




Healthcare Leadership

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How I fill my retirement 😊

- Programme Director and Associate Fellow, Oxford Healthcare Leadership Programme, Saïd Business School, University of Oxford University
- Adj Professor, UQ School of Business, Economics and Law
- Non-Executive Director, St John of God Healthcare, Australia
- Chair, Quality Advisory Board, Italo-Australian Welfare Association
- Board Consultant to the Australasian Institute of Clinical Governance

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What do effective leaders actually do?



They foster value creation ...

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What's value?

$$V=Q/P$$



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But what got us to 'here' won't get us to 'there'

- *Due to our predecessors incredible achievement in discovering and implementing advances in technical care, 'non- technical' underperformance - at an individual, leader and team level - now poses the greatest risk to high value healthcare delivery*

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The personal journey for clinicians moving to leadership...

Effective Leaders

- Act, think and behave differently ... and that requires development
- Need to be accomplished at dealing with high levels of uncertainty
- Without a vision, courage and determination will fail

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What is clinical governance?

“Clinical governance is the integrated systems, processes, leadership and culture that are at the core of providing safe, effective, accountable and person-centered healthcare underpinned by continuous improvement.”



Safer Care Victoria

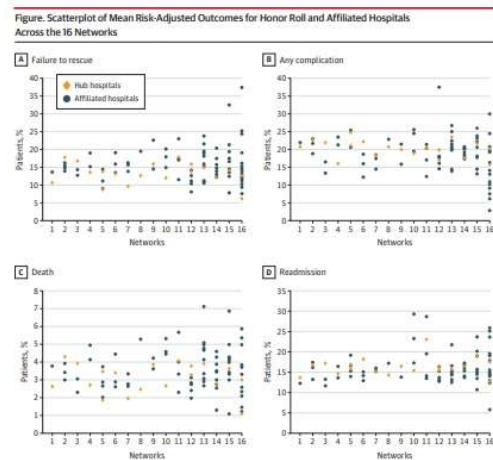
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Variability - Honour Roll US Hospitals

- Top 16 ranked US Hospital networks
- Patients
 - 143,000
 - 89% white
 - Mean age 73
- Combined results for
 - Colectomy
 - CABG and
 - Hip Replacement



US Honour Roll data April-June 2018

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Variability – my home country

If all Australian hospitals matched safety performance of top decile

- 250,000 complications would be avoided
- AUD \$1.5 Billion would be saved
- 300,000 extra patients could be treated
- Complications cost x3 level of funding received to treat them

Grattan Institute, 2019

- 3% of doctors account for 49% of complaints
(1% account for 25% of complaints)

Studdert, 2013



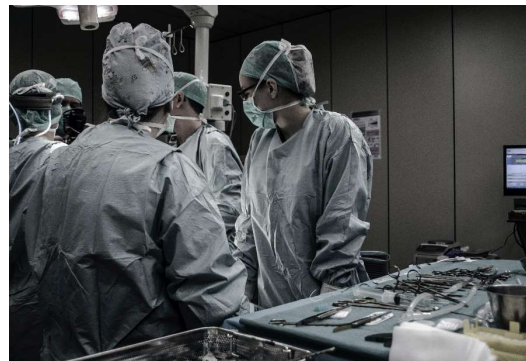
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So what is causing this 'non-technical underperformance' risk

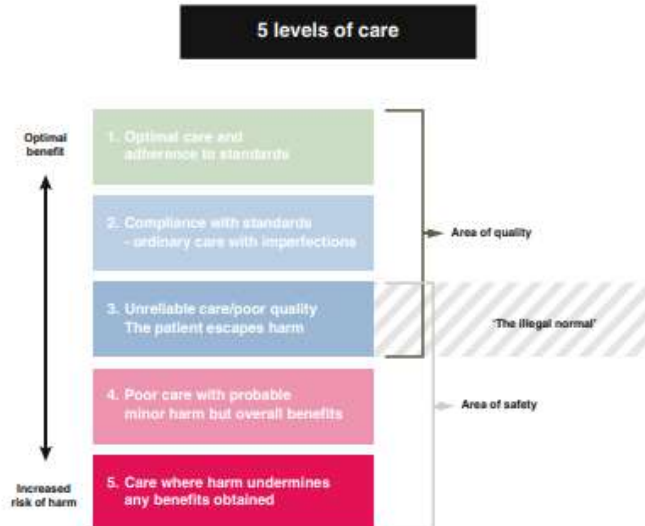
- Multifactorial
- Research has identified it is rarely due to variation in technical skills
- Mostly associated with
 - Deficits in
 - Teamwork
 - Culture
 - Human factors
 - Unprofessional Behaviour not held to account



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The type of care we deliver ...



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Measuring Clinical Governance effectiveness

- Mixture of Lead and Lag Indicators
- Mixture of Process (Design and Compliance) and Outcomes measures
- Specific Measures
 - PREM's and PROM's
 - Safety Culture
 - Speaking Up
 - Benchmarked quality indicators

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Our response

Oxford Healthcare Leadership Programme

Navigate complexity to drive change

[Download brochure](#)

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Duration: 8 live virtual sessions + 6 days on-campus

Time commitment: Short programme

Locations: Live virtual / Oxford

Programme Finder > Executive Education > On-campus open programmes
 > Oxford Healthcare Leadership Programme



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Key themes

- Developing the personal ability to lead transformative care
- The need for state of the art understanding and insights in
 - Discerning successful strategy in a rapidly changing healthcare landscape
 - Mastering the digital and technological transformation space
 - Adapting to the future 'business' of Healthcare - including funding and delivery models
 - Improving individual and team performance
 - Successfully driving innovation

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