



**RACMA**  
The Royal Australasian College  
of Medical Administrators

# Leadership for Clinicians

RACMA Training Program



commences July 2017

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# Leadership for Clinicians

The Royal Australasian College of Medical Administrators (RACMA) offers a program of medical management and leadership modules to support medical practitioners.

The modules incorporate best practice and take on board the expertise of leaders in the medical fields; consequent workshops will be delivered by a variety of State and national speakers, expert medical educators and RACMA Fellows.

The workshops, webinars and learning sets are designed to give medical practitioners fundamental knowledge and practical skills in medical management and leadership. These are the essentials that can effectively be incorporated into current working practice. Sessions are aimed at enabling individuals to enhance their performance and build working confidence and competence in a safe and confidential setting.

The themes included are aimed at supporting the development of skills in the most challenging areas of medical management and leadership.

The five themes are:

- 1 Understanding our healthcare system
- 2 Clinical governance and medico-legal
- 3 Medical workforce management and engagement
- 4 Leading strategy and change
- 5 Financial governance

All themes are explored in the context of medical leadership.

The five themes will be delivered through three modules.

The structure of each of the modules will be as follows:

- Two webinars
- Interactive face to face workshop
- Learning set and reflective exercise

Participants will complete an online quiz for successful completion of each module.

Assessment is undertaken through participation in all activities.



# Module 1 – Medical leadership and clinical governance in context

RACMA study themes; Health systems, Leadership and Clinical Governance

With a mixture of formal presentations, interactive workshops and self-assessment you will come to understand the complex system in which you work as well as how to create an effective clinical governance system.

Becoming an effective Manager and Leader requires an understanding of personal style, how to connect with others and adapt to the complex health system.

The module also includes a brief but comprehensive understanding of the law as it impacts on you, your staff and colleagues and the patients for whom you care.

## Learning Objectives

### Leadership

- Understanding yourself and how you work effectively in a team.  
(A specific section of the workshop will be dedicated to identify these qualities.)

### Health Systems

- Understanding the core components of the Commonwealth and jurisdictions and how they interact in the Australian health care system.
- Understanding the strengths and unique features of the metro, regional and rural health care system.
- Understanding Statutory Authorities and their roles in relation to health care including AHPRA, MBS, PBS, TGA, NH & MRC, ACSQH, ACHS.

### Clinical Governance

- How to practically implement an effective and robust clinical governance system.
- Understand clinical governance in contrast to financial governance.
- How to implement processes for effective accountability.
- Understanding the legal framework as it impacts on health care.
- Understanding common risks for clinical governance failures.

## Module 1 Investment

**\$4,500 GST exclusive** – includes accommodation for 2 nights and all meals during the residential workshop plus comprehensive training material.

# Module 1 – Medical leadership and clinical governance in context *continued*

## Webinars

Regulatory bodies, AHPRA and their roles and functions

Australian and New Zealand healthcare systems

## Module agenda

### Residential Workshop (3 days)

#### Day 1 Medical Leadership

Knowledge and skills of a medical leader

Explore your leadership style

Adaptive Leadership

Dinner speaker

#### Day 2 Jurisdictional Health Care System

Structures; Funding; Review;

Board governance; Performance

#### Health Systems

Structures; Processes; Funding; Private Health Insurance; Private Health Sector; Statutory Authorities; Impact on Rural & Regional; Role of health services Boards; Role of the Royal Colleges; Manpower Distribution; Indigenous health/resettled populations

Dinner speaker

#### Day 3 Principles of Clinical Governance

Development of a Clinical Balance Sheet.

Principles of Accountability & Clinical Governance.

#### Medical Legal Issues for Medical Managers

Learning from Clinical Governance Failures & other Systems

Examples from Bundaberg, Djerriwarrh, Croydon Private Hospital or jurisdictional cases/inquiries

Case Studies, Analysis, Lessons and Role Play in a Mock Inquiry

## Learning Set

Principles of Clinical Governance

## Assessment

Online quiz assessing knowledge gained throughout this module



## Module 2 – Workforce management and engagement

RACMA study theme; Clinical workforce management and engagement

This examines employment, governance and development of skills for managing a medical workforce. You will share tools, strategies and approaches to having a harmonious medical workforce. Awards, over award payments, discipline and suspension options will all be explained and an approach to their resolution shared. Experience and explanation around the RACS Bullying and Harassment experience will also be shared.

### Learning Objectives

- Knowledge of the national and jurisdictional laws relating to employment, anti-discrimination and contract.
- Development of cultural awareness in relation to IMG workforce
- Building effective relationships with indigenous peoples in the health setting
- How to write VMO Contracts that are useful and develop contracts for staff specialists and fractional staff specialist positions.
- Effective employment of junior and medical staff.
- Roster management.
- How to manage and resolve conflict.
- Identification and management of bullying and harassment.

### Module 2 Investment

**\$3,000.00 GST exclusive – includes accommodation for one night and all meals during the residential workshop plus comprehensive training material**

### Webinars

Credentialing

Bullying & Harassment

Coroner process and procedures

### Module agenda

#### Residential Workshop (2 days)

##### Day 1 Governance for Workforce Management

Essential Elements of Workforce; Privileging & Credentialing; Medical Appointment Process; Appeal Mechanisms; VMO Management versus Staff Specialist Management; Junior Medical Workforce; Reporting & Mandatory reporting. Case Studies and Analysis.

##### Engaging Clinicians

Dinner speaker

##### Day 2 Managing a Complaint against A Clinician

The AMA Approach, coding etc; Cultural Competence – fit for purpose, elements, community based  
VMO Engagement; Anti-discrimination Law; Bullying & Harassment; Case studies.

##### Principles of Conflict Management

Identification; Engagement; Mediation; Resolution; Appeals.

### Learning Set

Complaints against a clinician –  
Performance management/review

### Assessment

Online quiz assessing knowledge gained  
throughout this module

## Module 3 – Strategy, change and financial governance

RACMA study themes heading; Strategy and Change, Financial governance

Peter Drucker famously said, “Culture eats strategy for breakfast.”

This module assists participants to understand this maxim and to consider how any new strategy has to be implemented into an existing local context. Effective measurement of medical engagement has historically been sought for many years. Based on work in the UK, an approach and a model for clinical engagement in Australia will be included as part of the discussion.

For many doctors who move into management – on a part time or full time basis – the requirement to be responsible for finances is rather daunting. This session explores all elements and provides a comprehensive study of the theory and the reality of health care financial management. Specific focus on managing senior and junior medical staff and deficit management will occur.

### Learning Objectives – Strategy and Change

- Understanding the impact of local culture on any new strategy and change management process.
- Know the key elements of an effective strategy and how to develop them.
- Development of cultural awareness.
- Building effective relationships with indigenous peoples in the health setting.
- How to use data to inform an effective strategy.
- Understanding effective change management.
- Engaging with consumers and community.
- How to identify and measure medical engagement.

### Financial Governance

- Understand basic accounting and WIES, NWAU and other funding models as a currency.
- Ability to build, review and manage a hospital budget.
- Understand strategies to manage a deficit budget – critical features of any budget are identified and explained.
- Strategies to maximise financial opportunities – how to effectively manage medical staff costs.



## Module 3 Investment

**\$4,500.00 GST exclusive – includes accommodation for 2 nights and all meals during the residential workshop plus comprehensive training**

## Webinars

Advocating for change and managing up

Features of an effective collaboration

## Module agenda

### Residential Workshop (3 days)

#### Day 1 Strategy and Culture in Healthcare

Building a Strategy Tool Kit for New Players;  
Managing Strategy Culture Impasse  
Implementing effective change

#### Optimising Medical Engagement

History of a Clinical and Medical Engagement;  
Measurement of Medical Engagement in the UK Setting;  
Measurement of Medical Engagement in the Australian  
Setting -Results of 2015/16 Data

#### Dinner speaker

#### Day 2 Finance Essentials

#### Financial Governance in Health

Basic Accounting for Health Care; Understanding a Budget;  
Managing a Budget; Deficit Management; Currencies in  
Health Care; Creating a Budget: Budget Accountability;  
How to optimise Revenue

#### Dinner speaker

#### Day 3 Building your Budget

Team based session and scenario based challenges.

#### Managing Doctor Costs

VMO Reimbursement; Staff Specialist Reimbursement;  
Superannuation; CME; Conference Leave;  
What is a Doctor worth?  
Local demand versus available Money: Daily Medical  
Staff Management; Principles of Effective Rostering

#### RACMA Round-up

In this PM Session the last session will enable us to  
round up what's been delivered throughout the program.  
Submitted queries from participants will be shared and  
answers explained.

## Learning Set

Clinical engagement

## Assessment

Online quiz assessing knowledge gained throughout  
this module

# Self Assessment and Professional Development

The Leadership for Clinicians training program includes tools designed to encourage self assessment and to guide development through Action Learning during this training program. We aim to engage the participant in the enquiry and development of their own leadership style and development goals.

These tools are completed in accordance with the requirements of each module.

## Leadership for Clinicians Learning Hub

Participants will access the RACMA Learning Hub. The Learning Hub contains all information relating to each module, including readings and recordings. It also includes discussion boards, encouraging participants to develop their own Community of Practice.

## Professional Management Development Plan

At the commencement of their 12 month Program, participants will be asked to develop a Professional Management Development Plan. The Professional Management Development Plan requires participants to self-audit and to reflectively consider their personal goals for their competency development during the course of the 12 month training program.

Submission of a short reflective piece at the completion of the training program; the *Personal Workplace Leadership Challenge* will demonstrate how the participant has applied their learnings in their workplace.

## Myer Briggs Type Indicator (MBTI)

The MBTI tool provides participants with a leadership style theory that is explored in depth in Module 1.

## 360 degree feedback

Numerous studies point to the effectiveness of 360 degree feedback in improving performance. Used appropriately, they can provide individuals with insights about their performance and behaviour from the viewpoints of their colleagues, subordinates, and leaders. The 360 tool is completed towards the end of the training program and aims to provide an indicator of the participant's development as a leader.





## Continuing Professional Development and CPD points

RACMA awards thirty (30) professional development (PD) points to participants who successfully complete this training program. These points can immediately be credited to the RACMA Associate Fellow's annual PD requirement.

### Continuing professional development (CPD)

Every five years the AFRACMA will recertify for continuing membership as an Associate Fellow of RACMA. This is because the College values the opportunity to recognise your continuing professional leadership in Australia.

To recertify the AFRACMA must provide an update on leadership experience, accomplishments and education acquired during the certification period.

Once the application has been screened for completeness by the RACMA Secretariat, it will be peer reviewed by the RACMA Peer Review/Assessment Panel, a group of three recognized medical leaders appointed by the RACMA Education and Training Committee/AFRACMA Advisory Group.

The recertification is a small fee plus applicable taxes and will be advised through the College web site.

## Application for Associate Fellowship with RACMA

Once the course testamur has been awarded an application to join the College as Associate Fellow will be considered by the RACMA Board. Following the Board's approval graduands will be invited to attend a graduation ceremony to receive the AFRACMA membership testamur. Following this process the new Associate Fellow may use the post nominal AFRACMA.

The AFRACMA post nominal may be used for up to five years provided annual continuing professional development (CPD) requirements are met and good standing is demonstrated.



## Profile of an applicant

Ideally applicants will already be in leadership roles and/or be able to demonstrate significant leadership and management accomplishments, educational experience and with aspiration to higher levels of leadership as Directors of Medical Services.

Participant profiles:

*You may have been chair of the local Medical Staff Group; a special interest group or accreditation liaison person. You will be keen and committed within your local health service and have an interest in system improvement. You will want to explore and develop your management and leadership skills to add to your clinical portfolio.*

You may already be a clinical lead or clinical director wanting to professionalise your leadership and management with a formal credential from a recognised medical management specialty college (RACMA); join a network of medical leaders and managers, find mentors and participate with them in continuing professional development.

*You may be thinking of moving full time into medical leadership and management; or see it as a future career direction. Professionalise your training and consider joining the full Fellowship Training Program with 12 months credit.*

## Eligibility criteria

Applicants must have:

- a minimum of three years direct patient care and,
- have current medical registration in Australia, and
- be in good standing with your employer and other medical specialty colleges

## Application process

To apply to join the training program:

1. Complete the RACMA application form and required documentation, including curriculum vitae, job descriptions and organization chart. The application for is on the RACMA website [www.racma.edu.au](http://www.racma.edu.au)

## Completion of the training program

The Leadership for Clinicians Training Program is delivered over 12 months.

Satisfactory completion of the training program will be recognised with a course testamur.

This testamur will subsequently be evidence for the application for Associate Fellowship of RACMA (i.e. use of the AFRACMA post nominal).

# 2017 RACMA Course Schedule and Fees

Module	Training Activity	Date*
Module 1 Medical Leadership and Clinical Governance	<i>Interact</i> webinars 1 & 2 2 x 1.5hr lunchtime webinars	w/c July 3rd
	Residential workshop	27th-29th July
	Learning set – 1 x 1.5hr lunchtime webinar	w/c August 7th
	Assessment Quiz	w/c August 28th
Module 2 Workforce Management and Performance	<i>Interact</i> webinars 1, 2 & 3 3 x 1.5hr lunchtime webinars	w/c September 14th
	Residential workshop	29th and 30th September
	Learning set – 1 x 1.5hr lunchtime webinar	w/c October 30th
	Assessment Quiz	w/c November 20th
Module 3 Strategy, change and finance essentials	<i>Interact</i> webinars 1 & 2 2 x 1.5hr lunchtime webinar	w/c January 29th 2018
	Residential workshop	15th-17th February 2018
	Learning set – 1 x 1.5hr lunchtime webinar	w/c March 19th 2018
	Assessment Quiz	w/c April 2nd 2018
<b>Application for Award of Associate Fellowship</b>		May 2018
Graduation	RACMA Professional Development Forum	June 2018 TBC

\*Training dates are subject to change

Training Program Fees (\$AUD)	Net	GST	Total	Due
<b>Application Fee</b>	1065.00	106.50	1171.50	Upon application
Module 1 Medical Leadership and Clinical Governance in Context <i>Includes accommodation, all meals and training materials</i>	4500.00	No GST	4500.00	14th June 2017
Module 2 Workforce Management and Performance <i>Includes accommodation, all meals and training materials</i>	3000.00	No GST	3000.00	1st August 2017
Module 3 Strategy, change and finance essentials <i>Includes accommodation, all meals and training materials</i>	4500.00	No GST	4500.00	1st January 2018
Application & Award of Associate Fellowship	895.00	89.50	984.50	Upon application for award

- Fees offered apply for the 2017 commencing Leadership for Clinicians training program.  
Fees may be subject to change for 2018 onwards.