




Change Collaborative

Māori Clinical Leaders' Course

28 – 31 March 2023
Otamarakau Marae



Mihia te rangi e tū iho nei
Mihia te papa e takoto nei
Tangihia ngā mate huhua
kua riro ki te pō
Nō hea te aroha e mutu
Mihia ngā maunga
whakahī, nga awa tupuna
Nau mai rā e te iwi
E kai ō mata ki ngā kōrero
e hora nei
Whakapiri mai
Whakatata mai
Haumi e, hui e
Taiki e

A photograph of two people from behind, looking out at a sunset over the ocean. The sun is low on the horizon, creating a warm orange glow. The people are silhouetted against the bright light. The person in the foreground is wearing a plaid shirt. The person in the background is wearing a dark jacket. The ocean is visible in the distance, and there are some hills or mountains on the left side. The sky is filled with soft, orange clouds. The overall mood is peaceful and contemplative.

“This week has given me
some clarity, direction
and opened my eyes to
a different way of thinking,
which I hope to be able
to embrace.”

Participant testimonial
Clinical Leaders Course, Sep 2021

Nurturing leaders

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

The transition to clinical leader can be as fraught with challenge as it is with reward and satisfaction. Clinical training, early leadership opportunities and selfdirected learning are helpful but formal structured training that can take you to the next level.

This course is the start of a more rewarding journey. For more than 20 years, we have been helping clinical leaders to develop and thrive. We would be delighted to have your participation in this course, where you will, alongside peers, explore what it is to be a great clinical leader.



The course



Overview

The past two years have redesigned how we live and work. As Covid-19 raged on for most of the last year, we continue to witness leadership instances of resilience, humility and the ability to make hard decisions.

We've also seen a few instances of leadership in the last year where a lot more could have been done. What lessons can we draw from both types of leadership in order to become better leaders and grow our own careers as effective and emphatic Clinical Leaders of tomorrow?

Group work and team case studies 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.



Objectives

Develop a greater understanding of:

- The value of the role of Clinical Leader
- Personal self-awareness and ways to interact more effectively
- Building a service and team vision
- The value of followership in leadership
- Difficult conversations and dealing with conflict
- Change, improvement and team dynamics

Establish a lasting network of peers:

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

Designed for clinicians starting out on their leadership journey.

Who should attend?

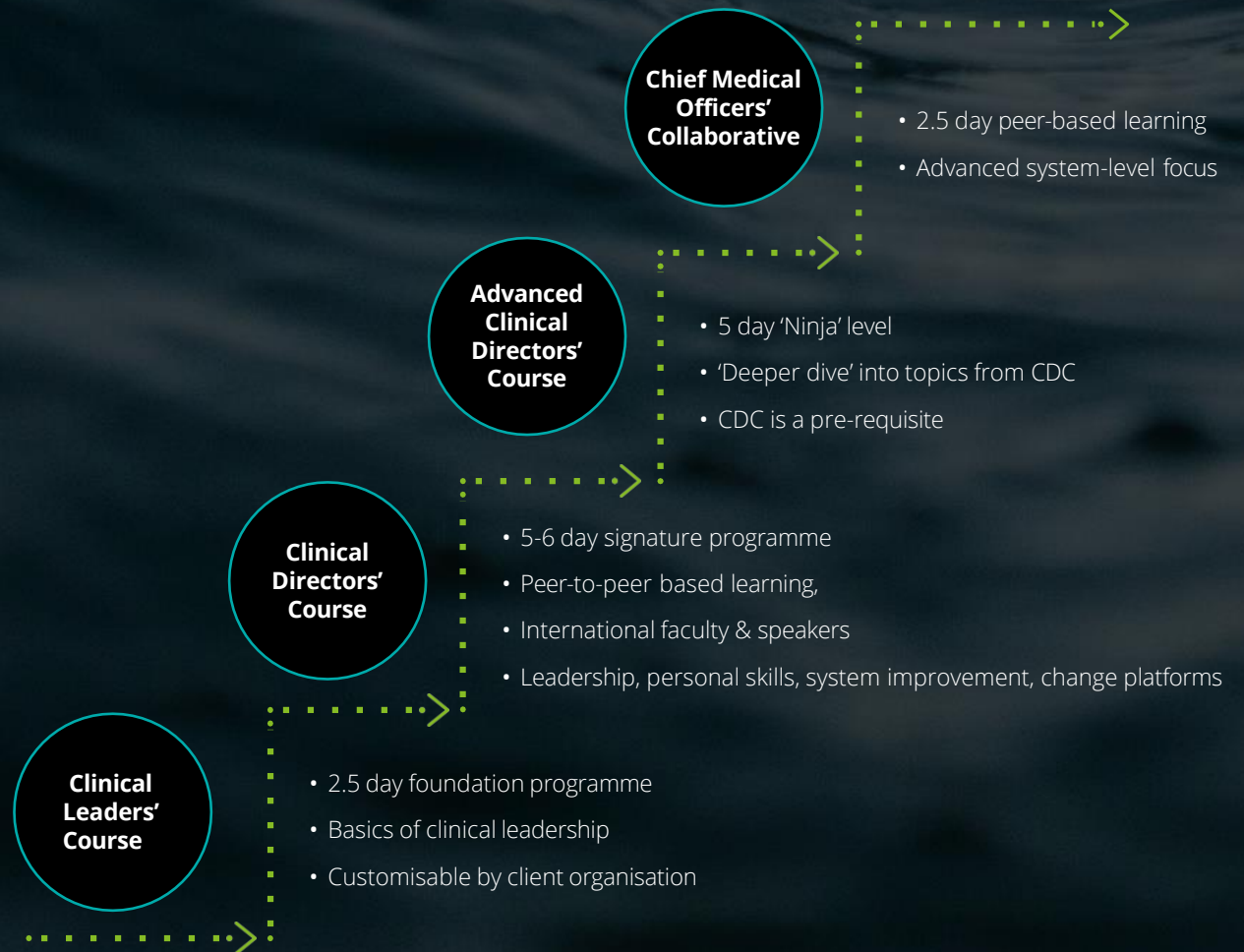
The programme provides a variety of views on the skills and competencies of leading in a clinical environment.

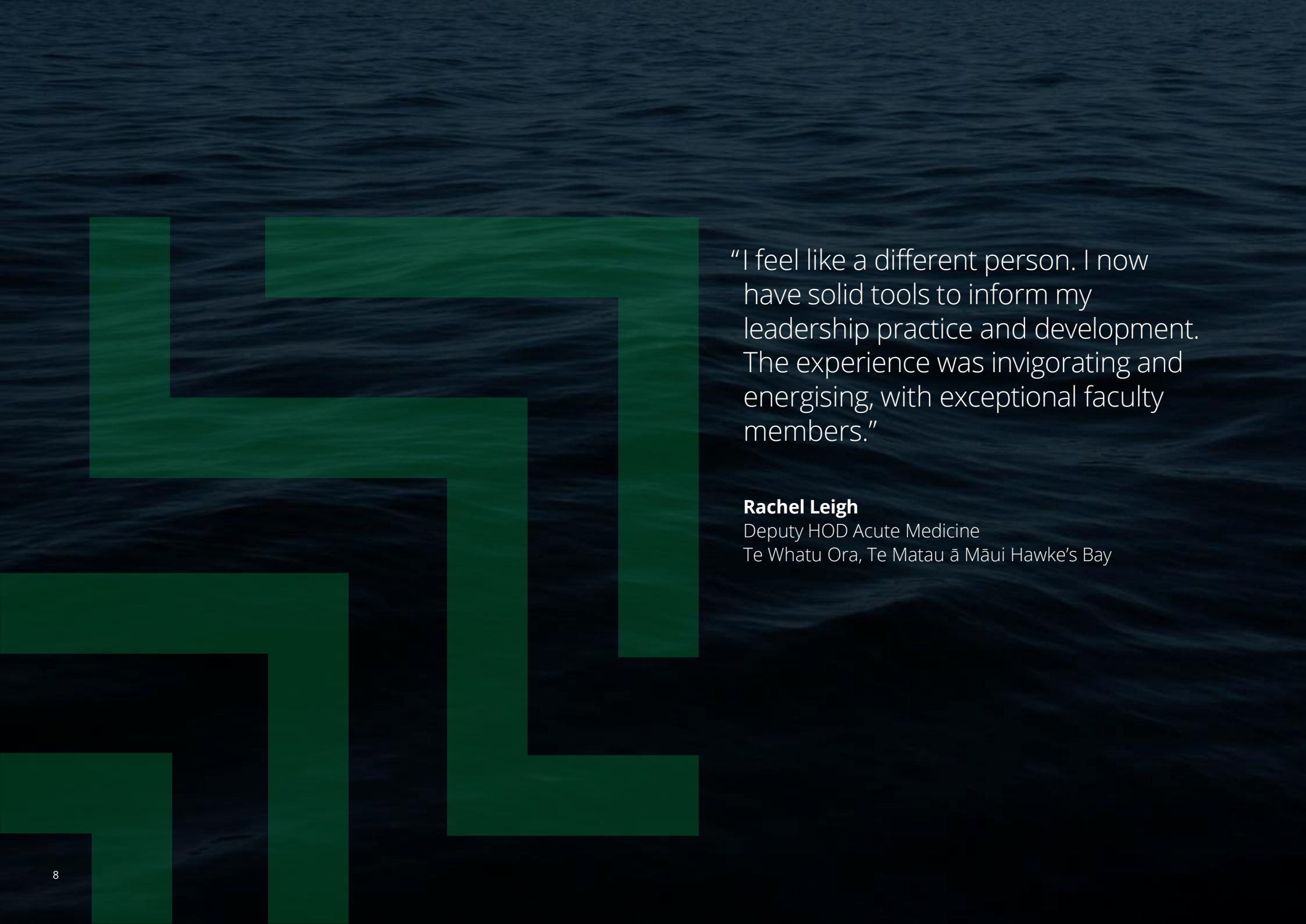
This programme is designed for Māori multidisciplinary clinicians from around the motu who have a keen appetite to develop their leadership skills, assume positions of greater responsibility, develop a trusted network of peers and grow their system influence.



Our courses

The Clinical Leaders' Course is our foundation 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 CLCs valued the course with an average 'A' grade rating across all topics.





"I feel like a different person. I now have solid tools to inform my leadership practice and development. The experience was invigorating and energising, with exceptional faculty members."

Rachel Leigh

Deputy HOD Acute Medicine
Te Whatu Ora, Te Matau ā Māui Hawke's Bay

Course Topics



Leadership

- The rise of clinical leadership.
- Team work preferences: speaking the same language.
- Leadership and followership.
- "Good boss" / "Bad boss".



System performance

- Building a service and team vision.
- Introduction to Improvement Science.
- Introduction to complexity theory.
- Leading project teams.



Personal skills

- Dealing with conflict.
- Chairing meetings.
- Facilitation and group dynamics.
- Giving and receiving feedback.
- Self-care.



Building change platforms

- Te Tiriti o Waitangi and Maori health equity.
- Seeking empowerment and empowering others.
- Eight steps to successful change.
- The power of influence.

Kaikōrero



**Marama Tauranga
Manukura – Executive
Director, Toi Ora at Hauora
a Toi Bay of Plenty**

Former Bay of Plenty District Health Board's Health Equity Manager and Tauranga Hospital ED Clinical Nurse Manager.



**Tuhakia Keepa
Director, Deloitte**

Experience across health & education sectors. Formerly Executive Director at EIT. Tuhakia leads Change Collaborative's Māori Development Services.



**Matt Wheeler
General Physician &
Haematologist at Hauora
a Toi Bay of Plenty**

Graduate of both Clinical Leaders' and Clinical Directors' Courses.



**Naila Naseem
Partner, Deloitte**

Lead for the Change Collaborative & Organisational Development and Change. 30 years' experience in health and leadership.



**Rory Matthews
Partner, Deloitte**

Clinical and executive level engagement to deliver sustainable change across integrated health networks in NZ, UK and Australia.



**Stuart Francis
Partner, Deloitte**

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



“A refocusing,
inspiring and
recharging
experience.”

Ana Braithwaite

Clinical Lead

Te Whatu Ora, Te Matau ā Māui Hawke's Bay

Preparation

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 scenarios and case studies.

Participants will be required to fully prepare for the programme including:


- Writing a 200-300 word case study 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 to the course.
- Read 2-3 articles from international journals providing key theoretical frameworks that will underpin classroom discussions.
- Participants will be required to complete a teamwork-style preference profile in advance to the course.

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 teamwork-style preference
- Reflections from case studies
- Key learnings from each of the courses' streams leadership, system performance, personal skills and building change platforms.

There will be an opportunity for participants to attend a six- monthly one-day Learning Set that is offered to all Change Collaborative Alumni following the course. This will provide a chance to rebuild, recharge and reflect on the application of learnings following the course.

A dark, atmospheric landscape photograph of a mountain range. The foreground is filled with the silhouettes of evergreen trees. In the middle ground, there are rolling hills and mountains under a cloudy sky. A single bird is captured in flight, its wings spread, against the lighter sky. The overall tone is moody and inspirational.

"This week has been inspiring and has given me some excellent tools to move forward. I've never felt more motivated."

Participant testimonial
2020 Clinical Leaders Course

How to register



Register your interest at: **<https://deloi.tt/3UTkwBI>**

Please reserve your place as soon as possible as numbers are strictly limited to 24 participants per course. All applications will be confirmed for acceptance by Change Collaborative.

Course fee:

The course fee will be on a **koha basis**. The costs of the course including food, lodging and course materials are approximately \$800.00 per person. We suggest this as the starting point for thinking about a koha based contribution to the cost of the wānanga.

Travel dates

You will be required to arrive at the venue on Tuesday evening for introductions and dinner in advance of a Wednesday morning start (full directions included in pre-course information pack). The programme will conclude on Friday afternoon and you should plan to depart Friday after 3pm.

Payment method

Invoices will be distributed following your registration.

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.



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