



HEALTH QUALITY & SAFETY
COMMISSION NEW ZEALAND



Clinical leadership and Clinical governance

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The Commission

Supporting the health and disability sector to deliver safe and quality health care to all New Zealanders



The journey to Clinical Governance

Clinical leadership

Clinical engagement



What is leadership?

There is no 'one-size-fits-all' definition of leadership:

The only definition of a leader is someone who has followers – Bill Gates

Leadership is a process of social influence which maximises the efforts of others towards the achievement of a goal – Peter Drucker

Don Berwick and the three eras

Era 1: Ascendancy of the medical profession

- noble, inaccessible with special knowledge, beneficent, self regulating, hierarchy, not questioned

Don Berwick and the three eras

Era 2: Unquestioning trust replaced with regulation

- increasingly poor morale, alienation and loss of the joy of work

Don Berwick and the three eras

Era 3: Mastering improvement is a core competency

- mastering improvement is a core competency for health leaders
- measure what matters and learn from this
- asking patients *what matters to you* rather than *what is the matter?*
- ask *what am I a part of* rather than *what do I do?*

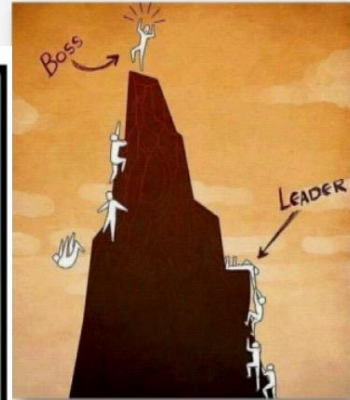
Health is a complex system

- Many of the models of leadership we have grown up with are not applicable for today's challenges
- Health is a complex system which needs a distributed and collective networked leadership
- Change is the norm and needs a growth mind set
- Clinical leadership becomes more important in an increasing complex environment

Need to move away from old models



Heroism is out, humility is in





Currency

Current

Held by a few

Made by many

Pushed down

Pulled in

Commanded

Shared

Closed

Open

Transaction

Relationship

Jeremy Heimens, Henry Timms

[This is New Power](#)



2x

People who are highly connected
have twice as much power to
influence change as people with
hierarchical power

Leandro Herrero

<http://t.co/Du6zCbrDBC>



 @helenbevan



@helenbevan

Effective leadership for today

- patient centred focus
- value and respect all those that we work with
- working as part of team(s)
- be open to learn
- receive and give constructive feedback
- know and understand your role and contribution
- taking responsibility and accountability
- authenticity and integrity

Leadership

A Leader:

- can't separate leadership from teamwork
- is not focused on own needs
- grows and mentors others in a team, fronts issues, challenges and breaks barriers
- get knocked around and need resilience

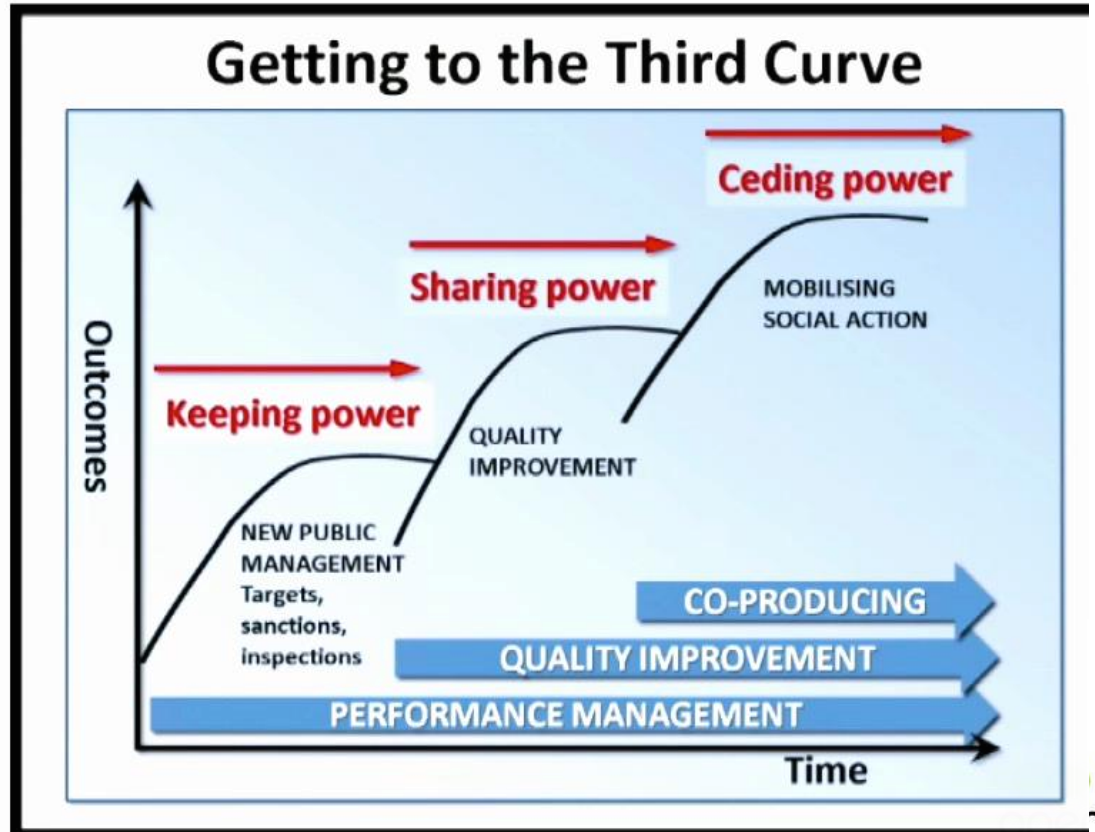
Martin Snedden, CE 2011 Rugby World

Building a team

- Tell story people can connect to and be part of
- Connect interested parties with a common goal
- Understand each other's roles and perspectives
- Widen the team to include organisations and individuals across NZ – a powerful force together

Martin Snedden, CE 2011 Rugby World

Ceding power



The power of 2

Egos and empires

The power of 2

Is it better for the consumer?

What can I do to help make it happen?

Leadership is *everyone's* business

- act in the way we want others to
- be accessible
- be a team player
- good communication
- express appreciation
- address issues
- speak up when things are not right

How can leaders counteract burnout

- Nurture culture
- Transparently share what we know with the team
- Those in leadership roles must solicit input from co-workers
- Recognise their contribution
- Get to know the team
- Co-create the system

Clinical Governance

"Until we truly know that everyone working in the organisation understands their shared responsibility and contribution to clinical care, we do not have effective clinical governance"



Key principles of clinical governance

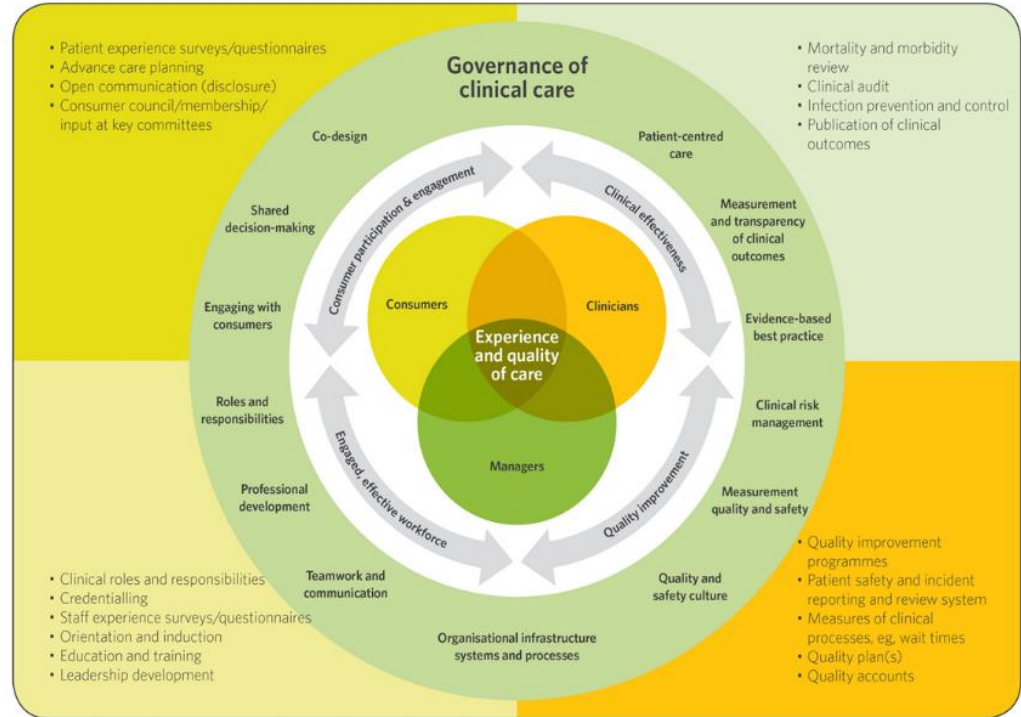
- Consumer/patient-centred care
- Open and transparent culture
- All staff participating and partnering in clinical governance
- Continuous quality improvement focus

Common themes

- Consumer/patient engagement and co-design
- Open, transparent, learning culture
- Prioritising quality improvement and patient safety
- Clinical leadership for quality and safety
- An emphasis on partnerships and involvement of all staff
- Effective multidisciplinary teams
- Measuring clinical processes and outcomes
- Use of data to identify variation
- Effective management of clinical risks

Four components of the NZ framework

1. Consumer engagement & participation
2. Clinical effectiveness
3. Quality improvement and patient safety
4. Engaged, effective workforce



Think about your part in clinical governance

- What does clinical governance mean to you as an individual?
- As part of a team or service?
- As part of a PHO/DHB or other organisation?

“Clinical governance and quality improvement requires a focus on evidence and data not just trust

It is essentially a concept aimed at ensuring that every organisation in health creates the culture, the systems and the support mechanisms so that good clinical performance is the norm and that quality improvement is part and parcel of routine clinical practice”

Sir Liam Donaldson



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