

LEADERSHIP – A Global view



Nadia Bukhari
Senior Teaching Fellow in Pharmacy Practice
UCL School of Pharmacy



- WHO statement “No health without a health workforce“ which acknowledges that the delivery of better health requires a workforce that constantly develops and grows.
- More than 4,000 documented definitions of leadership

Leadership – A definition

- The action of leading a group of people or an organization
- It embodies
 - Decisiveness
 - Awareness
 - Focus
 - Accountability
 - Empathy
 - Confidence
 - Optimism
 - Honesty
 - Inspiration



Common Leadership Styles



- Coercive: Leaders demand immediate compliance.
- Authoritative: Leaders mobilize people toward a vision.
- Affiliative: Leaders create emotional bonds and harmony.
- Democratic: Leaders build consensus through participation.
- Laissez- Faire : Leaders allow followers to have complete freedom to make decisions about their work

- Pacesetter: Leaders expect excellence and self-direction.
- Coaching: Leaders develop people for the future.
- Bureaucratic leadership, whose leaders focus on following every rule.
- Charismatic leadership, in which leaders inspire enthusiasm in their teams and are energetic in motivating others to move forward.
- Servant leadership, whose leaders focus on meeting the needs of the team.
- Transactional leadership, in which leaders inspire by expecting the best from everyone and themselves.

What is Leadership Development?

Expanding the collective capacity of organizational members to engage effectively in leadership roles and processes.



What is Leader Development?

Leader development involves the development of leadership skills and attributes of individuals



Why is Leadership Development Important?

- Leadership development is imperative
- Leadership needs to develop at all levels within the organization
- Leader and leadership development should be integrated to align to the organisational strategy and goals

Leadership Development and the Health Workforce

- Leadership development in healthcare has been identified as an important developmental skill globally.



U.K



- Increasing emphasis on the significance of leadership development in the National Health Service (NHS), the national health system which provides publicly funded health services to all UK citizens.
- An evaluation of a clinical leadership programme was conducted amongst nurses (n= 2000) and found that the programme improved the leadership capabilities of ward sisters and senior nurses and in turn contributed to improvements in patient care

U.S.A



- Leadership development programmes provide four opportunities to improve quality and efficiency in healthcare:
 - Increases the calibre of the workforce;
 - Enhances the efficiency in the organisation's education and development activities;
 - Reduces turnover and related expenses;
 - And focuses organisational attention on strategic priorities.

Sustainable

Competent

Adaptable and

Capable

Workforce





Global Leadership Examples

- Japan
- Australia
- Costa-Rica
- Paraguay
- South Africa

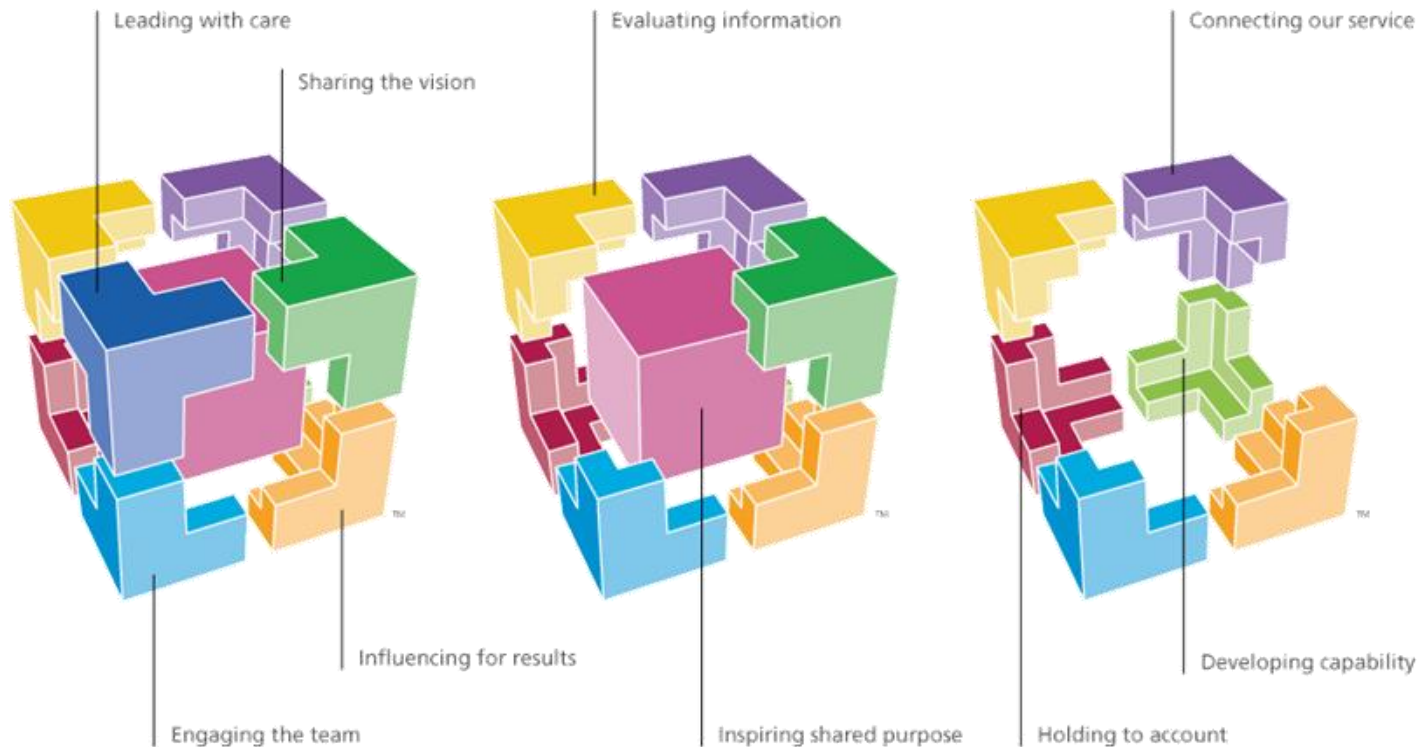




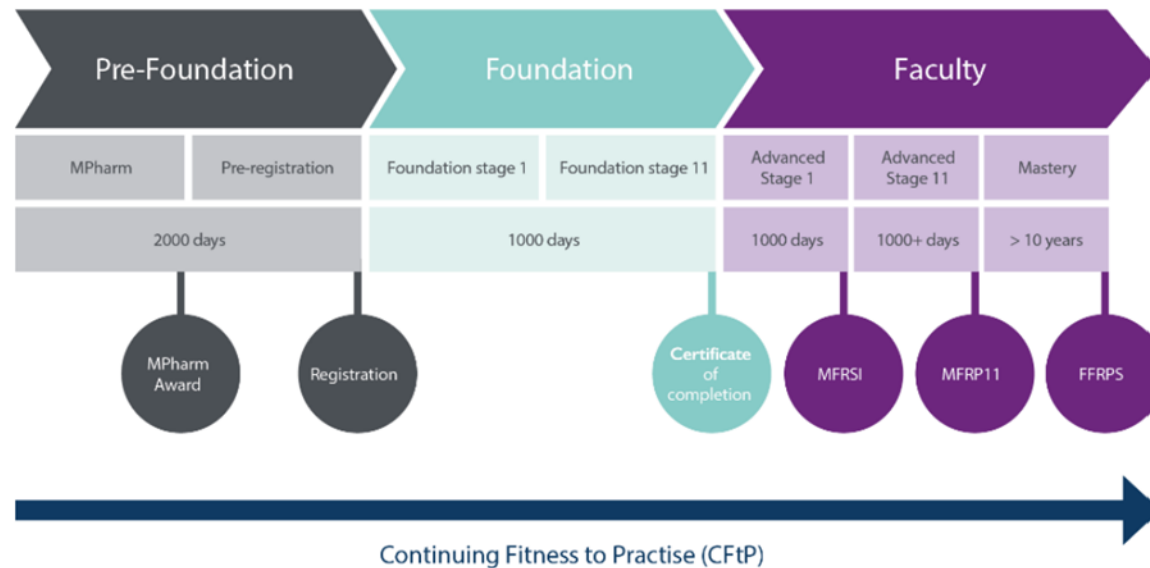
U.K – Mid Staffordshire

- 2010 ‘Francis Report’
- Leadership at every level on the quality of healthcare service delivery
- Leadership therefore became a focus for healthcare provision in the UK with the launch of the Healthcare Leadership Model for all health workers
- Leadership Development Framework (LDF) developed by the Royal Pharmaceutical Society in Great Britain (RPS) for the pharmaceutical workforce.

Healthcare Leadership Model



Royal Pharmaceutical Society Career Road Map



Singapore



- Health Leadership College (HLC)
- HLC aims to support developing leadership capacity for Singapore's national public healthcare system.
- HLC develops and delivers high quality learning opportunities and programmes aimed for healthcare leaders working in the public health system.
- The programmes address leadership development, organisational development, and public service values.

- HLC developed the S.E.E.D Competency Framework which serves as a basis for leadership programme development. The framework describes the core leadership competencies that are required of leaders at all levels (Self, Enabling, Execution, Direction).



- The S.E.E.D Framework describes 16 leadership attributes of a healthcare leader's relationship across four dimensions:
 1. *Self – Demonstrating integrity and the personal qualities of a leader*
 2. *Enabling – Working with and through others*
 3. *Execution – Managing and delivering the strategy*
 4. *Direction – Setting the direction and the vision*
- Each of the four dimensions is accompanied with a set of descriptors that serve to illustrate how the competencies progress as the healthcare leader progresses. These descriptors are cumulative across the levels.



Research, development
and evaluation strategies
for pharmaceutical
education and
the workforce:

A global report

2017

Copyright © 2017 International Pharmaceutical Federation (FIP)



Workforce Development Goals





A global vision for Pharmacy Education and the workforce

- Currently there are 13 WDGs that have been grouped into three clusters:
- *academy (focus on the schools, universities and education providers)*
- *professional development (focus on the pharmaceutical workforce)*
- *systems (focus on policy development, governmental strategy and planning, and monitoring systems)*



PWDG general description. Countries/territories and member organisations should have:

- Strategies and programmes in place that develop professional leadership skills (including clinical and executive leadership) for all stages of career development, including pharmaceutical sciences and initial education and training

Rationale, drivers, and potential indicators

- Creation of programmes/strategies for the development of leadership skills (including tools and mentoring systems), to support pharmacists and pharmaceutical scientists through their careers.
- Advocacy for leadership development in healthcare teams, linked to collaborative working activities
- Ideally, this should be linked with competency and foundation and early year career development activities.

Next Steps for Leadership Development in Pharmacy

- Support tools and resources to guide in the development of leadership in their workforces.
- Practical examples of integration between leadership development and CPD and quality assurance.
- All of these approaches and models can serve as guidance for other nations to create their own needs-based leadership development programmes and strategies.



Next Steps for Leadership Development in Pharmacy

- FIPeD, charged with overseeing the development of PWDG implementation tools and resources
- Exploratory work could help understand the leadership needs of the global pharmaceutical workforce.
- The data obtained from this can be used to identify themes to create a foundation for a global leadership framework. The evidence can also be used to create tools, resources and guidance for the workforce to overcome implementation barriers



Summary

- Leadership training and development can maximize productivity and shape a positive culture.
- To achieve this, we must understand leadership in more detail and therefore more research around leadership in pharmacy is needed. Studies that further explore the established attributes for leadership and understand and explain how these connect with health service delivery, clinical leadership and the current health service needs would be recommended.

Question to the Audience

- What do we need to progress leadership development for the global health workforce?

THANK YOU