Case Study: Sir Charles Gairdner Hospital

How a hospital improved their leadership performance and wellbeing



Sir Charles Gairdner Hospital (SCGH) was opened in 1958 and is one of Australia's leading tertiary teaching hospitals, fully accredited by the Australian Council on Healthcare Standards and located at the Queen Elizabeth II Medical Centre.

SCGH provides a comprehensive range of clinical services and is home to WA's only comprehensive cancer centre. The hospital has an international reputation for groundbreaking medical research and was home to now-retired 2005 Nobel Laureate for Medicine Professor Barry Marshall, whose pioneering work demonstrated that bacteria and not stress causes stomach ulcers.

Challenge

Sir Charles are known for their service mentality which positively impacts patient care and empathy amongst staff. However, this high level of 'care' can also translate to leadership challenges when it comes to setting expectations, maintaining healthy boundaries and holding staff members to account for their tasks and behaviours. They needed to equip their leaders with the ability to balance empathy with accountability to enable improved performance.

Solution

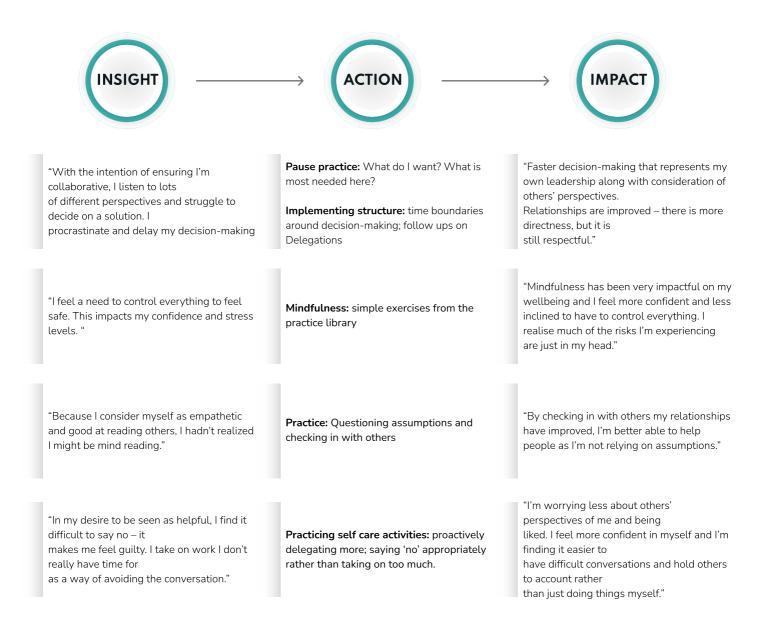
We needed to help staff to understand how their individual perspectives around care in relationships and their personal leadership style in interactions with staff were impacting on team members behaviours. Through cycles of development that built the capacity of individuals for enhancing their leadership style and human-centred group discussions that supported the group to reflect and learn from each other, we enabled the group to see how they were over-valuing care, to the detriment of not only team performance but their own individual wellbeing and time management.

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Impact

Leaders took personal insights forward with specific workplace practices that connected with their individual need for change. Reported behaviour change included:



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Testimonials

I am now able to trust in my ability to make clear **RESULTS** decisions, communicate my visions and support others to do the same. I believe I now have the ability to control my environment more, to set boundaries and to hold those boundaries and accountabilities. By trusting in the team leaders I can now delegate and monito which thereby is freeing me up for important higher Net Promoter Score level planning and activity. I think I have learnt to be firmer/more assertive and not be as concerned about others perceptions so less of participants feeling of guilt and trying to be everything to everyone. 76% reported better I have allowed myself to say no and protect my time/ working relationships boundaries better. I am able to understand that people/colleagues have their reasons for behaving in a certain way. Being aware reported increases in of this has changed how I interact with people. accountability

I am better able to speak up for myself; have slightly more difficult conversations; procrastinate less when I'm unsure of my decisions; and be brave.