



SPECIALIST CERTIFICATE IN CLINICAL LEADERSHIP

2023 Program



A tailored medical leadership program for senior clinicians

Flexible study modes to fit around
your busy clinical schedule

delivered by Australia's
number one university and
experts in health leadership†

IN PARTNERSHIP WITH:



Western Health

Introduction



Dr. Abi Arul
Acting Chief Medical Officer

I'm thrilled to launch our 3rd Specialist Certificate in Clinical Leadership (SCCL) program here at Western Health which continues to go from strength to strength each year.

Since its inception in 2021 we have been fortunate to have over fifty four Senior Medical Staff participate and learn from international and national experts not only from the University of Melbourne but also from their own peers and alumni.

Healthcare globally is at a crossroads. Momentum is building for all of us to redesign and rethink the way in which we deliver healthcare to make it more sustainable and reduce wastage.

Western Health values the expertise and dedication of our senior doctors. This program recognises the crucial role our senior doctors have in delivering Best Care to our community, and through supporting our team of clinicians and support staff to work effectively and cohesively for the benefit of our patients.

The SCCL program provides Senior Medical Leaders with the skills and knowledge to lead transformational change and develop critical thinking to examine problems on a wider scale. I am sure we will see the benefits of increasing SCCL graduates for many years to come here at Western Health as they redevelop our services to meet our community's growing needs and provide the Best Care possible for them.

Senior medical staff who participate not only gain core skills required to lead their teams but forge peer networks for ongoing support, cross speciality collegiately and collaboration, and an introduction to our alumni of clinical leaders within our organisation.

We look forward to working with the university to provide a program that assists our senior doctors to connect, share and develop new insights on how to manage and lead the level of care that we all aspire to deliver, now and into the future.

I look forward to meeting our participants in 2023 and I encourage our Senior Medical Staff to seize this unique opportunity available exclusively to our valued clinicians here at Western Health.

SPECIALIST CERTIFICATE IN CLINICAL LEADERSHIP

Program Overview

Effective clinical leadership is vital in today's health system to ensure we achieve optimum health outcomes for our community. Many clinicians anticipate taking on leadership positions, or find themselves in leadership roles, without any formal education in leadership. This can have negative consequences for the individual, colleagues, patients and healthcare organisations. The purpose of this program is to support clinical leaders (and aspiring leaders) by assisting them in gaining a sound understanding of evidence-based leadership practices and then applying this knowledge effectively within their clinical leadership roles.

The program provides clinicians with the skills they need to navigate organisational silos and expand their sphere of influence to lead strategically. Participants will further develop their ability to develop and implement change initiatives and promote treatment quality and safety excellence at Western Health. The philosophy of the SCCL is to provide a contemporary, evidence-based program to health professionals to improve outcomes for their organisations, colleagues and patients. The program is targeted towards clinicians who currently hold, or anticipate holding, leadership positions.

This offering allows for the development of leadership skills required by the clinical work context. This is not a generic leadership program; it is embedded within the clinical and organisational context and focused on clinical issues and challenges at Western Health. Clinicians will be transformed as leaders alongside other clinicians who will share their experiences and

enhance each other's learning, to support participants become more effective in their roles. Clinicians who gain the University of Melbourne SCCL will be valued for their commitment to clinical leadership and their acquisition of skills that allow for the effective leadership of health organisations.

The program ties into the Western Health Leadership Capability Framework, and will enable career advancement through the development of the following behavioral competencies:

- Patient focus
- Decision quality
- Directs work
- Ensures accountability
- Collaborates
- Interpersonal savvy
- Builds effective teams
- Communicates effectively
- Courage
- Situational adaptability

Topics covered will include:

- Styles of effective clinical leadership
- Leading successful and productive teams
- Conflict resolution and difficult conversations
- Emotional intelligence
- Ethical issues in clinical leadership
- Coaching and developing others

Teaching/learning formats include:

- Interactive facilitator presentations
- Case studies e.g. New Footscray Hospital
- Group exercises
- Small team discussions of participant leadership challenges
- Participant presentations
- Guest speakers: senior clinical leaders who will share their leadership challenges and solutions

The WH SCCL consists of two subjects that are delivered across six days of interactive workshops.

Subjects

Subject One:

Leadership in Clinical Settings

12.5 credit points

Subject description

The healthcare system requires leaders, and many clinicians anticipate taking on leadership positions, or find themselves in leadership roles, without any formal education in leadership. This can have negative consequences for the leader, colleagues, patients and healthcare organisations. The purpose of this subject is to provide clinical leaders (and aspiring leaders) with knowledge of leadership practices and the opportunity to implement this learning and acquire new skills. Subject content will be grounded in evidence-based knowledge produced by leadership scholars and practiced by leaders within healthcare organisations.

Subject objectives

On completion of this subject, students should be able to:

- Demonstrate an analytical and reflective approach to their clinical leadership
- Understand the unique and common challenges and approaches involved in managing, developing and coaching others within the clinical context
- Be aware of their strengths and weaknesses as a clinical leader and be prepared to collaborate accordingly
- Collaborate with practitioners from other health disciplines to achieve best outcomes for their patients
- Appreciate the importance of exchanging feedback, support and assistance with colleagues

Generic skills

On completion of this subject, students should be able to:

- Ability to bring new problem solving and analytic skills to issues of clinical leadership
- Lead teams and work well as a member of a team
- Break down unfamiliar and difficult challenges, make plans for, and lead the implementation of, programs that address these challenges
- Communicate leadership visions and plans effectively through both spoken presentations and written documents.

Subject Two:

Leading Healthcare Change for Impact

12.5 credit points

Subject description

Today's healthcare system is multifaceted, complicated and often resistant to change. This subject will examine strategies for leading change in clinical settings and healthcare organisations. Participants will learn how to build and lead change initiatives, as well as to access resources, negotiate with others and effectively deal with obstacles as they implement their innovative programs.

Subject objectives

On completion of this subject, students should be able to:

- Navigate and influence their healthcare system in order to fund initiatives
- Initiate and implement constructive change within their healthcare organisations
- Lead improvements in patient quality and safety through effective innovation
- Collaborate with practitioners from other health disciplines to achieve best outcomes for their patients and organisations
- Appreciate the importance of exchanging feedback, support and assistance with colleagues

Generic skills

On completion of this subject, students should be able to:

- Ability to bring new problem solving and analytic skills to issues of clinical leadership
- Lead teams and work well as a member of a team
- Break down unfamiliar and difficult challenges, make plans for, and lead the implementation of, programs that address these challenges
- Communicate leadership visions and plans effectively through both spoken presentations and written documents.

Key Program contributors include:



Professor Rob Moodie
Academic Subject Lead

Rob Moodie is currently Professor of Public Health at the University of Melbourne's School of Population and Global Health (MSPGH) and Professor of Public Health at the College of Medicine, University of Malawi, and Professor of Public Health at the University of Melbourne's School of Population and Global Health (MSPGH).

Prior to this he was the Director of Teaching and Learning at MSPGH, and before that was the inaugural Chair of Global Health at the Nossal Institute of Global Health.

He was trained in medicine and public health and worked in refugee health care in the Sudan for Save the Children Fund and *medicins sans frontieres*, and later for Congress, the Aboriginal Community controlled health service in Central Australia from 1982-1988. He worked for many years on HIV prevention for the Health Department Victoria, the Burnet Institute, WHO's Global Programme on AIDS. He was then appointed as the inaugural Director of Country Support for UNAIDS

in Geneva from 1995-98 and was a member of the Commission on AIDS in the Pacific. He chaired the Technical Advisory Panel of Avahan, the Gates Foundation's HIV prevention program in India from 2004-2013. He was CEO of VicHealth from 1998-2007, the world's first health promotion foundation based on a dedicated tobacco tax. From 2008-2011 he chaired the National Preventative Health Taskforce in Australia, which recommended the introduction of plain packaging. He now chairs the Gavi Vaccine Alliance's Evaluation Advisory Committee and advises the World Health Organization in the areas of Non-Communicable Diseases and Health Promotion.

Rob leads many of the University of Melbourne's clinical and research leadership programs as well as clinical leadership programs internationally.



Professor Danny Samson
Academic Subject Lead

Danny Samson is Professor of Management at the University of Melbourne (since 1988), was Head of the Department of Management in the Faculty of Economics and Commerce for three years (2002-4) and is Director of the Foundation for Sustainable Economic Development there. He has an honours degree in chemical engineering (UNSW) and a PhD in management from the Australian Graduate School of Management (1984).

In the health sector he has conducted numerous courses in Victoria for the Department of Health and Human Services (Professional Certificate in Health Systems Management), as well as similar programs in WA and some research projects and advisory work (on Lean and ICQ).

Danny has been a leading academic on numerous medical leadership programs across Australia for over 15 years and has assisted clinicians to apply business and quality improvement practices to their clinical and leadership roles, as well as coaching and supporting action improvement projects and initiatives in the health industry.

Danny has published and authored many leading papers on operations excellence, innovation and improvement.



John Clark (UK)

International Speaker

John has recently retired as a Senior Fellow at The King's Fund (UK) where he led work on medical leadership and engagement.

Previously he was Director for Leadership Development for the NHS (England). In this role John led a joint project between the Academy of Medical Colleges and the NHS Institute on enhancing medical engagement. This included the development of a Medical Leadership Competency Framework (MLCF) for medical students and doctors at all levels.

John has researched and written on medical leadership and engagement extensively and is the co-author of *Medical Leadership: The key to medical engagement and effective organisations* (2nd edition, 2017). He has presented and advised on medical engagement and leadership in over 20 countries, was Advisor to the WA Health Department from 2008-2018 and is currently advising the University of Melbourne on a clinical leadership strategy.

John was until recently an Adjunct Associate Professor at the University of Warwick Medical School (UK) and was responsible for a number of postgraduate programs in medical leadership. In his early career he was CEO of a number of hospitals and Director of a university department of health policy and leadership.



Jason Micallef

Program Director and Facilitator

Jason has over 20 years' experience working with senior clinicians, managers and executives with their professional and career development.

Prior to joining the UoM team, Jason established a leadership institute within the Department of Health WA, which he led for 10 years. In this role, Jason designed and commissioned leadership development initiatives for the WA Department of Health and State Health Services. In this role, Jason built leadership capacity and capability across the system of 44,000 staff.

Through his work in WA, Jason led Australia's most sustained medical engagement and medical leadership initiatives over the past decade, which have supported the development of over 1000 doctors. This includes an exemplar medical service improvement program.

Jason has also supported hospitals and health services to improve medical engagement.

Jason currently leads a portfolio of clinical leadership programs along with University of Melbourne academic and associate teaching staff.



Leah Sertori
Facilitator

Leah Sertori is an experienced facilitator and coach, practicing across the domains of community and business leadership, government sector organisations and defence. Leah has more than ten years' experience in Chief Executive roles.

Previous roles include CEO of Melbourne Cares, Sustainable Regional Australia and Be.Bendigo. Leah is a former Victorian Councillor of the Australian Institute of Company Directors and Chair of the Bendigo Chapter of AICD. Leah has a long interest in developing leadership in others.

Leah introduced the Rob Hunt Transformational Leadership Program while serving with Be.Bendigo, serves as lead facilitator and coach with LEAD Loddon Murray, teaching into their highly respected Loddon Murray Community Leadership Program and co-facilitates the Graduate Program in Scientific Leadership with the University of Melbourne.

Leah is currently completing a Masters Degree focusing on leadership processes for cross boundary collaboration. Leah is a Graduate of Leadership 21, delivered by Melbourne Business School and holds a Diploma in Training and Assessment Systems from the University of Melbourne.



Professor Wendy Chapman *Guest Presenter*

After studying linguistics, Wendy received a PhD from the University of Utah in Medical Informatics with a research focus in natural language processing (NLP). She went on to spend ten years at the University of Pittsburgh before moving to the University of California, San Diego in 2010.

Wendy's work mainly addresses extraction of information from clinical reports, including identifying evidence of acute bacterial pneumonia from chest radiography reports

and evidence of conditions relevant to detecting disease outbreaks from emergency department reports. She has developed an information extraction system called Topaz that maps text to concepts from user's knowledge base and uses the ConText algorithm to assign attribute values for negation, experienter, and historicity.

Wendy led the American Medical Informatics Association NLP Working Group from 2008 until 2012 and is collaborating on efforts to develop shared conventions and resources for NLP.

Wendy is currently working on several collaborative grants creating visualization tools for NLP output and developing infrastructure for NLP development and application.



Stevenson Carlebach (US)
Presenter

Stevenson brings a wealth of experience to helping individuals and organizations function more efficiently through improved communication and problem solving. in teaching Conversations™, and Leadership. He specializes in Influence, Difficult Negotiation

Stevenson has a special interest in understanding the hard science behind "soft" skills. Stevenson is associate faculty at Harvard Law School's Program on Negotiation (PON) where he teaches Mediation and Conflict Resolution. Stevenson has worked with Fortune 500 companies both in the US and abroad. In the public sector, he has worked with the Ministries of Education in Israel and Argentina on bringing conflict resolution to schools in those countries. He has also taught negotiation and difficult conversations at UNAIDS in Geneva.

Stevenson has taught influence and negotiation skills to countless clinicians over the past 15 years.

Program Structure

The SCCL consists of two subjects that are delivered across six days of interactive workshops, arranged as 3 days of teaching per subject. Teaching will occur at the Sunshine Hospital Education Centre (unless notified otherwise).

Members of Western Health's Executive and Senior Leadership team will feature as guest speakers throughout the program. This includes but is not limited to Russell Harrison (Chief Executive), Executive Director Operations and the Chief Medical Officer. Dates may change due to speaker availability and COVID restrictions

Subject	Indicative Content	Duration	Dates
Workshop 1: Fundamentals of Effective Clinical Leadership	<ul style="list-style-type: none"> Contemporary leadership models Understanding personal strengths and how to leverage them Negotiation and conflict management skills Coaching and mentoring – active listening powerful questioning Effectively building formal and informal networks inside and outside the organisation Building partnerships and working collaboratively with others to meet shared objectives Forming clinician and administration partnerships Understanding accountability in a complex system 	2 days	1 & 2 March 2023
Workshop 2: Leading Others and Improving Team Performance	<ul style="list-style-type: none"> Leading and creating a high performing team/department Supporting and nurturing the leadership of others Recognising and leveraging the strengths of a diverse and interdisciplinary team Building high-performing teams in the hospital setting Understanding link between teamworking, patient outcomes and staff wellbeing 	1 day	9 March 2023
Workshop 3: Leading and Creating Service Excellence (Part 1)	<ul style="list-style-type: none"> Change leadership and overcoming organisational barriers Management of quality and safety Practices and lessons from High Performance Health Services (including: quality, human performance, customer focus practices) Local and international case studies of doctors leading service improvement 	2 days	8 & 9 June 2023
Workshop 4: Leading and Creating Service Excellence (Part 2)	<ul style="list-style-type: none"> The laws and principles of operations management Business/ operational excellence frameworks to assess your health service performance Building a systematic innovation capability Creating improvement and innovation in health organisations Innovation and Clinical Entrepreneurship (Incl. Western Health Case Studies) 	1 day	23 June 2023

Assessment

Participants are required to undertake the following assessments for each subject:

Assessment 1: Oral Presentation (5 minutes)

You will choose an leadership challenge (subject 1) or change challenge (Subject 2) that you will discuss with your peers.

An adaptive leadership challenge is one that goes beyond technical changes and requires the mobilization of people to tackle tough challenges and thrive. You can choose any adaptive leadership challenge you would like.

Participants will complete this assessment during class time. The goals of the presentation are to share your challenge with the group in a workshop format.

Assessment 2: Online Discussion Forum

Written participation in online discussion forum. Participants will engage in the program discussion boards through their own posts and as responses to others. It would be expected that these posts, and the time spent on reflection, would be equivalent to the time spent on a 1500-word paper.

Assessment 3: Action Learning Paper (2000 words)

Subject One Assessment Task:

Identify a current leadership challenge in your workplace and apply the material from the readings and class discussions to:

- Analyse the challenge
- Discuss the strategies you would use to address this challenge
- Identify and discuss the knowledge and skills you would need to develop to meet this challenge

This can be the same leadership challenge that you presented to your peers in Assignment #1.

Subject Two Assessment Task:

Identify a current leadership challenge in your workplace and apply the material from the readings and class discussions to:

- Analyse the challenge
- Discuss the strategies you would use to address this challenge
- Identify and discuss the knowledge and skills you would need to develop to meet this challenge

Entry Requirements

In order to be considered for entry, applicants must have completed:

- An entry-to-practice undergraduate degree, or equivalent in a health discipline, or an undergraduate degree in any discipline;
- or
- At least 3 years of documented relevant clinical work experience in medicine, allied health, science or social science.

Other considerations for entry into the program include:

- Prior academic qualifications and performance; and/or Professional experience.
- Areas of operational need

Location

The entire program will be delivered on-site at the Centre for Health Research and Education, Sunshine Hospital, 176 Furlong Road, St Albans.

Further studies after completion of this Program

Leadership and management training is a major focus of the Faculty of Medicine, Dentistry and Health Sciences (MDHS) and new initiatives currently being planned.

Participants considering extra study beyond the SCCL, can apply for recognition of prior learning into additional study. The Faculty of Medicine, Dentistry and Health Sciences (MDHS) offers a wide range of postgraduate courses. For example, the two subjects covered in this program are electives in the Graduate Diploma and the Masters in Clinical Research. In addition, the Faculty of Business and Economics has a range of management qualifications that might be considered by participants.

The University will assess whether you will receive recognition for prior learning of up to 25% of the degree based on your individual experience, and the relevance of the program to degree you are applying for.

For further advice and information
Jason.Micallef@unimelb.edu.au

Confirmation of Participant Selection

Meeting the entry requirements does not guarantee selection. If the program is oversubscribed, then Western Health will work with the University to shortlist applicants.

Costs & Fees

A program fee of \$7,950 will apply. Western Health has helped to reduce the cost by hosting this on-site and providing catering. Senior doctors are able to use their Continuous Medical Education (CME) allowance to fund the full cost of the program. If chosen to participate, Western Health will fund the whole program and deduct the CME allowance from your individual balance.

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