



Leadership and Talent Development Programs



Introduction

To support the MNCLHD objective to build our leadership capacity, capability and sustainability of all staff we are providing a suite of programs and initiatives. Our aim is to nurture talented staff and establish a framework for linking development, succession planning and performance development.

Building Leadership

Capacity

Increase the number of staff who are well positioned, prepared, willing and equipped to step into leadership roles and functions when required; to also increase the demonstration of self-leadership of staff at all levels across the LHD.

Capability

Increase the number of managers and leaders who have the attitudes, knowledge, skill and experience to effectively lead.

Sustainability

Increase the number of current organisational leaders who provide the LHD with resilience and continuity, balanced with succession and renewal.

Professional Development Resources

Development planning tools can be used to assist in planning your learning needs and the action plan required to achieve your goals. These tools are available on the MNCLHD Organisation Learning & Development website.

Blended Learning

Experience

Through on-the-job learning such as stretch opportunities, acting opportunities, mobility development opportunities (within/external to MNCLHD), projects, taskforces, committees.

Exposure

Through learning from others such as mentoring, coaching, shadowing, peer learning and professional networks.

Education

Through formal education and learning including a blend of online and face-to-face, structured and self-paced study .

MNCLHD Leadership and Talent Development Strategy 2016 - 2019

Program Guide



Great Leaders Great Healthcare

Operational Staff Frontline Staff

Beginning Clinicians/Technical/Administration Staff

- HETI Springboard Leadership and Management Portal
- Online learning (HETI, MOOCs)
- HETI Core Chat: Our Values in Action
- HETI LEAP (Jnr Drs)
- HETI Next Generation of Leaders and Managers in NSW Health
- ACHSM Health Management Internship Program
- CEC Foundational Clinical Leadership Program
- MNCLHD WIFI Forum
- MNCLHD Mentoring Program
- MNCLHD Shadowing Program
- MNCLHD Leadership Scholarship
- Cert IV in Business Administration
- Cert IV or Diploma in Leadership and Management
- Postgraduate Degrees
- Academic lecturing opportunities

New Managers Emerging Health Leaders

*Experienced Clinical/Administration
Technical/Supervisors and Emerging Managers*

- HETI Springboard Leadership and Management Portal
- Online Learning (HETI, MOOCs)
- HETI New Managers Pathway (online)
- HETI Core Chat: Our Values in Action
- HETI Core Chat for Managers
- HETI People Management Skills Program
- HETI Managing Health Resources: A Foundation
- HETI NSW Health Leadership Program
- HETI Next Generation of Leaders and Managers in NSW Health
- ACHSM Health Management Internship Program
- CEC Foundational Clinical Leadership Program
- MNCLHD WIFI Forum
- MNCLHD Mentoring Program
- MNCLHD Shadowing Program
- MNCLHD Talent Development Program
- MNCLHD Leadership Scholarship
- Cert IV or Diploma in Leadership and Management
- Postgraduate Degrees
- Academic lecturing opportunities

Frontline Managers Clinical Managers

Established Clinical/Non-Clinical Middle Manager

- HETI Springboard Leadership and Management Portal
- Online Learning (HETI, MOOCs)
- HETI CORE Chat: Our Values in Action
- HETI Core Chat for Managers
- HETI People Management Skills Program
- HETI Financial Management Essentials
- HETI Management Development Programs (various - see MHL)
- HETI NSW Health Leadership Program
- HETI Rural Clinical Team Leadership Program
- NaMO Take the Lead 2
- NaMO Essentials of Care
- CEC Foundational Clinical Leadership Program
- MNCLHD WIFI Forum
- MNCLHD Mentoring Program
- MNCLHD Shadowing Program
- MNCLHD Talent Development Program
- MNCLHD Leadership Scholarship
- Diploma in Leadership and Management
- Postgraduate Degrees
- Academic lecturing opportunities
- Research Higher Degrees

Senior Managers Senior Leaders

Heads of Department/Services/Functions

- HETI Springboard Leadership and Management Portal
- Online Learning (HETI, MOOCs)
- HETI CORE Chat: Our Values in Action
- HETI Core Chat for Managers
- HETI Management Development Programs (various - see MHL)
- HETI LEAD (Snr Drs)
- HETI Rural Clinical Team Leadership Program
- HETI Medical Management Program
- CEC Exec Clinical Leadership Program
- NaMO Take the Lead 2
- NaMO Nursing and Midwifery Managers Professional Development Program
- NSW PSC Aboriginal Career and Leadership Development Program
- NSW PSC ANZSOG Executive Master of Public Administration
- MNCLHD WIFI Forum
- MNCLHD Senior Managers Forum
- MNCLHD Senior Managers Development Program
- MNCLHD Mentoring Program
- MNCLHD Shadowing Program
- MNCLHD Talent Development Program
- MNCLHD Leadership Scholarship
- Postgraduate Degrees
- Academic lecturing opportunities
- Research Higher Degrees

Senior Executive Leaders

Directors/Executive Directors/General Managers

- HETI Springboard Leadership and Management Portal
- HETI CORE Chat: Our Values in Action
- HETI Core Chat for Managers
- HETI NSW Health Senior Executive Development Program
- CEC Exec Clinical Leadership Program
- NSW Leadership Academy Programs
- NSW PSC Executive Leadership Essentials Program
- NSW PSC Senior Executive Development Program
- NSW PSC Aboriginal Career and Leadership Development Program
- NSW PSC Delivering Business Results Course
- NSW PSC Executive Fellows Program
- NSW PSC Executive Connections Series
- NSW Health Leadership Quarters
- Cranlana Colloquium
- Hardy Group International Executive Learning Sets
- MNCLHD WIFI Forum
- MNCLHD Senior Managers Forum
- MNCLHD Senior Executive Development Program
- Postgraduate Degrees
- Academic lecturing opportunities
- Research Higher Degrees



▶ ▶ ▶ Leadership Pipeline

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▶ ▶ Workforce Planning

▶ ▶ Recruitment & Selection

▶ ▶ Performance Development

▶ ▶ Learning & Development

▶ ▶ Succession Planning

▶ NSW Health Core Values

▶ NSW PS Ethics & Conduct

▶ NSW PS Capability Framework

▶ NSW Health Leadership Framework

▶ MNCLHD Leadership Charter



Leadership and Talent Development Programs

An outline of the available programs is included in the following table; further information on each available program can be accessed through the MNCLHD Organisation Learning & Development website. Programs are aligned with a generalist category of workplace role and Award. The categories should be used for guidance only.







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Operational Staff & Frontline Staff
 Beginning Clinicians/Technical/Administration staff
- 
New Manager & Emerging Health Leaders
 Experienced Clinical/Administration staff, Technical/Supervisors and Emerging Health Managers
- 
Frontline Managers & Clinical Managers
 Established Clinical/Non-Clinical Middle Managers
- 
Senior Managers & Senior Leaders
 Heads of Department/Services/Functions
- 
Senior Executive Leaders
 Directors/Executive Directors/General Managers

Each program also highlights the target audience, allowing for easy reference to the appropriateness of the content.




NC	Non-Clinical	Employees who do not have clinical responsibilities
NM	Nursing and Midwifery	Specific to Nursing and Midwifery clinical practice
AH	Allied Health	Allied Health Practitioners
M	Medical	Specific to Medical Practitioners




Provider	Program	Aim/Learning Objective	Duration	Pipeline	Target Audience			
					NC	NM	AH	M
Mid North Coast Local Health District	MNCLHD Women in Future Innovation Forum WIFI	<ul style="list-style-type: none"> Enhance networks Facilitate cultural change Seek a more equal workforce Foster greater job satisfaction Enhance work/life balance Increase confidence Enhance engagement and retention of women. 	1 day		√	√	√	√
	MNCLHD Senior Managers Forum	<ul style="list-style-type: none"> This forum is hosted a number of times per year throughout the MNCLHD. An opportunity to meet and discuss strategic NSW Health, management and leadership topics. 	1 day		√	√	√	√
	MNCLHD Shadowing Program	<i>Under development</i>	6 months		√	√	√	√
	MNCLHD Mentoring Program	<i>Under development</i>	6 months		√	√	√	√
	MNCLHD Leadership Scholarship Program	<ul style="list-style-type: none"> Scholarship program offers an opportunity to apply for support funding to complete tertiary qualifications in the area of leadership and health administration Leadership Scholarship Program will offer rounds of applications. 			√	√	√	√
	MNCLHD Talent Development Program	<i>Under development</i>			√	√	√	√
	MNCLHD Senior Managers Development Program	<ul style="list-style-type: none"> This program is offered to MNCLHD Senior Managers (current or emerging Tier 4 managers/SET direct reports) Increase in self-awareness and build personal leadership capability. 	6 months		√	√	√	√
	MNCLHD Senior Executive Development Program	This program is at the discretion of the CE as required.	Variable		√	√	√	√

Provider	Program	Aim/Learning Objective	Duration	Pipeline	Target Audience			
					NC	NM	AH	M
HETI	HETI Springboard Leadership and Management Portal	<ul style="list-style-type: none"> Gateway to knowledge and skills in leadership and management Stimulate new thinking and sharing of knowledge in leadership and management practice both within and outside of NSW Health. 	Always accessible		√	√	√	√
	Online Learning	A variety of online self-paced learning is available on MyHealthLearning.	Self-paced		√	√	√	√
	HETI Core Chat: Our Values in Action	<ul style="list-style-type: none"> Build team and workforce culture through enacting the NSW Health CORE values Apply quality communication skills and understanding of team dynamics. 	4 hours		√	√	√	√
	HETI CORE Chat for Managers	<ul style="list-style-type: none"> Build team and workforce culture through enacting the NSW Health CORE values Apply quality communication skills and understanding of team dynamics. 				√	√	√
	HETI NSW Health Senior Executive Development Program	<ul style="list-style-type: none"> Build Senior Executive capability to operate effectively in a broader range of senior roles/transform the system A pool of staff that may be considered for NSW Health Senior Executive and Chief Executive positions. 	10 months		√	√	√	√
	HETI Managing Health Resources: A Foundation	<ul style="list-style-type: none"> Build capability in employees without formal delegation but who have an impact on efficient, effective resource management. 	4 hours		√	√	√	√
	HETI Financial Management Essentials	<p>Enables development of knowledge and capability required to manage NSW Health resources effectively:</p> <ul style="list-style-type: none"> Budgeting in a health context Implementation, cost drivers and relationships Interpreting and responding to financial information. 	12 weeks		√	√	√	√




Provider	Program	Aim/Learning Objective	Duration	Pipeline	Target Audience			
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HETI	HETI New Managers Pathway	Online navigation tool for new NSW Health Managers to access appropriate learning: <ul style="list-style-type: none"> to orientate to their manager role develop required management skills. 	Based on learner self-progression		√	√	√	√
	HETI People Management Skills Program	<ul style="list-style-type: none"> Build 8 core people management skills/capabilities Apply people management skills to achieve improvement and workplace change Create positive working environments that enhance patient care. 	6 months		√	√	√	√
	Rural Clinical Team Leadership Program	<ul style="list-style-type: none"> Explore leadership and change concepts Lead and influence clinical activities to improve the delivery of care. 	10 months		√	√	√	√
	Next Generation of Leaders and Managers in NSW Health	<ul style="list-style-type: none"> Facilitate the development of skilled, strategic, capable future NSW Health managers Develop a pool of leaders who will foster cultures of excellence, innovation and collaboration to ensure the delivery of safe, high quality healthcare to patients, families, carers and communities. 	2 years		√	√	√	
	HETI NSW Health Leadership Program	<ul style="list-style-type: none"> Provides a learning opportunity for individuals and organisations to develop their leadership capacity in order to transform the system and better achieve desired health outcomes. 	9-12 months		√	√	√	√
	NSW Health Leadership Quarters	<ul style="list-style-type: none"> Stimulate debate, inquiry and new learning Promote new ideas and peer problem solving in a health context Create networking opportunities. 	1 day events variable		√	√	√	√






Provider	Program	Aim/Learning Objective	Duration	Pipeline	Target Audience			
					NC	NM	AH	M
HETI	HETI LEAP	<ul style="list-style-type: none"> Build and develop leadership skills for trainee doctors with an interest in medical education and training. 	5 x 2 days over 9 months					√
	HETI LEAD	<ul style="list-style-type: none"> For senior doctors to build and develop leadership skills in the context of medical education and training. 	9 months					√
	HETI Medical Management Program	<ul style="list-style-type: none"> Knowledge and skills to manage health resources for better clinical outcome Skills in conversations for a culture of collegiality and support Skills to better performance manage staff, deal with resistance and underperformance. 	2 days					√
Nursing & Midwifery Office NaMO	NaMO Take the Lead 2	<ul style="list-style-type: none"> Knowledge and skills to manage individuals and teams for performance Develop a high performance culture Grow confidence to make changes in the workplace Give and receive feedback on leadership styles and management processes. 	2 years			√		
	NaMO Essentials of Care	<ul style="list-style-type: none"> Facilitate the role of the N/MUM in the provision of highly coordinated care at the ward/unit level, improving patient journeys and patient career experiences Identify and implement strategies to support N/MUMs in achieving this role. 	Variable			√		
	NaMO Nursing and Midwifery Managers Professional Development Program	<ul style="list-style-type: none"> Enhance N/MM knowledge and understanding of transformational leadership Build a high performance team culture Service improvement Activity based funding Influencing capacity/demand and people management. 	1 year			√		

Provider	Program	Aim/Learning Objective	Duration	Pipeline	Target Audience			
					NC	NM	AH	M
Clinical Excellence Commission CEC	CEC Foundational Clinical Leadership Program	<ul style="list-style-type: none"> Enhance the capacity of clinicians to lead sustainable system improvement and patient safety initiatives Support clinicians to work more effectively with available clinical information and resources Develop a culture of patient-centred care. 	6 x 2 days over 12 months		√	√	√	√
	CEC Executive Clinical Leadership Program	<ul style="list-style-type: none"> Improve patient safety and clinical quality through enhanced leadership practices and focusing on a defined concern or opportunity Develop skills in communication, conflict resolution and team leadership within an environment of health care resource limitation. 	6 x 2 days over 12 months		√	√	√	√
External Providers	ACHSM Health Management Internship Program	<ul style="list-style-type: none"> Experiential learning in health management through a minimum of four supported work placements during a two year period Obtain a Master of Health Administration through the ACHSM Internship Program. 	2 years		√			

Provider	Program	Aim/Learning Objective	Duration	Pipeline	Target Audience			
					NC	NM	AH	M
External Providers	Certificate IV in Business Administration*	<ul style="list-style-type: none"> This qualification is suited to a range of individuals who use well-developed administrative skills and a broad knowledge base in a wide variety of administrative contexts They apply solutions to a defined range of unpredictable problems, and analyse information from a variety of sources. 	12 months		√	√	√	
	Cert IV in Leadership and Management*	<ul style="list-style-type: none"> This qualification reflects the role of individuals working as developing and emerging leaders and managers in a range of enterprise and industry contexts As well as assuming responsibility for their own performance, individuals at this level provide leadership, guidance and support to others They also have some responsibility for organising and monitoring the output of their team. 	12 months		√	√	√	
	Diploma in Leadership and Management*	<ul style="list-style-type: none"> This qualification reflects the role of individuals who apply knowledge, practical skills and experience in leadership and management across a range of enterprise and industry contexts Individuals at this level display initiative and judgement in planning, organising, implementing and monitoring their own workload and the workload of others They use communication skills to support individuals and teams to meet organisational or enterprise requirements They plan, design, apply and evaluate solutions to unpredictable problems, and identify, analyse and synthesise information from a variety of sources. 	12 months		√	√	√	
*Qualification to be obtained through self-study. In terms of cost staff may be eligible for State/Federal funding or scholarship. Study leave is at staff manager discretion.								

Provider	Program	Aim/Learning Objective	Duration	Pipeline	Target Audience			
					NC	NM	AH	M
External Providers	University Academic Lecturing opportunities	An opportunity exists with all partnering universities to participate in a professional development activity of delivering lectures in your area of expertise.	Variable		√	√	√	√
	Postgraduate Degrees	Postgraduate degrees are available to study either on campus or by distance. Each university offers a range of postgraduate studies that will develop health leadership skills.	Variable		√	√	√	√
	Research Higher Degrees	Research Higher Degrees include a Masters by research or a PhD. RHD have entry requirements that are specific to the university and faculty.	Variable		√	√	√	√
	NSW PSC Executive Leadership Essentials Program	Apply a strong understanding of their role as leaders within the NSW public sector as well as their responsibilities in bringing about change. Lensed approach to compress key messages in six categories: <ul style="list-style-type: none"> • Leadership • Cross-boundary Collaboration • The Customer Imperative • The Media • Finance and Procurement • Lessons from the Federal Jurisdiction. 	2 days		√	√	√	√
	NSW PSC Senior Executive Development Program	<ul style="list-style-type: none"> • Build Senior Executive capability to operate effectively in a broader range of senior roles/transform the system • A pool of staff considered for NSW Health Senior Executive and Chief Executive positions. 	10 months		√	√	√	√

Provider	Program	Aim/Learning Objective	Duration	Pipeline	Target Audience			
					NC	NM	AH	M
External Providers	NSW PSC Delivering Business Results Course	<ul style="list-style-type: none"> Understanding and fully utilise available technology Design-thinking and innovation techniques Create high performing teams Cross-cluster collaboration to discover better solutions Persuasive and effective communication. 	2 x 2 days		√	√	√	√
	NSW PSC Executive Fellows Program	<ul style="list-style-type: none"> Improve strategic capabilities to lead within organisations Understand the 'public value' that organisations create Deepen insights into the public sector re: politics, the media Explore alternative models of public service delivery Apply adaptive leadership Deal with complex problems in situations of contested authority Shape organisational culture and lead a new generation of staff Develop a sense of self-as-a-leader and grow leadership. 	3 week residential		√	√	√	√
	NSW PSC Executive Connections Series	<ul style="list-style-type: none"> Learning area changes for each session Increase networks across the sector Demonstrate and apply key lessons back in the workplace. 	Half days		√	√	√	√

Provider	Program	Aim/Learning Objective	Duration	Pipeline	Target Audience			
					NC	NM	AH	M
External Providers	Cranlana Colloquium	<ul style="list-style-type: none"> Understand and apply a set of value-based frameworks for making difficult decisions Make explicit the implicit principles that guide leadership in organisations. 	6 days		✓	✓	✓	✓
	NSW PSC Aboriginal Career and Leadership Development Program	<ul style="list-style-type: none"> Develop management and leadership capabilities Understand responsibilities and challenges of engagement and leadership in the NSW Public Sector Discuss culture and identity in the context of Public Sector Management Establish networks Target audience salary band \$100,330-\$255,050. 	6 months		✓	✓	✓	✓
	NSW PSC ANZSOG Executive Master of Public Administration	<ul style="list-style-type: none"> Public sector management Policy design/implementation Qualitative/quantitative analysis Economics, law and regulation Organisational change and leadership. 	2 years part-time		✓	✓	✓	✓
	NSW Leadership Academy Programs	<ul style="list-style-type: none"> Promote NSW public sector excellence Enhance skills and capabilities of existing and emerging leaders Refine and strengthen senior leadership skills. 	6 months		✓	✓	✓	✓
	Hardy Group International Executive Learning Sets	<ul style="list-style-type: none"> HGI Executive Learning Sets are interactive small groups of peers who create compelling dialogue on sector issues and trends They are a platform for high level strategising, action learning and development with results. 	Variable		✓	✓	✓	✓



