Transforming healthcare through leadership development
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When New Zealand’s main ambulance operator decided to improve its leadership capabilities in 2008, it turned to MBS-Mt Eliza, Australia’s No. 1 executive education provider.

This report outlines the results of that partnership with St John New Zealand, which endures in 2015, having produced together:

• The Leadership Development Programme (LDP), delivered by MBS-Mt Eliza to more than 300 St John New Zealand managers from 2009–2013
• An Impact Study, undertaken by MBS-Mt Eliza in 2014 to review the LDP’s effectiveness in delivering real organisational impact and to assess St John’s current and future needs
• The co-design of two leadership development initiatives in 2015, as part of St John’s new Leadership Development Strategy.

The need for the Impact Study and was driven by Peter Bradley, who took over as St John New Zealand CEO in 2013.

MBS-Mt Eliza worked closely with Peter and his executive management team to assess the LDP’s impact and to design new programmes to give St John executives the skills, tools and frameworks to implement their organisation’s refreshed business culture and direction.

St John New Zealand is a charity and part of the global Order of St John organisation. It has 2,200 paid staff and 8,500 volunteers, who provide ambulance assistance to almost 90 per cent of New Zealand’s population and many other services, including first-aid training, event medical services, medical alarms and youth and community programmes.

More than 500,000 New Zealanders a year access its services, which are funded by a mix of government and donor support. It also operates under national legislation that sets high service delivery and compliance standards.

This combination of government and community involvement and a highly skilled professional workforce, supported by dedicated volunteers in every New Zealand community, makes managing, leading and adapting the organisation to change especially challenging.

Despite its special characteristics, St John New Zealand confronts issues common to all healthcare providers – increasing healthcare expectations and funding competition and the need for low costs, while operating in multiple locations, and timely innovation, while respecting the past.
In 2015, Peter Bradley and his team identified the challenges they faced as:

- Did St John have the leadership skills to deliver on the new strategy?
- How effective was the previous leadership development?
- What is required to transform the organisation?

To meet these challenges, Peter and his team asked MBS-Mt Eliza to undertake an Impact Study to review the effectiveness of the LDP (delivered by MBS-Mt Eliza), identify St John’s current leadership capabilities and future requirements, and ensure they align with its new Integrated Business Plan.

The Impact Study found the LDP provided strong leadership development but a new direction was needed because of a greater focus on patient-centred care under the new business plan.

The LDP provided a foundation for change by helping St John’s managers switch their development objective from professional and technical expertise to personal and interpersonal leadership capabilities that would improve the patient experience.

Conducted in 2013, up to five years after some respondents completed the LDP, the Impact Study found:

- 76% of participants credited the programme with improving their work performance.

This group specified improved performance in the areas of:

- Increased self-awareness of leadership strengths, development needs and effectiveness
- Increased ability to communicate with others and deal with conflict
- Greater ability to change behaviour to improve relationships
- Increased change agility, resilience and leadership across St John, as well as improved collaboration and networking.

We have a great team in place with tremendous experience in designing and delivering executive education programs, which are world class. We deliver programs that are rigorous in their content, deliberate in their design and delivery, and most importantly, have a measurable impact from the learning inside organisations.

Guy Saunders
Associate Dean,
Melbourne Business School-Mt Eliza Executive Education
In addition to measuring the effectiveness of the LDP, the Impact Study allowed St John to:

- Connect its leadership strategy and culture to implementing its Integrated Business Plan
- Understand the level of support among LDP participants for St John’s leadership development initiatives
- Demonstrate that its culture of putting learning into practice flowed through to patient service delivery
- Recognise its emerging leadership development capabilities and needs.

The Impact Study helped St John and MBS-Mt Eliza create the organisation’s Leadership Development Strategy for 2015 and beyond.

The strategy is designed to implement St John’s new, patient-centric Integrated Business Plan. It consists of two key leadership initiatives, co-designed by St John and MBS-Mt Eliza:

- the Executive Management Team Programme, which gives a relatively new leadership team the opportunity to develop their leadership focus together
- the Community of Leaders Programme, which builds the leadership capabilities of participating St John leaders, selected by the Executive Management Team, by:
  - Enhancing understanding of themselves and others to embody St John’s values
  - Taking a strategic approach to leading organisational issues and opportunities
  - Championing the “One St John” vision through inter- and intra-organisational engagement with stakeholders.

The new leadership programmes incorporate a set of design and structure principles that are central to MBS-Mt Eliza’s approach and tailored for St John. These principles are:

- Develop leadership through an integrated and transformational ‘process’ rather than a series of ‘events’
- Embed accountability into development programmes through a participant-designed experiment, supported online and revisited in dialogue with their cohort, to continue behavioural development in the workplace
- Select participants from across St John thoughtfully, with consideration given to their capability, experience and learner ‘readiness’
- Create a Community of Leaders at St John.

MBS-Mt Eliza is proud of its partnership with St John and involvement in delivering enhanced health and well-being for all New Zealanders. Our key pillars of Design, Integrated Learning and Impact enabled us to co-create fully customised and impactful solutions to meet St John’s past and future needs.
Introduction

St John was established in New Zealand in 1885 and is part of a global organisation known as the Order of St John, which is active in more than 40 countries. The Order of St John can trace its history back to a hospital established in Jerusalem, during the Crusades, over a thousand years ago.

Like many healthcare and charitable organisations globally, St John faces major challenges in an increasingly complex environment. It is transforming the organisation and services through an overarching business performance strategy, engaging key stakeholders and ensuring every St John staff member and volunteer knows how they contribute to the patient-centred strategy.

This story of excellence in practice is not only about successful development programmes. It is also about partnering to align an organisation’s leadership development strategy with changing organisational and community expectations. The partnership between St John and MBS-Mt Eliza has extended over eight years and, despite many changes in context, continues to focus strongly on building a leadership culture and capability to take St John into the future.

Enhancing health and wellbeing

People who work for St John are driven by the desire to help their local communities, through the provision of essential health-related services, and a commitment to the St John vision of “enhanced health and well-being for all New Zealanders”. More than 500,000 people access St John’s services each year.
St John’s people

St John is a charity, run and staffed by people who are passionate about serving their communities and caring for fellow New Zealanders. It has a volunteer ethos, with paid and volunteer members working side by side.

St John’s team of 2,200 paid and 8,500 volunteer members across New Zealand ensures its vision and values are implemented in every aspect of its services.

The vision of St John is enhanced health and well-being for all New Zealanders, and the new values (developed using a comprehensive bottom-up approach) aim to create “One St John Together Better”.

Do the right thing Whakaaro tika – Take responsibility. Make the tough calls. Think of others.

Side by side Whakakoha – Respect, value and support what others contribute.

Be straight up Whakapono – Act with honesty, courage and kindness.

Open minds Whakahangahanga – Listen openly. Encourage ideas. Welcome feedback.

Make it better Whakawerohia – Find solutions – step up, own it, do it.

Medical, health and social landscape

St John is at the frontline of medical response, providing ambulance services throughout New Zealand. It is also part of the broader landscape of health and social care, through the provision of first-aid training, event medical services, medical alarms, youth programmes and a wide range of community programmes.

For more about St John, see Appendix 1
Melbourne Business School-Mt Eliza Executive Education

Melbourne Business School-Mt Eliza Executive Education (MBS-Mt Eliza) is a highly ranked business school and works with global enterprises, particularly in Australia and the Asia–Pacific region, to build the capabilities of leaders and managers to world-class standard. Our executive education programmes have impact – they create value for the individual, their team, peers, and the enterprise as a whole.

Our team works in partnership with senior executives, HR professionals and participants to co-create programmes that are targeted in their content, deliberate in their design and delivery and, most importantly, enable the application of learning back in the workplace.

MBS-Mt Eliza has established the Learning Centre, which focuses on bringing world-class learning design and delivery to our clients. The Centre ensures each of our customised programmes, like those created by St John and MBS-Mt Eliza, contributes to strategic, enterprise-level results. Each programme is uniquely designed and founded in rigour, research and practice excellence. Programme delivery is supported by a team of expert facilitators and presenters, who are key to ensuring value creation and measurable impact for both individuals and their organisation.

For more about MBS-Mt Eliza, see Appendix 2.
Transforming a healthcare organisation to meet global challenges

Peter Bradley, Chief Executive Officer, joined St John in 2013 and formed a new Executive Management Team (EMT). In recognising the need to transform the organisation and the service it provides, the EMT established an Integrated Business Plan to support a patient-centred service focus. Implementation of this plan involved engaging key stakeholders and ensuring every St John staff and volunteer member had the skills required for success.

Challenges for St John parallel those faced by healthcare organisations everywhere. They include:

- Increasing healthcare service expectations and needs at a time of increased competition for funding
- Providing quality healthcare services, while keeping the cost of services low
- Pursuing innovation to respond to the changing environment, while respecting the past
- Delivering services across multiple locations, while maintaining operational effectiveness and one vision.

St John is a leading New Zealand charity and deeply embedded in the life of New Zealanders, with most communities having a St John chapter and committed to raising funds and ensuring healthcare services for their community. St John aims to respect the past, while building a future that responds to the challenges it faces as a community, charity and business.
The challenge identified by Peter Bradley and the EMT was: *Did St John have the leadership skills required to deliver on the new strategy? How effective was development previously undertaken, and what is required going forward to transform the organisation?*

To answer these questions, Peter Bradley knew he needed to review the leadership development, previously undertaken within St John: the Leadership Development Programme (LDP), delivered by MBS-Mt Eliza to more than 300 managers over five years. He turned to MBS-Mt Eliza and partnered to undertake an Impact Study with the aim of identifying current capabilities and the key capabilities required for St John’s future direction. This led to a focus on aligning the leadership development strategy with St John’s new Integrated Business Plan to meet changing organisational and community expectations.

The Impact Study identified that the foundations of leadership development had been provided through the LDP but, also, that a new focus was required to deliver on the Integrated Business Plan and provide patient-centred care. The platform was there for a renewed development lens, aligned with the future of the organisation.
In essence, St John and MBS-Mt Eliza have partnered to develop leadership skills with St John, review the impact of this intervention and then define a way forward within a new context. A key element of this engagement was a focus on the LDP’s ROI – real organisational impact.

**Partnership commitment**

Extending over eight years, the partnership between St John and MBS-Mt Eliza has continued through many changes in context, including a change in leadership, business direction and required leadership capabilities.

The relationship between the partners has been focused on trust at every stage, ensuring the partnership was robust enough to support a renewed strategy and people development plan.

The partnership with MBS-Mt Eliza and the Impact Study has helped us take a big step forward and up. It has been a key influencer in shifting our culture to where we want it to be.

The new MBS-Mt Eliza programmes are both part of our new leadership development strategy and an enabler of it. They have been purposefully designed to both assist us in implementing our new values and deliver our business strategy.

Tom Dodd
HR Director, St John
Three leadership development initiatives have supported St John in redefining its strategy to meet a changing business context:

- The Leadership Development Programme, delivered to more than 300 managers over five years from 2009–2013
- The Impact Study, undertaken by MBS-Mt Eliza in 2013–14, which reviewed the Leadership Development Programme and identified future leadership capability needs
- The St John Leadership Development Strategy 2014 identified by St John through an analysis of programme impact, and assessment of current needs in light of the organisational changes. This strategy also drove the establishment of the new Capability Framework, Leadership Development Strategy and two customised MBS-Mt Eliza programmes.
The Leadership Development Programme (LDP)

The LDP was co-designed by St John and MBS-Mt Eliza in 2008, using a structured discovery and design process to ensure the programme's objectives aligned with the strategic plan. MBS-Mt Eliza's framework for design and delivery takes a rigorous approach to selecting the right programme design, content, and delivery team to ensure real organisational impact is achieved. It also ensures evidence of applied learning in the workplace by measuring impact and outcomes for St John.

Participant selection

The first participant group for the LDP in 2008 was the St John leadership team, chosen to demonstrate commitment to the programme and strengthen team collaboration. Thereafter, participants were selected using the following criteria:

- Managers, either paid or voluntary
- People with a strong focus on their own development
- People from different functional and regional areas.

The LDP co-design process

MBS-Mt Eliza conducted discovery consultations with the St John senior executive team and a cross-section of potential participants through in-depth interviews and focus groups. It also reviewed St John’s vision, values and strategy through desktop research.

Using the discovery research as a foundation, MBS-Mt Eliza and St John co-designed the learning objectives and programme architecture.

The LDP programme objectives aimed to ensure people managers across St John had strong foundations for their leadership and tools and frameworks to support them in leading teams and projects. The programme aimed to:

- Increase self-awareness of leadership strengths and development needs
- Provide frameworks and tools to aid interpersonal effectiveness
- Build networks and a culture of collaboration across the organisation.

These objectives were a priority in an organisation where most people had received very good professional healthcare training but had little access to leadership skills development.

The programme design incorporated world-class leadership development elements, such as:

- Leader-led learning, where St John leaders engaged participants in dialogue about the strategy and culture of St John
- Well-recognised psychometric instruments to provide robust feedback to participants and build awareness of their leadership style and impact on others
- Experiential-learning strategies to positively engage participants in learning
- Structured learning to provide a balance of reflection and challenge, focusing on group development and dynamics
- Expert delivery and facilitation to support experiential, personal and interpersonal learning
- Peer-support learning, networking and collaboration through action-learning groups.
Impact Study – assessing real organisational impact

MBS-Mt Eliza undertook an Impact Study, consulting with key stakeholders to gather data on results achieved and future development needs. Both qualitative and quantitative data were gathered through the Impact Study, using:

- Semi-structured interviews with the Executive Management Team (EMT) and senior managers involved in delivering the programme
- Focus groups with participants, who nominated to be part of the assessment process
- An Impact Survey, distributed to all LDP participants still working with St John
- Participant feedback surveys, conducted after each programme.

In January 2014, MBS-Mt Eliza delivered a report, outlining the findings and insights from the Impact Study. An Insights Workshop, in early 2014, provided the EMT with a deep understanding of current and future development needs for leaders across St John, along with an understanding of what had worked well through the LDP and how learning initiatives could be shaped to support St John’s new direction.

The Impact Study enabled results of leadership development activities like the LDP to be put into context for the EMT. Ultimately, the Impact Study demonstrated that the LDP provided a solid foundation for further development to support the delivery of the Integrated Business Plan. It effectively enabled the EMT to transition from the old to the new.

To measure the effectiveness of leadership development initiatives, MBS-Mt Eliza used a purpose-designed framework. The Real Organisational Impact framework tracks the impact of leadership development programmes beyond building individual capability to improving the engagement of people at work, building collaboration across the enterprise and, of course, delivering business results.

The interviews with the St John Executive Management Team, during the Impact Study, really helped us understand where the gaps were in our strategy and helped us identify where to focus.

Tom Dodd
HR Director, St John

Figure 4: Framework for measuring real organisational impact
St John Capability Framework and Leadership Development Strategy

St John recognised that interpersonal leadership skills had increased through the LDP and, at the same time, identified future leadership development needs to form the foundation of the St John Capability Framework and Leadership Development Strategy.

The Capability Framework reflects the vision, values and community focus of St John, supporting delivery of the Integrated Business Plan and identifying ongoing and emerging capabilities to be developed through the Leadership Development Strategy.

“...The partnership with MBS-Mt Eliza is excellent and the programmes that we have developed with them are very important in enabling us to successfully execute our future business strategy and improve our culture for the benefit of our patients, clients and communities.”

Peter Bradley, Chief Executive Officer CBE, St John
To implement the Leadership Development Strategy in 2015 and beyond, St John co-designed two key leadership initiatives with MBS-Mt Eliza – the Executive Management Team Programme and the Community of Leaders Programme. These programmes are directly aligned and integrated to ensure consistency in language and development.

World-class programme design
These new leadership programmes use a set of principles as the foundation of the design process and architecture development. The principles are:

• Support an integrated ‘process’ to develop leadership rather than a series of ‘events’
• Take a transformational approach to leadership development, in line with expert leadership development design
• Engage participants’ managers in the development process to continue to build accountability and embed learning at work
• Support the creation of a Community of Leaders in St John
• Embed accountability into the very fabric of the programme design. Participants purposefully design an experiment to continue behavioural development in the workplace. This development is supported online and revisited in the next programme module in dialogue with their cohort.
• Participants will come from across St John and their selection will be thoughtful, considering their capability, experience and learner ‘readiness’.

Partnering to design these programs was vital to ensure we deliver the next “step-up” for St John. Together, we have customised two leadership programmes and developed a new capability framework and business strategy. The new programmes build on what has been learnt through the LDP and incorporate the very best leadership and learning approaches available.

Matt Williams
Principal Consultant,
Melbourne Business School-Mt Eliza Executive Education
The Executive Management Team (EMT) Programme

The EMT Programme starts before the Community of Leaders (CoL) Programme with the objective of providing a relatively new leadership team with the opportunity to develop their leadership focus together.

We start with your desired impact.

...to discover your real needs...

...and design together...

...an integrated approach...

...Real. Organisational. Impact.

We partner...

...to deliver...

Development & Engagement

2 days

In situ EMT meeting observations

2 days

Membership into the ‘One St John’ Leadership Community

Figure 5: MBS-Mt Eliza strategic and business-oriented approach to development design

Figure 6: EMT Programme Design
Community of Leaders (CoL) Programme

The CoL Programme will be available to St John leaders, selected by the Executive Management Team, with the aim of building leadership capabilities by:

- Enhancing leadership through understanding of self and others, and embodying the St John values
- Taking a strategic approach to leading organisational issues and opportunities
- Championing ‘One St John’ by fostering inter- and intra-organisational engagement with stakeholders
- Leading change within one’s team and across St John stakeholders, including governing bodies.

Figure 7: CoL Programme Design

St John and MBS-Mt Eliza believe these programmes will take leadership in St John to the next level – beyond individual skills to an enterprise focus – and deliver results to the patients and communities served by St John. While the LDP programme created the foundations, the CoP will accelerate leadership across St John.
The St John Vision is enhanced health and well-being for all New Zealanders, and this study of excellence in practice is about partnering with St John to align its leadership development strategy and initiatives to achieve this vision.

The original LDP discovery research had identified the need to focus on development of personal and interpersonal leadership capabilities that were “fit for purpose” at the time. However, the changing context for St John requires a much stronger focus on capabilities, including strategic thinking, culture change and building enterprise performance, that are objectives of the new leadership initiatives and Leadership Development Strategy.

The Impact Study not only provided the new St John EMT with the results created through the LDP, it also identified “what next”. The Impact Study and dialogue surrounding it created an environment where the strengths of the LDP could be recognised for participants, their supervisors and the EMT – achieving St John’s original objectives.

The Impact Study also identified aspects of the LDP design and delivery that were not effective, including the need for a stronger “enterprise” leadership capability focus to take St John into the future.

How the LDP delivered for St John

The LDP aimed to shift St John’s manager group from a focus on professional and technical expertise to a focus on personal and interpersonal leadership capabilities, supporting a better patient experience. The Impact Study reviewed the LDP results against the programme’s objectives, and participants were asked to reflect on their own results and that of their colleagues.

LDP impact results

The LDP provided the foundations for St John to change. Its impact results included participants continuing to express strong engagement with St John, despite the many changes in context they had experienced.

Up to five years after the programme had been completed, 76 per cent of respondents could identify how they had applied the capabilities developed, particularly in relation to high-performing teams and networks and delivering better results for St John’s patients and communities.
LDP results – up to five years after the first programme

| Real Organisational Impact Survey conducted in November 2013 | 76% of participants credited the programme with improving their performance at work up to 5 years after completion. This group were able to specifically identify how the programme had influenced their performance in terms of: |
| Survey size – distributed to 207 participants, 109 responses | Self (Personal leading) • Increased self-awareness about strengths and areas for development • Increased personal effectiveness as a leader |
| | Other (Working with others) • Increased ability to communicate with others and to deal with conflict • More able to change behaviour to improve relationships |
| | Organisation (Leading St John) • Gaining a broader perspective and deeper understanding of St John, including its history, culture and purpose • Increased ability to connect, communicate and collaborate across different functions and geographies • Gaining greater confidence in managing change and taking a lead role in culture change. |
| | More than 65% of respondents highlighted the value of networking during the programme – particularly the opportunity to meet and work with people beyond their own region and functional area. This has enabled St John to effectively execute their strategy in times of volatility, uncertainty, complexity and ambiguity. |

Did the LDP improve your performance at work?

76%

YES

THE IMPACT

Leadership Development Programme
300 people 2009–2013

...the fact that the organisation has been committed to this training over 4–5 years is just great.

(As a result of the LDP) I don’t feel uncomfortable walking into a new department. I feel like I know someone across the organisation in different parts of the country.
Real organisational impact

When surveyed up to five years after completing the LDP and asked by how much the programme had increased their leadership performance, the average response from participants was “by 67 per cent”. When asked by how much they felt their colleagues’ leadership performance had improved, the average response was “by 55 per cent”, which is significant.

When asked to rate organisational performance as a result of the programme, participants on average said it had improved by 60 per cent – demonstrating real organisational impact.

The Impact Study reflects our commitment to understanding the results that programmes deliver both for participants and their organisation.

The St John Executive Management Team was open to researching what had happened through the LDP and then exploring insights to inform strategy. The real organisational impact here has extended beyond the LDP and will support St John’s future direction.

Amanda Martin
Principal Consultant,
Melbourne Business School-
Mt Eliza Executive Education

Foundations of the LDP impact results

The results achieved were driven by key elements of the programme’s objectives and design, including:

• Involvement of the executive team in the programme to engage participants in the organisation’s strategy
• The cross-organisational nature of the programme, which connected people from different regions and sections of the organisation, and these connections have continued to deliver results for St John
• The focus on understanding personal communication and the interpersonal skills useful for leading in a dynamic healthcare organisation.
What the Impact Study delivered for St John

St John invested in the Impact Study to identify what had been learnt from the LDP and to closely align future leadership development with implementation of the Integrated Business Plan.

The Impact Study provided the St John EMT with data to:

• Establish connections between leadership strategy, culture and implementation of the Integrated Business Plan
• Highlight the positivity of LDP participants’ involvement in leadership development initiatives and the importance they placed on the LDP for St John
• Demonstrate St John’s culture of putting learning into practice, which helped to ensure learning was embedded in the practice of delivering for patients
• Recognise the need to respond to emerging, 21st-century, leadership development capabilities and strategies, founded on MBS-Mt Eliza expert research
• Develop a new Leadership Development Strategy to ensure delivery of the Integrated Business Plan.

Measuring impact going forward

St John and MBS-Mt Eliza are committed to identifying the business impact of the new Executive Management Team Programme and the Community of Leaders Programme, understanding not only the initial responses of participants, but also how their learning is being applied back at work in implementing the Integrated Business Plan.

“The Impact Study demonstrated the value of investment in the LDP, and also gave us clarity about the further support our leaders needed to ensure successful delivery of our Strategy.”

Peter Bradley, Chief Executive Officer CBE, St John
Development of people is a long-term investment. St John New Zealand have made a commitment to ensuring their people have the skills and behaviours required to deliver on their vision of enhanced health and well-being for all New Zealanders.

This partnership between a business school and a healthcare provider has taken a longitudinal approach. Commencing in 2009, the LDP focused on increasing self-awareness of leadership strengths and development needs, providing frameworks and tools to aid interpersonal effectiveness, building networks and a culture of collaboration across the organisation.

Fast forward to 2014, the Impact Study showed 76 per cent of participants credited the program with improving their performance at work up to five years after completion. Clearly, the foundation for leadership had been built. With the onset of a new CEO and Executive Management Team, and a change in vision and business strategy, St John seized the opportunity to revisit leadership development and re-set the dial.

With a new capability framework and leadership development strategy, and two new leadership initiatives (focusing on the Executive Management Team and a Community of Leaders), St John New Zealand are confident of their ability to deliver on their integrated Business Plan in 2015 and beyond.

MBS-Mt Eliza are proud of this partnership and value our involvement in the delivery of enhanced health and well-being for all New Zealanders. Our key pillars of Design, Integrated Learning and Impact have been instrumental in enabling us to co-create a fully customised and impactful solution for St John.
Providing Ambulance Services throughout New Zealand will always be a core activity for St John, however, we’re also playing an increasing role in meeting the broader health needs of New Zealand communities.

We believe it’s important to develop strong communities to help people live independently, get the social connections they need and improve their wellbeing. Central to everything we achieve is the energy and generosity of our volunteers and supporters.

**Building resilient communities**

Providing an effective Ambulance Service is central to developing strong communities. This core service is supported by our event medical services for everything from school fairs to major international sports matches.

To help people in hospital, we offer our Friends of the Emergency Department and Hospital Friends services, which provide non-clinical support to patients and their family and friends.

Our Youth Programme encourages young people to develop personal strengths and care for others. They learn first-aid and make friends in the process. We also provide a comprehensive range of adult first-aid training courses to teach people the skills they need to act with confidence in an emergency. Complementary to our first-aid training is our online shop for first-aid kits and supplies.

**Supporting independent living**

We provide a medical alarm service to help people live safely, for longer, in their own homes. We’re also working with key partners to develop solutions that will enable more effective monitoring of chronic illnesses from the patient’s home.

This is complemented by our Caring Caller service, which provides a friendly phone call to check on someone’s well-being. We have also established Health Shuttles in a number of areas to help people with impaired mobility attend essential appointments.
With over sixty years’ experience, MBS-Mt Eliza is Australia’s premier provider of leadership and management development.

Our approach combines the dual strengths of academic credibility and practicality, grounded in our heritage of scholarship with the University of Melbourne and strengthened by our enduring partnerships with business. We collaborate with our clients to co-create fully customised programmes to meet their specific learning needs.

The real impact of our services continues to be recognised both locally and internationally, via rankings and accreditations, issued by organisations, including AFR Boss Magazine, The Economist, and the European Foundation of Management Development (EFMD).

The 2014 international executive education rankings (conducted by the Financial Times) place MBS-Mt Eliza No. 1 in Australia and South East Asia and among the top-40 global education providers.

Our participants and client organisations span the public, private and not-for-profit sectors, including top ASX-listed and multinational companies, and a wide range of public service and government-owned organisations. We provide targeted development initiatives for people at all career stages – from entry-level graduates through to executives, board members, senior government officials and CEOs. We believe effective leadership can be exercised from any level of an organisation.

As part of our ongoing commitment to remain at the forefront of global best-practice, MBS-Mt Eliza established a Learning Centre in 2012 to bring together our learning professionals to create and deliver world-class development interventions.

Two of our Learning Centre Principal Consultants, Matt Williams and Amanda Martin, conducted the Impact Study, and Matt Williams leads delivery of the Executive Management Team and Community of Leaders programmes for St John.

MBS-Mt Eliza works in partnership with organisations to determine the impact of leadership and management development interventions. Our preference is to work closely with clients to ensure objectives and needs are met within cultural and financial constraints.

**Capacity**

Every aspect of our structure and approach has been created with the express aim of maximising flexibility and minimising risk for our clients.

As an indication of the breadth of our Executive Education operations, in the last twelve months, MBS-Mt Eliza designed and delivered over 100, customised, executive education programmes for 83 different client organisations in locations across four continents.

We have successfully designed, delivered, project-managed and evaluated high-profile, large-scale learning and development programmes for public, private and government agencies in Australia and the Asia-Pacific region. We have offered these programmes in a variety of modes, including face-to-face, residential and “on the job”, integrating blended and flexible learning methodologies. We have delivered training and coaching services in all Australian states and territories and New Zealand for state and federal government departments and authorities.
Full-service business school

MBS-Mt Eliza is a full-service business school, providing:

- Customised executive education programmes
- The largest portfolio of open-enrolment executive education programmes in the Asia-Pacific region
- A suite of internationally recognised MBA and other postgraduate award programmes.

All these service offerings are supported by our thought leadership and research, which serves to keep us at the forefront of thinking and practice in management, leadership and an array of associated areas. We have over sixty full-time staff in our Executive Education division who focus exclusively on the analysis, design, development, delivery, project management and evaluation of leadership, management and coaching programmes for clients.

We go beyond traditional learning methods of classroom teaching, cases and exercises to deliver integrated learning experiences. This can involve the use of simulations, coaching and mentoring, business projects and our bespoke online tool, Thread. We partner with other world-leading providers of executive development from across the globe, including the Center for Creative Leadership (CCL), which, for four decades, has developed better leaders through its exclusive focus on executive education and research.

Through this partnership, we have delivered powerful learning and development solutions that strengthen management capability and help to develop leadership potential. We are able to design and deliver programmes that cover any and every aspect of coaching, leadership and management development, along with many associated skills and competencies.

We specialise in developing individual and organisational skills, knowledge and capability that inspire and shape leaders and managers to create lasting organisational impact. Our programmes equip leaders and managers with the knowledge, action-bias and self-awareness to know, do and be highly effective leaders in complex organisational contexts.