

The logo for the Health Management Institute of Ireland (HMÍ) features the letters 'HMÍ' in a stylized font. The 'H' and 'M' are green, while the 'Í' is blue with a green accent on the dot. The letters are bold and modern.

HMÍ

Health Management Institute of Ireland

A decorative background on the left side of the slide consists of overlapping triangles in shades of blue, orange, and yellow. A white rectangular frame is overlaid on this background, containing the main text.

GETTING IT

RIGHT

Making better choices




21st century leadership


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Outline of Talk

- What is a health service?
 - What are some changes and challenges
 - What type of leadership to deliver effective service?
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What Are Health Services?

- Complex organisms
 - Fostering extra-ordinary variety of intellectual, scientific, caring, healing and cultural activity
 - Serving an increasing heterogeneous population
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Some Challenges

- Reform agenda
 - Skills set and staff development
 - Vested interests – professions, unions
 - Evidence to support practice – and its lack
 - Demographics - population profile – those we serve and those we need to become our staff...
 - Resources – their distribution and configuration
 - Culture in HS
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Culture

- Hierarchical
 - Authoritarian
 - Punitive
 - Dis-empowering
 - Blame ridden
 - Ritualistic
 - De-humanising and de-personalising
- 


Culture of a safe, quality service

- Competence – focused on evidence
 - Respect
 - Empowerment
 - Autonomy
 - Responsibility
 - Accountability
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What is Required of Leadership?

- Sympathy and support of core functions
 - An understanding of the nature and complexity of the organism
 - A clear and accurate conceptualisation of the nature of the service.
 - An ability to challenge constructively and demand high performance from all actors, across all functions.
 - The courage and willingness to share power in a distributive leadership model
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Distributed Leadership

- Requires a visionary leader who is:
 - Comfortable sharing power
 - Generous in doing so
 - Capable of seeing extra-ordinary potential in ordinary people
 - Can make decisions with a balance of idealism and pragmatism
 - How well does our staff, management and leadership cadres reflect our population?
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Are We Using All Our Talent?

Sociology of Absences



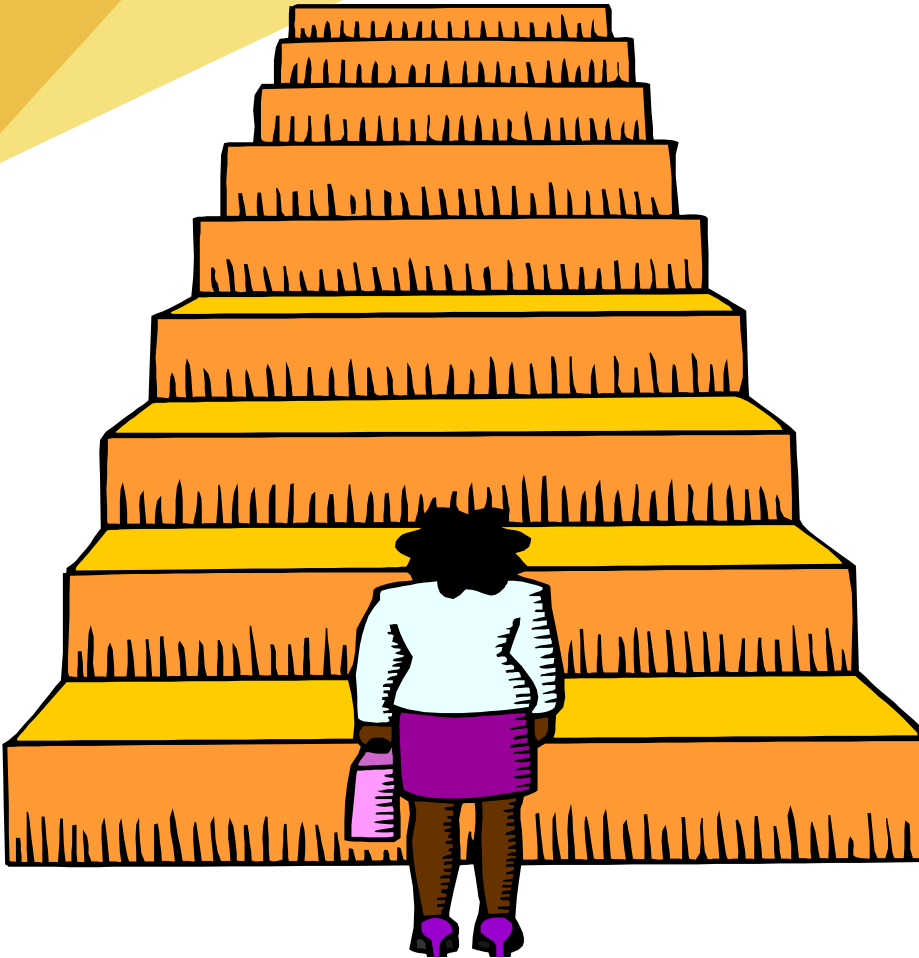
- Business case
- Social justice case
- Cognitive errors case
- Women and ethnic minorities under-represented across all-decision making fora:
 - committees
 - boards
 - recruitment panels
 - the executive

Inclusive Leadership


- Requires that we do things to make it happen!
 - Blind auditions
 - Anonymised applications
 - Training
 - Data!
- Others – not ourselves – are our best guards against our unconscious biases

What Impedes Women's Entry into Leadership?


- **Gendered Division of Labour**
- **Gender Bias/ Misrecognition**
- **Management and Masculinity**
- **Greedy Organisations**




Who Are at the Front Line in Care Delivery?

- How often and how effectively do we seek their input to decision making?
 - How are we assessing impacts of change on health service delivery?
 - What of the evidence base?
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The Message – Francis 2010, 2013, HIQA 2012, 2013, 2015, DoH 2014 - plus (many) Others

- It is not only individual practitioners who are to blame. ...
 - The leadership, culture and structures within which these practitioners work(ed), are also significantly blameworthy.
 - Only focusing on the financial bottom line does not work – nor does a culture of command and control.
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Demands of Leadership in the 21st Century

- Appropriate skill set to equip one for the job
 - The courage and confidence to challenge
 - Clear commitment to use the full range of skills of colleagues in the service to enable the service to be the very best possible.
 - Eyes open to impact of developments internationally
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Effective Leadership: What I have Learned

- Need clear, inspiring and energising vision.
- Lead by example and give confidence that the vision is achievable
- Trust your colleagues – most people are good at their jobs – and want to do a good job
- Roll up your sleeves and engage with colleagues and support them in the work.
- Use and develop the evidence base to drive change
- Assess your team –
 - let those who can run with the job do so
 - manage those who need to be managed – bad for morale if this does not happen.

What I Have Learned (2)

- Support good ideas, empower staff to do the job and be there to pick up the pieces when some of it inevitably goes wrong.
 - Two ears, one mouth ...
 - Bench-mark externally and challenge all to be and deliver the very best possible.
 - Have different elements and levels of staff represented in decision-making fora
 - Rigorously evaluate personal and team effectiveness
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Thank You!





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