

CASE STUDY

THEIR CHALLENGE

The Minister for Health's "Your Voice in Health" Engagement Survey 2019 indicated dissatisfaction and low engagement within specific wards and teams of a Service Area spanning across three hospitals. A new service director was appointed, an Appreciative Inquiry was conducted and a Quality Improvement Initiative was implemented, however they lacked consistency and ownership from the front line. The Engagement Survey indicated issues with leadership and it was apparent that they needed to better understand the leadership capability at each level and within each area to better target their efforts.

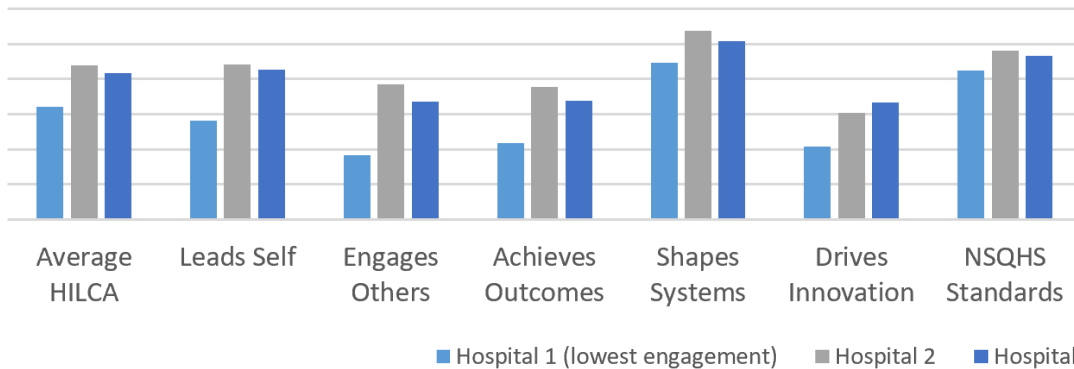


OUR SOLUTION

27 leaders (Co-Director, Program Managers, Nurse Unit Managers and Team Leaders) across three hospitals participated in HILCA 360. HILCA 360 is a leadership capability assessment specifically designed for the health industry based on the LEADS framework. It is a reliable and valid way of assessing leadership capability and pin-pointing capability gaps.

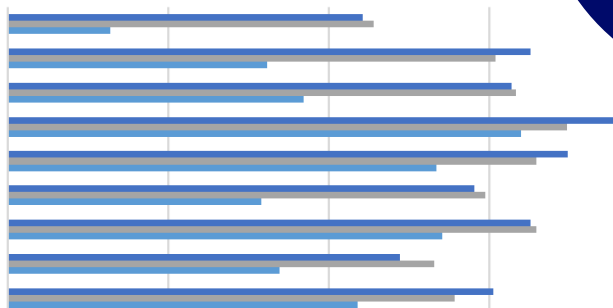
The HILCA 360 results provided evidence that the wards with the **lowest staff engagement** (Hospital 1) also had **leaders with the lowest capability across all HILCA domains and the NSQHS standards**.

Aggregate HILCA results by location



Staff engagement by location

I feel confident changes will be made for the better
 I feel listened to
 I feel supported to share my ideas and concerns
 I feel supported to report a safety concern
 I feel confident customers will receive high quality care
 I feel motivated to work hard
 I feel my safety and well-being is a priority
 I feel included in discussions to resolve issues
 I feel valued



The results also indicated that the leaders of these wards (Hospital 1) were having the least positive impact on staff in comparison with the other hospitals.

Data analysis showed that the leaders' HILCA performance...

Predicted how well they performed against the NSQHS Standards
 i.e. 84.6% of NSQHS performance can be explained by HILCA result



Explained their impact on their staff
 i.e. 47.2% of their impact can be explained by HILCA result

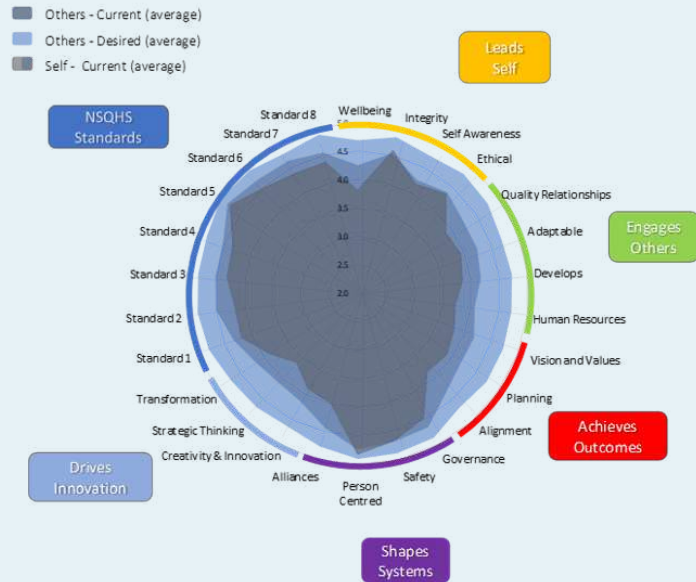
THE RESULTS

The aggregate (collective) HILCA data provided the new service director with the ability to focus the leadership development budget to those that needed it the most. We designed a leadership program with modules directly targeting the biggest capability gaps identified by HILCA and provided additional coaching to leaders from Hospital 1 on their specific development plans.

LEADERSHIP GROUP DEVELOPMENT

Custom Designed Leadership Program focused on:

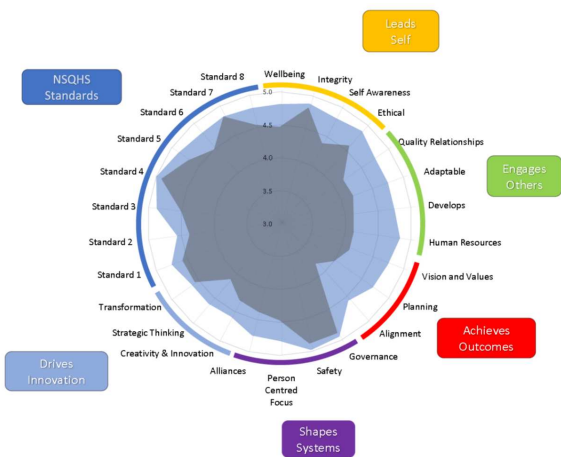
1. Leading Change
2. Coaching Style of Leadership
3. Performance Management and Dealing with Difficult Behaviour
4. Conflict Management
5. Resilience and Wellbeing
6. Building High Performing Team Cultures



INDIVIDUAL DEVELOPMENT

The individual HILCA reports enabled each leader within Hospital 1 to create specific development plans and receive coaching on their biggest challenges. The following are two examples of development plans based on different HILCA results:

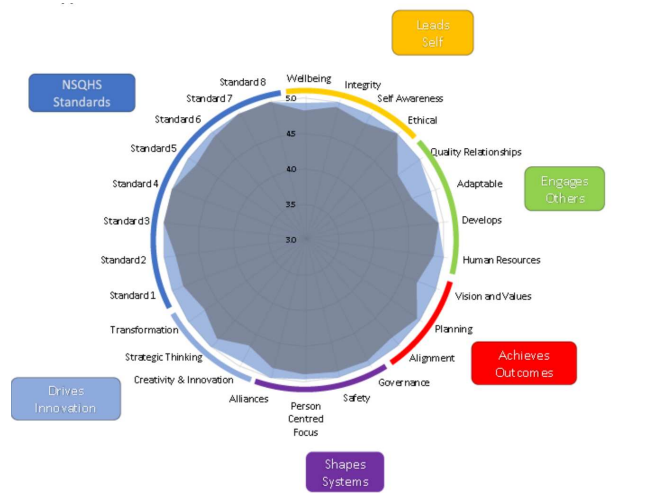
Example 1: Fairly new leader, currently acting in NUM (nurse unit manager) role. Strengths in following processes and 'doing the right thing,' with significant gaps in leading and developing others.



DEVELOPMENT ACTION PLAN

1. Skill development - performance development, performance management and conflict resolution training
2. Coaching focussed on growing her confidence in decision making delegation, influencing more effectively
3. Confidence in having a voice and holding her ground across the Service in a constructive way
4. Group coaching with her peers to assist in building capability at the next level within the wards.

Example 2: Experienced Team Leader with overall strengths across all HILCA domains. HILCA identified significant gaps from the perspective of their Direct Manager with regards to his delivery across the service



Area assessed	Desired Improvement (average)		Your view	Direct manager	Others
	Small	Large			
2-02. Follows through (Others)	Small	Large	Medium	Large	Small
2-03. Communicates effectively (Others)	Small	Large	Small	Large	Small
2-04. Effectively manages time (Others)	Small	Large	Small	Large	Small
2-05. Adapts approach to achieve (Others)	Medium	Large	Medium	Large	Small
3-01. Engages in the Vision (Outcomes)	Medium	Large	Medium	Large	Small

DEVELOPMENT ACTION PLAN

1. Three-way coaching with Direct Manager to understand and establish expectations
2. He was focussing his efforts operationally, but not connecting to the bigger strategic direction of the Service
3. Individual coaching to support him to explore blind spots and better meet his Managers expectations