

Transnational Leadership Program



A New Approach to Leadership Development for Health Service Networks in Germany and Canada

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Agenda:

1. Introduction
2. Preliminary thoughts
3. Target group and requirements for participation
4. Training: Contents and methods
 - 4.1 Consultation on the selection of the learning project
 - 4.2 Subjects of learning
 - 4.3 Learning forms and learning fields
5. Organisation of the training and estimated costs

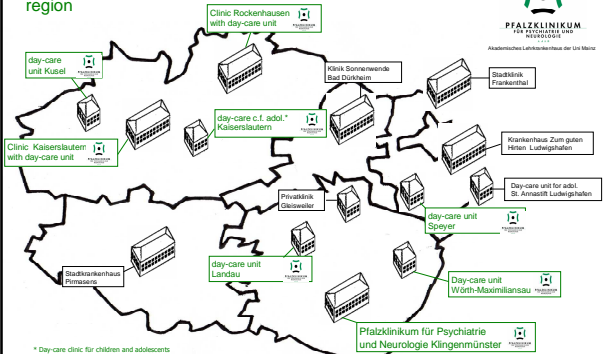
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psychiatric hospitals and day care programs in the palatine region



* day-care clinic for children and adolescents

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figures and facts (June 2009)



- | | |
|----------------------|---|
| ➤ 1,379 | employees |
| ➤ 1,020 | jobs/positions |
| ➤ € 72.8 M (approx.) | revenue |
| ➤ 10 | locations in the Palatine region |
| ➤ 486 | in-patient beds |
| ➤ 117 seats | 6 day hospital programs (day care unit) for psychiatry |
| ➤ 20 seats | 1 day hospital program children & adolescent |
| ➤ 7 | out-patient departments |
| ➤ 180 beds | treatment for psychiatric offenders (forensic) |
| ➤ | outpatient treatment for psychiatric offenders |
| ➤ 12 beds | treatment for adolescent psychiatric offenders |
| ➤ 158 beds | group homes for the psychiatric & mentally handicapped incl. outpatient treatment |

973 BEDS TOTAL

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1. Introduction

- The project is based on the psychiatric system of care in the State of Rhineland-Palatinate and the health/psychiatric system in Alberta/Canada
- The psychiatric system in the state of Rhineland-Palatinate and in Germany is beginning a big **transformation process** and is open for new approaches; in Alberta, the authorities are **reconstructing** the system (from community based services to province wide services) as well
- Both management systems have their own rules, their own efficiencies and inefficiencies with which to cope and both systems are in a state of rapid change

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2. Preliminary thoughts

What is the Future of leadership and management?
changes, conflicts of objectives, lack of experts cause emergence of new roles and functions, therefore:

- From administrator to designer/innovator
- From solely responsible to teamplayer (more or less)
- From function to process orientation (looking behind the fence of their own system/their own hierarchy)
- From focus on centralised hospitals to the community
- From functional silo to network manager
- From a competitive culture to a cooperative culture

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2. Preliminary thoughts

- How can we meet these challenges?
- Which skills are required for successful leadership?
 - The capability to handle complex problems
 - The capability to influence others
 - The capability to deal with uncertainty
 - The capability to be cooperative
- These capabilities are not simply learned from a book. These capabilities come from experience and the ability to develop novel ways of understanding this experience.

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2. Preliminary thoughts

- What are the program's objectives?
 - Utilisation of an inter-cultural field of learning for health service leaders
 - Identification and realisation of innovations in the system
 - Be aware of complex ongoing transformation processes
 - Setting-up a unique transnational network to exchange ideas, problem-solving approaches and strategies
 - Improving the capability to cooperate
 - Improving the personnel management competencies

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2. Preliminary thoughts

- Why do we choose a transnational approach, beyond the world of international conferences?
 - To provide a special environment for learning: the intercultural background opens the mind and allows us to better understand our own social and professional „constructs“
 - The Canadian and German cultures have the same roots, but in respect to management culture and governing social systems, they have developed very differently
 - The similarities and differences can help us to enrich perspectives on leadership

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3. Target group and requirements for participation

- Persons responsible for direction, administration, management or education of personnel involved in health service delivery and allied professions
- Commitment to complete the program
- Open attitudes towards learning in the interdisciplinary, intercultural and transnational context
- Willingness to reflect and receive feedback on one's own leadership style
- Fluency in English

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3. Target group and requirements for participation

- The program requires a long term time investment as well as an investment in social and emotional openness:
 - the program consists of 4 modules, each comprising 5 training days plus 2 days travel (a whole week!)
 - two modules will take place in Alberta, Canada two in Rhineland-Palatinate, Germany
 - residence at the place of meeting
 - participation in leisure activities that are part of the curriculum
 - the number of participants per program is limited
 - typically, participants submit a proposal

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4. Training: Contents and methods

4.1 Consultation on the selection of the learning project

- before beginning: Each participant is counselled in regard to their chosen project
- the project has to be relevant to the participant's institution, director and supervisor
- if required, participants will be assisted in choosing a suitable project

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4. Training: Contents and methods

4.2 Subjects of learning

Module A: Successful governance of organisations, people and tasks (5 days)
Keywords: competence clarification, management, institution, structure, project management

Module B: Achieving objectives between cooperation and conflict (5 days)
Keywords: cooperation, conflict, staff development, skills, peer review, peer feedback

Module C: Strategy between public mandate and profitability
Keywords: social marketing to the community, strategic planning, competition, networking, funding

Module D: Change management in psychiatric/health service systems (5 days)
Keywords: Organizational development; mindfulness; position and job; inclusion; home treatment

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4. Training: Contents and methods

4.3 Learning forms and learning fields

- the modules represent the guide for leadership development
- the group process in which the participants are immersed represents the central learning field
- in the modules we use following methods:
 - Theory inputs; - Teamwork; - Work in the plenum; - Individual work;
 - Case studies; - Literature review; - Group-dynamic process work;
 - subject-related exercises
- the second learning field is the project; during the training, every participant develops and leads a project

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4. Training: Contents and methods

4.3 Learning forms and learning fields

- National intermediate meetings: Between the modules there should be at least one national intermediate meeting
- The meetings should focus on the link between the contents of the past module and the next module
- Buddy system: ideally, during the first module, Canadian and German individuals will develop one to one contact for the purpose of ongoing communication. These dyads keep in touch and help each other to understand the projects and different „cultural habits“
- Academic support: bi-national academic opportunities are available for academics and graduate students to develop projects

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5. Organisation of the training & estimated costs

• Schedule

Subject	Number of days	Dates
Preliminary talk for consultation	0.25 day (on site)	To be fixed individually
Module A: Successful governance of organisations, people and tasks	5 days (Lambrecht, GER)	May 2010
National intermediate meeting (Workshop 1)	1 day (always on site)	June 2010
Module B: Achieving of objectives between cooperation and conflict	5 days (Alberta, CA)	September 2010
National intermediate meeting (Workshop 2)	1 day (always on site)	February 2011
Module C: Strategy between public mandate and profitability	5 days (Lambrecht, GER)	May 2011
National intermediate meeting (Workshop 3)	1 day (always on site)	June 2011
Module D: Change management in Health Service systems	5 days (Alberta, CA) Incl. 1.5 days final symposium	September 2011
Total	23.25 days	

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5. Organisation of the training & estimate costs

- The training is organized by the Pfalzkllinikum and the University of Calgary
- Venues: PfalzAkademie Lambrecht and Alberta
- Trainer team TBA
- Fees: flights; accommodation; trainers; administration cost
total amount: **10,000.00 €** per person for two years

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Summary

- Health Service Systems need innovations to cope with the future problems
- Leaders are the nexus and impetus for innovative services
- Learning and training in a intercultural setting is a growing forum to improve health services leadership, system management and cooperative behavior
- Working in and between ‚real‘ and ‚functional‘ projects that have practical local application can link professional and social knowledge with the everyday business of health leaders.



Thank you
for your attention
and your patience

