



Change Collaborative

Executive Directors' Course

6 – 12 August 2023

Venue TBC

Innovate + collaborate

"Invigorated, stimulated and connected learning experience with amazing colleagues and pragmatic faculty. Wisdom, passion and compassion. Arohanui"

Deborah Davies

Operations Executive, Uru Kiriora - Primary, Public
& Community Health Services,

"Pushed me into places that I needed to inspect and reflect upon in order to grow. Some great new 'go to' tools."

Kieran McCann

Executive Leader Operations,

"My key reflection is that I am more aware of the power of influence I have over my own practice, how I see the world, and how I behave within it.... and the influence that this can have on others."

Channa Perry

Executive Advisor to the Chief Executive,



Nurturing the leaders

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

For two decades we have been working alongside health system leaders as trusted advisers, strategists, coaches and improvement experts in New Zealand, Australia and the United Kingdom. Demand growth, financial constraints, technological advances, patient expectations coupled with local and global crises increasingly demand health leaders deliver differently.

We care about the health system and the people who work in it. We believe in creating abundance from scarcity - whether in people, resources or systems.

The programme

Now in its fourth year, this Course has been designed to provide powerful personal growth and networking for executive level health leaders through intensive individual and team based learning.

It has previously run six times in New Zealand for Central and Midland Regions, in New South Wales, Australia and for the Hywel Dda University Health Board in Wales, UK.



2023 EDCs will provide a focus on the personal, organisational and system level change leadership. Participants will have the opportunity to share stories, insights and challenges they have faced.

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

The immersive experience allows participants to define their roles as senior health system leaders of the future. Lasting peer relationships and a shared commitment to ongoing learning have featured strongly amongst alumni of our EDC and CDC classes since 2017.

Objectives

Develop greater understanding of:

- Emerging leadership models, including te ao Māori, and the role of health system leaders particularly through reforms.
- Personal self-awareness and techniques to interact more powerfully.
- Decision making in complexity and health as a Complex Adaptive System.
- Health system performance, improvement and sustaining change.

Establish a lasting network of peers:

- Share ideas and experience with likeminded 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 Executive Directors' Course where you will, over the course of a week, join a dynamic group of health system leaders who aspire to greater things.

Who should attend?

The programme is designed for health executives who have a keen appetite to engage differently and more effectively with clinical leaders, develop their skills, grow their network and lead the delivery of outstanding results.

Participants should have:

- Attained, or be about to attain a position that has responsibility for operations; as an Operations Executive, General Manager or Executive Director, Associate or Deputy
- Endorsement from their manager within their organisation to attend the Programme.

Invigorate + grow

The Executive Directors' Course (EDC) is based on our signature Clinical Directors' Course. It follows a similar curriculum but is geared specifically to the unique partnership Executive Directors have with senior clinical leaders within their organisation.

EDC sits within a graduated suite of programmes for leaders wishing to advance their career leading clinicians, services and organisations in health.

Participants of the previous courses valued the course a 3.9 out of 4 with 97% agreeing they would recommend the course to their colleagues.



Courses topics



Leadership

- Team work preferences: speaking the same language
- Management versus Leadership
- Political lenses - Big 'P' and small 'p'
- Leading from a trust and values base
- 360-degree Leadership Behaviours Profile



Personal skills

- The Influence Model
- How to be 'not-me': building stronger 'inter-relations'
- Identifying and recruiting talent
- Chairing meetings, Facilitation, Interviewing, Governance
- Self-compassion
- Collaboration without Burnout
- Conflict and Difficult Conversations
- Implementing the principles of Te Tiriti o Waitangi including the impact of Wai2575



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
- Leading Operations - How to set the system to a new drumbeat



Building change platforms

- Creating a Change Platform for others to identify, experiment, and sustain change
- Successful Change Adoption - from early adopters to historians
- Refreezing Change
- Linking through story-telling



Our faculty



Naila Naseem
Deloitte Partner

Executive and Inner Game Coach. Lead Partner for Change Collaborative and Organisational Development Lead. 30 years experience in health and leadership.



Stuart Francis
Deloitte Partner

Change Strategist. Fellow Australasian College of Health Service Management. Honorary NZ Editor Asia Pacific Journal of Health Management. 9 years as volunteer paramedic.



Dr Josh Tabor
Deloitte Associate Director

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

Previous speakers



Nigel Latta

Registered clinical psychologist and author. Nigel has a series of critically acclaimed and top-rated television shows.



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.



Jon Scott

International award winning, professional executive and operational consultant. With vast experience in successfully leading multi professional teams within health and social care economies that face operational, budgetary and clinical challenges.



Rory Matthews

Improvement specialist. Deloitte Partner. Clinical and executive level engagement to deliver sustainable change across integrated health networks in NZ, 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 Francis Health.



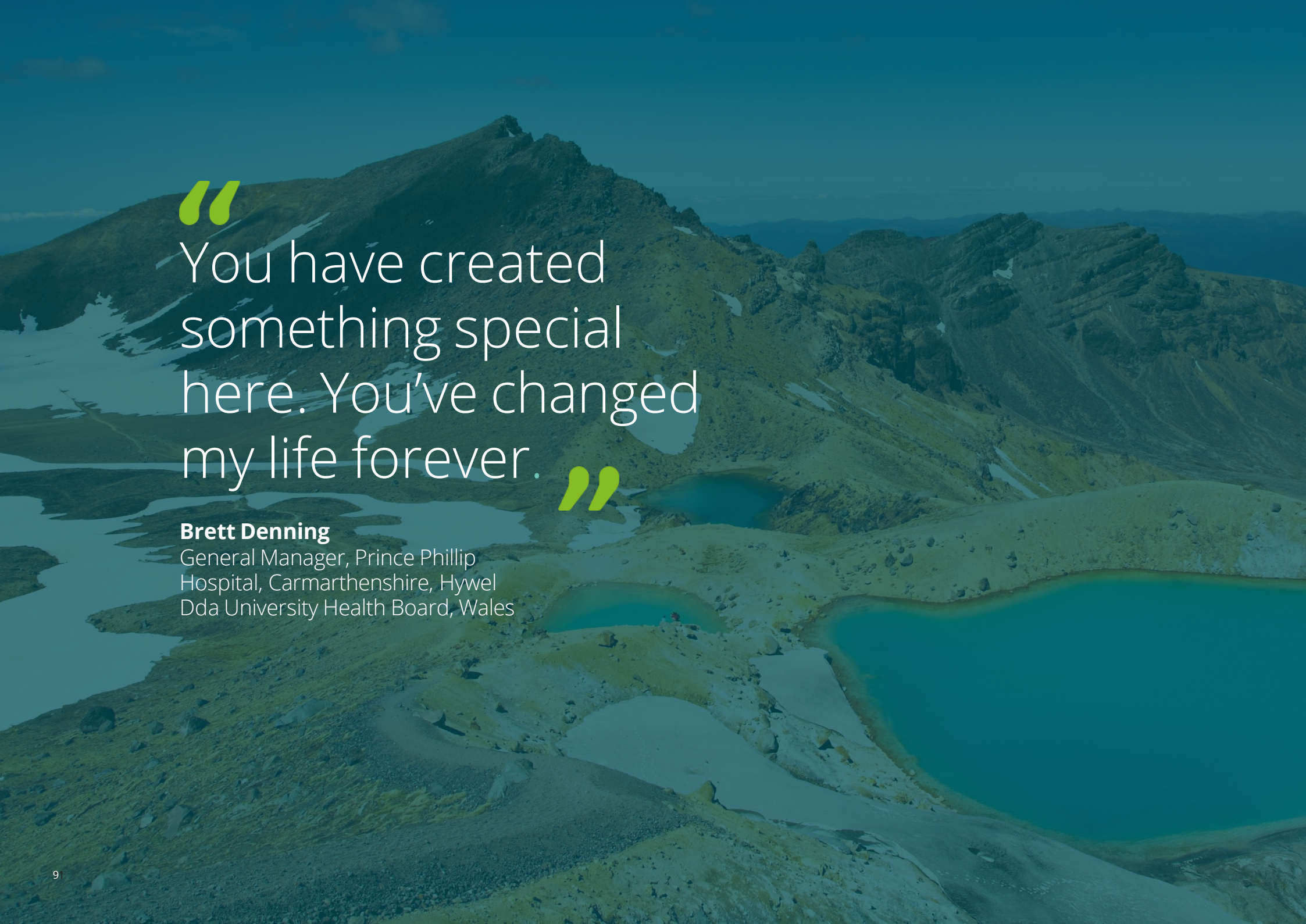
Dr Elana Curtis

Public health medicine specialist, Elana is an academic leader in Indigenous workforce and student development, investigating inequities within the tertiary and health care contexts.



Dr Tony Fernando

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



“
You have created
something special
here. You’ve changed
my life forever.”

Brett Denning

General Manager, Prince Phillip
Hospital, Carmarthenshire, Hywel
Dda University Health Board, Wales

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.

Applying 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 will have the option of personalised mentoring for 12 months following the programme by programme faculty.



How to register



To register, please visit
deloitte.co.nz/3P58c0f

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

12-month programme investment

- 5.5 day residential: \$8,990
 - Tuition, 4 faculty, 4-5 expert or international speakers, personal folio, course materials.
- Living and accommodation: \$1,895
- 12 month Learning Set: \$1,800
 - 7 six-weekly 90 minute virtual facilitated learning sets and 1 single day in-person reunion.

Programme fee

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

Total Investment: **\$12,685.00**

Payment method

Invoices will be distributed following your registration.

Travel arrangements

You will be required to arrive at Tongariro Lodge 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 a transfer to another 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.

The background of the slide is a photograph of a serene landscape. In the foreground, a calm body of water reflects the sky and the distant mountains. The middle ground shows a line of trees and shrubs along the shore. In the background, there are rolling hills and mountains, some with patches of snow or light-colored rock. The sky is a clear, pale blue. The overall mood is peaceful and contemplative. The quote is centered on the left side of the image, with the text in white and the quotation marks in a bright yellow-green color.

“

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 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.

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.

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.