

Visionary Leadership in the Implementation of Primary Health Care Policy in Rural Australia?

Overview

- Policy impacting on allied health
- A study of 'innovation' in implementation
- Leadership and management
- Implications?

Policy

- Provides the rules that are intended to guide action
- What drives the differences in the implementation of policy
 - locally, regionally, at state level, nationally?????

Contexts of implementation

■ Confusion

- What constitutes allied health
- Confusion between primary health and primary health care
- Jurisdictional boundaries

■ Rural and remote

- One size does not fit all

Divisions of General Practice

- 119 organisations covering Australia
 - Support for General Practice and General Practitioners (GP members of the Division)
 - Provide link between GPs and other health service providers
 - Provide link between GPs and community
 - Focus on primary health care

Change management

- Implementing a new policy or program necessitates a change
 - Pressure for change
 - Capacity and willingness to change
 - Clear communication
 - Consultation with all stakeholders
 - Leadership
 - Incremental steps / transitional phase

North Queensland Rural Division of General Practice

- Established in 1994
- Townsville base but covers areas north, south and west of Townsville
- Covers 776,000km² (3 times the size of Victoria)
- Population estimated at 120,000
- Classification rural and remote
- Membership 102 GPs

1998-2000 Catalyst for change????

- Community needs analysis
- 1998 – directory of health services - part of providing a link between GPs, community and other health providers
- New funding cycle/development of new strategic plan for the Division 2000-2003
- Regional Health Strategy announced by Commonwealth in May 2000 budget – funding for regional health services and More Allied Health Services

Changes

When	Before	After
00-02	Non service provider	Service provider
01-02	NQRDGP	Trading as NWQPHC – change in articles of association
03	Governance – by program	Governance – by place
03	NQRDGP & WQDGP – Divisionvisios	Merger – NWQPHC – Association

- Who provides the leadership (individual or team)?
- How is change managed?
- What is the attitudes of the people involved – staff, board and members, external stakeholders (funding bodies, local service providers including private practitioners, community reps)? How does this impact on the implementation process?
- What ramifications or recommendations does this have for implementation of new policy and programs in your workplace?

Power

- Position power – granted by organisation
 - Legitimate
 - Coercive
 - Reward
- Personal power – stemming from the individual
 - Expert power
 - Referent power

Leader vs Manager

- Visionary
- Passionate
- Creative
- Flexible
- Inspiring
- Innovative
- Courageous
- Imaginative
- Independent

- Rational
- Consulting
- Persistent
- Problem solving
- Tough minded
- Analytical
- Structured
- Deliberate
- Authoritative
- Stabilizing

Leader and Visionary Leader

LEADER

- Perseverance
- Respect
- Influence
- Organisation & prioritization
- Vision
- Listening
- Relationships
- Empowerment of others

VISIONARY LEADER

- Character
- Courage
- Compassion
- Commitment
- Resolution
- Fairness
- Visible
- Actionable
- Personal integrity
- Ethics

Character of Leadership

- Create positive environment
- Increase confidence and optimism
- Build organisations that are both competitive and supportive
- Expressed through language and the way he or she communicates with others

What are the implications?

Can you identify who within your work organisation has visionary leadership qualities?

Who are the team players – the collaborators who have the ability to take vision and make it reality?

What about the big picture?