

# Leadership and Management in the Health Sector

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# Leadership and management

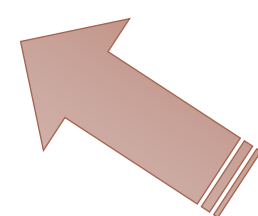
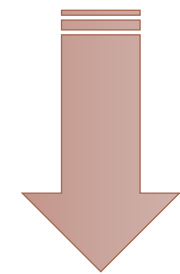
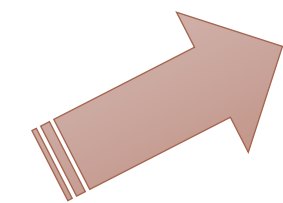


# Stresses in healthcare

- Patients
  - Changing expectations
  - Violence
- Personal
  - Domestic
  - Career
- System
  - Increasing gap between demand and resources
  - Performance

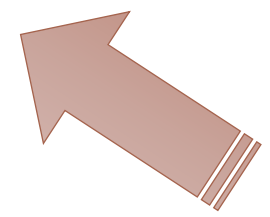
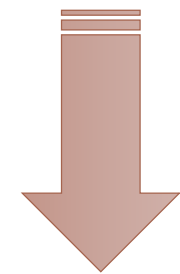


# STRATEGIC HEALTHCARE PLANNING





# STRATEGIC HEALTHCARE PLANNING





Administrators tend to be trapped by their accountability to political masters and their responsibility for constrained budgets. Clinicians tend to stay far longer in the job, and have a primary inalienable responsibility to their patients, rather than bureaucratically dictated devotion to the 'bottom line'. **In general, improvement in clinical practice is more likely to be driven and safeguarded by clinicians than by administrators.** A shift in the paradigm to reflect this reality in the organisational hierarchies of healthcare would be a major step in the right direction.

Runciman B et al. Safety and Ethics in Healthcare: a guide to getting it right. p256. Ashgate Publishing Ltd 2007



WHY DOES IT SEEM AS IF MOST OF THE DECISIONS IN MY WORKPLACE ARE MADE BY DRUNKEN LEMURS?



www.dilbert.com scottadams@aol.com

DECISIONS ARE MADE BY PEOPLE WHO HAVE TIME, NOT PEOPLE WHO HAVE TALENT.



10-26-07 © 2007 Scott Adams, Inc./Dist. by UFS, Inc.

WHY ARE TALENTED PEOPLE SO BUSY?



THEY'RE FIXING THE PROBLEMS MADE BY PEOPLE WHO HAVE TIME.



# Leadership vs Management, What's the Difference?

## Leadership

The action of leading a group towards a common goal.

**Lead People**

Leaders → Inspire, Motivate, Encourage

Top 10 Leadership Skills:

1. Communication
2. Motivation
3. Delegation
4. Positivity
5. Trustworthiness
6. Creativity
7. Feedback
8. Responsibility
9. Commitment
10. Flexibility

"Leadership is the art of getting someone else to do something you want done because he wants to do it."  
Dwight D. Eisenhower

## Management

The Process of dealing with or controlling things or people.

**Manage Things**

Managers → Plan, Organize, Coordinate

Top 10 Management Skills:

1. Interpersonal Skills
2. Communication
3. Motivation
4. Organization
5. Delegation
6. Forward Planning
7. Strategic Thinking
8. Problem Solving
9. Commercial Awareness
10. Mentoring

"What's measured gets improved."  
Peter F. Drucker





# Concepts and Tools

- Role models
- Personal choice
- 80:20 rule
- Homeostasis
- Research approach
- Why what how
- SWOT analysis
- Planning cycle
- Five whys
- Negotiation skills
- Meetings and committees
- Strategic planning - mission
- High performance teams



US President Donald Trump criticises CNN journalist Jim Acosta (circled) during the post-election press conference in the East Room of the White House last week.

## **Trump Calls CNN Reporter ‘Rude, Terrible Person’**



**Prime Minister Jacinda Ardern hugs a mosque-goer at the Kilbirnie Mosque**



# Choices

- Power and control
- Empowerment vs judgement
- Anecdote: Tell me when you have had enough



# Choices

- Power and control
- Empowerment vs directing
- Anecdote: Tell me when you have had enough
  - Would you rather you didn't smoke?
  - Do you drink more than is good for you?
  - Do you think your health would be better if you lost weight?
  - Do you think you have made the right career choice?

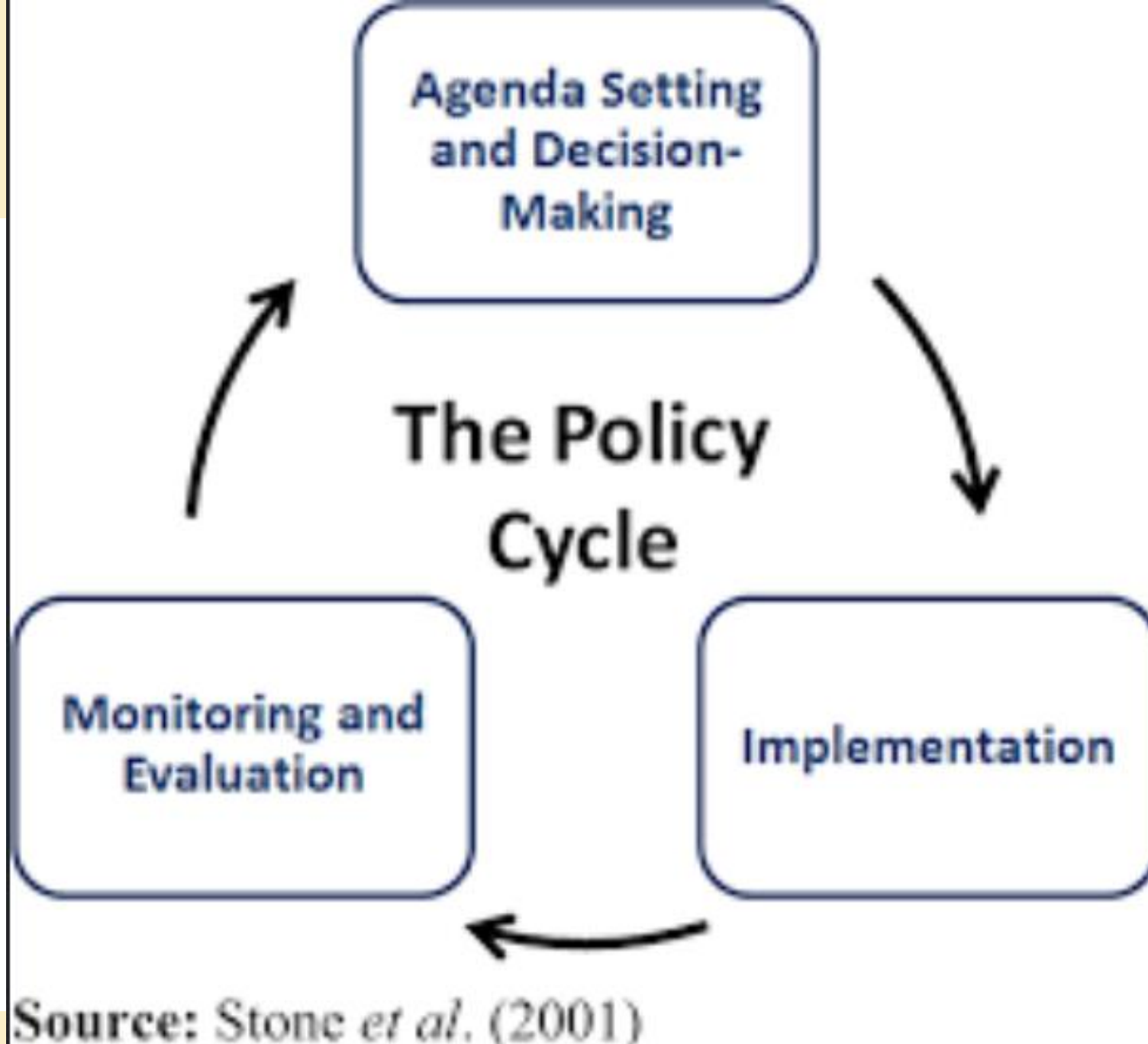


For every complex problem there is an answer that is clear, simple, and wrong.

H. L. Mencken

- 80:20 rule
  - Conflict and negotiation
- P and 1-P

homeostasis



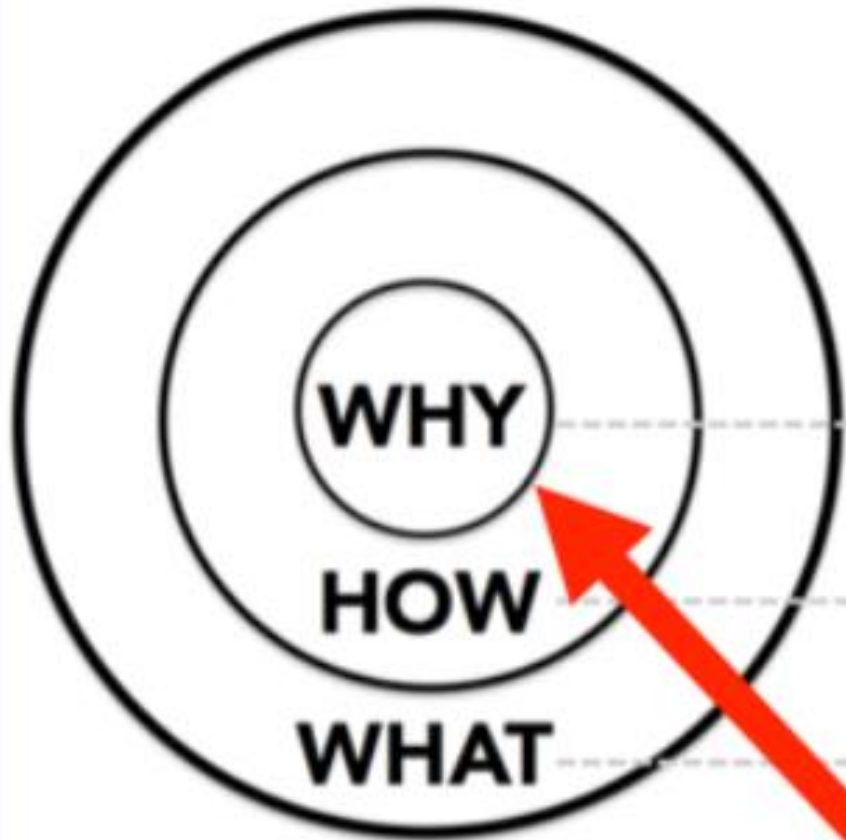


# Research

- Problem solving
  - Why?
  - What?
  - How?



# Golden Circle



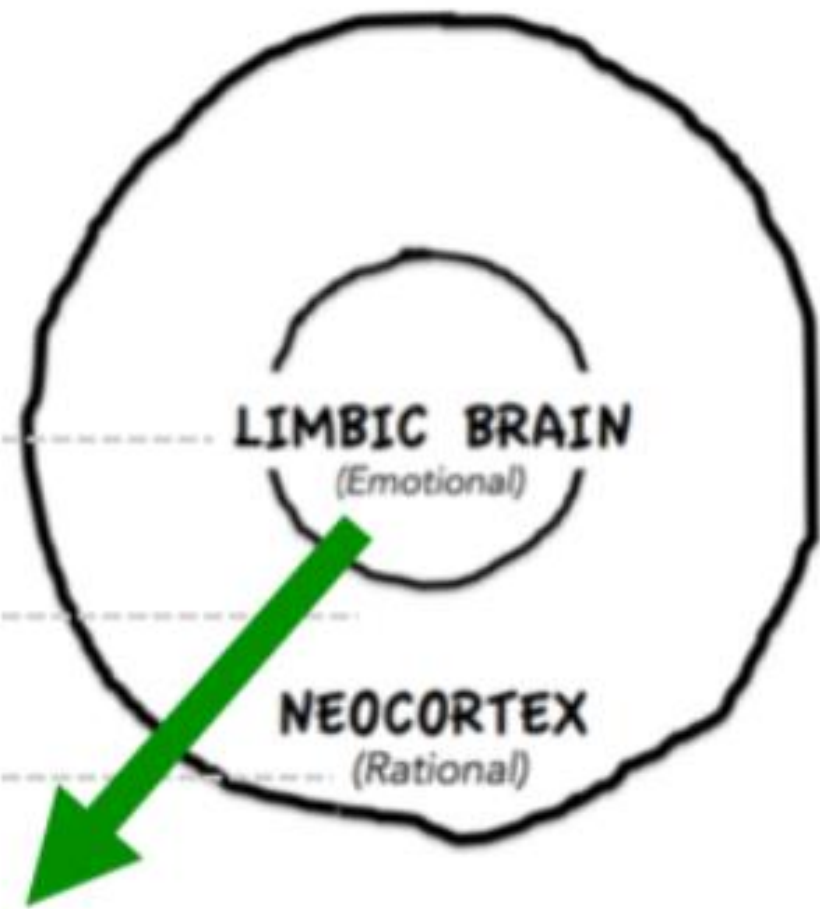
*Purpose*  
*(Intrinsic Motivation)*

*Process*

*Result*

**Policing**  
*(Outside-in)*

# Human Brain



**Passion**  
*(Inside-out)*

*Start with and align around WHY*

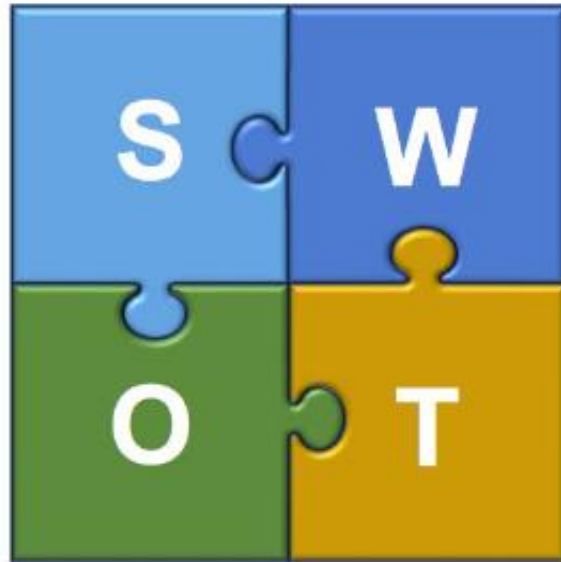


It is easier to teach technical people management skills than management people technical skills

- Some useful tools



# SWOT analysis



**STRENGTHS (+)**

- 
- 
- 
- 

**WEAKNESSES (-)**

- 
- 
- 
- 

**OPPORTUNITIES (+)**

- 
- 
- 
- 

**THREATS (-)**

- 
- 
- 
-



# Presentation

## STRENGTHS (+)

- Important area
- Mental health
- Future of health care
- Lots of experience

## WEAKNESSES (-)

Not a management specialist, nor a psychiatrist

## OPPORTUNITIES (+)

- Address stigma of mental health
- Promote HBGW
- Promote speciality of occupational medicine

## THREATS (-)

What level to pitch?  
Anxiety of presenting  
Handling difficult questions  
Will IT work?



## 5 Whys – root cause analysis

- 1. Why did the patient develop complications
  - Side effect of medication
- 2. Why did they get side effects?
  - Wrong dose of medication
- 3. Why did they get the wrong dose?
  - Nurse did not get the dose checked



## 5 Whys – root cause analysis

- 4. Why was the medication dose not checked?
  - No one was available to crosscheck
- 5. Why was no one available to crosscheck?
  - Funding restrictions on relief staffing



# Conflict resolution

- Negotiation skills
- Active listening
- Win win
- It is all about relationships (respect)
  - Takes 2 to have a fight – 40:60



## A Guide for the Chairperson

*If you are inexperienced in chairing formal meetings, such as the club Annual General Meeting or the monthly club meetings, this resource provides some helpful hints.*

The chairperson's role is to control the meetings, accept motions and amendments, rule on points of order and see that the wishes of the meeting are carried out correctly and expediently.

Meetings do not have to be run formally all the time and it is up to the chairperson to decide how formally the meeting will be run.

However, there are times when you, as leader, must know the essential rules in order to:

- give everyone a fair go;
- cut out 'waffle'; and
- reach decisions.





# Common issues

- Preparation
- Know the rules
- Read the material
- Facilitate discussion
- Control the meeting
- Respect participants
- Peoples time is valuable

# The Basic Performance Pyramid



Mission

Stages  
Strategies

Design  
Insight and courage

Navigation  
Performance indicators  
Direction  
Progress

Fuel:  
Funding  
Organisation  
Governance

Outcome  
Thrust

I believe that this Nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to earth.



John F. Kennedy

# The Royal Australasian College of Physicians

We connect, train and represent over 25,000 medical specialists and trainee specialists from 33 different specialties, across Australia and New Zealand.



**RACP**  
Specialists. Together



## Educate

Through the RACP we work together to educate and train the next generation of specialists to deliver quality care.



## Advocate

Our specialists work together to develop and advocate for policies that promote the interests of our profession, our patients and our communities.



## Innovate

We collaborate to lead innovation in the delivery of specialist medicine in a constantly changing world, and support innovative medical research through our Foundation.

# The scourge of managerialism and the Royal Australasian College of Physicians

Paul A Komesaroff, Ian H Kerridge, David Isaacs and Peter M Brooks

Med J Aust 2015; 202 (10): 519-521. || doi: 10.5694/mja15.00170

Published online: 1 June 2015

largely disconnected from its original purpose to “bring together physicians for their common benefit and for scientific discussions”.

undermined staff morale, with staff turnover rates reaching 40% per year (personal communication from a senior College official).





# Building a rocket

## **Proposal for a National Dust Diseases Taskforce**

**Outcome required: To develop a national approach for the prevention, early identification, control and management of dust diseases in Australia**





# So what about performance?

- **Project Aristotle**
- What distinguishes high performing teams from low performing teams?
- Psychological safety

# Google Spent 2 Years Studying 180 Teams. The Most Successful Ones Shared These 5 Traits

- Psychological safety
- Dependability
- Structure and clarity
- Meaning
- Impact

# Sully: Miracle on the Hudson



**Inside the cockpit on QF32: How the world's worst aviation disaster was averted**

**Crew Resource Management**



- **Opening or attention getter -**
- **State your concern -**
- **State the problem as you see it - '**
- **State a solution .**
- **Obtain agreement (or buy-in) .**

These are often difficult skills to master,

CONJOINED Bhutanese twins Nima and Dawa Pelden have successfully been separated after Royal Children's Hospital surgeons began the long and complex procedures to separate them. This is how they did it.





## So a good working environment consists of:

- Control of workplace hazards
- Implementation of safe systems of work
- Psychological safety



# Key messages

- Promotion of good work
  - Benefits individuals
  - Decreases organisational costs
  - Increases productivity
  - Reduces avoidable unemployment
  - Reduces workers compensation costs
  - Reduces health care costs



NSW Health Minister Brad Hazzard said medical specialists have to understand that this is the 21st century.

"There is absolutely not one millimetre of room for a culture of bullying or failure to provide respect to every staff member," he said.





## Summary

# A '3 x 3' for a healthy workplace

- 3 questions
- 3 measurements
- 3 attitudes



## 3 questions

- Do you like your job?
- Do you get on with your boss?
- Is your work valued?



## 3 measurements

- Staff turnover rate
- Unplanned absence rate
- Number of workers compensation claims



## 3 approaches for leadership

- R U OK?

Caring and support



## 3 approaches for leadership

- R U OK?
- U R OK

Caring and support

Acknowledgement

positive feedback - learning



## 3 approaches for leadership

- R U OK?      caring and support
- U R OK      acknowledgement
- U ROK      high performance team

