






LEADERSHIP COURSES AND DEVELOPMENT OPPORTUNITIES FOR THE MEDICAL WORKFORCE

1. INTERNAL OPPORTUNITIES

1.1 NSLHD LEADER DEVELOPMENT FRAMEWORK

An overview for aspiring, emerging and existing leaders to identify and access development opportunities that are available at NSLHD. Each layer builds on the last so it is important to review development opportunities both at and below your current level, as well as looking to see what is next.

Target Group	Focus	Suggested Development Opportunities		Advancement
 <p>EXECUTIVE LEADERS AND CEO Leading the organisation LHD Executive team; Senior Clinical staff</p>	<ul style="list-style-type: none"> Strategic stewardship Lead organisational culture Manage organisational response to uncertainty Capability Level: Advanced/Highly advanced 	<ul style="list-style-type: none"> Executive Coaching** Development Plan Leadership Quarters* Senior Executive Leadership Program* Executive Connections events+ 	<ul style="list-style-type: none"> Facilitation Development Program – Black Band * Everything DISC workplace workshop Mentoring self and others 	<p>AND BEYOND</p> <ul style="list-style-type: none"> PSC Leadership Academy Personal branding Political acumen
 <p>SENIOR MANAGERS AND LEADERS Leading services and programs Health Managers 5-6; Nursing/Midwifery Managers 6-9 ; Allied Health Level 6+; Senior Staff Specialists</p>	<ul style="list-style-type: none"> Service redesign Coalitions and collaboration Cross-functional management strategies Lead in times of uncertainty Capability Level: Advanced 	<ul style="list-style-type: none"> Leadership Coaching Development Plan Leadership Quarters* Leading Change & Growing Trust* Everything DISC workplace workshop 	<ul style="list-style-type: none"> Job shadowing or secondment Senior Executive Leadership Program* Mentoring self and others Five Behaviours of a Cohesive Team 	<p>TO EXECUTIVE LEADER</p> <ul style="list-style-type: none"> 360 degree survey NSLHD Senior Leadership Development Program Build external networks Represent organisation
 <p>MID-TIER LEADERS Leading performance Health Managers 3-4; Nurse/Midwifery Managers 4-5; Allied Health Level 4-5; Equiv Medical</p>	<ul style="list-style-type: none"> Talent & succession planning Direction and results Critical conversations Implementation methodology Capability level: Adept 	<ul style="list-style-type: none"> People Manager Learning Pathway Purposeful Meetings* Facilitation Development Program – Blue Band* LEAD Leadership Development program (Medical only)* 	<ul style="list-style-type: none"> Accelerated Implementation Methodology (AIM) Development Plan Work with a mentor and/or leadership coach 	<p>TO SENIOR LEADER</p> <ul style="list-style-type: none"> NSLHD Leadership Development Program 360 degree survey Psychometric testing External stakeholder experience.
 <p>FRONTLINE LEADERS Leading others and projects Health Managers 1-3; NUM/MUMs & Nurse/Midwifery Managers 1-3; Allied Health Lvl 3-5; Equiv Medical</p>	<ul style="list-style-type: none"> Change management principles Team culture and dynamics Influence and negotiation Project management Capability level: Intermediate/Adept 	<ul style="list-style-type: none"> People Manager Learning Pathway Successful Change Management Creating a Resilient Culture Facilitation Development Program – Yellow Band* 	<ul style="list-style-type: none"> Jumpstart! Introduction to Project Management Influence & Negotiation Financial Management Essentials* Development Plan Find a leadership coach 	<p>TO MIDDLE LEADER</p> <ul style="list-style-type: none"> NSLHD Leadership Development Program Internal stakeholder experience.
 <p>TEAM MEMBER Leading self Early career employees</p>	<ul style="list-style-type: none"> Communication Skills Lead Self Resilience Emotional Intelligence Leadership & Management styles Capability level: Foundational/Intermediate 	<ul style="list-style-type: none"> Emerging Leader's Pathway Upfront Communication and Emotional intelligence Leading teams in the clinical workplace 	<ul style="list-style-type: none"> Facilitation Development Program – CORE skills* Leadership Coaching Find a mentor 	<p>TO FRONTLINE LEADER</p> <ul style="list-style-type: none"> Capability self-assessment Student/staff supervision experience.

*Denotes training conducted by HETI; some have limited intakes + Denotes training conducted by PSC by invitation

**External (\$) or internal

1.2 NSLHD LEADERSHIP DEVELOPMENT PROGRAM AND SENIOR LEADERSHIP DEVELOPMENT PROGRAM

	Aim	Target Audience	Structure
Leadership Development Program	<p>The NSLHD Leadership Development Program facilitates the development of a pipeline of efficient, effective and high-functioning leaders by building on the following capabilities:</p> <ol style="list-style-type: none"> 1. Managing and Developing People 2. Resilience and Courage 3. Inspiring Direction and Purpose 4. Influence and Negotiation 5. Working Collaboratively 6. Managing Reform and Change 7. Committing to Customer Service 8. Managing Self 9. Demonstrating Accountability 10. Thinking and Solving Problems 	<p>Front Line and Middle Tier Managers:</p> <ul style="list-style-type: none"> • Medical Officers • Dental Officers • Health Service Manager 1-3 • Nursing/Midwifery Unit Manager 1-3 • Nurse/Midwifery Manager 1-4 • Allied Health Managers 3-5 	<p>The LDP is an initiative to deliver against theme 5 of the NSLHD Strategic Plan, Engaged and Empowered Workforce, in particular to:</p> <ul style="list-style-type: none"> • Develop our culture to engage and empower our people • Develop leaders who role model our values while driving improvement and innovation • Develop our talent to ensure confident and capable people <p>The program includes the following elements:</p> <ul style="list-style-type: none"> • 360° Appraisal • Capability Conversation and Group Activity • Presentation Activity • Action Learning Sets • Coaching <p>6 Days will be required over the duration of the program to attend the course days.</p>
Senior Leadership Development Program	<p>The benefits of this program:</p> <ul style="list-style-type: none"> • Builds a resilient and diverse leadership pipeline that can support sustainable growth for executive top tier positions. • Strengthens capacity to respond to ambiguous and complex issues with inspired leadership, in addition to tactical management • Development of leaders who can foster talent and can motivate teams across NSLHD to achieve organisational goals • Support the strengthening of collaborative relationships across departments 	<p>This program is targeted at current and emerging high performing/high potential senior leaders.</p>	

2. EXTERNAL COURSES

2.1 HEALTH EDUCATION AND TRAINING INSTITUTE (HETI) LEADERSHIP COURSES

	Aim	Target Audience	Structure
People Management Skills Program (PMSP)	<p>Form meaningful connections, enhance capabilities and create safe, healthy working environments which contribute to a better human experience and improved patient outcomes.</p> <p>Positive, committed management is essential in guiding the direction of our workforce and enhancing the patient and caregiver experience across NSW Health.</p> <p>The PMSP offers an integrated approach to effectively support teams and positively manage challenging situations.</p>	NSW Health Managers or staff acting in role with people management responsibilities	<p>This program is modularised into 6 modules, each 4-hour virtual interactive classrooms.</p> <p>The learning experience is tailored to suit participant’s availability – delivered as 4-hour workshops or a full-day format.</p> <p>Modules are scheduled weekly and may be completed over a 3-8 week period.</p> <p>Includes 6 optional eLearning modules.</p> <p>Two intakes a year in Autumn and Spring.</p>

2.2 MEDICAL COLLEGES AND UNIVERSITY COURSES

	Aim	Target Audience	Structure
Royal Australasian College of Medical Administrators (RACMA) Leadership for Clinicians	<p>Aim to empower clinician leaders with the knowledge, skills, confidence and self-awareness to play a central role in decision-making within their healthcare organisation and community services.</p> <p>The program explores six key themes:</p> <ul style="list-style-type: none"> • Understanding our healthcare systems • Clinical Governance and medico-legal awareness • Medical workforce management and engagement • Leading strategy and change • Financial governance • Professionalism, leadership and culture 	<p>To be eligible to participate in the program you must have:</p> <ul style="list-style-type: none"> • A minimum of three years direct patient care; • Current medical registration in Australia or New Zealand • Be in good standing with your employer and other medical specialty colleges 	<p>Blended program or fully online.</p> <p>The six key themes are addressed through eight topics. Each topic will incorporate pre-session work made available through the learning management system.</p> <p>Successful completion of the program is a RACMA Board approved pathway to apply to elect to Associate Fellow of the Royal Australasian College of Medical Administrators.</p>

<p>RACMA</p> <p>Management for Clinicians</p>	<p>Designed for clinicians who are planning to work in leadership and management roles. The workshops are facilitated by experts including experienced Fellows of the RACMA. The theoretical foundation is complemented by Fellows sharing the experience in responding to the challenges of working in a complex and adaptive healthcare system.</p> <p>The program covers 4 themes:</p> <ul style="list-style-type: none"> • Making the transition from Clinician to Clinician Manager • Understanding the healthcare system • Understanding the finance fundamentals • Communicating for managing teams. 	<p>Enquiries for this program are to be directed to: MFC@racma.edu.au</p>	
<p>The University of New South Wales (UNSW)</p> <p>Graduate Certificate of Health Leadership and Management</p>	<p>Provides students with the theoretical and technical capacities for leadership roles in health service management in Australia or Internationally. Students will develop professional judgement, and graduate with the essential knowledge to improve health services across a range of settings.</p> <p>The program fosters skills required for health management and leadership roles including strategic leadership, change management, workforce management, quality enhancement and decision making.</p>	<p>Clinicians from fields including: Medicine, Nursing, Allied Health, Biomedical Science, Dentistry, Emergency Services and Health Administration.</p>	<p>The program is offered online or face-to-face (includes blended).</p> <p>The course is offered through the Faculty of Medicine and Health, and can be completed in 0.7 year(s).</p> <p>2022 Indicative Fee to complete Degree: \$16,080</p>
<p>The University of Sydney (USYD)</p> <p>Sydney Professional</p>	<p>The certificate focuses on strategy and leadership skills required for successful innovation. The course explores how successful innovation in healthcare happens at all levels – system, organisational and personal.</p>	<p>The certificate is designed for current and future leaders in health.</p>	<p>The course consists of two postgraduate units of study, and is offered online or on-campus.</p> <p>The duration of the certificate is 1-year Part-time.</p>

<p>Certificate in Leadership in Health</p>	<p>Focus on ‘business of health’ that is embedded in the complex mix of public and private health sectors. Students will explore the financial, policy and regulatory eco-systems in which healthcare is financed and delivered.</p>		<p>2022 Indicative tuition fee: \$8,250</p>
<p>USYD Sydney Professional Certificates</p>	<p>Educational offering to help clinicians and healthcare professionals stay abreast of the latest evidence and technology in specialised fields within medicine and public health. Curated postgraduate courses perfect for time-poor practitioners and senior healthcare professionals wanting to undertake study in specialised areas without committing to a more extensive postgraduate degree.</p>		<p>The certificates involve 2 units of study. 2022 Indicative tuition fee: \$8,250</p>
<p>Surgical Education Research & Training Institute (SERT) Fostering Leadership Across Systems in Health (FLASH) Program</p>	<p>Aims to equip participants with the knowledge, skills and attributes which are building blocks for effective leadership. FLASH is designed to foster the longitudinal development of confidence and behaviours for effective leadership to be applied to all facets of the health system throughout their careers.</p>	<p>Designed for senior medical trainees in their last year/s of specialty training (incl. general practice), post-fellowship clinical and/or clinical research fellows as well as for specialist doctors within their first 5 years (approx.) of independent practice.</p>	<p>Highlights:</p> <ul style="list-style-type: none"> • 2-day immersive overnight workshop • Full-day interactive workshops • Highly interactive format with wide-ranging guest faculty • Tailored to LHD needs to address the gap in medical leadership development, linking to real-life health service scenarios • Online coaching and mentoring • Experiential full day experience ‘shadowing’ a leader in health <p>Ample opportunity for building networks and ‘community of practice’</p> <p>Inquiries to be directed to: WSLHD-FLASH@health.nsw.gov.au</p>

2.3 MY HEALTH LEARNING MODULES

	Outline	Target Audience
Change Leadership	<p>The workshop is intended for managers or leaders to learn how to deeply understand the dynamics of change and employ change leadership strategies to turn challenges into opportunities. It focuses on skilling managers up to lead, manage and facilitate the change process to support continuous growth and improvement.</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Understand the human side of change and know how to help people deal more effectively with change • Lead a team and build employee capability for change • Apply best practice change leadership models • Understand the process of sustaining change and know how to embed a change initiative into the culture and systems within an organisation. 	The course is applicable for managers and team leaders.
People Manager Learning Pathway	<p>The objective is to support a manager's successful transition to a supervisory role within the organisation. New managers in the program will have 24 months to complete all requirements. The pathway is designed to provide those supporting staff with essential skills and information needed to successfully manage both employee performance and organisational initiatives.</p>	
Business Writing in Healthcare	<p>A tool for users to access to assist in writing correspondence. Users can choose from various writing tools to build capacity to consistently produce high quality documents in line with NSW Health expectations.</p>	
Influencing and Negotiation Skills	<p>The course identifies and develops influencing and negotiation skills necessary for the work environment. The course is highly interactive with a focus on developing influencing skills, identifying your negotiation style and the negotiation style of others.</p> <p>Learn how to apply these skills to influence a negotiation to achieve the desired outcome.</p> <p>Learn how to prepare and plan for a negotiation. Identify the challenges faced in the work environment that may influence negotiations. You will have the opportunity to build and practice your skills through shared experiences, and the use of case studies and group work.</p>	

My Health Learning is not limited to the listed modules, and has a range of diverse modules available to the NSLHD workforce.

References:

HETI, People Management Skills Program (PMSP): <https://www.heti.nsw.gov.au/education-and-training/courses-and-programs/people-management-skills-program>

HETI, NSW Health Leadership Program: <https://www.heti.nsw.gov.au/education-and-training/courses-and-programs/nsw-health-leadership-program>

RACMA, Leadership for Clinicians: <https://racma.edu.au/training/leadership-for-clinicians/>

RACM, Management for Clinicians: <https://racma.edu.au/training/management-for-clinicians/>

UNSW, Graduate Certificate of Health Leadership and Management: <https://www.unsw.edu.au/study/postgraduate/graduate-certificate-in-health-leadership-and-management?studentType=Domestic>

USYD, Sydney Professional Certificate in Health Leadership: <https://www.sydney.edu.au/courses/courses/pc/sydney-professional-certificate-in-leadership-in-health.html>

USYD, Sydney Professional Certificates: <https://www.sydney.edu.au/medicine-health/study-medicine-and-health/professional-development-and-short-courses/sydney-professional-certificates.html>