



The Australian Centre for
Healthcare Governance



Victorian Healthcare Association

Model for Clinical Leadership in the Victorian Community Health Sector

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May 2010



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Governing Body Responsibilities for Quality

Maintaining a high level overview of service quality

Ensuring quality structures and systems are in place

Creating a culture – leading and promoting leadership of clinical safety and quality

The current health agenda



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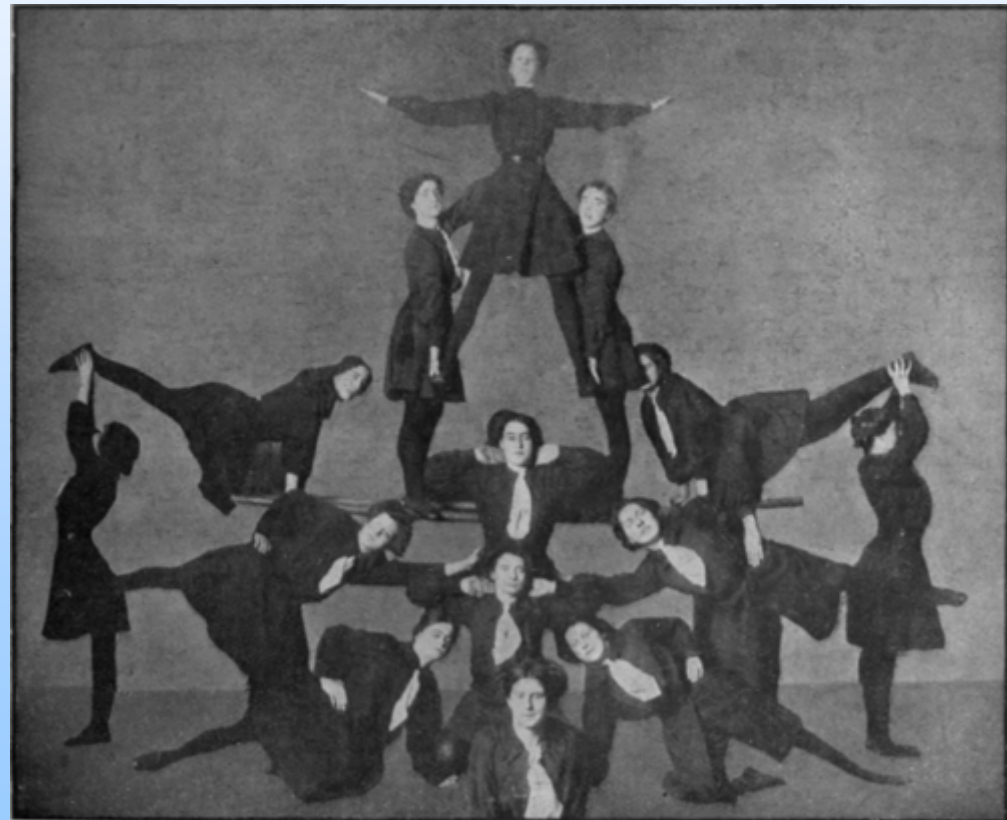
“ Valuing clinical leadership and embedding a culture which frees health professionals to invest time in quality improvement may be as important as structural change in achieving health reform”

NHHRC June 2009 p140

Clinical Leader or Leadership System?



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VHA Clinical Leadership Project



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Aim: Development of appropriate model/s for clinical leadership in community health

The project methodology included:

- Literature Review
- Review of current practice in the community health sector
 - a) Site visits
 - b) Focus groups
- Investigation and exploration of best practice related to clinical leadership.

Clinical Leadership Definition



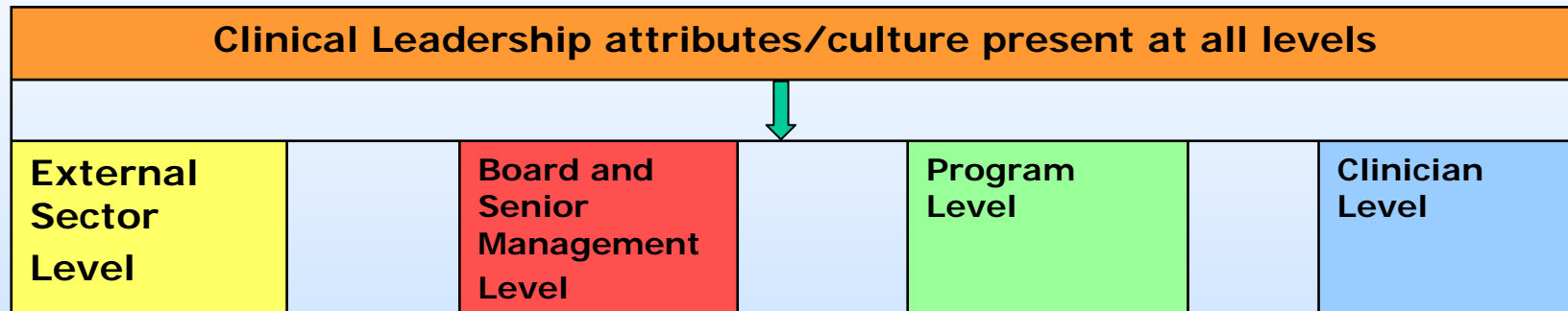
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The process of developing a culture and leading a set of tasks to continually improve the quality and safety of service delivery to consumers.

VHA Clinical Leadership In Action:
Model, Recommendations and Audit Tool
August 2009

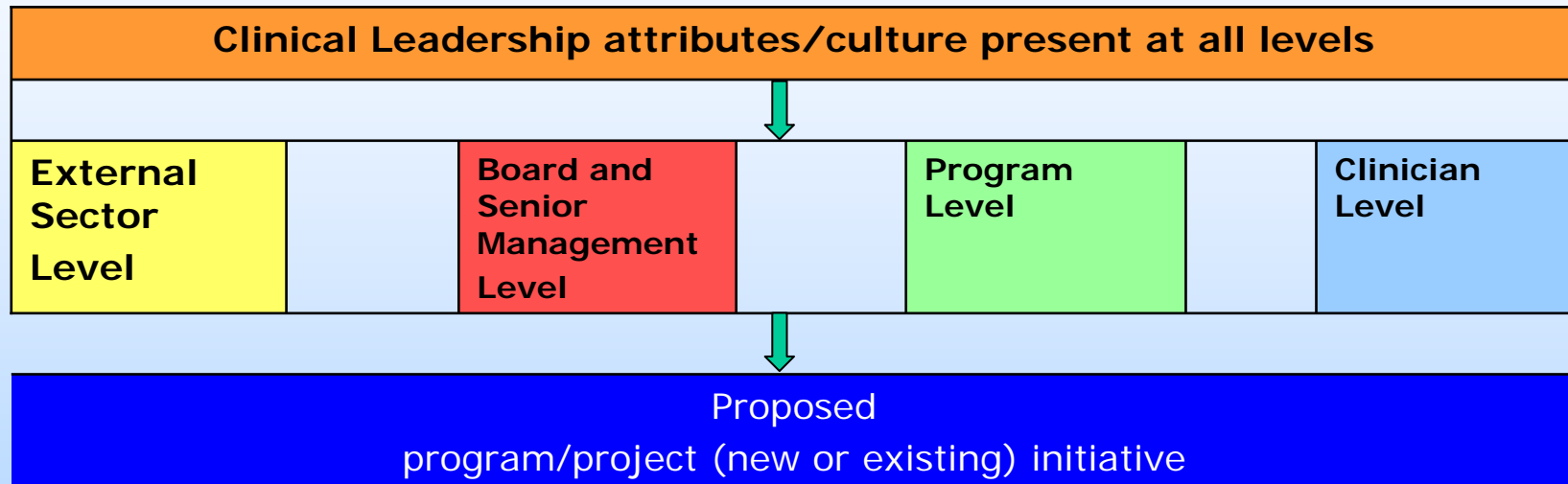


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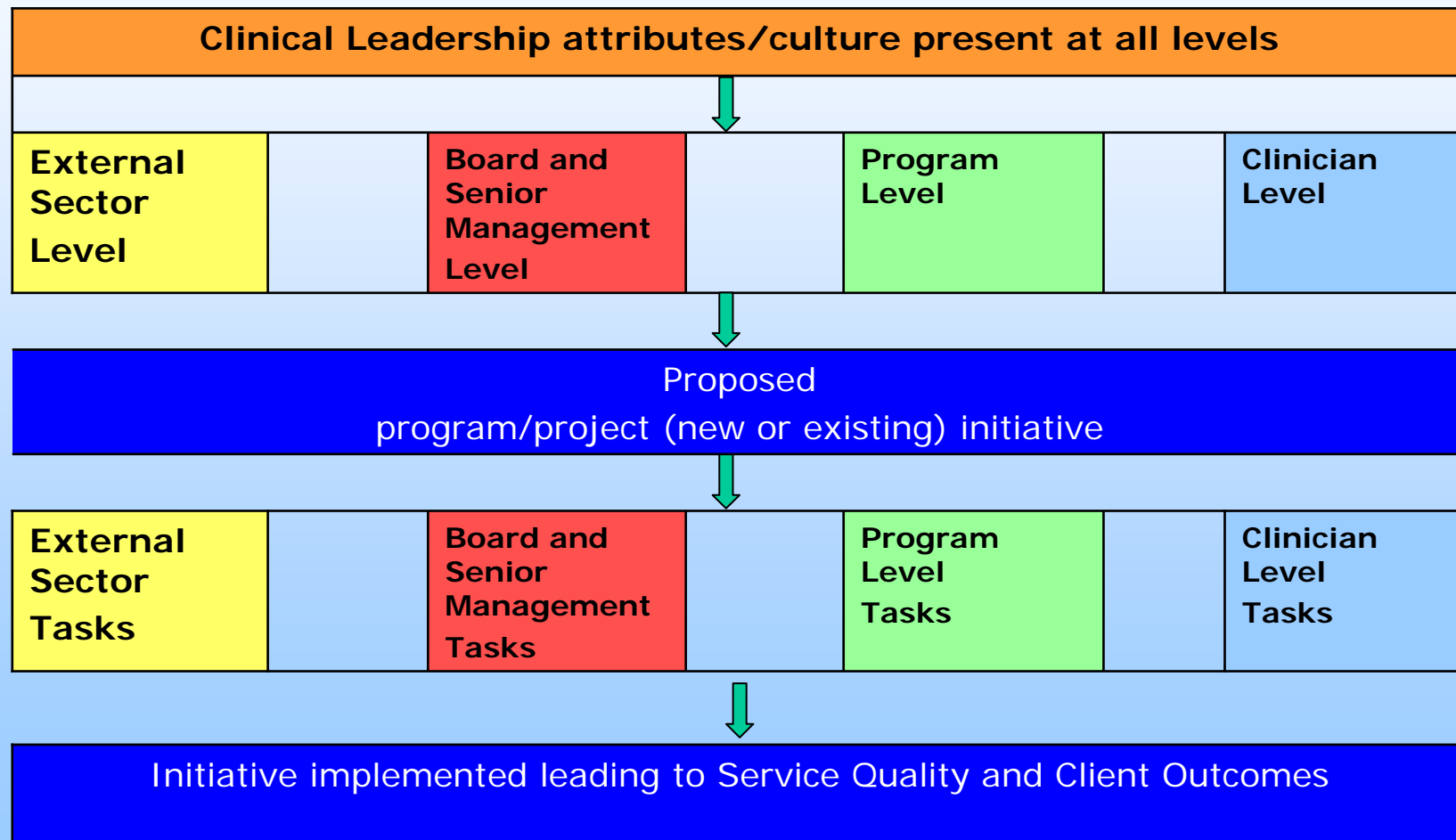


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Tasks



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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

Gaps



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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"> •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 	

Clinical Leadership Audit Tool



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Clinical Leadership Task	Processes established and working effectively	Processes in place but need enhancement	Processes under development	No processes in place for this element	What are the barriers e.g. skills, recruitment	Comments
8. Board/senior management undertake workforce planning, and review scope of organisation/services						
9. Board/senior management identify organisational training and development needs						
Program level Enablers						
10. At a program level practice change is actively supported and evidence based						
11. At a program level data (population, demographic, epidemiological, program) is used to inform service planning						
12. At a program level service quality and safety data is reviewed and drives service delivery change (including consumer data)						
13. At a program level clinical service delivery is externally benchmarked						

Initial Audit Pilot



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Clinical Leadership Statement	Response Percent
Clinicians participate in quality and safety activities	Processes established and working effectively 26.9%
	Processes in place but need enhancement 53.8%
Quality and safety data is reviewed and informs service delivery change	Processes established and working effectively 42.3%
	Processes in place but need enhancement 50.0%
Clinical Risk is managed at a program level	Processes established and working effectively 30.8%
	Processes in place but need enhancement 57.7%
Practice change is actively supported based on evidence	Processes established and working effectively 38.5%
	Processes in place but need enhancement 42.3%

Key Messages



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



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- VHA Clinical Governance Resources
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