

Practical Leadership Series

A management and leadership program
for doctors in Tasmania

www.racmapracticalleadershipseries.com.au



2015 and 2016

The Royal Australasian College of Medical Administrators' Professional Development Program is supported by financial assistance from the Australian Government Department of Health

Practical Leadership Series

A management and leadership program for doctors in Tasmania

Welcome to RACMA's continuing professional development program for 2015 and 2016. This program is designed for doctors who want to improve their management and leadership skills and for senior managers looking for a quality training program for their current or future leaders.

There are two distinct pathways to choose from and their content is suitable for medical staff who want to grow their leaderships and management skills at any level.

The Quality Improvement Pathway will support you in developing practical skills necessary to successfully deliver a quality improvement project specific to the needs of your organisation.

The Clinician to Manager Pathway enables you to build on the foundational skills required to be successful in this transition.

All events will be held at The Country Club Tasmania
Country Club Avenue, Prospect Vale Launceston TAS 7250

The Quality Improvement Pathway – a program of one day workshops

The Country Club Tasmania – Entally Room

Wednesday 26 August 2015	Doctors leading in Quality: Selecting a Quality Project
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Wednesday 21 October 2015	Doctors leading in Quality: The Art of Structured Problem Solving
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Friday 26 February 2016	Doctors leading in Quality: Writing and Evaluating your Project
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Friday 27 May 2016	Doctors leading in Quality: Presentation of your Project
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Attend all workshops and complete a quality improvement project within your organisation

The Clinician to Manager Pathway – a series of one day workshops & online events

The Country Club Tasmania – Macquarie Room

Wednesday 27 May 2015	Understanding your Personal Style as a Leader Making the Transition from Clinician to Manager
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Wednesday 26 August 2015	Clinical Governance and Credentialing Ethical Decision Making
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Friday 26 February 2016	Mastering Difficult Colleague Interactions Managing for Safer and More Reliable Outcomes
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Friday 27 May 2016	Sense Making and Working Collaboratively in Times of Change
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Participating on-line: Lunch hour Webinars & Tassie Talk learning discussions

Webinar Dates 2015	One hour lunch time webinars. See page 10 for details
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Tassie Talk Dates 2016	1.5 hour learning discussions. See page 11 for details
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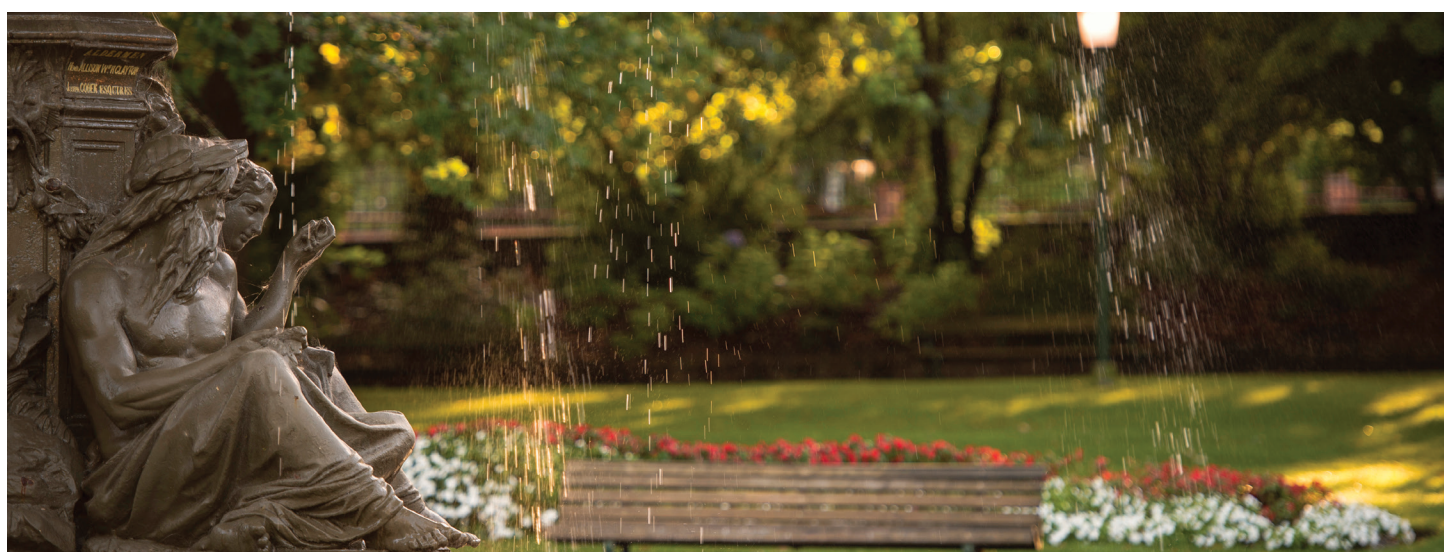
Choose workshops and webinars according to your interest, or complete all workshops, 3 webinars and the Tassie Talks, and gain eligibility to apply for the award of The RACMA Associate Fellowship.

Pathway Programs

Pathway Programs at a glance

0930-1000	Registration Open
1000-1300	Workshop Part I
1300-1345	Lunch
1345-1645	Workshop Part II
1645	Close of event
1700-1900	Graduation and Award Ceremony to be held Friday 27 May 2016 only

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Practical Leadership Series Presenters

Dr Lee Gruner Director of Quality Directions Australia



Lee is President of RACMA and has held senior positions in both public and private health services. Since 1997 Lee has been a consultant in health services and management, involved in organisation-wide continuous quality improvement (CQI), strategic planning, reviews of health services, organisation change, clinical risk management and developing consumer participation mechanisms. She has been an educator at Monash University, for RACMA and the ACHS for over 20 years, has trained others in designing and delivering workshops and facilitated many events in health services and government. She provides both group and individual coaching for health executives.

Jo Wigley Coaching and Consulting Psychologist, Richmond Consulting Services



Jo is a coach and consultant, with extensive experience in executive and team coaching on issues of workplace stress, teamwork and culture change. After managing the corporate training department in a large Australian resources company, Jo worked in HR consulting, specializing in leadership and management development, followed by 15 years managing large-scale training and education businesses. Jo is an Associate with the Melbourne Business School and a CCL coach with the Centre for Creative Leadership. Jo is a registered psychologist with a Master of Educational Psychology and a Master of Marketing, and is currently a PhD candidate in psychology at the University of Melbourne.

Dr Peter Dohrmann Melbourne-based Neurosurgeon and Medical Administrator



Peter trained in neurosurgery at the Alfred Hospital and in Texas and London in the 1980's, before commencing specialist practice in 1986. After 25 years of public and private hospital clinical practice in Melbourne, he now practices neurosurgery as a medicolegal consultant.

Peter was Executive Medical Director at Epworth HealthCare for over 10 years and has specialist qualifications in medical administration. He is active in the Royal Australasian College of Medical Administrators where he teaches and examines regularly. He currently works at the Royal Australasian College of Surgeons where he is the Clinical Director of International Medical Graduate assessments. Peter is experienced in medical regulation, having served on the Medical Practitioners Board of Victoria and, currently, on the Victorian Board of the Medical Board of Australia.

Practical Leadership Series Presenters

Dr Annette Pantle

Experienced Clinician and Senior Executive in Health



Dr Annette Pantle has been involved in Australia health care for more than 20 years, in rural general practice and hospital medical administration. She was the NSW Director of Clinical Practice Improvement for the Clinical Excellence Commission from 2005-2010 and is currently Group General Manager, Clinical Governance, and Chief Medical Officer, St Vincent's Health Australia Ltd. Since 2009 she has held the positions of President of the Australasian Association of Quality in Health Care (AAQHC).

Professor Erwin Loh

Chief Medical Officer, Monash Health



Professor Erwin Loh is Chief Medical Officer at Monash Health. He has a medical degree from the University of Melbourne and a law degree with honours from Monash University. He also has an MBA, a Master of Health Service Management, and a PhD. He is a Fellow of RACMA, of the Australasian College of Health Service Management, of the Australian Institute of Company Directors and of the Australasian College of Legal Medicine. He is Adjunct Clinical Professor at Monash University, and teaches and undertakes research in health law and leadership. He is a Barrister and Solicitor of the Supreme Court of Victoria and High Court of Australia.

Dr Stephen Walker

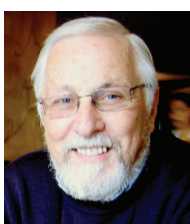
Associate Medical Director of Cognitive Institute



Dr Stephen Walker is the Associate Medical Director of Cognitive Institute, and a Senior Lecturer in the Department of Anaesthesia and Critical Care, University of Queensland. He is a Fellow of ACEM and an Associate Fellow of RACMA. Prior to joining Cognitive Institute Dr Walker held the positions of Director of Clinical Training, Deputy Director of Medical Management and Emergency Physician at Mater Health Services Brisbane. Dr Walker has special interests in clinician education and process improvement in clinical settings. He has published on trauma care efficacy and patient communication. In 2004 he was the recipient of the Mater Health Services Excellence in Clinical Teaching Award and in 2013 Dr Walker was named Queensland Clinical Educator of the Year.

Tim Dalmau

Author, Management Consultant and International Speaker



Tim has a wide and varied experience working with people in difficult situations and at times of change in many countries. His skill and experience base covers high level problem solving, executive coaching, performance reviews and alignment and engagement of teams. He is accomplished at helping organisations establish the best fit of strategy, structure and culture; and undertaking strategic analysis of organizational functioning. Tim has extensive experience working in health care systems in Australia, the UK and the US.

The Quality Improvement Pathway

Medical Administrators and Managers guide healthcare quality and safety and are often leaders in quality and innovation. Good leadership is a key factor in successful systems change with benefit for patients, other staff and communities. Attendance at all four workshops over two years will enable you to develop the knowledge and skills required to commence, develop, deliver and evaluate a quality improvement project for your organisation; in addition you will learn how to secure organisational support to carry out your project. Successful completion of your quality improvement project will make you eligible to receive a RACMA Quality Improvement Certificate.



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Doctors Leading in Quality: Workshops are highly interactive and use a range of learning strategies

Workshop 1 – Wednesday 26 August 2015

Selecting a Quality Project

This workshop will help you clarify your quality improvement project. Key objectives for the day are:

- Understanding the overall process to develop, implement and evaluate a practical quality project
- Brainstorming a variety of possible projects using creative thinking strategies
- Selecting the best project based on a set of predetermined criteria
- Practising influencing skills to ensure that support is gained for the project at executive and staff level

You will leave with a better understanding of how to implement a quality project. You will have the ability to use structured mechanisms to devise and select appropriate quality projects that will benefit staff, consumers and the organisation. You will also learn how to influence key stakeholders to support your project.

Workshop 2 – Wednesday 21 October 2015

The Art of Structured Problem Solving

This workshop will develop a structured approach for analysis and implementation of a quality project.

Learning objectives include:

- Understanding the rationale for a structured problem solving approach
- Understanding and being able to use a relevant set of quality models and tools
- Developing a strategy to implement the project with timeframes and outcomes

Through this workshop you will clarify the process for implementation and completion of your quality project. You will have greater confidence in your ability to use a set of quality tools to support the project and have a documented plan to commence and follow through the life of the project.

Workshop 3 – Friday 26 February 2016

Writing and Evaluating your Project

This workshop will work on evaluating project outcomes and preparing a storyboard. Learning objectives are:

- Understanding and preparing an evaluation strategy
- Planning for the construction of an effective storyboard
- Agreeing with other participants, the evaluation criteria to be used to rate the projects

This workshop will enable you to develop an appropriate evaluation strategy, set up an effective story board and be part of collaboratively developing appropriate evaluation criteria for a quality project.

Workshop 4 – Friday 27 May 2016

Presentation of your Project

Each participant will have the opportunity to orally present their project and display a storyboard. Learning objectives are:

- Experiencing and growing from peer review and feedback on your project and storyboard
- Appropriately rating a series of quality improvement projects

Through this workshop you will individually and as part of a team, critically evaluate a quality improvement project using a set of criteria. You will receive and respond to feedback on your own project and learn from the journeys and outcomes of others in quality improvement.

Graduation and Award Ceremony Professor Chris Baggoley, Chief Medical Officer for the Australian Government

The Clinician to Manager Pathway

Management and leadership is increasingly part of the role of 21st Century doctors. Transitioning into this role can be difficult without preparation and the appropriate skills, and many clinicians find their first experiences of management daunting.

Engagement on this pathway will give you a strong foundation for developing your medical leadership and management skills. You will attend four workshops, create a training plan, and engage in three live webinars and three Tassie Talk learning discussion sets over the two year program. While you are welcome to choose the elements that interest you, completion of this pathway will make you eligible to apply for the award of Associate Fellowship of The Royal Australasian College of Medical Administrators.

Workshop 1 – Wednesday 27 May 2015

Understanding Your Personal Style as a Leader

Presented by Coaching Psychologist Jo Wigley, this highly interactive session will introduce participants to a recognised framework for understanding themselves and others in a work context. Greater self-awareness and insight into individual differences provide a basis for developing strategies for change and personal growth in a leadership role. You will explore how to use a practical model in situations of managing conflict and will, through group discussion, generate goals and personal development strategies.

Making the Transition from Clinician to Manager

From the basis of considerable experience, Dr Peter Dohrmann leads this workshop on understanding the differences between clinical practice and medical management and making successful transitions. You will leave with an improved knowledge of reflective practice and emotional intelligence, and how these have an impact on the effectiveness of medical managers.

Workshop 2 – Wednesday 26 August 2015

Clinical Governance & Credentialing

Dr Annette Pantle leads the workshop on these two critical aspects of medical management. Each requires a set of skills underpinned by deep understanding of what they are, why they are important and how they can be done well. And then there is the interface between them. With complex accountability and policy requirements and serious implications for patient safety and well-being, you will be glad to have done this workshop.

Ethical Decision Making

Professor Erwin Loh will guide you in this workshop through practical approaches to ethical decision-making in leadership, management and health. You can expect to understand broad ethical frameworks and theories relevant to health. You will be better able to analyse complex problems to discern risks and benefits of actions, and plan appropriately. You will also demonstrate awareness of ethical issues in managerial decision making, and be better able to engage in appropriate consultation around key issues.

Workshop 3 – Friday 26 February 2016

Mastering Difficult Colleague Interactions

Difficult interactions with colleagues are often major stressors at the workplace where we need to maintain long term functional and professional relationships. Medical managers are often called upon to effectively handle difficult discussions and situations in healthcare.

In this solution focused workshop you will understand what makes people and situations 'difficult', improve your communication and negotiating skills to minimise conflict, and engage with personal 'survival' techniques that improve skills and minimise stress.

Managing for Safer and More Reliable Outcomes

Managers in healthcare are constantly urged to improve the quality, safety and reliability of healthcare delivery. This workshop helps you identify and prioritise the areas where reliability of delivery can be improved. You will learn to apply reliability science to achieve these improvements to deliver safer and more reliable care and maximise the chances of optimum patient outcomes. The workshop will enable you to predict the success of reliability improvement strategies and to plan and implement reliability improvement projects.

These workshops are being presented by the Cognitive Institute. For full information on workshop objectives, please visit their website: <http://www.cognitiveinstitute.org>. A certificate of attendance supplied by Cognitive Institute after the event will assist you with claiming any available CPD points.

Workshop 4 – Friday 27 May 2016

Sense Making and Working Collaboratively in Times of Change

With change a growing constant in health units, organisations and systems, clinical managers charged with interpreting, communicating, and implementing change often struggle for meaning. Tim Dalmau is expertly positioned to guide you to a better understanding of organisational sense making. He will also enable you to think anew about the value of collaboration within and across teams and to develop practical strategies to build effective teams.

Graduation and Award Ceremony Professor Chris Baggoley, Chief Medical Officer for the Australian Government

Live Webinars

The Webinars are all at lunchtime, 12.30-1.30pm AEST or AEDST (October-April). Topics and presenters for 2016 are yet to be confirmed.

Topics and Presenters	2015 dates
Public speaking	8 May
Professor Geraldine MacCarrick. Currently Clinical Dean of the Northern Clinical Training Network, Professor MacCarrick has taken leadership roles in a range of medical organizations, medical schools, hospitals, defence force establishments and post graduate training programs. She was Ireland's first Professor of Medical Education and was 15 years in General Practice in a variety of health care settings.	
Telemedicine the implications	17 June
Dr Victoria (Tori) Wade is a general practitioner and psychologist, Senior Research Fellow with the Discipline of General Practice at The University of Adelaide, and Clinical Director of the Adelaide Unicare e-Health and Telehealth Unit. She is Editor-in-Chief of the Journal of Telemedicine and Telecare, and Vice President of the Australasian Telehealth Society.	
Clinical governance	22 July
Dr Annette Pantle – see Profile page 5	
Implications of legislation	11 August
Professor Erwin Loh – see Profile page 5	
Performance management – difficult conversations	26 August
Associate Professor Alan Sanford is a Member of the Clinical Senate at Queensland Health. He is an experienced Specialist Medical Administrator and Healthcare Manager with local and international consultancy experience.	
Ethical decision making	13 October
Professor Erwin Loh – see Profile page 5	
Credentialing: the why and how	18 November
Associate Professor Alan Sandford – as above	
The impact of hearing issues in the workplace: from team communication to patient and consumer involvement	9 December
Dr Elaine Saunders is Managing Director of Blamey Saunders Hears and is an award-winning businesswoman, audiologist and academic. She was awarded Asia's Leading Woman in Healthcare in 2011, the Victorian Pearcey Entrepreneur Award in 2011, and the American Academy of Audiology's Award for Achievement in Industry in 2010.	

Tassie Talk: Learning Discussions Online

Action learning sets are a methodology that can increase productivity by up to 30%. While learning sets normally involve a small group meeting over some months, the Tassie Talk series aims to use the principles in a short, practical timeframe.

The Tassie Talks will provide participants with a key reading or a reflective task before the talk. There will be a presentation and a set of discussion points to maximise shared learning about the issue. All Tassie Talks will be 90 minutes duration.

As the Tassie Talk Series is in 2016, Presenters and dates will be confirmed closer to the time.

Tassie Talk 1 – March 2016

Clinical governance challenges for medical managers: where to start and what to watch

The focus of this session will be intensely practical and will involve real, although de-identified examples. Your presenter will be a senior consultant with a range of experiences in managing and advising on clinical governance issues.

Tassie Talk 2 – May 2016

Restructures and mergers in health – can we learn from business?

Research and assessments about how restructuring and mergers affect patients and staff are usually a look through the rear-vision mirror. It often falls to medical leaders to manage change proactively and to minimise any negative impacts on staff and patients. In healthcare today where ongoing change rather than stability is the norm, lessons from other sectors can be used as a platform for thinking more positively and creatively about how to engage in and lead change.

Tassie Talk 3 – July 2016

Emotional intelligence, conflict and morale – how do managers help teams move forward?

This learning discussion will focus on real issues close to the experience of many clinical managers and supervisors. Managing your responses as you mediate in conflict situations, support team morale and help colleagues keep their eyes on the goal, is never easy. Learning new theories and strategies improves the chances for success.

Registration Details

All who wish to attend the 2015-2016 RACMA Practical Leadership Series must complete the online registration form via the website:
www.racmapracticalleadershipseries.com.au

Registration Fees

Attendees have the choice of selecting a full pathway, which gives entry to each of the four workshops in the pathway of their choice. For those who just want to attend the occasional workshop, individual workshop registrations can be purchased. Please refer to the workshop fees below. On-line events are free of cost but require prior registration. All fees are GST exclusive.

The Quality Improvement Pathway / The Clinician to Manager Pathway

Full Pathway	\$800.00
Individual Workshop	\$250.00 each

Cancellation and Refund Policy

Cancellations must be received in writing – mail, email or fax – to Leishman Associates. Cancellations will not be deemed to be received until you have written confirmation from Leishman Associates. If you have not received acknowledgement within two business days, please contact Leishman Associates on (03) 6234 7844.

Cancelling Your Practical Leadership Series Registration

Cancellations received 1 month before the Practical Leadership Series will incur a fee of 50% of the registration amount. No refunds will be made for cancellations received within 1 month of the event/s, however substitutions may be accepted.

Insurance

Registration fees do not include insurance of any kind. It is recommended that participants take out their own general travel insurance. It is suggested that the insurance policy should also cover loss of fees/deposit, airfares, accommodation charges, medical expenses, loss or damage to personal property and repatriation expenses. The insurance should cover loss arising from the cancellation of the Practical Leadership Series by the organisers or a person's inability to attend due to any reason whatsoever. No responsibility is taken by the Practical Leadership Series managers for any person not holding insurance.

Further Information

To help make the Practical Leadership Series a success for you, the dedicated team from RACMA and Leishman Associates are here to help with any issues or enquiries you have – we're just a phone call or email away