APPLICATION FOR RACMA ACCREDITATION OF TRAINING POST

This form is to be used by a training organisation seeking accreditation of a training post in the specialty of medical administration.

Complete all sections and submit with attachments to:

> The Royal Australasian College of Medical Administrators
> Suite 1, 20 Cato Street
> HAWTHORN EAST, VIC 3123
> AUSTRALIA

OR

Email to accreditation@racma.edu.au

PART A: THE TRAINING ORGANISATION PROFILE

Name of Training Organisation:

………………………………………………………………………………….

Street Address: ……………………………………………………………………….

………………………………………………………………………………………

Postal Address: ………………………………………………………………………

………………………………………………………………………………………

Country: ……………………………………………………………………………….

Name of Applying Officer: …………………………………………………………..

Position: ………………………………………………………………………………

Telephone: ………………………………… Fax: …………………………………

Email: ………………………………………………………………………………...

Training Organisation Website:……………………………………………………….

In which sector does the organisation belong?

- Public ☐
- Private ☐
  - For Profit ☐
  - Not for Profit ☐

How would the training organisation be classified? (select most applicable)

1. Public tertiary teaching hospital
2. Other Public Hospital
3. Public - Defence
4. Private Hospital (incl. not-for-profit)
5. Private Practice
6. Primary Care Network/PHO
7. Community (public)
8. Community (private incl. not-for-profit)
9. Day surgery facility
10. Diagnostic Service (Laboratory/Radiology)
11. Non Clinical setting
12. Aboriginal and/or Torres Strait Islander Health Service
13. Government Department
14. Statutory Authority
15. Other (please state)……………………………………………………………

Australian Statistical Geography Standard (ASGS) Remoteness Area Classification (please circle):

Zone		Category
Metropolitan zone	RA1	Major Capital Cities
Rural zone	RA2	Inner Regional Australia
	RA3	Outer Regional Australia
Remote zone	RA4	Remote Australia
	RA5	Very Remote Australia

For classification information please visit:
http://www.doctorconnect.gov.au/internet/otd/publishing.nsf/Content/ASGSRA_locator

Please indicate your hospital or hospital network size. If you are not in a hospital setting or hospital network, please select N/A.

o < 10 beds
o 11-50 beds
o 51-100 beds
o 101-200 beds
o 201-500 beds
o 500-750 BEDS
o >750 beds
o N/A

Comments…………………………………………………………………………………………………
……
……………………………………………………………………………………………………

Please select all appropriate patient services provided by your organisation:

Service	Supplied Yes/No	Further Information
Surgery		
Surgical Sub specialties (please detail)		
Medicine		
Medicine Sub specialties (please detail)		
Oncology		
Emergency Medicine		
Obstetrics & Gynaecology		
Paediatrics		
Rehabilitation		
Mental Health		
Alcohol & other Drugs		
Indigenous Health/Maori		
Sexual Health		
Primary Health Care		
Oral Health		
Community Health		
Public Health		
Other		

Is the training organisation quality accredited? Please select as many options as are appropriate for the organisation:

- o National Safety and Quality Health Service (NSQHS) Standards
- o Royal Australian College of General Practitioners Standards For General Practices
- o Australian Council for Healthcare Standards (ACHS)
- o ISO
- o National Association of Testing Authorities
- o MCNZ Prevocational Medical Training Accreditation
- o NZ Health & Disability Service Standards
- o Other ……………………………………………………………………………..

HUMAN RESOURCES

Please identify current Human Resources policies or committees at this training organisation:

- o Credentialling and appointment of medical staff
- o Performance Reviews
- o Training and Professional Development
- o Leave
- o Occupational Health and Safety (OH&S)
- o Bullying Discrimination Harassment and Victimisation policy
- o Occupational Health and Safety Committee (OH&S)
- o HR Committee
- o Indigenous Health Committee/ Maori Health Services
- o Other, please specify ……………………………………………………………

Does your training organisation have an orientation or induction program in place for new employees?

- o Yes
- o No
- o Not applicable
- o Other, please specify …………………………………………………………..

If the training organisation has an orientation or induction program for new employees, please indicate which following points are covered in this program. Select as many as are appropriate:

- o Facilities and infrastructure
- o Organisational structure
- o Employment conditions
- o Occupational Health and Safety (OH&S)
- o Bullying Discrimination Harassment and Victimisation
- o Patient Safety and Quality
- o Indigenous/Maori Health
- o Health policies and legislation
- o Human Resource policies
- o Not applicable
- o Other, please specify ……………………………………………………………

Does your organisation offer structured education programs and continuing medical education sessions which are accessible to the candidate?

- o Yes
- o No
- o Not applicable
- o Other, please specify ……………………………………………………………………..

Do the above programs include Indigenous/Maori Health Programs provided onsite?

- o Yes
- o No
- o Not applicable
- o Other, please specify ……………………………………………………………………..

If you are based in a rural or regional location what training and educational opportunities are provided to the Candidate in the provision of health care to Aboriginal and Torres Strait Islander peoples in Australia and/or Māori in New Zealand.

……………………………………………………………………………………………………
……………………………………………………………………………………………………..
……………………………………………………………………………………………………..

Does your training organisation have Support for Indigenous staff/patients, if so what does this support cover?

- o Yes
- o No
- o Not applicable
- o Support covers ……………………………………………………………………..
  ……………………………………………………………………………………………

Does your organisation provide an Employee Assistance Program (EAP) Service for staff?

- o Yes
- o No
- o Not applicable
- o Other, please specify …………………………………………………………..

Is access to the EAP extended to include doctors in specialty training?

……………………………………………………………………………………………

Please identify information and communication technology (ICT) and other support available for training purposes:

- o Internet
- o Email
- o Teleconferencing
- o Video conferencing
- o Skype
- o Other (eg: library, etc.) …………………………………………………………..

Is there a designated study area or room available away from busy clinical areas?

Yes / No

PART B: THE TRAINING POST

1. Description

Title of training position to be accredited

……………………………………………………………………………………………

Please identify the Candidate in the training post

…………………………………………………………………………………………..

Is this training post a:

- Substantive position ☐
- Registrar training position ☐

Is this training post 1.0 FTE?

Yes / No

If No, please indicate the time fraction ………………………………………………….

Is the training position 1.0 FTE in medical administration?

Yes / No

If No, what % is medical management?

……………………………………………………………………………………………

If No, what activity is the non-medical management component devoted to?

……………………………………………………………………………………………

Is there an established medical management structure headed by a medical director?

Yes / No

(Please attach a current organisation chart that indicates where the training post is situated and reporting lines).

Where is this post in the organisational structure?

- o CEO Level
- o Senior Management Level
- o Middle Management Level
- o Junior Management Level
- o Other, please specify …………………………………………………………….

Is there a position description for this post (must contain specific functions of the post)?

Yes / No

When was the position description last reviewed?

……………………………………………………………………………………………

(Please attach a current copy of the position description).

Comment……………………………………………………………………………..

……………………………………………………………………………………………

Are the reporting relationships, accountability and delegation of authority for the position clearly stated?

Yes / No

Comment

………………………………………………………………………………………………

………………………………………………………………………………………………

To what position does this post report?

- o   Board
- o   Chief Executive
- o   Chief Medical Officer
- o   Chief Operating Officer
- o   General Manager
- o   Chief Medical Information Officer
- o   Director / Executive Director
- o   Assistant/Deputy Director
- o   Clinical Specialist
- o   Consultant
- o   Senior Medical Advisor
- o   Head of Department
- o   Other, please specify

       ………………………………………………………………………..

Indicate the number of medical practitioners reporting to the training post:

- Employed medical practitioners ……………………………
- Contracted medical practitioners …………………………..
- Other medical practitioners…………………………………
- Other staff………………………………………………….
- N/A

Is this training post subject to:
- An award,
- Enterprise Bargaining Agreement (EBA),
- Contract agreement, or
- Other _____

If the training post is a registrar position, is it part of a rotation/run or networked training program?
Yes / No

Please provide details……………………………………………………………………………………………
……
………………………………………………………………………………………………………

2. Supervision

Name of Supervisor:

…………………………………………………………………………………………….

Title of Supervisor of proposed Training Post:

…………………………………………………………………………………………….

Supervisor's email:

…………………………………………………………………………………………….

Supervisor's phone number:

…………………………………………………………………………………………….

Is the supervisor onsite?

Yes / No

If No, please indicate how far away the supervisor is located………………………..

Is the supervisor a Medical Practitioner?

Yes / No

Is the Supervisor a:

- o FRACMA
- o AFRACMA
- o Affiliate of RACMA
- o Other…………………………………

What would be the approximate weekly hours of interaction between Candidate and Supervisor?

……………………………………………………………………………………………….

Are meetings between the Supervisor and the Candidate;

- Weekly
- Fortnightly
- Monthly
- Other…………………………………………

Is there direct line supervision for the Candidate?

Yes / No

Comment ……………………………………………………………………………………

………………………………………………………………………………………………..

Secondary Supervisor – A secondary supervisor must be nominated for the training post to ensure continuity in the support and supervision of training.

Name of Secondary Supervisor:

……………………………………………………………………………………………….

Title of Secondary Supervisor:

……………………………………………………………………………………………….

Secondary Supervisor's email:

……………………………………………………………………………………………….

Secondary Supervisor's phone number:

……………………………………………………………………………………………….

Is the secondary supervisor onsite?

Yes / No

If No, please indicate how far away the supervisor is located………………………..

What would be the approximate regularity and hours of interaction between Candidate and Secondary Supervisor?

………………………………………………………………………………………………….

Is the secondary supervisor a Medical Practitioner?

Yes / No

Is the Secondary Supervisor a:

- o FRACMA
- o AFRACMA
- o Affiliate of RACMA
- o Other…………………………………

If a Secondary Supervisor has not been identified, what are your provisions for support and supervision of the Candidate if the supervisor is absent?

……………………………………………………………………………………………………

……………………………………………………………………………………………………

What information and support are required as a supervisor of a RACMA Candidate?

……………………………………………………………………………………………………

RACMA provides/offers training to support Supervisors of training posts. Please indicate if the supervisor of this training post would be available to participate.

Yes / No

3. Performance Review – SUBSTANTIVE ONLY

Is there a regular performance review available for the post? Yes / No

(Please attach any relevant documentation about the performance review process)

Comment………………………………………………………………………………….

………………………………………………………………………………………………..

………………………………………………………………………………………………..

4. Funding – REGISTRAR ONLY

Is this position an externally funded training position? Yes / No

If so, please indicate funding source:

- Specialist Training Program (STP)
- Integrated Rural Training Pipeline (IRTP)
- Training More Specialist Doctors in Tasmania (STP TAS)
- Health Workforce New Zealand
- VIC Health
- QLD Health
- NSW Health
- WA Health
- District health Board
- Other _____

STP and IRTP Funded Posts - Rural Loading Support Funds

If the post is STP or IRTP funded, based in an ASGS RA 2 – RA 5 region, the STP rural loading support is available, in accordance with the terms of funding.

Please identify from the options below how the rural loading allowance will be used to support and sustain the training post. (Rural loading can be allocated against provisions that will improve support of the Candidate in their specialty training in a rural, regional or remote setting as well as the sustainability of the post).

- Candidate relocation costs to rural, regional or remote setting,
- Candidate travel and accommodation related to training requirements set by the College ie; workshops, etc,
- Improvements to technology access and equipment, such as video conferencing or teleconferencing capability,
- Onsite resources
- Other: please specify_____

5. Professional Development

Is time available for professional development and study leave?

Yes / No

How much time is allocated for these activities each week or each year?

……………………………………………………………………………………….

Is a professional development allowance available for doctors in specialty training?

…………………………………………………………………………………………..

Is the organisation able to release Candidates for RACMA activities including compulsory workshops and completing components of assessments?

Yes / No

Is the organisation committed to providing regular contact between Candidates, supervisors and RACMA Preceptors, at least four times per year?

Yes / No

Comment……………………………………………………………………………….

……………………………………………………………………………….……………

…………………………………………………………………………………………...

8. Training Plan

Access to medical management opportunities in the workplace will develop the skills and knowledge required for successful completion of the Fellowship Training Program. Examples of workplace activities that contribute towards the development of competency in the RACMA competency domains are listed in Attachment 1.

Complete the columns on the right of the table in Attachment 1. to indicate the medical management training experiences accessible in the proposed workplace.

Checklist:

Documentation Attached with this Application	Yes/No
Evidence of external Funding (if STP, IRTP or other jurisdictional program eg: HWNZ)	
Organisational Chart	
Position Description	
Performance Review Process	
Professional Development Access (policy)	
Study Leave (policy)	
Discrimination, Harassment, Bullying and Victimisation (policy)	
Other (please list)	

PART C: DECLARATION

I hereby apply for Accreditation of the Training Post by the Royal Australasian College of Medical Administrators as described above and acknowledge that all required information is submitted with this Application.

Name: …………………………………………………………………………………….

Title: …………………………………………………………………………………………

Signature: ………………………………........................   Date: …………………

PRIVACY NOTICE (*For accreditation of training post application form*)

Personal information (including sensitive information) collected in this form or in connection with RACMA medical administration training will be used to assess, process and administer this application for accreditation of a training post. RACMA may send you information about the Fellowship Training Program and accreditation of training posts from time to time.

If the organisation does not provide the personal information RACMA requires, RACMA may not be able to process the application for the accreditation of a training post.

The information RACMA collects about the health setting may be disclosed to RACMA members (for the purpose of assessing the application for accreditation of training posts), and to individuals that provide training related services, to persons appointed to perform support, mentoring and assessment functions. Such information may also be disclosed to AHPRA and other regulatory bodies for regulatory purposes, to bodies carrying out credentialing or quality assurance activities, to hospitals or other organisations, to RACMA's external service providers (for example IT contractors and event organisers) and otherwise as required or authorised by law.

In particular, RACMA may collect information about a Candidate from the Candidate's training setting or supervisor, including information about the Candidate's progress, performance and conduct and other information relating to the Candidate's employment at the training setting.

RACMA conducts accreditation activities in Australia and New Zealand. Personal information collected in Australia or New Zealand about a RACMA member may be disclosed to a recipient in one of those countries. RACMA may be unable to ensure that the overseas recipient does not breach the Australian Privacy Principles in relation to such information.

For further information about privacy at RACMA, including information about how to access or correct your personal information and about how to make a privacy complaint, see RACMA's privacy policy at *http://www.racma.edu.au/index.php?option=com_content&view=article&id=9:privacy-policy&catid=1:college-policies&Itemid=132*.

CONSENT AND ACKNOWLEDGMENT

I, …………………………………………………….(insert name of applicant), an applicant for the accreditation of a training post for the purpose of specialist medical administration training in the Royal Australian College of Medical Administrators ('**RACMA**') Fellowship Training Program:

1. consent to RACMA collecting personal information about me for the purpose of considering this application for accreditation of a training post;

2. consent to RACMA disclosing such information to the types of organisations described in the above Privacy Notice, for the purposes of processing the application for accreditation of a training post (including to a recipient in a country outside Australia, notwithstanding that RACMA may be unable to ensure that the recipient does not breach the Australian Privacy Principles in relation to the information);

3. state that any personal information about another individual (including a Secondary Supervisor contact) that I have provided with this application is provided with that individual's knowledge and consent; and

4. acknowledge that I am not required to provide this consent and may revoke it at any time.

Signature: Date:

RELEVANT POLICIES and REGULATIONS

- *Accreditation of Training Posts Regulation*

  http://www.racma.edu.au/index.php?option=com_content&view=article&id=48:accreditation-of-training-posts&catid=2:college-regulations-and-guidelines&Itemid=614

- *Policy for Reconsideration, Review and Appeal against decisions made by College committees and officers*:
  http://www.racma.edu.au/index.php?option=com_content&view=article&id=620:reconsideration-review-and-appeal-of-decisions-of-the-college-committees-and-officers&catid=1:college-policies&Itemid=132

- *Policy for Deferral, Taking Leave and Withdrawal from the Fellowship Training Program:*
  http://www.racma.edu.au/index.php?option=com_content&view=article&id=841:policy-for-deferment-taking-leave-and-withdrawalresignation-from-fellowship-training-program&catid=1:college-policies&Itemid=132

- *Policy for Supervised Practice -*
  http://www.racma.edu.au/index.php?option=com_content&view=article&id=636:supervised-practice-in-the-racma-fellowship-training-program&catid=1:college-policies&Itemid=132

- *Regulation for Training in settings other than an accredited training post:*
  http://www.racma.edu.au/index.php?option=com_content&view=article&id=840:training-in-settings-other-than-an-accredited-training-post-&catid=2:college-regulations-and-guidelines&Itemid=133

- *Privacy Policy -*
  http://racma.edu.au/index.php?option=com_content&view=article&id=9:privacy-policy&catid=1:college-policies&Itemid=132

- *Discrimination, Harassment, Bullying and Victimisation*
  http://www.racma.edu.au/index.php?option=com_content&view=article&id=789:bullying-harassment-and-discrimination&catid=1:college-policies&Itemid=132

ATTACHMENT 1 - RACMA Workplace Experiential Activities at a Health Setting

As well as indicating the workplace medical management training opportunities available in the health setting, please indicate with a tick the level of supervision available in terms of Candidate competence and capability:

Novice (N) – A first year Candidate that will require close or direct supervision and instruction and has little concept of dealing with complexity.

Apprentice (A) – Usually a second year Candidate that will require direct and indirect supervision, will be able to achieve some steps to an acceptable standard using own judgement, but supervision needed for overall task

Competent (C) – Usually a third year or final year Candidate will be able to achieve most tasks using own judgement; fit for purpose, though may lack refinement.

Role Competencies	Workplace Activities	Indicate if activity is available with - Yes / No	Level		
			N	A	C
Leader	Lead service business and quality planning processes.				
	Manage a major change process.				
	Create a vision that others endorse.				
	Observe leaders' styles and effective leaders.				
	Conduct self-assessment/self-audit e.g. 360°, Enneagram. Reflect on the outcomes of self-audit and apply them to leadership style.				
	Demonstrate engagement in self-directed learning e.g. reviewing literature to enhance theoretical knowledge of leadership, completion of postgraduate studies in leadership and management				
	Resolve personal conflicts in relation to others				

Role Competencies	Workplace Activities	Indicate if activity is available with - Yes / No	Level		
			N	A	C
Leader	Liaise with different stakeholder groups both internal and external to the organization				
	Liaise with relevant local communities, organisations and individuals in the Indigenous Health or Maori sector to develop and maintain partnerships				
	Consult widely e.g. through staff/patient satisfaction surveys and focus groups before initiating change				
	Participate and encourage participation in health enhancement projects and initiatives for practitioners and other staff.				
	Create a vision that others endorse.				
Medical Expert	Participate in or chair key committees, e.g. peak executive/Board, patient satisfaction, resources, patient advocacy, stakeholders, patient safety, complaints.				
	Review, develop and promulgate internal policies and procedures of the organisation and be able to communicate these to various stakeholders within and outside the organisation.				
	Conduct an organisational impact assessment or needs analysis for the introduction of a new technology or process.				
	Research process improvement cases from other hospitals.				

	Review clinical incident reports and produce a list of recommendations to institute change.				

Role Competencies	Workplace Activities	Indicate if activity is available with - Yes / No	Level		
			N	A	C
Medical Expert	Conduct a patient impact assessment into the introduction of new processes.				
	Actively participate in an organisational quality committee, preferably the peak executive or Board quality committee. Be involved in Coronial reports and/or investigations, FOI requests, insurer notifications, medico-legal reports and subpoenas.				
	Be involved in one or more of: • clinical Risk Management training or activity • review of a clinical incident • quality improvement activity.				

	Gain experience in operational activities such as: - unit or divisional operational committees - service development - service review - planning activities, e.g. strategic, capital, business, operational or quality - other committees, e.g. Infection Control, Medical Advisory, Blood Transfusion.				

Role Competencies	Workplace Activities	Indicate if activity is available with - Yes / No	Level		
			N	A	C
Communicator	Chair or actively participate in a range of health service committees, e.g. complaints, adverse events, consumers and Indigenous Health or Maori services				
	Represent the organisation on committees with external organisations.				

	Where possible, participate in: • SMS credentials committee • SMS appointment processes • JMS appointment processes • IMG appointment processes • performance management of SMS/JMS • education and training of medical staff especially JMS.				
	Generate policy and procedures based on best evidence and involvement with relevant stakeholders.				
	Write briefing documents and responses to government policy for the advice of CEOs, heads of government departments and ministers.				

Role Competencies	Workplace Activities	Indicate if activity is available with - Yes / No	Level		
			N	A	C
Communicator	Experiences in operational activities such as: • Unit or divisional operational committees • service development • service review • planning activities, e.g. strategic, business, operational or quality other committees, e.g. infection control, medical advisory or blood transfusion.				
	Prepare business cases, rationales for decisions and actions.				
	Converse and negotiate with clinicians on management issues and decisions.				
	Use performance review feedback to inform and identify appropriate professional development activities for staff members.				
	Engage in human resources management activities both as the manager and the subject, e.g. performance reviews, credentialling, resolving conflict.				
	Demonstrate attentiveness and enhanced listening skills to negotiate consensus on a course of action.				

Role Competencies	Workplace Activities	Indicate if activity is available with - Yes / No	Level		
			N	A	C
Collaborator	Chair meetings; facilitate interaction between clinicians and managers.				
	Engage in formal communication with minister/head of government department.				
	Engage in formal and informal communication with heads of departments, senior clinicians, non-clinical staff, and community representatives.				
	Use emotional intelligence when working with diverse stakeholders.				
	Develop political alliances to ensure success of initiatives.				
	Develop communication systems, e.g. to inform SMOs and community services about patient discharges.				
	Manage a complex complaint.				
	Identify potential conflicts and issues, and work with the protagonists to remove them, e.g. through team meetings, open-door policy, networking.				
	Undertake inter-professional consultation to determine course of action or alternative practice.				
	Participate in key committees, stakeholder groups, professional Colleges and bodies to form strategic, productive and supportive alliances.				

Role Competencies	Workplace Activities	Indicate if activity is available with - Yes / No	Level		
			N	A	C
	Develop an understanding of Aboriginal and Torres Strait Islander peoples and/or Maori history and culture and address health issues				
Collaborator	Network with stakeholders on joint projects.				
	Prepare a business case that involves multiple stakeholders.				
	Plan a new service or facility.				
	Introduce a change project or activities.				
Manager	Manage a crisis; be involved in disaster management planning or critical incident management.				
	Respond to consultations and discussions in progress with a complex group of people.				
	Participate in a relevant project taking a holistic approach; enunciate impacts of plans and proposals on your organisation or on individuals.				
	Facilitate a process improvement team and description of process and outcomes.				
	Facilitate accreditation processes and description of learning.				
	Manage a work unit.				
	Review a monthly unit/divisional budget.				
	Participate in a unit/divisional annual budget building process.				

Role Competencies	Workplace Activities	Indicate if activity is available with - Yes / No	Level		
			N	A	C
	Participate in strategic planning and implementation.				
	Prepare a business case.				
Manager	Participate in a new technology committee or introduction of a new technology process.				
	Manage a budget.				
	Prepare a cost estimate for a project or new initiative.				
	Where possible, manage an individual or unit. Medical staff management is one of the key roles of a medical manager. All Candidates should, where possible, participate in: • SMS and JMS credentials committee and appointment processes • performance management of SMS/JMS • education and training of medical staff especially JMS. • Be involved in the recruitment of Aboriginal and Torres Strait Islander or Maori trainees				
Health Advocate	Be aware of and/or participate in cultural committees and other processes that allow for cultural diversity to be recognised within the organisation.				

Role Competencies	Workplace Activities		Provide for cultural needs of major groups in the local community and develop models to meet these needs, e.g. prayer mats for Muslims, outdoor space for Aboriginal relatives to grieve, decisions about service design.				

	Provide for cultural needs of major groups in the local community and develop models to meet these needs, e.g. prayer mats for Muslims, outdoor space for Aboriginal relatives to grieve, decisions about service design.			
	Work with a media advisor on an issue.			

Role Competencies	Workplace Activities	Indicate if activity is available with - Yes / No	Level		
			N	A	C
Health Advocate	Present the case for alternative viewpoint.				
	Recognise and where possible support the public advocacy role of clinicians in the organisation.				
	Act as an advocate for medical staff where appropriate.				
	Liaise with patient reference groups, advocacy groups and other community action groups.				
	Keep abreast of political initiatives relating to health care using a variety of media.				
	Access and read a variety of online and offline resources in the areas of ethics, consumerism, public policy and population health.				
	Be involved in policy and procedure development.				
	Prepare submissions or policy advice.				
	Conduct patient surveys to inform quality improvement.				

Role Competencies	Workplace Activities	Indicate if activity is available with - Yes / No	Level		
			N	A	C
Scholar	Actively participate in an organisational quality committee, preferably the peak executive or Board quality committee.				
	Participate in individual and organisation-sponsored continuing professional education. Attend skill development workshops, courses and keep up to date with relevant literature.				
	Be involved in one or more of: • Clinical Risk Management training or activities. • Review of a clinical incident. • Undertake or lead a quality improvement activity.				
	Critically review a peer reviewed management journal article.				
	Participate in evidence-based management training.				
	Contribute to and participate in the organisation's education program.				
	Write a media release on behalf of the organisation, responding to an issue of public interest.				

Role Competencies	Workplace Activities	Indicate if activity is available with - Yes / No	Level		
			N	A	C
Scholar	Participate in research as the primary investigator or collaborator.				
	Present at public forums, conferences, etc.				
Professional	Reflect on non-research ethical decision making using a real case study.				
	Keep a journal of reflections.				
	Study ethics.				
	Implement strategies to enhance patient care within the work environment.				
	Use patient feedback and community input in decision making.				
	Identify values and ethical issues and how these impact on work.				
	Demonstrate reflective analysis in oral and written form.				
	Modify behaviour following reflection.				
	Encourage reflective interpretation in others.				
	Participate and encourage participation in health enhancement projects and initiatives.				
	Maintain an effective work/life balance by monitoring time and stress levels.				