

Health Care Systems Sustainability: The Role of Health Care Management Education and Continuing Professional Development

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ACHSM and the Asia-Pacific Region

- Australasian College of Health Service Management (ACHSM)
- ACHSM Aotearoa (New Zealand)
- Hong Kong College of Health Service Executives (HKCHSE)
- Indian Institute of Health Care Management (Amritsar, India)
- South East Asian College of Health Services Management (Chennai, India)
- Working with Vanuatu, Fiji, Papua New Guinea, Saudi Arabia, Thailand, Indonesia



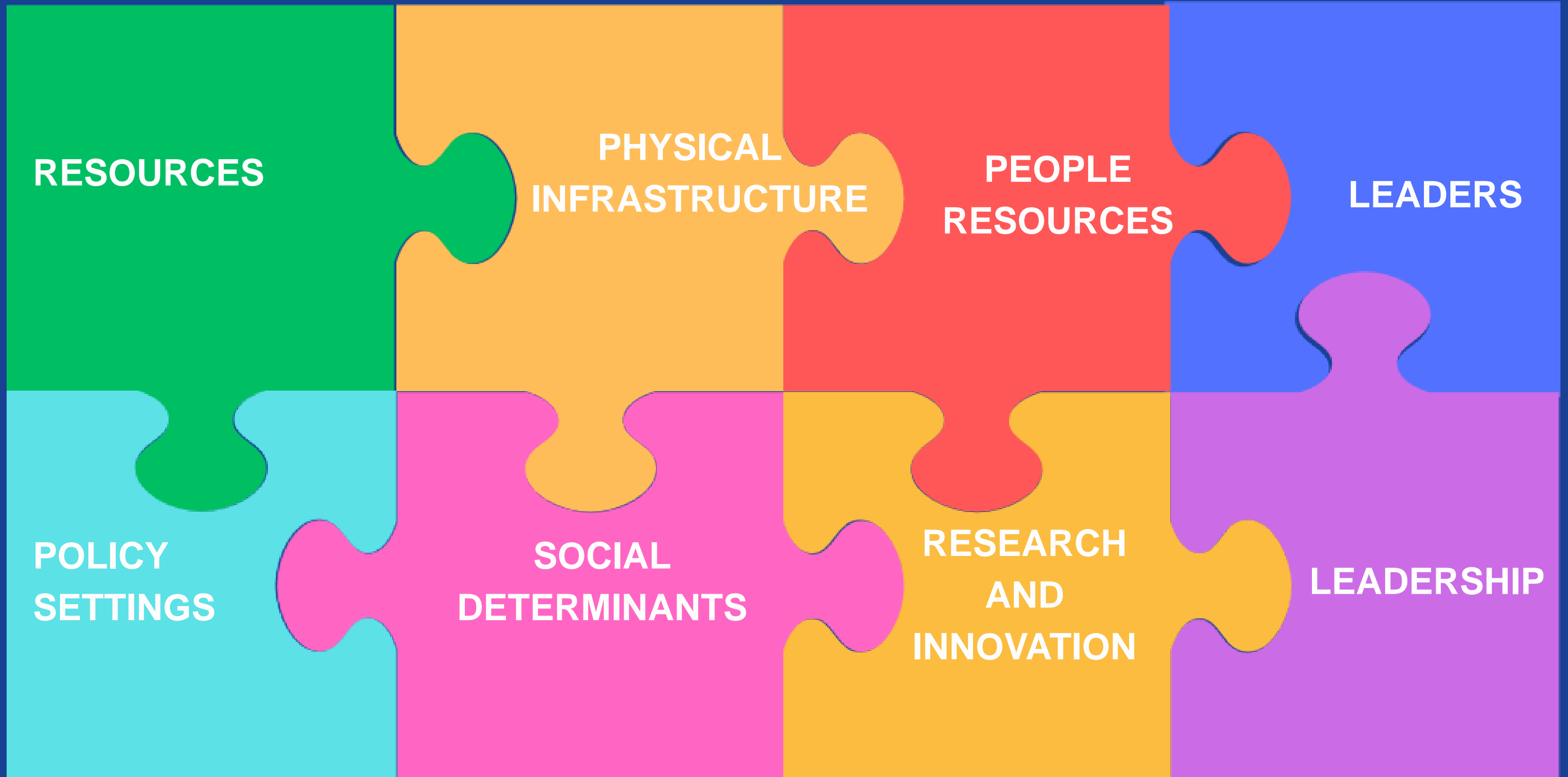






**The quality of leadership and management
define the difference between excellence and
mediocrity, and success and failure in all
organisations.**

Sir Bruce Keogh
NHS Medical Director 2010





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complexity, ambiguity

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VUCA

volatility, uncertainty,
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RUPT

rapid, unpredictable,
paradoxical, tangled

TUNA

turbulent, uncertain, novel,
ambiguous

Bringing Leadership to Life in Health: LEADS in a Caring Environment

Putting LEADS to work

Graham Dickson
Bill Tholl
Editors

Second Edition

 Springer

Health LEADS



International Hospital Federation

Leadership Competencies for
Healthcare Services Managers



ACHSM Competency Framework (2018)



ACHSM Competency Framework (2022)

Enabling Domains



Action Domains

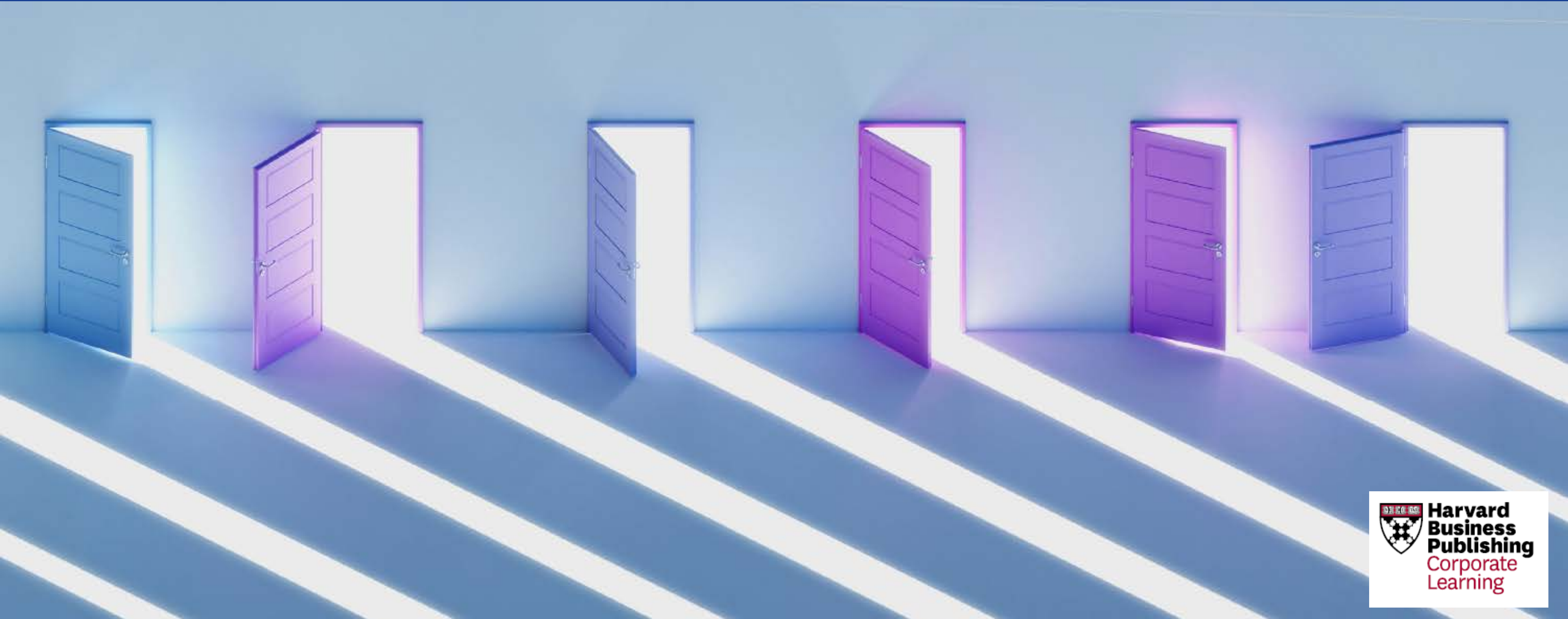


1. Millennials expected to fill leadership gaps.
2. Nearly 80% of companies report a leadership gap.
3. 63% of millennials believe they lack the leadership development they need to succeed.
4. Only 26% of managers believe they should focus on the growth and development of their employees.
5. Only 5% of organisations have fully implemented leadership development programs at all levels.
6. 42% of companies are short of a leadership competency framework as a base for their development programs.
7. Almost 50% of businesses use leadership development programs to upskill talent into leadership roles.
8. Leadership development statistics show that only 10% of CEOs trust the effects of such programs.
9. According to leadership stats, a staggering 71% do not trust their leaders' capability to take their organisation to the next level.
10. Leadership training boosts leader behaviour by almost 30%.
11. One in four managers says leadership training influences business outcomes.

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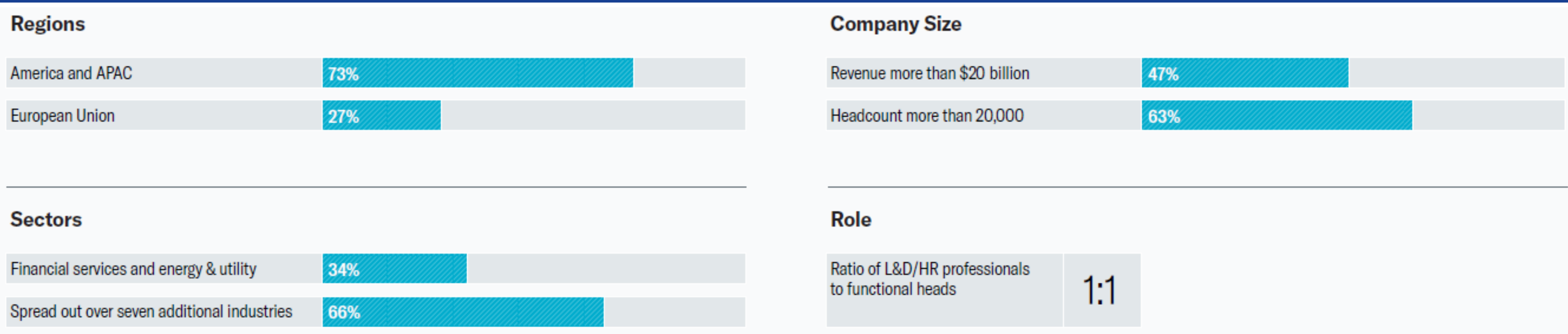
Australasian College of
Health Service Management

Ready for Anything - 2023 Global Leadership Study

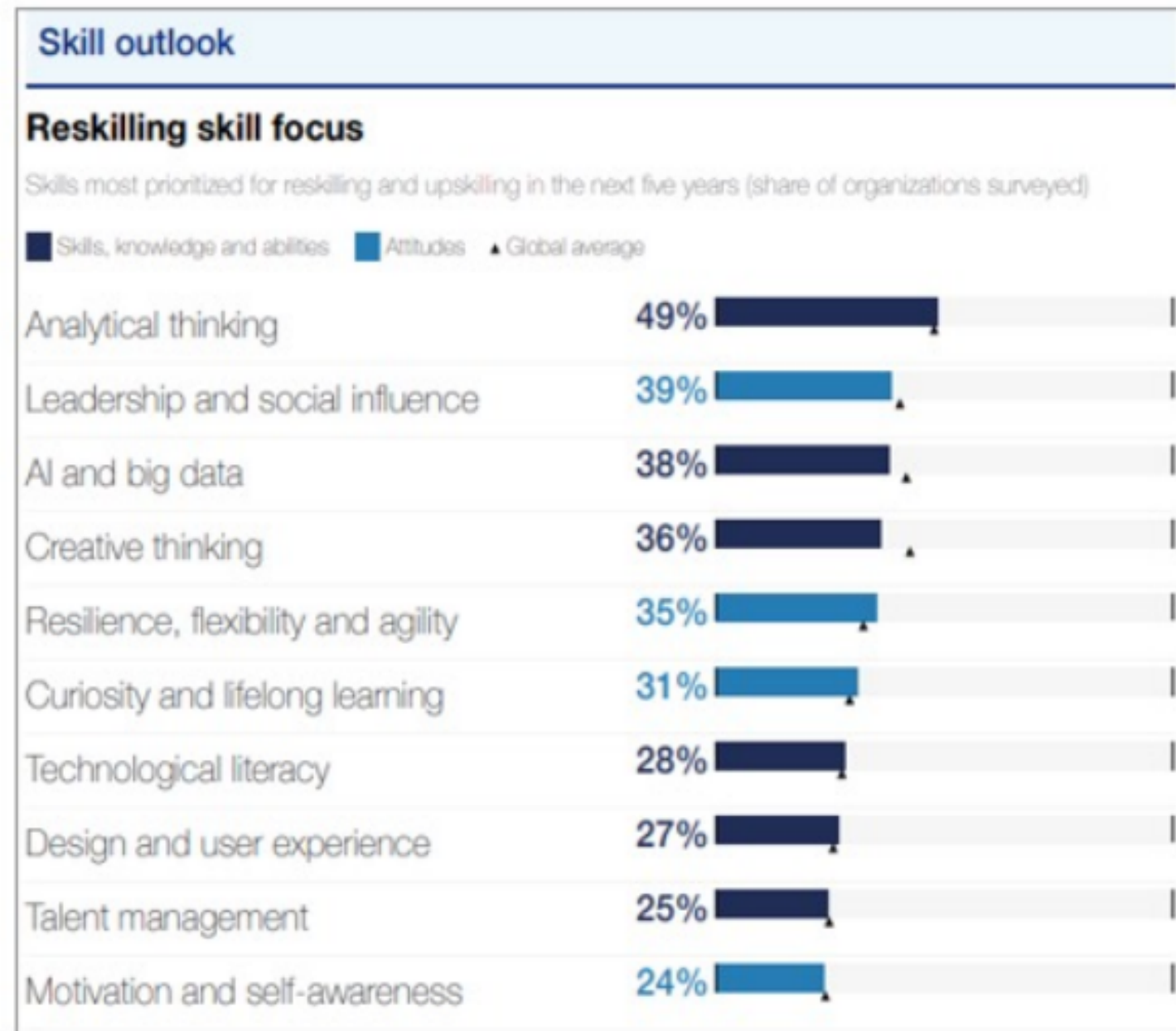


Study Methodology: 2023 Global Leadership Development Study

Based on 1,274 surveys and interviews with senior L&D leaders



The European Commission, has dubbed 2023 “**The European Year of Skills**”, various social targets for 2030 have been established to reskill and upskill workers.



Source :

https://www3.weforum.org/docs/WEF_Future_of_Jobs_2023

PwC Middle East Capital Projects and Infrastructure Survey

- Leadership is the top soft skill in demand, with 56% of the respondents enlisting it as a priority.
- The role of vision and strategic thinking, 54% believe it will be the highest in demand over the next two years.
- Project management and cost control skills are currently the most functional skills in demand.
- Strategy and master planning are expected to claim the top functional skills spot over the next two years.

Where do we start?

- Which skills are the most important?
- How can they be defined?
- How can they be assessed?
- And how can learners learn them and apply them?

We need

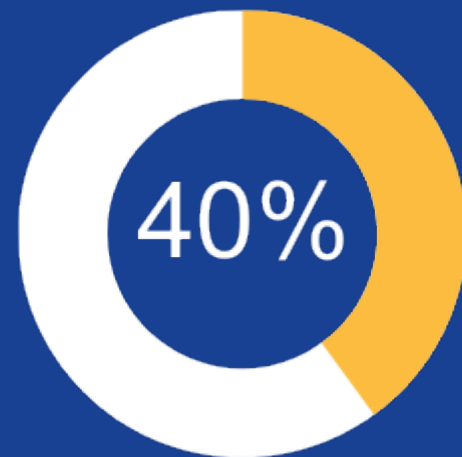
A leadership capabilities framework that captures the specific behaviours and habits of today's great leaders in a granular way.

A framework that is focused on accountability.
It's not just about knowing - it's about doing.

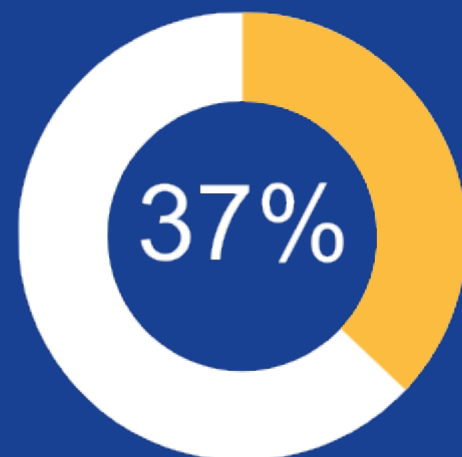
A way to teach these actionable skills that lets learners apply them immediately on the job.

A New Mission for People in Charge of Developing Leaders

Respondents to survey report that their current leadership training programs are being designed with the primary goals of:

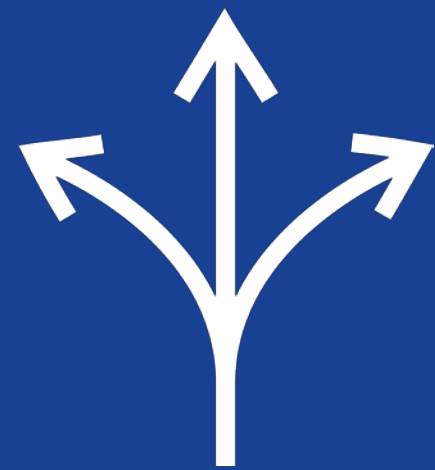


Equipping leaders with the skills needed to address future competitive and strategic challenges.



Building an agile organization with employees who are prepared to navigate change successfully.

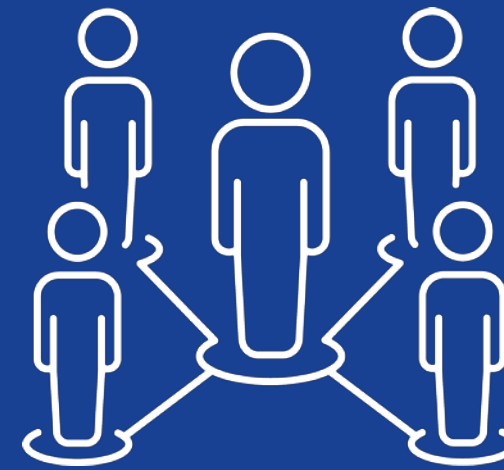
Key Challenges for Leadership Development Today



Contending with Continuous
Disruption Beyond the C-Suite



Building the Tech-Savviness
of All Leaders



Humanizing Leadership
in the Digital Age

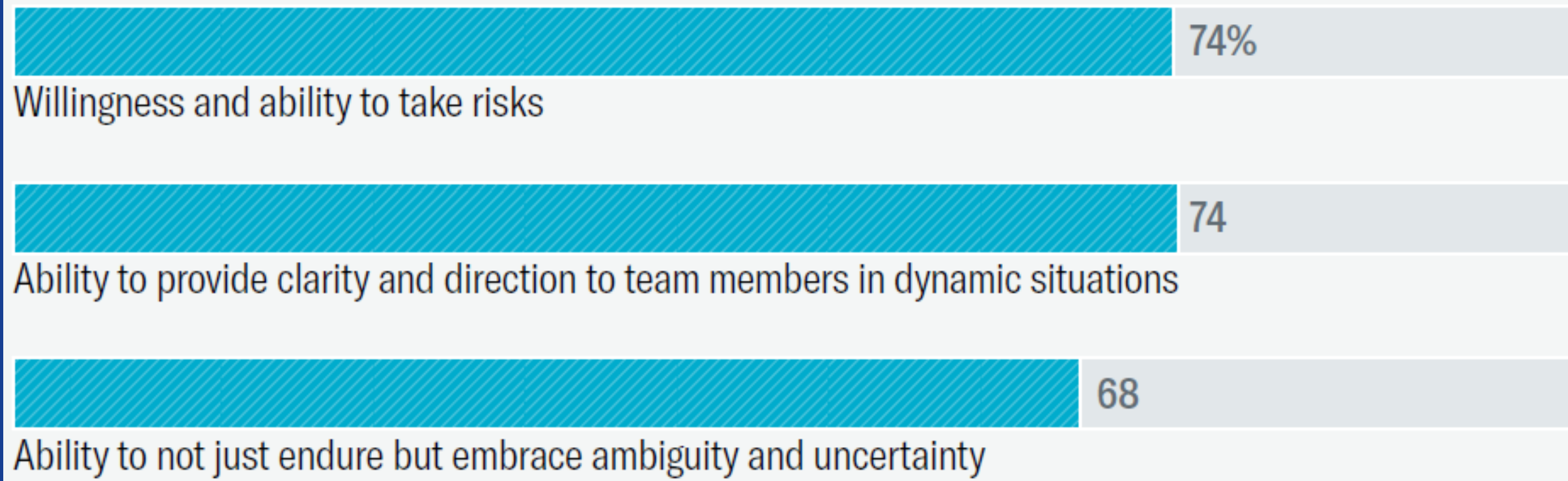


Leading the Hybrid
Work Strategy

Contending with Continuous Disruption Beyond the C-Suite

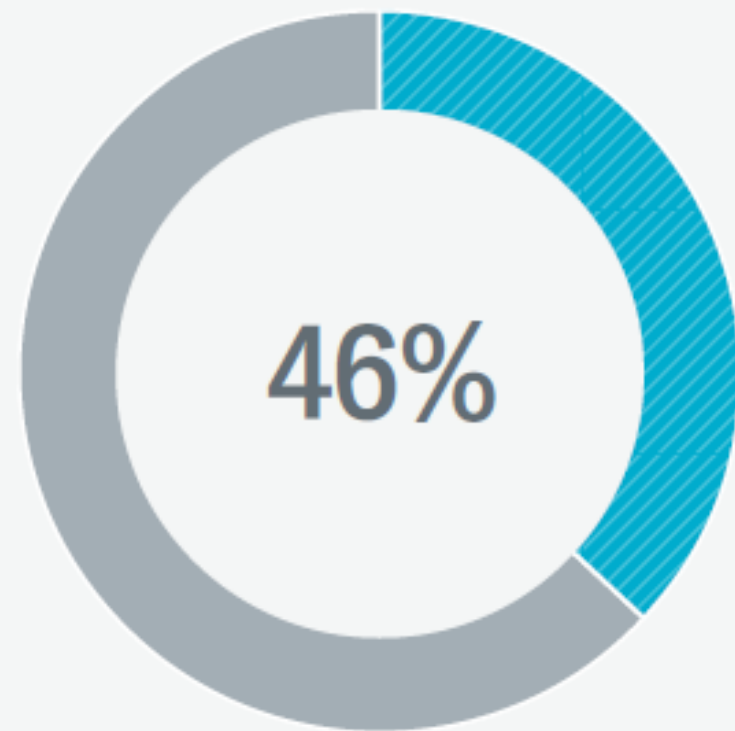
Critical Leadership Skills for Contending with Disruption

How important are the following leadership skills to meeting your expected business needs in the next year?



Building the Tech-Savviness of All Leaders

Over the next year, how will the role of leaders change?



of respondents say there will be a greater need to adapt to the penetration of emerging technologies such as AI, ML, and robotics-based processes and leverage them to the benefit of business.

Skills for Humanising Leadership

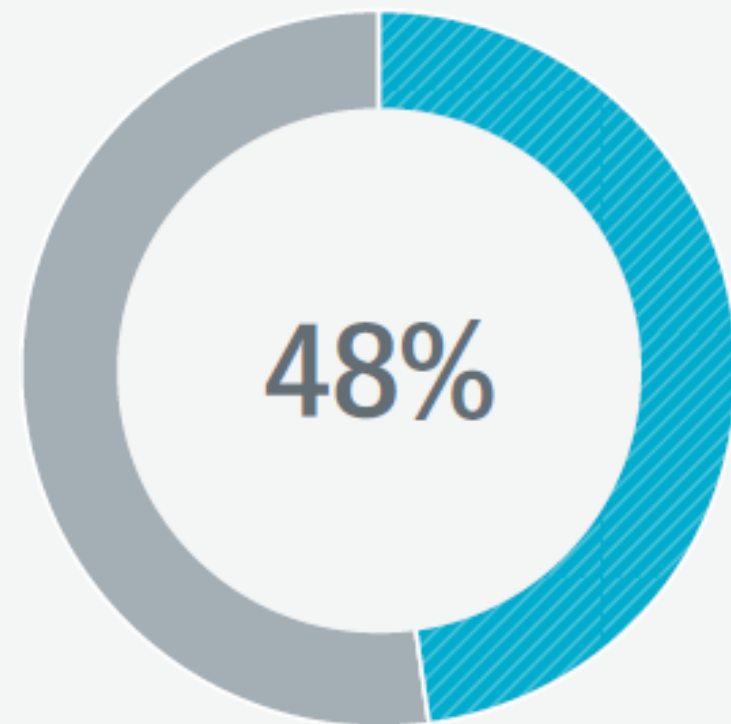
Skills for Humanizing Leadership

How important are the following leadership skills to meeting your expected business needs in the next year?



Leading the Hybrid Work Strategy

Over the next year, how will the role of leaders change?



48% of respondents say there will be a greater need for the ability to ensure productivity and business growth amid growing adoption of gig, hybrid, and dynamic work models.

Are leaders born or made?

**All leaders are born ...
and so are you!**



Why Investing in Leadership Development Pays Off

- 1. Navigating Change and Innovation**
- 2. Positive Work Environment and Culture**
- 3. Decision-Making and Adaptability**
- 4. Financial Performance and Strategy Execution**

Educating the next generation of leaders



Three main reasons for the disjointed state of leadership development

Personalised Learning Cloud (PLC)

- Learning is personalised
- Learning is socialised
- Learning is contextualized
- Learning outcomes can be transparently tracked & authenticated

Source: Moldoveanu and Narayandas, 2019

Current Programs in the ACHSM

- Certification – highest achievement in the College
- Health Management Internship Programs
- Mentoring Program
- Professional Development Program – alignment of College's events to one of the Domains and for the Domains of practice and individual areas of competency
- University Accreditation Program – individual degree courses for accreditation

Certification





ACHSM^{*} Fellowship



Commitment to lifelong learning



**Leadership is doing.
To know and not to do,
is not yet to know.**

**Leaders need to
devote some part
of their time every
day to learning.**

Jim Kouzes



**The best leaders are the
best learners.**



**“In times of change,
learners inherit the earth
while the learned find
themselves beautifully
equipped to deal with a
world that no longer
exists.”**

Eric Hooper



**We do not learn from
experience ... we learn
from reflecting on
experience.**

John Dewey

