


2019 Professional Development Programs



BOOK NOW

Member and Non Member pricing





RACMA delivers professional development for you. The 2019 suite of programs offered provide training options designed for medical administrators to develop your potential and expand your knowledge.

From masterclasses to introductory courses, these tailored workshops are specifically contextualised for clinicians to deliver training from subject matter experts to develop your career. Explore your professional development options in this brochure.

MASTERCLASS PROGRAMS

Decision making for medical leaders

**16 CPD hours
20 Participants**

Leaders make decisions every day, but the key is doing it more effectively to reach the best outcome. This two-day workshop facilitated by Professor Danny Samson will demonstrate how leaders and managers can make decisions well, that support their intuitive judgements with sound analysis. Participants will learn, and then know how, to structure decision situations, balance risk with return, and deal with complexities in organisational decision making, such as sources of uncertainty and multiple conflicting dimensions of value. Through real case studies, participants will understand how to effectively 'cut through' decision complexities, using powerful 'decision tree' techniques, and a number of related enhancements. One of the key outcomes from this two-day workshop is that leaders/managers will become more capable of conducting what is perhaps the most important of all their functional tasks: making their decisions well, to effect great results.

Operations & business excellence for medical leaders

**16 CPD hours
20 Participants**

Stay ahead of your counterparts with cutting edge best practice and make sure your innovations and improvements are not lagging behind the pace. Get a clear understanding of operations management and innovation in health systems contexts in particular at this two-day workshop. Drawing on a range of superior business principles and examples across industries, participants will examine mainstream operations, quality and best practices and relevant evidence of 'what works' in achieving organisational effectiveness. The program will start with operating practices, derived from organisational strategy, and then look at considering how participants' organisations 'stack up' relative to the core principles of world's best organisations. In addition, you will deliberate how to motivate people to drive forward on continuous high levels of improvement and innovation. This will include how to effectively choose initiatives and how to lead and manage the development of such systematic capabilities through their leadership.

Patient experience & achieving the quadruple aim

**5 CPD hours
20 Participants**

This session facilitated by Associate Professor Michael Greco will provide an outline of the importance of patient experience as one of the four dimensions of the quadruple aim of healthcare. It will then give an overview of patient experience measures that support organisational and clinician learning. In particular, the session will focus on the following:

- Tools that can be used to meet Standard 2 of the National Safety and Quality Standards (Partnering with Consumers), with a focus on 'Patient Opinion Australia'
- Multi-Source Feedback (MSF) tools as described in the MBA's Professional Performance Framework for supporting individual clinician professional development requirements
- State-of-the-art measure for supporting patients in managing their chronic conditions: the Patient Activation Measure (PAM).
- Examples of reports will be provided so that participants have a good understanding of organisational and clinician measures



MASTERCLASS PROGRAMS

Project management for medical administrators

**16 CPD hours
20 Participants**

No one wants to be in charge of a project which fails to achieve expectations. So don't fall into the trap of confusing project management with process management. Project management is distinct from process management, which is about running the operational systems of the organisation. This 2-day project management masterclass is designed for clinicians to provide skills to effectively plan, organise and implement any change to an organisation. Projects are almost always about achieving outcomes based on timelines, budget and specification quality, which might require project design trade-offs. This program will involve an overview of the philosophy of project management, and the powerful tools and techniques of planning, organising and implementing projects. We will examine tools such as work breakdown structures and scheduling tools such as Gantt Charts and Critical Path methods, so that participants can apply these in future to their project initiatives: always aimed at achieving sound outcomes through effective project development and delivery. We will workshop the types of projects conducted by participants and examine the benefits that project management approaches can bring.

When doctors lead – Rethinking leadership

**8 CPD hours
16 Participants**

To be an effective leader you need to continually take stock of your characteristics, skills, strengths and weaknesses and evolve to keep up with the ever-changing environment in which you operate. Stop yourself from becoming stale and ensure your organisation stays motivated by you by understanding the methodology, behaviours and application of Adaptive Leadership. Adaptive leadership is about working on the dynamics that affect engagement and collaboration. This one-day workshop will introduce principles to guide you to escape the habits that no longer serve you well. You will obtain new insights into effective behaviours built around adaptive leadership which will equip you a practical understanding of the fundamentals of successful, adaptive leadership. At the end of this session your approach to leadership will be invigorated.

Mindfulness for wellbeing and peak performance

**3 CPD hours
20 Participants**

Stress, inattention and distraction are becoming ubiquitous in the modern world and the popularity of mindfulness can be looked upon as an antidote to modern life. It can be described as both a form of meditation and a way of living. Although it is a generic skill it has an infinite number of applications. Being able to effectively engage attention in a mindful way is a pre-requisite for virtually anything else we want to do and for that reason is the single most important life-skill we ever learn. This practical and experiential workshop will explore the science, philosophy and practice of mindfulness across a wide variety of applications including managing personal stress, dealing with vicarious stress, coping with workload, and enhancing mental and physical health.



INTERMEDIATE PROGRAMS

Crisis management

8 CPD hours
16 Participants

A crisis can occur when you least expect it. It's usually a case of when, not if. The important question is 'Are you ready, capable of dealing with the scenarios that could threaten your organisation, and achieve the best possible outcome for your stakeholders and your organisation'? Preparing for a crisis is like preparing for your most important game day. It takes strategy, practice, discipline, team building and perhaps most importantly, commitment. Prior to the workshop, facilitated by David Hawkins, participants will have an opportunity to complete a crisis audit, based on the ISO 22301 standard, to assess the areas of compliance and non-compliance within their organisation. During this workshop, participants will explore and discuss best practice crisis principles and look at the components of a useful and functional crisis response plan and crisis communication plan. The content of this component will relate back to the audit completed by the participants. Working in teams, participants will put theory into practice by being immersed in a realistic simulation exercise, based on a cyber security breach within the health sector.

Making difficult conversations work

8 CPD hours
10 Participants

Make sure those necessary tough discussions you have to have with a colleague **MAKE** your working relationship instead of breaking it. Stop avoiding the difficult conversations because they are often integral to achieving your project's end goal. Don't put yourself in a position where you might say something you will regret, prepare yourself with this one-day workshop. The session facilitated by Bruce Hughes will help you negotiate the most common pitfalls of conversations, helping you to work more collaboratively with your colleagues and to address key issues around performance improvement and behaviour. Often all it takes is a little prudence and preparation to turn a problematic conversation into a productive and mutually beneficial one.

Influencing for impact

8 CPD hours
16 Participants

The art of influence sits at the heart of effective leadership. Great leaders influence the ways others think and feel about an issue. They create change through their ability to influence. Successful influencers achieve what they do through their personal values, an ability to find solutions that work for stakeholders, intelligent advocacy and smart communication. During this fast-paced, interactive session, your facilitator Jill Calder, will focus on the personal attributes that will help you influence others, as well as how you can impact leading a team or project.

Mastering transformational change

7 CPD hours
20 Participants

Leaders in today's health sector are expected to deliver on ambitious visions in a rapidly changing environment. But, change is difficult no matter how simple or complex. Don't fall into the trap of moving quickly to get it done. It's important to take everyone in your team on the whole journey for the change to succeed and be sustainable. Your team need to understand why it is happening, where the change is taking them and how they will get there. During this highly interactive session, your facilitator Angela Scaffidi, will present the Four Rooms of Change®, a theory which looks at what happens with people and organisations in transition and how they can influence the change process by taking responsibility for their emotions and actions. The four psychological states of mind or "rooms" we move/journey through when there is change are - contentment, self-censorship & denial, confusion & conflict, and inspiration & renewal. The model was developed by the Swedish psychologist, Claes Janssen, in the late 1960s and early 1970s. The session will focus on supporting individuals to own their experiences of change and will also assist to connect people to the reasons for change.

INTERMEDIATE PROGRAMS

Presenting with confidence

8 CPD hours
10 Participants

Don't be daunted by public speaking, no matter what your role is. Prepare yourself to avoid any panic and anxiety the next time you need to deliver a key presentation or speech. This one-day session has been specially developed to help build confidence and competence in public speaking. From assessing audiences and handling tricky questions, to optimising your stance, composure and voice control, this comprehensive course provides all the advice you'll ever need to present with authority and capture the attention of your audience.

Preparing a compelling business case

7 CPD hours
20 Participants

It's great to have a brilliant idea or to offer specific expertise, the key is convincing the decision makers to adopt your work and bring it to fruition. A business case is a critical requirement before decisions can be made about future projects or other major investments. Getting ideas approved at the Board level can be challenging. However, having a clear, well-structured and compelling business case gives you the best chance of success. This workshop will cover techniques developed by blue-chip management consultants, shaped by ideas from The Minto Pyramid Principle®, and grounded in practical experience.

Writing with clarity

8 CPD hours
20 Participants

Thinking clearly is the most important thing you do at work. If you can think clearly then you can write clearly, which is essential to ensuring your audience understands your message or ideas. Writing which is vague, repetitive and unclear is ineffective and runs the risk of losing the key message and confusing your reader. This in turn could be the difference in a project/proposal succeeding or failing. This one-day workshop helps you clarify what you want to say or write before you say or write it, focussing on the core skill of conveying complex concepts and issues in a simple way. The session will give you specific, practical techniques for providing your audiences with a concise and clear format, tight and logical structure and an understanding of the purpose and content of your writing as it applies in different contexts. You will also be given the tools to know how to provide your audiences with a clear sense of perspective about your message up front that then makes them curious enough to want to learn more about the detail.



INTRODUCTORY PROGRAMS

Collaborative communication

**7 CPD hours
16 Participants**

If you want to achieve better business results, you must be able to communicate complex ideas through discussion and debate. This one-day workshop facilitated by Mark Bramwell empowers you to master the art of influence and enhance your communications skills. The highly interactive program focuses on developing empathy, trust, a strong sense of ownership and high levels of accountability and purpose. It includes individual and group exercises and extensive opportunity for the practice and reinforcement of skills and concepts introduced. Participants also receive a post course follow up four weeks after the session, to help drive behaviour change by answering questions and reinforcing content from the day.

Effective interviewing

**7 CPD hours
16 Participants**

Making poor recruitment decisions can be very costly to an organisation in terms of lost productivity, lost opportunity and the time and resources required to rectify the situation. Hiring the right person is critical and this one-day program is designed to help participants implement consistent, objective and targeted interview processes to avoid making any bad calls. The workshop facilitated by Mark Bramwell identifies the typical pitfalls of a poor interview process, and provides step-by-step role-plays, templates and scenarios to demonstrate and embed the concept of a behavioural-based interview. Participants are taught the skills to constructively challenge candidates and are assisted to recognise the importance of pre-interview preparation, consistent interview execution and post-interview decision-making.

Managing budgets and financial plans

**7 CPD hours
16 Participants**

There's no point in having an amazing strategy or implementing great innovations and improvements unless you can organise your finances properly and keep your costs and expenditure under control. Managing budgets and financial planning can be very complex, but they are necessary for you to know how to prioritise and keep tracking in the right direction to achieve your end goal. If you are directly or indirectly involved in the budgeting process, or wish to improve your knowledge of the fundamentals of performance planning and control, you need to attend this one-day workshop. The course aims to develop knowledge and understanding of budget development, performance management and forecasting. It will also help you enhance your general financial skills.

Conflict resolution

**7 CPD hours
16 Participants**

Effectively managed conflict is a crucial component of high performing teams. When conflict is well managed it can lead to positive change, personal and professional growth, and increased team cohesion and performance. In contrast, poorly managed conflict leads to a decline in morale, poor collaboration processes, demotivated staff and team friction. This one-day workshop facilitated by Mark Bramwell is highly interactive and includes individual and group exercises, and extensive opportunity for the practice and reinforcement of skills and concepts introduced. Participants also receive a post course follow up four weeks after the session to answer questions and reinforce content from the day to help drive positive change.

Finance fundamentals

**7 CPD hours
16 Participants**

As a medical administrator or leader, you need to understand the financial issues that impact, and are impacted by, your decisions. A fundamental understanding of finances ensures that all areas of the business are thoughtfully considered when evaluating and implementing strategic changes. When you attend this one-day workshop you will be able to fine tune your knowledge of managing finances. Financial literacy is critical to having a comprehensive view of business and this session will give participants the opportunity to expand their knowledge to effectively communicate with financial executives.

Team skills to survive your medical workplace

**8 CPD hours
20 Participants**

Professional teams flourish and are more effective when an open and "safe-fail" behavioural environment is fostered and there is an understanding of the performance drivers at all levels of the organisation. Awareness of the impact of team interactions on the development of trust, relationships and partnerships is crucial to team success. It runs deeper than the foundation skills of open communication, listening, reliability and conflict management. This interactive, one-day workshop introduces creative and pragmatic ways to engage participants through activities based on proven principles and practices from top-selling business management books *The Organizational Zoo* and *KNOWledge SUCCESSION*. The activities generate an atmosphere of trust and engagement, involving participants to experience the impacts of behavioural diversity, to increase their awareness of decision-making impacts and help them to be comfortable with uncertainty and different approaches and perspectives.

WORKSHOP BY LOCATION

ADELAIDE

DATE	WORKSHOP	TIME	PRICING	BOOKING LINK
Saturday 16 February	When Doctors Lead – Rethinking Leadership	8 – 4pm	\$995 – Member \$1,140 – Non Member	https://www.trybooking.com/404343
Friday 14 June	Crisis Management	9 – 5pm	\$945 – Member \$1,095 – Non Member	https://www.trybooking.com/403868
Monday 28 & Tuesday 29 October	Operations & business excellence for medical leaders	9 – 5pm	\$1,695 – Member \$1,840 – Non Member	https://www.trybooking.com/404313

BRISBANE

DATE	WORKSHOP	TIME	PRICING	BOOKING LINK
Friday 22 February	Presenting with Confidence	9 – 5pm	\$1,085 – Member \$1,145 – Non Member	https://www.trybooking.com/403840
Saturday 8 June	When Doctors Lead – Rethinking Leadership	8 – 4pm	\$965 – Member \$1,140 – Non Member	https://www.trybooking.com/404348
Friday 9 August	Preparing a Compelling Business Case	9 – 5pm	\$980 – Member \$1,130 – Non Member	https://www.trybooking.com/406129

MELBOURNE

DATE	WORKSHOP	TIME	PRICING	BOOKING LINK
Thursday 21 February	Mindfulness for wellbeing and peak performance	2 – 5pm	\$395 – Member \$550 – Non member	https://www.trybooking.com/430981
Saturday 16 March	Team Skills to Survive in your Medical Workforce	9 – 5pm	\$745 – Member \$895 – Non Member	https://www.trybooking.com/404317
Friday 10 May	Presenting with Confidence	9 – 5pm	\$1,125 – Member \$1,145 – Non Member	https://www.trybooking.com/403852
Friday 26 July	Mastering Transformational Change	9 – 5pm	\$945 – Member \$1,095 – Non Member	https://www.trybooking.com/406122
Monday 19 & Tuesday 20 August	Decision Making for Medical Leaders	9 – 5pm	\$1,695 – Member \$1,840 – Non member	https://www.trybooking.com/403875
Saturday 12 October	Collaborative Communication	9 – 5pm	\$745 – Member \$890 – Non Member	https://www.trybooking.com/407692

NEW ZEALAND - Auckland

DATE	WORKSHOP	TIME	PRICING	BOOKING LINK
Monday 6 & Tuesday 7 May	Project Management for Medical Administrators	9 – 5pm	\$1,620 – Member \$1,840 – Non Member	https://www.trybooking.com/403874
Saturday 3 August	Mastering Transformational Change	9 – 5pm	\$945 – Member \$1,095 – Non Member	https://www.trybooking.com/406126

NEW ZEALAND - Wellington

DATE	WORKSHOP	TIME	PRICING	BOOKING LINK
Friday 5 April	Making Difficult Conversations Work	9 – 5pm	\$1,125 – Member \$1,145 – Non Member	https://www.trybooking.com/403859
Monday 14 & Tuesday 15 October	Decision Making for Medical Leaders	9 – 5pm	\$1,695 – Member \$1,840 – Non Member	https://www.trybooking.com/403885

PERTH

DATE	WORKSHOP	TIME	PRICING	BOOKING LINK
Saturday 23 February	Finance Fundamentals	9 – 5pm	\$745 – Member \$890 – Non Member	https://www.trybooking.com/404674
Friday 17 May	Crisis Management	9 – 5pm	\$945 – Member \$1,095 – Non Member	https://www.trybooking.com/403864
Monday 16 & Tuesday 17 September	Decision Making for Medical Leaders	9 – 5pm	\$1,695 – Member \$1,840 – Non member	https://www.trybooking.com/403880

SYDNEY

DATE	WORKSHOP	TIME	PRICING	BOOKING LINK
Monday 25 & Tuesday 26 March	Project Management for Medical Administrators	9 – 5pm	\$1,620 – Member \$1,840 – Non Member	https://www.trybooking.com/403870
Saturday 11 May	Conflict Resolution	9 – 5pm	\$745 – Member \$895 – Non Member	https://www.trybooking.com/406392
Friday 28 June	Influencing for impact	9 – 5pm	\$980 – Member \$1,130 – Non Member	https://www.trybooking.com/406404
Saturday 7 September	Finance Fundamentals	9 – 5pm	\$745 – Member \$890 – Non Member	https://www.trybooking.com/404672
Friday 25 October	Presenting with Confidence	9 – 5pm	\$1,125 – Member \$1,145 – Non Member	https://www.trybooking.com/403857
Thursday 14 November	Writing with Clarity	9 – 5pm	\$960 – Member \$1,110 – Non Member	https://www.trybooking.com/406138

TASMANIA - Hobart

DATE	WORKSHOP	TIME	PRICING	BOOKING LINK
Monday 8 & Tuesday 9 April	Project Management for Medical Administrators	9 – 5pm	\$1,620 – Member \$1,840 – Non Member	https://www.trybooking.com/403872
Saturday 17 August	Effective Interviewing	9 – 5pm	\$745 – Member \$890 – Non Member	https://www.trybooking.com/406396

TASMANIA - Launceston

DATE	WORKSHOP	TIME	PRICING	BOOKING LINK
Saturday 2 November	Finance Fundamentals	9 – 5pm	\$745 – Member \$890 – Non Member	https://www.trybooking.com/404678

TOWNSVILLE

DATE	WORKSHOP	TIME	PRICING	BOOKING LINK
Saturday 30 March	Patient Experience and how its focus is key in achieving the Quadruple Aim	9 – 12.30pm	\$745 – Member \$895 – Non member	https://www.trybooking.com/409749
Saturday 10 August	Managing Budgets & Financial Plans	9 – 5pm	\$745 – Member \$890 – Non Member	https://www.trybooking.com/404669

RACMA Leadership and Management Curriculum Framework

2019 WORKSHOP COMPETENCY MAPPING

[illegible]

RACMA COMPETENCIES

[illegible]



Suite 1/20 Cato Street
Hawthorn East Victoria 3123 Australia
T +61 3 9824 4699
F +61 3 9824 6806
info@racma.edu.au
racma.edu.au
abn 39 004 688 215