

It is a Tough Gig for Remote Managers without the Essentials

National Professional Development Program for Remote Managers
Contextualised | Competence | CQI Approach

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Introduction

Improving the quality of health services means working together for change. Managers are the key drivers of change in health services. Yet the pathway to manager often occurs by default, either being the 'last man standing' or through natural attrition. CRANaplus recognised the 'churn' of the remote workforce influences the unintended career pathway for many clinicians becoming operational managers. Consequently, operational managers often see themselves, first as a clinician and second as a manager. Thus, being inadequately prepared to meet the contextual challenges associated with their responsibilities in managing remote health services.

Background

The introduction of the mandatory National Safety and Quality Health Service Standards in 2013 was the impetus for CRANaplus to undertake a National Standards Project (2012-2013) that provided evidence to support CRANaplus viewpoint:

- Lack of consistency and uniformity in the standard of care existed
- Improvements were needed in all areas with a focus on the workforce

It is well recognised that clinical managers are the key drivers needed for health services to meet NSQHS Standards.

In 2015, a Management workshop was held whereby skill deficits were identified by managers, and they advocated for a professional development short course for remote and isolated area managers

Assumptions

- Improving management competence will improve the quality of healthcare
- A national professional development program, contextualised for remote managers, will improve the consistency in the delivery of safe, quality health services
- The transition from clinician to manager in remote health services is unplanned
- New remote managers are vulnerable and need remote contextualised support
- Managers are sufficiently self-aware to recognise the need for professional development

About the Remote Management Program

Context

- Targeting aspiring managers, managers, new managers
- Customized to remote context
- National Program based on NSQHS Standard #1 Clinical Governance

Competence

- Broader understanding of their responsibilities for clinical governance and its application in the context of remote health
- Improve management skill base
- Building confidence and capability
- Managing change processes in their workplace

CQI Approach

- Needs analysis undertaken based on NSQHS Standard #1: Clinical Governance
- Development and implementation of workplace CQI project
- Evaluation of CQI project
- Written Project Report with recommendations



Program Design

Four on-line modules

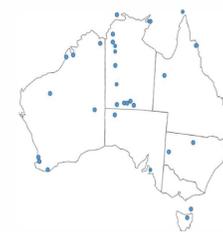
- Action learning for managers
- Leadership and Management
- Clinical Governance
- Project Management

Two-day workshop consolidates and builds on the learning from the modules

CQI Project implementation and evaluation

Participate in **ACHSM mentoring program** for 6-8 months post project completion

Overview 2016 -2018



44 remote managers from across Australia have enrolled in the Program

29 CQI projects have been implemented in remote workplaces based on NSQHS Standard #1

Evaluation of the Remote Management Program

Findings

Most Participants thought that a management development programs of this type can actually make a difference on the ground. The soft skills training and the CQI focus of the RMP were aspects that were beneficial for remote managers.

Experience of Participants

I feel more positive, confident on how to approach change (participant 2016)

The 2 days were "interesting". The modules and face-to-face sessions has given me a greater understanding of what it takes to be a successful leader/manager (participant July 2017)

Thank you for a great workshop, learning experience, saturated with new ideas. Hopefully can unpack it all now and apply to my role (participant September 2018)

CQI



Impact [adapted from Onnis et al. (under review)]

Related Research publications

Onnis, L., Hakendorf, M. and Tsey K. How are continuous quality improvement (CQI) approaches used in evaluating management development programs?: A literature review. *Asia Pacific Journal of Health Management* 2018; 13(2).

Onnis, L., Hakendorf, M., Diamond, M., and Tsey, K. CQI approaches to evaluating management development programs: A case study with health service managers from geographically remote settings. (under review)

For more information:

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<https://crana.org.au/education/courses/management-course/>

Better together

Program design and development

CRANaplus & Remote Leaders Advisory Group Pilot Program [2016] and Evaluation Report

Program delivery

CRANaplus | ACHSM Collaboration

Evaluation and Research Collaboration

CRANaplus | ACHSM | JCU | CRE-IQI