

## Strategic leadership for healthcare

Healthcare is in a constant state of change to meet the evolution of healthcare services and public health goals. Facing challenges in all directions – including demographic changes, rising costs, new technologies, the private-public healthcare interface and the ongoing management of Covid-19 – the healthcare sector needs strategic leaders more than ever.

Required to make strategic decisions in response to a range of changing priorities, healthcare leaders must steer healthcare organisations through daily challenges. This course will guide current and aspiring healthcare leaders through the complexities of leadership roles using a balance of theory, self-reflection and interaction. This will help to develop different responses and approaches within changing contexts.

Delivering the ability to evolve healthcare services and achieve public health goals, our Strategic Leadership for Healthcare short course will equip you with an in depth understanding of strategic leadership in healthcare settings.

Modules	Case Studies/Articles - examples	Outcomes	Key Exercises
Week 1	<p>Figueroa, C.A., Harrison, R., Chauhan, A. <i>et al.</i> Priorities and challenges for health leadership and workforce management globally: a rapid review. <i>BMC Health Serv Res</i> 19, 239 (2019).</p> <p>Yuin, Y.S., Sze, G.W., Durganaudu, H., Pillai, N., Yap, C.G. and Jahan, N.K. (2021) Review of Leadership Enhancement Strategies in Healthcare Settings. <i>Open Access Library Journal</i>, 8, 1-14.</p>	<ul style="list-style-type: none"> <li>• Depth of knowledge on why strategic leadership is so important for healthcare</li> <li>• Insights, knowledge and tools for making strategic decisions as a leader</li> </ul>	<ul style="list-style-type: none"> <li>• Discussion forums</li> <li>• Presentation slides with voice explanations</li> <li>• Interactive videos</li> <li>• 2 quizzes</li> <li>• Readings</li> <li>• Live virtual interaction with lecturer</li> <li>• Guest speakers</li> </ul>
Week 2	<p>Maddalena, V. (2012), "A primer on project management: The cornerstone of strategic leadership", <i>Leadership in Health Services</i>, Vol. 25 No. 2, pp. 80-89.</p> <p>Balock, Q.B. &amp; Siddiq, A. (2016), "Role of Strategic Leadership in Competitive Healthcare Services: A Case Study of Hospitals in Pakistan", <i>PUTAJ Humanities &amp; Social Sciences</i>, Vol. 23, No. 1.</p>	<ul style="list-style-type: none"> <li>• Learning how to use several frameworks to analyse your organisation</li> <li>• Learn to apply concepts to collaborate, engage stakeholders and build teams in healthcare</li> </ul>	<ul style="list-style-type: none"> <li>• Discussion forums</li> <li>• Presentation slides with voice explanations</li> <li>• Interactive videos</li> <li>• Quiz</li> <li>• Tools and frameworks</li> <li>• Stakeholder mapping</li> <li>• Wrap-up exercise</li> <li>• Live virtual interaction with lecturer</li> <li>• Guest speakers</li> </ul>

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Week 3	Leadership in Practice	<p>Norzailan, Z., Othman, R.B. and Ishizaki, H. (2016), "Strategic leadership competencies: what is it and how to develop it?", <i>Industrial and Commercial Training</i>, Vol. 48 No. 8, pp. 394-399.</p> <p>Strategic Leadership: The Essential Skills. Schoemaker PJ 2013. Harvard Business Review.</p> <p>What Senior Leaders Do: The nine roles of strategic leadership. Appelbaum L. Development Dimensions International.</p>	<p>Evaluate your key strengths and how you can leverage these to your advantage in your leadership role. Evaluate how you can engage clinical and non-clinical leaders to develop your strategy and vision.</p>	<ul style="list-style-type: none"> <li>• Discussion forums</li> <li>• Presentation slides with voice explanations</li> <li>• Interactive videos</li> <li>• 2 quizzes / psychometric tests</li> <li>• Readings</li> <li>• Live virtual interaction with lecturer</li> </ul>
Week 4		<p><a href="#">Masterful Negotiating, HBR</a></p> <p>This above link contains 4 articles. Please read – Negotiating the spirit of the deal, Fortgang R.</p> <p>Getting to Si, Ja, Oui, Hai and Da. Meyer E. HBR 2015</p>	<p>Apply value-based negotiation to your work setting and evaluate the effect it has on team members.</p>	<ul style="list-style-type: none"> <li>• Discussion forums</li> <li>• Presentation slides with voice explanations</li> <li>• Interactive videos</li> <li>• 2 quizzes / psychometric tests</li> <li>• Readings</li> <li>• Wrap-up exercise</li> <li>• Live virtual interaction with lecturer</li> </ul>
Week 5	Change Management	<p>Rafaeli, A. &amp; Worline, M. (2001), Individual emotion in work organizations, <i>Social Science Information Sur Les Sciences Sociales</i>, 40(1), pp. 95-123.</p> <p>Turnbull, S. (2002), The planned and unintended emotions generated by a corporate change programme, <i>Advances in Developing Human Resources</i>, 4 (1), pp. 22-38</p>	<ul style="list-style-type: none"> <li>• Appreciate that all change involves people</li> <li>• Learn strategies and techniques for effectively engaging others to drive forward change</li> </ul>	<ul style="list-style-type: none"> <li>• Discussion forums</li> <li>• Presentation slides with voice explanations</li> <li>• Interactive videos</li> <li>• 2 quizzes</li> <li>• Readings</li> <li>• Live virtual interaction with lecturer</li> <li>• Guest speakers</li> </ul>
Week 6		<p>Battilana, J. &amp; Casciaro, T. (2013), The network secrets of great change agents, <i>Harvard Business Review</i>, 91 (7), pp. 62-68</p> <p>Bate, P. (2000), Changing the culture of a hospital: from hierarchy to networked community, <i>Public Administration</i>, 78 (3), pp. 485-12</p>	<ul style="list-style-type: none"> <li>• Apply the skills needed in taking teams through a change process</li> <li>• Learn how to 'close the loop' on a change process as well as measure it and embed the change</li> </ul>	<ul style="list-style-type: none"> <li>• Discussion forums</li> <li>• Presentation slides with voice explanations</li> <li>• Interactive videos</li> <li>• Quiz</li> <li>• Tools and frameworks</li> <li>• Stakeholder mapping</li> <li>• Wrap-up exercise</li> <li>• Live virtual interaction with lecturer</li> <li>• Guest speakers</li> </ul>