Success Profile of a Charge Radiation Therapist

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Introduction

• Charge Radiation Therapists

• Epworth HealthCare leadership programs

• Development of a Success Profile

• Charge Radiation Therapist Leadership Program

• Evaluation and Applications
Charge Radiation Therapist - Career Progression

- Formal qualification in specialty area
- Excellent clinician and technical expert
- Rewarded and recognised for behaviours for role
- Individual contributor within the team
- Beginning of leadership career
Epworth’s Strategic Agenda

To be the pre-eminent provider of quality healthcare for our patients through the integration of clinical practice with education and research.

- Enable staff to be leaders
- Need to provide the skills
- Not born with capabilities
Importance of Leadership Development?

- Leadership drives results
  - Patient and Doctor satisfaction
  - Patient safety and quality
  - Financial KPI’s
  - Culture and change e.g. Employee Engagement
Existing Leadership Development

- Executive Development
- DCS Leadership Development
- Manage To Perform
- Manager Essentials
- New Manager Forum

Performance and Development Planning, orientation, eLearning, EVP and employee engagement
Developing the program

- Creation of a Success Profile
- Design of Development
- Implementation of Development
- Evaluation and Measurement
Think Holistically

The Complete Job Profile

What people know
Technical and/or professional information needed to successfully perform job activities

What people have done
Educational and work achievements needed to successfully perform job activities

What people can do
A cluster of behaviours performed on a job

Who people are
Personal dispositions and motivations that relate to job satisfaction, job success or failure
A Competency-based approach

Business Strategies and Goals

Consistent Set of Competencies

Values, Desired Culture; People Strategies

PEOPLE SYSTEMS

DEVELOPMENT

Focused Training Tied to Corporate Goals

PERFORMANCE

People held Accountable for Outcomes

SUCCESSION MANAGEMENT

Identify, Train, Promote & Retain Top Talent

BUSINESS PLANNING

Make better strategic decisions based on Human Capital

DESIRED PEOPLE

KEY BUSINESS RESULTS

Better People Selected Faster; Better Fits

Effective Growth

Faster; Better Fits

Customer Satisfaction

Focused Training Tied to Corporate Goals

Quality

People held Accountable for Outcomes

Productivity

SUCCESSION MANAGEMENT

Efficiency

Identify, Train, Promote & Retain Top Talent

Employee Satisfaction

BUSINESS PLANNING

Costs

Make better strategic decisions based on Human Capital

Turnover

BUSINESS PLANNING

Epworth HealthCare

Creating a Success Profile

1. Plan analysis
   • Review existing job information e.g. position description, Performance Development Plans and agree on experts to involve in the process

2. Collect data
   • Focus group with Charge Radiation Therapist’s and their manager
   • Identify competencies, personal attributes, knowledge and experience associated with successful job performance.
## Alignment to Business Drivers

The diagram illustrates a leader deck with "Most Important" tasks, including:

1. Lead High Performance Work Groups
2. Engage Employees
3. Drive Performance
4. Create a Customer Service Culture
5. Implement Improvements to Product or Service

The "Least Important" tasks are:

- Coaching
- Driving for Results
- Building Trust
- Facilitating Change
- Customer Focus
- Leading Through Vision and Values
- Building a Successful Team
- Delegating Responsibility
- Aligning Performance for Success
- Gaining Commitment
- Continuous Improvement
Creating a Success Profile

3. Build tentative profile
   • Gather data collected into a tentative list of competencies, personal attributes, knowledge and experience.

4. Confirm Success profile
   • Ask managers, managers one up, Executive and other key stakeholders to rate and rank the four domains in the tentative profile.
   • Comparison of profile with other similar roles

5. Finalise Success profile
Success Profile – Charge Radiation Therapist

**Knowledge:**
- Knowledge of professional accountabilities.
- Organisational and time management skills.
- Demonstrated strong interpersonal skills.
- Bachelor of applied science.
- Knowledge of continuous quality improvement/quality assurance.
- Epworth values & behaviours.
- Epworth Excellence.
- Basic software applications.
- Epworth policies and procedures.
- Knowledge of clinical and governance structures.

**Competencies:**
- Safety Intervention.
- Planning and Organising.
- Leading Through Vision and Values.
- Patient Relations.
- Gaining Commitment.
- Continuous Improvement.
- Coaching.
- Adaptability.
- Delegating Responsibility.

**Experience:**
- Making important decisions that affect patient healthcare.
- Exposure to quality assurance.
- Juggling multiple priorities at once.
- Developing & sustaining relationships.
- Track record of excellent performance in areas of expertise.
- Participating in clinical & other professional education.

**Personal attributes:**
- Resilience.
- Adaptable to change.
- Inspirational.
- Assertive.
- Self aware.
- Self driven.
**Success Profile – Knowledge**

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Success Profile – Personal Attributes

- Resilience
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- Self aware
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Success Profile – Competencies

• Safety Intervention
• Planning and Organising
• Leading Through Vision and Values
• Patient Relations
• Gaining Commitment
• Continuous Improvement
• Coaching
• Adaptability
• Delegating Responsibility
Charge Radiation Therapist Leader Program

**Individual Development Plan**

- **Day 1** (3.5 hrs): Communicating for Leadership Success
- **Day 2** (3.5 hours): Delegating with Purpose
- **Day 3** (3.5 hours): Coaching for Peak Performance
- **Day 4** (3.5 hours): Difficult Customers (book in the leadership calendar over next 12 months)
- **Day 5** (2 hours): Safety Leadership (book in the leadership calendar over next 12 months)
- **Over the next 6 months** (1 x 2 hr session per month): Group Coaching (once a month for the following 6 months)

**Program Key**
- Brown = DDI module
- Blue = Leadership calendar
- Light Blue = Group Coaching
## Program Focus – Reflects Success Profile

<table>
<thead>
<tr>
<th>Element</th>
<th>Competency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communicating for Leadership Success</td>
<td>Communication</td>
</tr>
<tr>
<td></td>
<td>Gaining Commitment</td>
</tr>
<tr>
<td>Delegating with Purpose</td>
<td>Delegating responsibility</td>
</tr>
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</tr>
<tr>
<td>Difficult Customers</td>
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<tr>
<td></td>
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<tr>
<td>Group Coaching</td>
<td>Planning and Organising</td>
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<tr>
<td></td>
<td>Leading through vision and values</td>
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<td></td>
<td>Adaptability</td>
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<td></td>
<td>Embedding learning from previous sessions</td>
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</table>
70:20:10 Adult Learning Principle

70: Action Learning: On-the-job learning – real life work scenarios, PDP review, job assignments

20: Learning from others – one to one coaching, mentoring, peer networking.

10: Formal learning in program.
## Evaluations

<table>
<thead>
<tr>
<th></th>
<th>Day 1 Mean Rating</th>
<th>Day 2 Mean Rating</th>
<th>Day 3 Mean Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall I was satisfied with this session.</td>
<td>5.00/5.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I already have several ideas about how I can use the skills / knowledge taught in this session on the job.</td>
<td>4.25/5.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The skills / knowledge / tools gained from this session will be useful to me on the job.</td>
<td>4.63/5.00</td>
<td></td>
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</tr>
<tr>
<td>I feel confident in my ability to use the skills / knowledge taught in the session.</td>
<td>4.50/5.00</td>
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Measurement in 3 months...

Process:

1. Online survey focused on program goals and behaviours
   - Targets participants and nominated ‘observers’
   - Completed 3-6 months after completion of program
   - To what extent are desired behaviors displayed?
2. Feedback from participants
3. Feedback from managers

This will NOT be a measure of reactions to the training or knowledge gained from the program. Rather, it measures transfer of learning from the training environment to the work setting.
Next Steps

Imbed the Success Profile into the

- Recruitment process
- Performance and development planning process
Benefits of creating Success Profiles?

• Provides a business-focused metric for success that is behavioural, consistent, relevant, and fair
• Identifies the aspects of the job that are related to job satisfaction
• Can be applied across all HR related activities
• Defining success provides a basis or “standard” for Performance Management, Career Pathing, Assessment, Selection, etc.
• Align employee efforts with organisational vision, values, and business strategies
• Respond to changes in business climate and drive organisational initiatives.
Conclusion

• Development of a Success Profile
• Tailored Leadership program for Charge Radiation Therapists
• Applications flow into recruitment and professional development planning
• Equip our new leaders with skills
• Benefits to individual and organisation
• Set for Success
References


