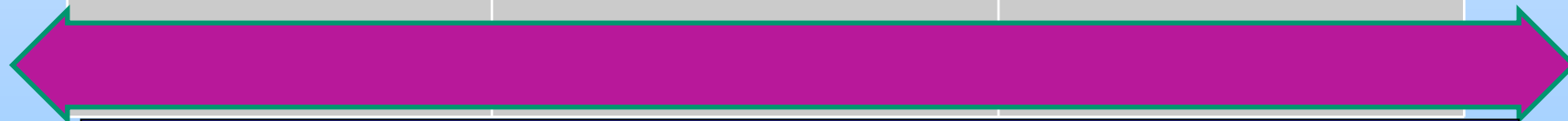
“Clinical leadership in Community Health is the process of developing a culture and leading a set of tasks to continually improve the quality and safety of service delivery to consumers. Effective clinical leadership involves individuals with the appropriate skills and attributes, at all levels of an organisation, focussing on multidisciplinary/interdisciplinary service delivery”



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Clinical Leadership - continuum

Governance Level	Service Program Level	Clinician Level
Board	Clinical Leaders	Consumer/Client
CEO	Program Managers	Interaction
Executive Team	Team Leaders	Clinical Intervention

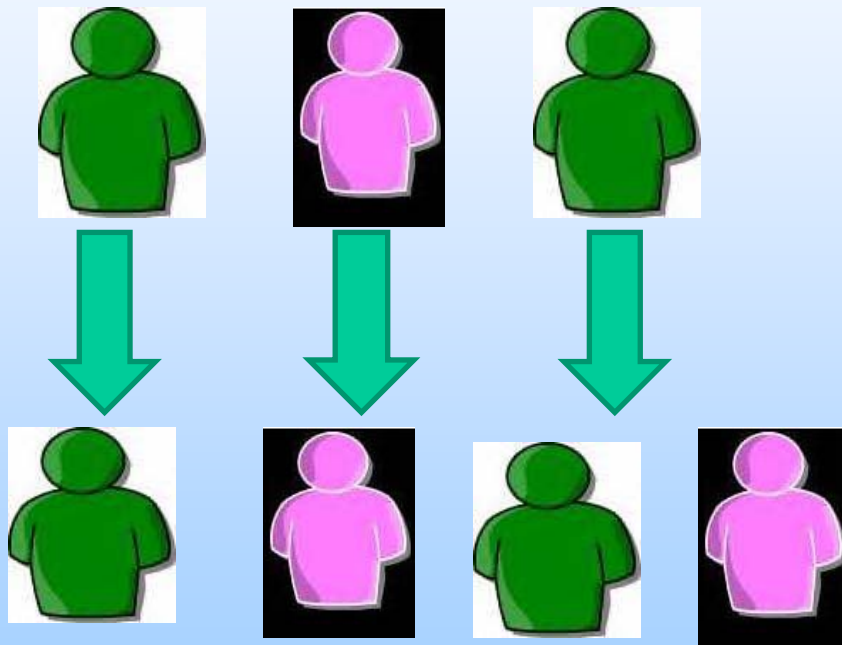


Networks

Who is a clinical leader? How does clinical Leadership manifest?



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Critical factors for Success:

- Leadership
- Culture
- Commitment
- Systems
- Review & Evaluation

Clinical service
delivery

Tasks for Clinical Leadership in CH



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- **Four domains**
 - Governance & Leadership
 - Competence & Education
 - Consumer Involvement
 - Information Management
- **Refer to appendix**

Key Tasks for Clinical Leadership



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Governance & Leadership

- Clinician involvement in Q&S activities
- Participation with Board on Q&S issues
- Works with program managers - development & service model design

Competence & Education

- Assists with interdisciplinary care
- Participates in credentialling & SOP
- Informs workforce design

Information Management

- Analyses data to inform strategic planning
- Supports clinicians use of data to improve service delivery

Consumer Involvement

- Facilitates consumer involvement in planning & evaluation
- Involvement of consumers in QoC reporting

Clinical Leadership across the Organisation



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Level of Clinical Leadership	Clinical Leadership Task Models of Care
Governance	Review service reviews and needs assessment
Program/Service	Facilitate program reviews including models of service
Clinician level	Identify new /innovative models of care
External Networks	Disseminate information regarding evidence base for models of care

Summary of Discussion



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- Evolutionary development
- Variation in understanding of CL
- CL – involvement in quality & safety activities
- CL – precondition for interdisciplinary care
- One size won't work



Capacity building

Discussion contd



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- Skill development
- Leadership
- External support structures
- Audit tool

Recommendations



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1. Audit
2. Pilots
3. Structure/mechanism for CL in CHS
4. Professional development
5. External linkages – evaluation & research

Questions



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What direction does the sector think we should take:

1. Establish a pilot project
2. Internal capacity building – develop clinical leaders
3. External structure/mechanism – what might that be or look like?

Some considerations



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- Workforce development
- External structure to improve workforce & systems
- Evaluation of what currently occurs
- Exploration of potential models and their efficacy