Leadership Unravelled: Lessons drawn from the Implementation of Healthcare Innovations

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Speaker Profile

- Associate Professor (Health Policy and Organisational Studies), College of Business, University of Doha for Science and Technology

- Current Chair- UK HEA Health Subject Benchmark Advisory Committee

- Honorary Associate Professor- University College London

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Declaration of Interests

- Conflict of Interests- None

- Conference Attendance Sponsorship- University of Doha for Science and Technology

Sesion Aim

To unpack the various dimensions of leadership relevant for healthcare innovations

Insight into work done in the UK NHS Setting- 4 UK regions

Qualitative Methodology; Interviews and Round table Discussions

Insights from conversations and academic discussions from the middle east and the UK

A framework of leadership and organizational factors that influence healthcare innovations will be explored

What we know about healthcare

Complexity- rapidly evolving and dynamic to meet users/customer needs

Diverse population health and needs- ageing and significant co-morbidity

Diverse workforce-specialty and expertise

Proliferation in innovative solutions

Workforce issues- globally ; brain drain vs brain gain

But also…..

- Healthcare is cultural; varies by location and context

- Healthcare is local but health is global

- Quality is often a reflection of a nation's values

- No one size fits all approach

- Solutions are as diverse as the world itself

Study Aim

The primary aim of this research is to investigate the role of leadership in fostering innovation within healthcare organizations. Specifically, the study seeks to:

- Identify key leadership qualities that support the implementation of innovative practices in healthcare.
- Explore the organizational factors that facilitate or hinder innovation in healthcare settings
- Provide some insight to inform policy/practice

Evaluation of Healthcare Organisations

Participating in Innovation and knowledge Sharing activities

Case Study of 5 Organisations (2 English, 1 Scottish, 1 Irish and 1 Welsh)

Qualitative Studies; Semi-structured Interviews and discussions

Purposive sample

The sample included 75 participants; comprising senior executives (CEOs), senior leaders, mid-level managers, and frontline healthcare workers.
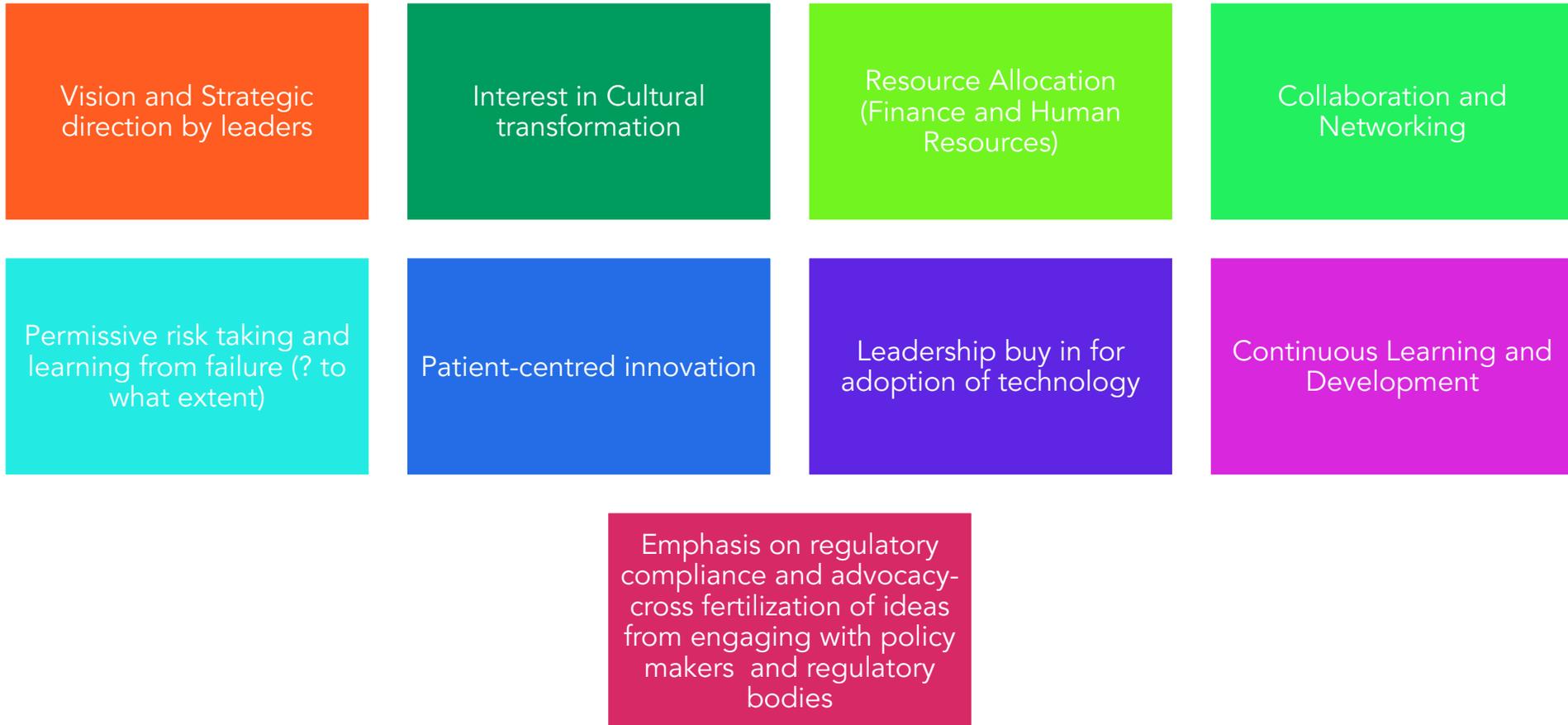
Interviews over a 6 week period; interviewing, observing online meetings and attending group events to discuss

Thematic Data Analysis; identification of patterns and themes

Through the lens of leadership traits and approaches in organisations

Respondents Highlighted the Following Leadership Characterists

Vision and Strategic direction by leaders

Interest in Cultural transformation

Resource Allocation (Finance and Human Resources)

Collaboration and Networking

Permissive risk taking and learning from failure (? to what extent)

Patient-centred innovation

Leadership buy in for adoption of technology

Continuous Learning and Development

Emphasis on regulatory compliance and advocacy- cross fertilization of ideas from engaging with policy makers and regulatory bodies

Discussions from Working in Global Healthcare Management and Organisational Studies

Work experience of the authors:

- Middle East

- United Kingdom

- Africa

- The USA

Forces that impact on healthcare innovation

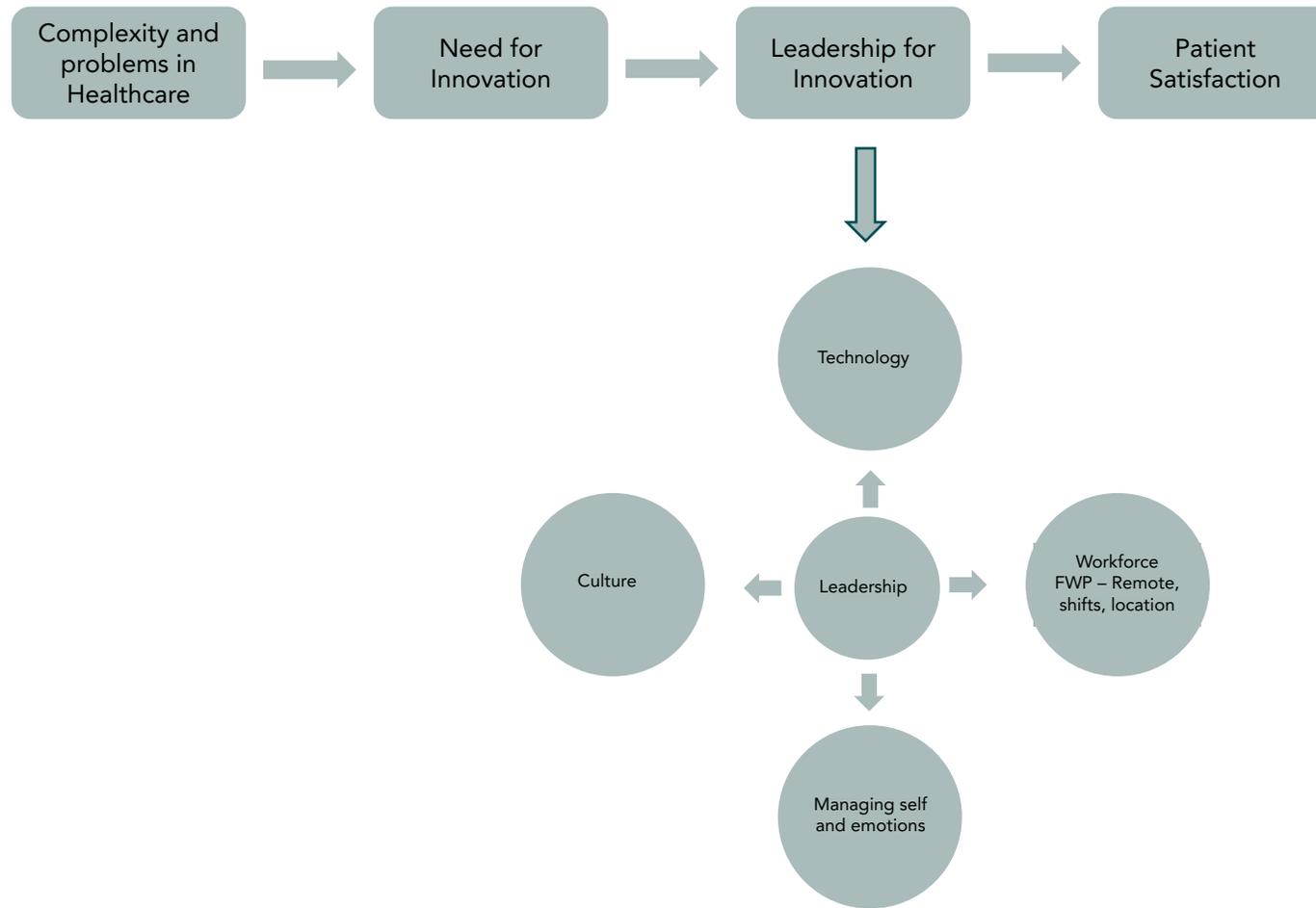|		
👤	Leadership	Style Influence and culture
💵	Funding	
🎯	Policies/targets and regulations	
🖥️	Technology	
👥	Consumers/Users/customers	
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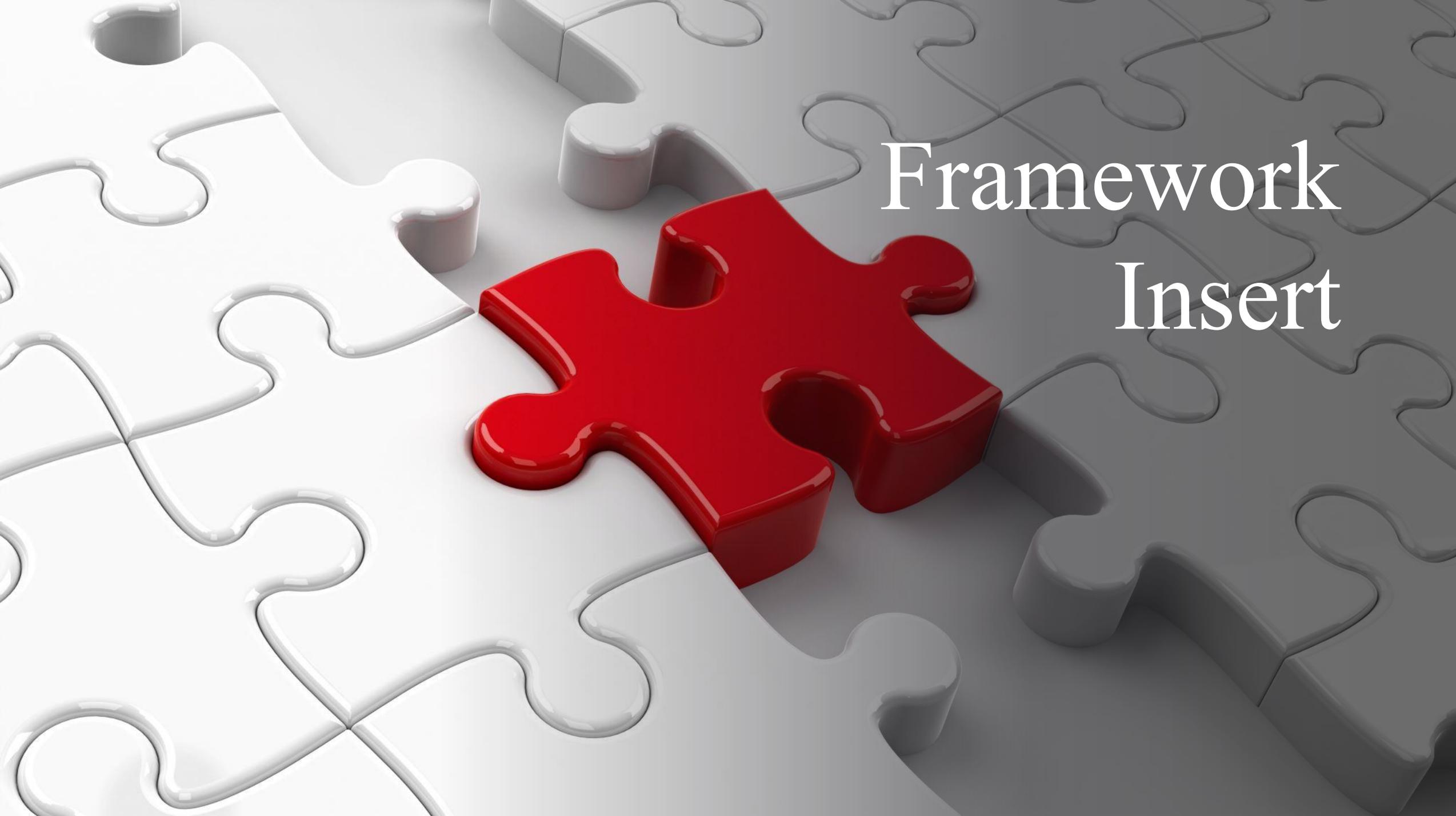
Framework Insert

Figure 1-Contextual framework of leadership in innovation

Figure 2- Conceptual Framework of Leadership in innovation

Highlights

The healthcare system thrives on leadership with fosters innovation, often with the following:

Concern for the people- users or customers

Allowing out of the box thinking

Allows risk taking- but how much in healthcare?

Fosters and culture that values employees- recognising expertise in teamworking

Psychological safety for all involved

Recognition and rewards for innovative and collaborative solutions

Transformation Leadership

- Occurs frequently in healthcare and requires:
    - Emotional Intelligence
    - Creating the right culture/atmosphere
    - Does not care who gets the credit- do not feel threatened
    - Empowering others in the workforce to thrive and take the initiative in problem solving
    - Managing self, people, processes and organisations

Takeaway

Innovation in healthcare is crucial for improving patient outcomes, enhancing operational efficiency, and addressing the evolving challenges in the industry.

Effective leadership plays a pivotal role in fostering a culture of innovation within healthcare organizations.

Organisations need to invest in leadership development programmes

Thank you!

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