



DOCTORS LEADING CHANGE MEDICAL ENGAGEMENT

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Director, Systems Improvement
Clinical Excellence Commission

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Overview

- Share purpose and desired outcomes
- Explore some ideas and strategies for effective local medical engagement and leadership
- Describe group recommendations and future approach

History

- No State Network/Group/Forum for medical leaders
- Medical engagement surveys demonstrated significant room for improvement
- Desire to support and enable the sharing of ideas and strategies for improving medical engagement

Medical Engagement Forums

- Organised **by Doctors for Doctors**
- 3 Forums over 12 months
- Last August 2016 >70 delegates
- Chief Executives, Executive Medical and Clinical Executive Directors, Clinical HoD and emerging clinicians, WOH/MOH, AMA, ASMOP
- Supported by Pillars (ACI and CEC)

Forum Agenda

Partnerships
between Chief
Executives and
Executive
Clinical
Directors

*Maximising the benefits of the partnerships between Chief
Executive/Senior*

Executives and Executive Clinical Directors/Clinicians

Mr Gerry Marr, Chief Executive, South Eastern Sydney Local Health District

Dr James Mackie, Medical Executive Director, South Eastern Sydney
Local Health District

Dr Teresa Anderson, Chief Executive, Sydney Local Health District

EMD, Sydney Local Health District & Dr Rob Ogle, Clinical Director Women's Health, Neonatology &
Paediatrics.

Mr Scott McLachlan, Chief Executive, Western NSW Local Health District & Dr Clayton Spencer, Director,
Medical Services for Western NSW

EMD Rural 1

Maximising Medical Engagement in the Health System

Professor Brad Frankum, President, Australian Medical
Association, NSW

Dr Tony Sara, President, Australian Salaried Medical
Officers' Federation of NSW

The Ministry's perspective in Medical Engagement

Mr Brad Astill, Acting Branch and Program Director,
Whole of Health Program, NSW Ministry of Health

WORKSHOP

*Developing and exploring options and strategies to improve Medical
Engagement at LHD level*

ACI Clinical Lead as Facilitator

Feedback from Workshop Groups

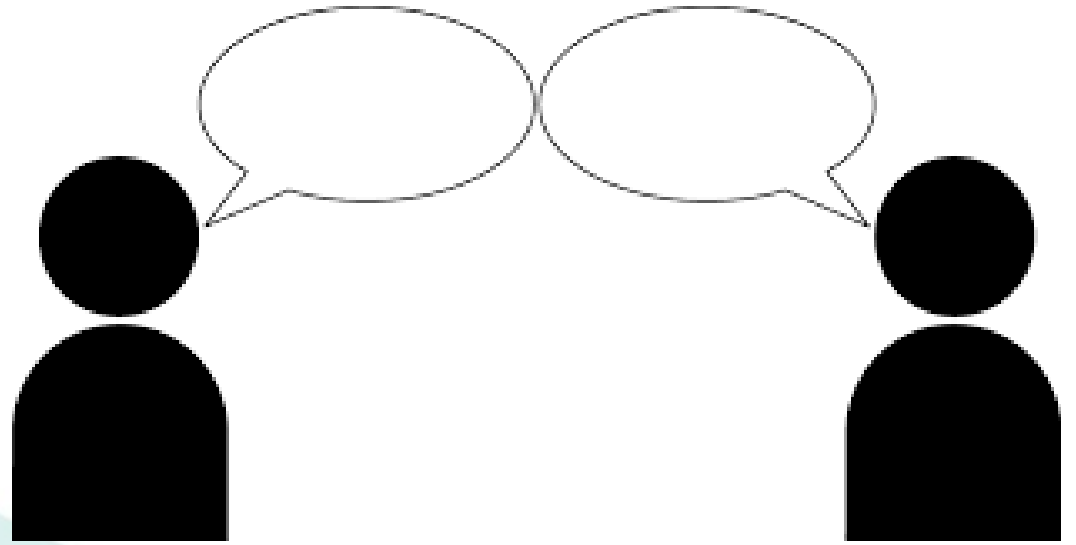
ACI Clinical Lead as Facilitator

Maximising
Medical
Engagement

Effective engagement and leadership across NSW



What they said...



Gerry Marr, CE South Eastern Sydney LHD



“SESLHD has achieved a change in conversations from money and performance, to safety and quality.”

- Relationships pivotal between MED&CE
- Increase the role of Department Heads
- Three aims of:
 - organisational development
 - clinicians defining service delivery
 - empowerment of clinical engagement and leadership
- Medical Executive Director role:
 - Advice on service planning and clinical models
 - Lead Clinical Streams and chair District Clinical and Quality Council.

Dr Robert Ogle, Clinical Director Womens Health, SLHD



Tips for engagement with clinicians:

- take team approach
- communication and listen
- consistency, camaraderie
- being contactable
- credibility of a practicing clinician

Challenges to working in partnership:

- understand each other's roles
- mutual respect
- different drivers and expectations
- balance clinical and administrative responsibilities

“Partnerships are complex and require respect, knowing what you want and expect from each other, good governance, time, diligence, good communication and trust.”

Dr Peter Zelas, Colorectal Surgeon, WSLHD



- Managers and clinicians need to be aligned... a common purpose, shared goals and priorities
- Clinicians – feel valued, be heard and trust
- Managers - lead, listen, be visible, trust

Then Engagement

Recommendations

1. Forum planning group obtain support from ACI/CEC and MOH to continue this work
2. Forum participants provide advice and support to NSW Medical Quality and Safety activities
3. System investigate the use of social contracts for senior medical staff (eg VMOs)
4. Enhance links with professional colleges and societies

Recommendations

6. Support the modification of SLAs for LHDs to include clinical engagement KPIs

7. Support LHDs to increase medical engagement and leadership by involving Drs in:

- Senior Executive meetings

- Service planning and facility redevelopment

- Local decision making including budget activities

- Methods to foster continual engagement at all stages of medical career

Moving forward 2017

- Continue to support and work towards implementing group recommendations
- Regular Forums – next 10 March
- Exceptional and emerging leaders
- Medical Leadership Group chaired by senior clinician