



## **Change Collaborative**

### Clinical Directors' Course

18<sup>th</sup> – 24<sup>th</sup> August 2024

Nugget Point, Queenstown

# Innovate + collaborate

“

If you are fortunate enough to be selected to attend this course you will leave it as a better leader and a better person.”

**Dr Willem Landman**

Emergency Medicine Specialist

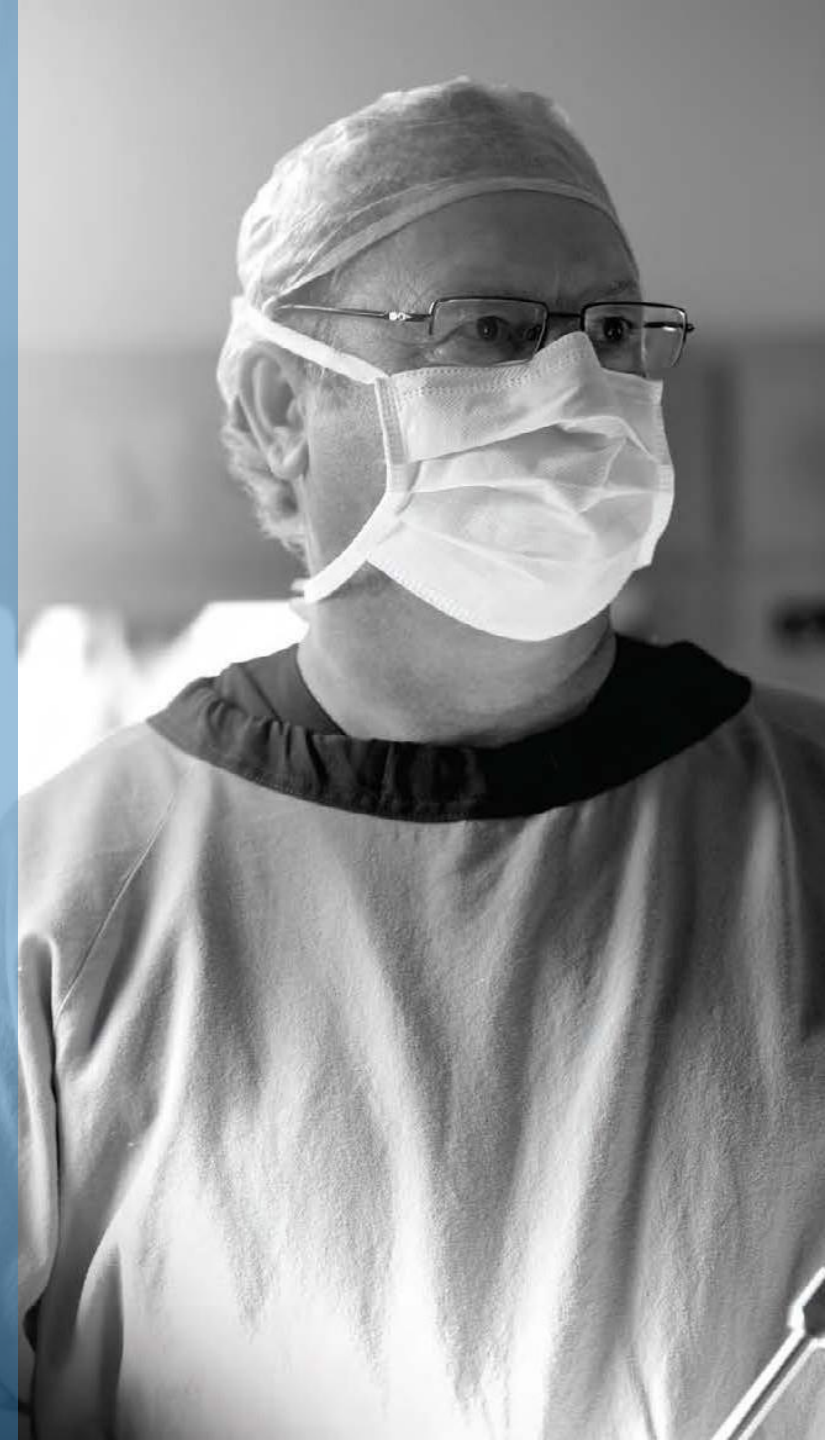
# Nurturing the leaders

Healthy systems need good leadership, and Health systems need good clinical leaders. Change Collaborative are committed to building effective health systems.

For the past 20 years we have been working alongside clinical leaders as trusted advisers, strategists, coaches and improvement experts in New Zealand, Australia and the United Kingdom.

Sustainable performance improvement develops the capability and capacity of staff.

We would be delighted to have your participation in Change Collaborative's Clinical Director Course where over the course of the week, you will join a dynamic group of clinical leaders who aspire to greater things.



# The programme

Now in its eighth year, our programme provides powerful personal growth and networking through intensive individual and team based learning.

Diverse points of view challenge each participant to combine theory with real life demands of the role to plan, lead, communicate and deal with change and conflict.

Participants will learn, practice and integrate new techniques in small groups exploring case studies. Dynamic classroom sessions will reinforce case study discussion and individual readings.

The immersive experience allows participants to define their roles as clinical leaders of the future. Lasting peer relationships and a shared commitment to ongoing learning have featured strongly across all programmes since 2017.

## Objectives

Develop greater understanding of:

- Emerging leadership models and the role of clinical directors.
- Personal self-awareness and ways to interact more effectively.
- Tools and techniques to enhance personal effectiveness.
- Health system performance, improvement and complex adaptive systems.

Establish a lasting network of peers:

- Share ideas and experiences with like-minded peers.
- Use course learnings to collectively address challenges brought forward in participants' case studies.
- Sustainable performance improvement develops the capability and capacity of staff.

We would be delighted to have your participation in Change Collaborative's Clinical Director Course where you will, over the course of a week, join a dynamic group of clinical leaders who aspire to greater things.

## Who should attend?

The programme is designed for clinical leaders who have a keen appetite to assume positions of greater responsibility, develop their skills and lead the delivery of outstanding results.

## Participants should have:

- Attained, or be about to attain a position as a Clinical Director, Medical Director or Head of Department, Associate or Deputy.
- Endorsement from senior clinical and/or management within their organisation to attend the Programme.

Change Collaborative will approve applications based on the above criteria and the need to balance participant mix.

# Invigorate + grow

The Clinical Directors' Course is our signature course within a graduated suite of programmes for clinical leaders wishing to advance their career leading clinicians, services and organisations in health.

Participants in previous CDCs valued the course with a rating of 3.9 out of 4 and 98% agreed they would recommend the course to their colleagues.



# Course topics



## Leadership

- Team work preferences: speaking the same language
- Leadership Behaviours Profile, your 360 assessment
- Situational leadership
- Building a feedback culture
- When you realise 'you' have become 'they'
- What your CEO wants from you
- Performance management



## Personal skills

- Models of clinical leadership and supporting leadership behaviours
- How to be 'not-me': building stronger 'inter-relations'
- Identifying and recruiting talent
- Chairing meetings, Facilitation, Interviewing, Governance
- Self-care, self-compassion
- Coping with the media
- Conflict & difficult conversations



## System performance

- Statistical Process Control: Monitor, Control and Improve
- Rapid Cycle Testing: Not Right First Time
- System Dynamics: Understanding non-linear behaviour of adaptive systems
- Principles of balancing demand and resource
- De-mystifying data: what should the graphs be telling you
- Financial literacy: what to look for in the numbers



## Building change platforms

- Creating an environment for others to identify, experiment, and sustain change
- Change adoption: understanding people's motivations
- Emotional cycles of change
- Ladder of Inference
- Empowerment versus delegation
- Using clinical information systems to lead change





# Previous visiting speakers



## **Sir Graham Henry**

One of the most successful rugby coaches of all time, coaching the All Blacks to 88 wins in 103 Tests.



## **Prof Keith McNeil**

Transplant physician. Assistant Deputy Director-General and Chief Clinical Information Officer, Queensland Health. Former Chief Clinical Information Officer for the NHS and Chief Executive in UK and Australia.



## **Dr Ian Sturgess**

Geriatrician. International expert in improving Emergency Care and care for the Frail Elderly. Previously clinical leader for Britain's Emergency Care Improvement Programme. Associate Medical Director Change Collaborative.



## **Dr Tony Fernando**

Psychiatrist and sleep specialist with a long-standing interest in compassion. Tony has published academic papers in sleep medicine, mindfulness and medical compassion.

“

Enlightening, informative and inspiring. Permission to think, to be yourself, to try and to learn. ”

**Simon Harper**  
Surgeon

# Our team



**Naila Naseem,  
Partner  
Deloitte**

Executive and Inner Game Coach. Co-Lead of Change Collaborative. Organisational Development and Change lead, Change Collaborative. 30 years experience in health and leadership.



**Stuart Francis,  
Partner  
Deloitte**

Change Strategist & Organisation Designer. Co-Lead of Change Collaborative. Honorary NZ Editor Asia Pacific Journal of Health Management. Fellow Australasian College of Health Service Management.



**Dr Joshua Tabor,  
Associate Director  
Deloitte**

Former Chief Executive, SCOUTS New Zealand. Former Director of Organisational Development, New Zealand Police and Performance Advisor State Services Commission.



**Amy Cowan Pollard,  
Programme Development Manager  
Deloitte**

Over 15 years of experience in Event and Project Management across both private and public sectors. Specialises in events, managing complex and detailed projects.



**Dominique Koloamatangi,  
Programme and Event Coordinator  
Deloitte**

Has experience in event management, stakeholder management and marketing and communications. Experience in the Non-profit, Tertiary Education and Non-Government Organisation sectors.



# Empowering the thinkers

"Empowering. Insightful. Entertaining.  
Challenging. Compelling."

**Kate Grimwade**  
Physician

"An incredible and intense journey of self  
discovery and improvement to enable  
strong clinical leadership"

**Kate Allan**  
Emergency Medicine Specialist



# Preparation

Participants will be required to fully prepare for the programme.

## Preparations will include

- Writing a case study of 3-4 pages describing a situation from their present or immediate past role that will provide an opportunity for team exploration and learning. A template structure will be provided. This will need to be completed and submitted in advance of the course.
- Reading a number of articles from international journals providing key theoretical frameworks that will underpin class room discussions.
- One or two books may be suggested to provide a common platform of knowledge and serve as a frame for team and course discussions.
- Participants will be required to complete a team work style preference profile and a 360-degree leadership behaviours profile.

## Daily routine

Each day begins the evening prior, with teams meeting to review and discuss the next day's case study challenge.

Morning and afternoon classes will typically provide the base knowledge with which to develop a team based response to the case study. There will be several opportunities through the course of the day for teams to

break out and develop their response to the case study.

Each afternoon teams will present their case study and management approach to the situation. They will also juxtapose any changes in the approach from the previous night based on learnings from the day.

Each evening, teams with their Faculty mentor will debrief the day and prepare for applying the learnings.

## Apply the learnings

At the conclusion of the programme, each participant will leave with a personal plan that has 3, 12 and 36 month objectives based on:

- Insights from team work style preference and leadership behaviour profiles
- Key learnings from each of the course's streams: leadership, system performance, personal skills and building change platforms.

Participants have the option of 3 or 6 personal coaching sessions over the months following the programme to help consolidate learnings while implementing change once back in their work environment.





# The venue

Nugget Point Hotel is located in Arthur's Point, New Zealand.

The closest hotel to stunning Coronet Peak Ski Area, within easy reach of central Queenstown. Perched high above the stunning Shotover River, with sweeping views of the surrounding mountain ranges, this non-smoking boutique hotel is a spectacular hidden gem.

The secluded location offers you peace and tranquility. Guests benefit from complimentary access to a Roman baths style spa, complete with steam room, sauna, indoor heated pool and hot tub. An onsite gym and squash courts are also available to guests – free of charge.



# How to register



**To register, please visit**  
[deloi.tt/3VUTATb](https://deloi.tt/3VUTATb)

## **Registration due date**

Please reserve your place as soon as possible as numbers are strictly limited to 16 participants per course. All applications will be confirmed for acceptance by Change Collaborative.

If you have any queries regarding registration or any other aspect of the course, please contact Amy Cowan-Pollard on 022 560 3543 or via email at [nzchange collaborative@deloitte.co.nz](mailto:nzchange collaborative@deloitte.co.nz)

## **Programme fee**

The course fee includes tuition, course materials, accommodation and meals. Travel to Queenstown is the responsibility of the participant.

Course fee: **\$12,500 + GST.**

## **Payment method**

Invoices will be distributed following your registration.

## **Travel arrangements**

You will be required to arrive at the Nugget Point by **5pm on the Sunday** (full directions included in pre-course information pack). The programme concludes late on the Friday and you should plan to depart on the following **Saturday** morning.

## **Cancellation policy**

- Cancellation or withdrawal from the programme may be made until 1 month prior with full refund of fee. Thereafter, a 50% refund of fee will be made unless within 2 weeks prior, where there will be no refund of fee.
- If you elect to transfer to another of the Change Collaborative Courses within a month prior to the selected course, pre-paid hotel costs of \$1500 will be deducted and be required to be paid prior to the new course.





“

To dare is to lose one's  
footing momentarily. To  
not dare is to lose oneself.

Kierkegaard

”



Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities (collectively, the “Deloitte organisation”). DTTL (also referred to as “Deloitte Global”) and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see [www.deloitte.com/about](http://www.deloitte.com/about) to learn more.

Deloitte Asia Pacific Limited is a company limited by guarantee and a member firm of DTTL. Members of Deloitte Asia Pacific Limited and their related entities, each of which are separate and independent legal entities, provide services from more than 100 cities across the region, including Auckland, Bangkok, Beijing, Hanoi, Hong Kong, Jakarta, Kuala Lumpur, Manila, Melbourne, Osaka, Seoul, Shanghai, Singapore, Sydney, Taipei and Tokyo.

Deloitte provides industry-leading audit and assurance, tax and legal, consulting, financial advisory, and risk advisory services to nearly 90% of the Fortune Global 500® and thousands of private companies. Our professionals deliver measurable and lasting results that help reinforce public trust in capital markets, enable clients to transform and thrive, and lead the way toward a stronger economy, a more equitable society and a sustainable world. Building on its 175-plus year history, Deloitte spans more than 150 countries and territories. Learn how Deloitte's more than 345,000 people worldwide make an impact that matters at [www.deloitte.com](http://www.deloitte.com).

Deloitte New Zealand brings together more than 1600 specialist professionals providing audit, tax, technology and systems, strategy and performance improvement, risk management, corporate finance, business recovery, forensic and accounting services. Our people are based in Auckland, Hamilton, Rotorua, Wellington, Christchurch, Queenstown and Dunedin, serving clients that range from New Zealand's largest companies and public sector organisations to smaller businesses with ambition to grow. For more information about Deloitte in New Zealand, look to our website [www.deloitte.co.nz](http://www.deloitte.co.nz).

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms or their related entities (collectively, the “Deloitte organisation”) is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser.

No representations, warranties or undertakings (express or implied) are given as to the accuracy or completeness of the information in this communication, and none of DTTL, its member firms, related entities, employees or agents shall be liable or responsible for any loss or damage whatsoever arising directly or indirectly in connection with any person relying on this communication. DTTL and each of its member firms, and their related entities, are legally separate and independent entities.