Leading and Managing Health Services
An Australasian perspective

*Leading and Managing Health Services: An Australasian perspective* provides a comprehensive overview of leadership and management in health services, with a particular focus on the Australasian context. This text aims to help students from a broad range of health studies disciplines to develop leadership and management skills, and to critically analyse the issues they will face in practical health service settings.

The book features a contemporary approach to learning, in line with the Health LEADS Australia framework, which focuses on five key leadership attributes: Leads self, Engages systems, Achieves outcomes, Drives innovations and Shapes systems. Further, it offers a rich pedagogy both in the text and on its companion website. Each chapter includes case studies to provide practical examples of management and leadership issues in healthcare settings, as well as reflective and self-analysis questions to extend student learning.

Written by respected Australian academics and industry experts, this text will equip students of the health professions with practical skills to successfully manage change and innovation. *Leading and Managing Health Services* is an indispensable resource for students in the ever-changing healthcare industry.

Comprehensive instructor resources – including further reading, multiple-choice and short-answer questions, and additional case studies and reflective questions – are available online at [http://www.cambridge.edu.au/academic/leadinghealth](http://www.cambridge.edu.au/academic/leadinghealth).

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All chapters in this text have been peer reviewed by academic and industry experts.
For Linda, Alex, Emily, Teri, Georgia and Tobin
For Will, Evan, Sarah and Geoffrey
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Preface

This book is a culmination of over 30 years of studying, practising, researching and observing leadership and management within the Australasian healthcare industry. Over this period, a range of industry and system factors has made working, managing and leading in health services more challenging and complex. These factors include greater scrutiny of the spending on health and the resulting outcomes, which has led to substantial reform initiatives; recognition of the importance of good governance and individual, organisational and system accountability; reliance on technology to support clinical and non-clinical healthcare decision-making; workforce shortages and role substitution; and better understanding of the ways to improve clinical safety and quality, and overall health outcomes. These factors have been driven by greater public interest and political scrutiny of the healthcare system, focused on quality and safety, access and equity, and the roles of the various levels of government and private operators. We have seen funders, regulators and other agencies requiring increasing levels of effectiveness, efficiency and better health outcomes.

To navigate the complexity of the industry and national and international factors, it is not enough to just be a good manager or a good leader. Being successful as a manager or a health professional requires a combination of both management and leadership skills and aptitudes. *Leading and managing health services: An Australasian perspective* provides a critical and concise overview of the important skills, aptitudes and content areas required to successfully lead and manage in a wide range of healthcare settings, no matter where you sit in the organisational structure. It provides insights into aspects of healthcare leadership and management applicable to Australasian health systems from highly experienced healthcare managers, leaders and academics.

To assist in the understanding and development of the skills and aptitudes required to successfully lead and manage health services, the content of this book has been organised around Health Workforce Australia’s Health LEADS Framework (see Figure 0.1). This framework was developed by Health Workforce Australia after extensive research and industry consultation and was adopted by all Council of Australian Governments health ministers in 2012. Setting out the book in this way provides a contemporary approach to understanding the key leadership and management attributes across the five critical domains: leading self, engaging others, achieving outcomes, driving innovation and shaping systems.

According to Health Workforce Australia (2013, p. 5), ‘Leadership requires reflection and improvement of self (Leads self), fostering growth in and influencing others (Engages others), and communicating a vision for the future and enabling decisions to align with the goal (Achieves outcomes). To achieve outcomes, leaders embrace the spirit of change and innovation (Drives innovation) and strategically understand and align complex systems with the goal (Shapes systems).’ This accepted leadership framework provides a clear
approach to leadership and management that is applicable to both developed and developing countries. Additionally, the LEADS Framework helps cement the five key domains for healthcare leadership and management development. The LEADS Framework, by providing this book’s chapter and section structure, ensures it is a definitive resource for leading and managing health services in Australasia.

The text commences with a broad understanding of a range of leadership and management theories and frameworks that underpin past and current practice in the chapters ‘Concepts of leadership and management in health services’ and ‘Leadership and management frameworks and theories’. These two chapters provide a sound theoretical and contextual basis from which to explore the content areas around leading self, engaging others, achieving outcomes, driving innovation and shaping systems.

**Leads self**

Leaders need to be constantly learning about their own strengths and limitations through self-appraisal and reflection. These activities are critical elements in the development of successful leadership. These chapters provide a foundation in the self-awareness and personal attributes that are essential for successful health leadership and management:

- ethical leadership
- self-management
- emotional intelligence and self-awareness
- exploring values
- ambiguity and leadership
- leadership and critical reflective practice.
These chapters aim to highlight the importance of self-reflective and critical self-assessment in terms of an individual's own performance as a leader. The chapters also form the basis for reflecting on one's own performance around these important personal leadership qualities.

Engages others

Health leaders have a critical role in engaging others to seek solutions to complex health and systems challenges. Successfully engaging others is a critical component in having influence as a healthcare leader and manager. The seven chapters in this section provide a detailed foundation in aspects of engaging others to successfully influence staff, stakeholders and the broader community. The chapters are designed to assist the reader in engaging others through:

• communication leadership
• leading interprofessional teams
• clinical governance
• partnering with stakeholders
• power and political astuteness
• influencing strategically
• networking.

Achieves outcomes

Healthcare leaders and managers are increasingly being held to account for results and outcomes. Achieving outcomes is critical not only for system sustainability but also to balance effectiveness and efficiency in line with resource allocations. The six chapters in this section highlight important skills and aptitudes associated with achieving outcomes:

• holding to account
• critical thinking and decision-making
• managing and leading staff
• project management
• financial management
• negotiating.

Drives innovation

Strong leadership is required to build teams that are effective in the development of new approaches and solutions to entrenched health system challenges. Driving innovation
includes ‘fundamental changes to business and models of care to achieve people-centred quality services. A key factor for successful innovation is passionate leadership, without which the status quo cannot be challenged’ (Health Workforce Australia, 2013, p. 9). The chapters in this section detail important aspects of leading innovation and change through:

• creativity and visioning
• evidence-based practice
• successfully managing conflict
• building positive workplace cultures
• leading and managing change
• quality and service improvement.

Shapes systems

Healthcare leaders play a vital role in shaping the systems in which they work. In many ways, shaping systems is a culmination of self-reflective and informed leaders engaging others, driving innovation and achieving outcomes. ‘Health is a complex evolving system where all the parts, including services, legislation, policy and funding, are interconnected [and interdependent]. A change in one part has implications for the whole. Leaders who recognise patterns of interdependency are able to explain trends and facilitate strategies that achieve maximum benefits and minimise unintended harm or negative consequences’ (Health Workforce Australia, 2013, p. 9). The three chapters in this section demonstrate the system interdependencies and the need for today’s healthcare leader and manager to understand the interplay between planning and strategy to create an equitable, accessible, effective and efficient healthcare system, which includes:

• workforce-planning
• strategic planning
• health service planning.

This book is designed to be used as a whole, to develop and revise a range of skills and aptitudes for successful healthcare leadership and management, or to review individual leadership and management content areas. Additional reading and resources, case studies, reflective and self-analysis questions in each chapter assist in combining the theory, practice and real-life application of healthcare leadership and management.

Gary E. Day and Sandra G. Leggat

Reference

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