



Clinical Leadership

Growing into it...

Karen Bradley

Consultant - Board Director - Coach

Adjunct Associate Professor Edith Cowan University

FCHSM CHE

RN BSc (Nursing) ML MACN GAICD

achsm.org.au



My pitch to you...

1. 5 key observations about the kind of clinical leadership we should strive for...
2. What is means to GROW into leadership



[This Photo](#) by Unknown Author is licensed under [CC BY-NC-ND](#)

Credit to...

- **Jason A. Wolf, The Beryl Institute**, Human Experience 2030: A Vision for the Future of Healthcare
- **Dr Mark O'Brien, Associate Fellow and Programme Director of the Oxford Healthcare Leadership Programme**/Co Founder of the Cognitive Institute (Speak up for safety/The challenges facing healthcare leaders are only intensifying)
- **Professor Jeffry Braithwaite**, Founding Director, Australian Institute of Health Innovation, Director, Centre for Healthcare Resilience and Implementation Science, Australian Institute of Health Innovation, Macquarie University
- **Professor Michael West**, Professor of Work and Organisational Psychology at Lancaster University, Visiting Professor at University College, Dublin, and Emeritus Professor at Aston University, visiting fellow Kings Fund





This Photo by Unknown Author is licensed under [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/)

Our complex, adaptive system...

There will be no straight-forward, widely reproducible path to success every healthcare leader can follow. The level of complexity is too great.

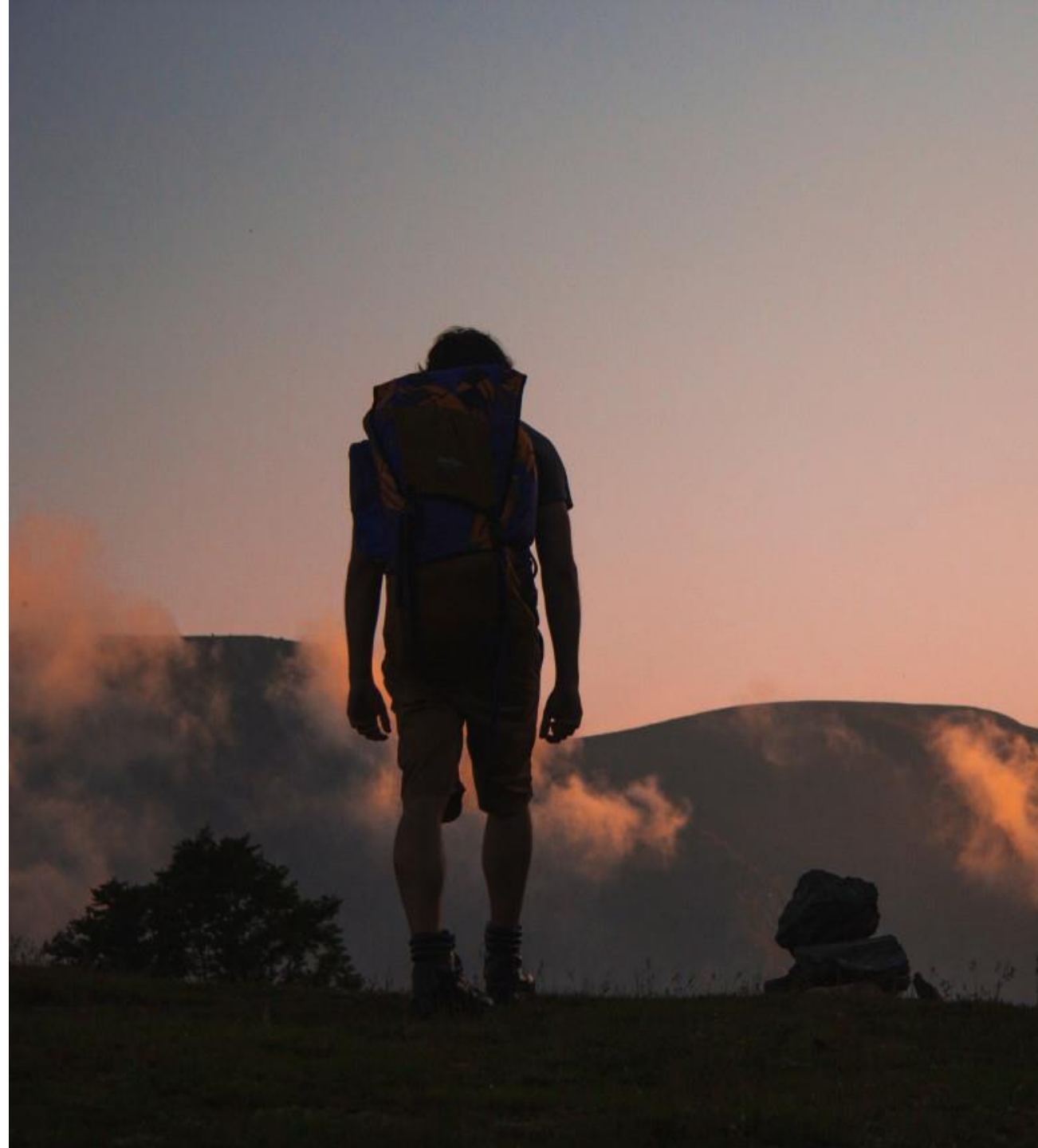
*Each will need to **discern the environment, deeply engage with the culture and expectations of their key stakeholders** - be it funders, patients or workforce – then **design and implement models of delivery and service that their stakeholders will identify as high value.***

Dr Mark O'Brien

Program Director - Oxford Healthcare Leadership Programme

Clinical Leadership...

1. Embrace the **human** experience of health care – lead with courage, kindness and compassion
2. Lead effectively within complexity and ambiguity
3. Positively influence the implementation of improvement and high value care
4. Understand the environment and the systems of care
5. Keep a strategic eye on the future and bring others with you





“ I leave behind a belief that you can be kind, but strong. Empathetic, but decisive. Optimistic, but focused. That you can be your own kind of leader. ”

Jacinda Ardern, Prime Minister of New Zealand 2017-2023



“ Is carrying on right for me? And more importantly, is me carrying on right for the country, for my party and for the independence cause I have devoted my life to? ”

Nicola Sturgeon, Scotland First Minister 2014-2023

Leading with authenticity, grace, service

*No-one's cut out for
this job...*

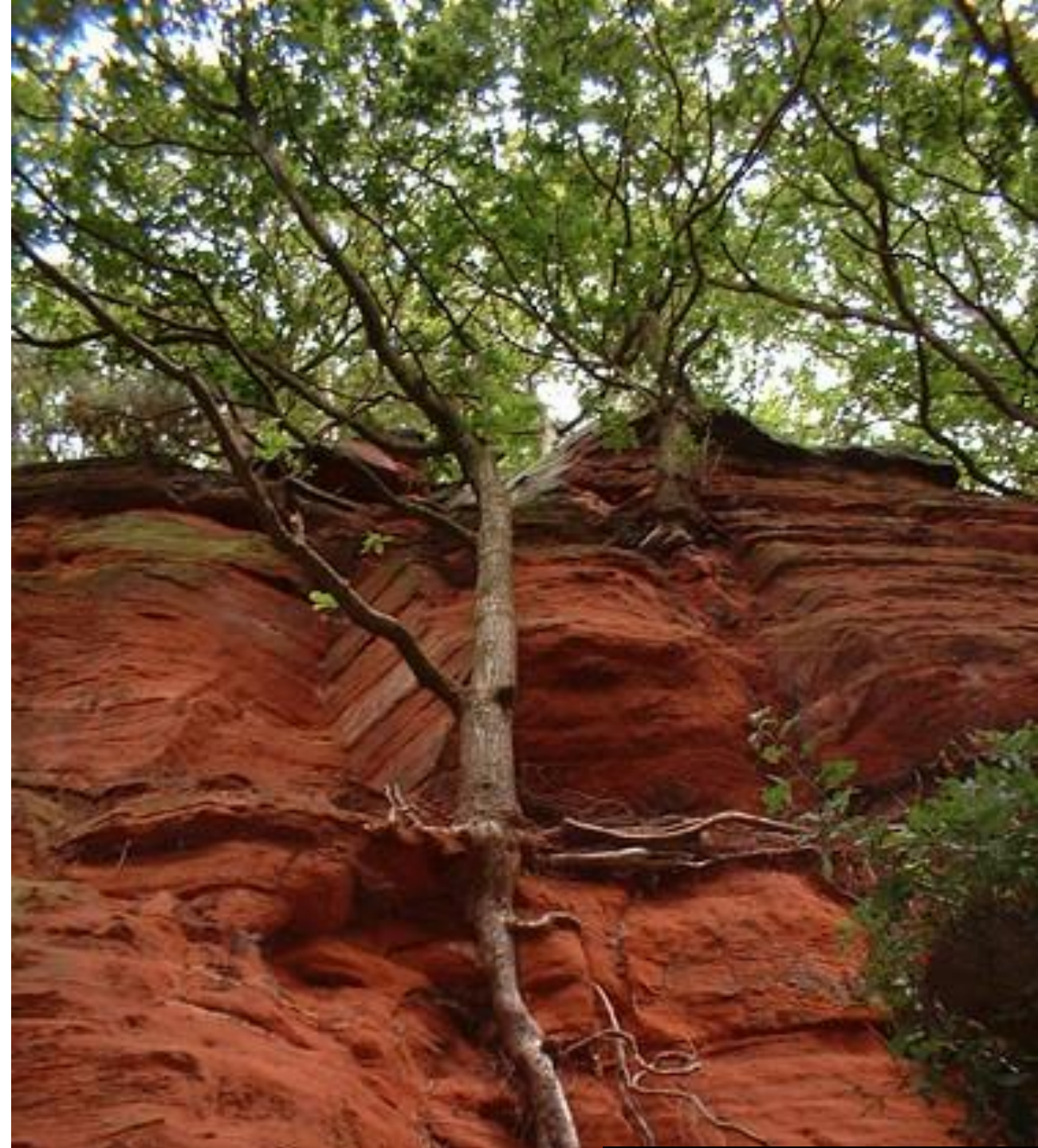
You grow into it.



Growing into it...

Confidence, skills, experience

- Reflective practice
- Self awareness and self care
- Get feedback
- Say yes to new opportunities (feel the fear and do it anyway!)
- Develop skills (transferable)
- Build confidence and credibility
- Develop networks
- Get involved outside service/team/org
- Find a mentor/be a mentor
- Find a coach/be a coach
- Continuing education (programs, post-graduate studies, fellowship)



- <https://www.achsm.org.au/>
- Membership and certification
- Health Service Management Competency Framework
- Fellowship
- Mentoring Program
- Events
 - **2023 ACHSM Asia-Pacific Health Leadership Congress** 11 – 13 Oct 2023 Canberra
 - Webinars
 - **WA Health Leadership Conference** – May 2023
 - **Regional Leadership Development Days** – Karratha and Bunbury 2023

ACHSM Health Management And Leadership Competencies


Enabling Domains		Action Domains	
Leadership Skills and Ethical Behaviour	6	Communication	4
Impact and Influence	6	Relationship Management	6
Health Systems	6	Business Literacy - Talent Management	5
Self-Awareness and Self-Confidence	6	Business Literacy - Financial and Resource Management	4
Professionalism	7	Project Management	4
Change Leadership	4	Risk Management and Clinical Governance	3
		Digital Management	6
Total Competencies per Domain:	35		32

Rural Health West


- <https://ruralhealthwest.com.au>
- Education and events
- Health Professionals Network
- RHW WA Rural Health Conference
- RHW Excellence Awards
- Health Workforce Scholarship Program


Professional Development >>
Health Professionals Networks

Networking and education for rural health professionals




STATEWIDE PARTNERS

 Government of Western Australia
WA Country Health Service

 WA Primary Health Alliance
Better health, together

 phn
PERTH NORTH, PERTH SOUTH, COUNTRY WA
An Australian Government initiative

 RURAL HEALTH WEST

 The Rural Clinical School
of Western Australia



This Photo by Unknown Author is licensed under [CC BY-SA-NC](#)

Questions