



Celebrating Success at the 2010 ACHSM Graduation Ceremony

## 2012 GRADUATE HEALTH MANAGEMENT PROGRAM GUIDELINES

Incorporating the Aboriginal Health Management Program

Established in 1945, the Australasian College of Health Service Management (ACHSM), formerly the Australian College of Health Service Executives (ACHSE) is Australia's largest professional body representing Health and Aged Care Managers with over 3000 members throughout Australia and the Asia-Pacific. ACHSM aims to develop and foster excellence in health service and aged care management through education and ongoing professional development for existing and aspiring managers.

The College has been providing the NSW Graduate Health Management Program (GHMP) since 1975. The Aboriginal Health Management Program (AHMP) was provided by the College in partnership with the Aboriginal Health and Medical Research Council of NSW from 1997 to 2004. In 2005 the AHMP was incorporated as part of the GHMP.

## 1. The 2012 GHMP Overview

The GHMP is a two-year program focused on developing your management capabilities through three components:

- 1. Work Placement
- 2. Masters of Health Science (Health Services Management) with the University of Western Sydney
- 3. ACHSM Professional Development Component

## 1.1 Work Placement

The GHMP trainees are employed either to a specific Health Service for the duration of the program (for two years) or with Specialty Placement Organisations for part of the program (for example NSW Department of Health for one year and Justice Health the following year), or a combination of both Health Services and specialist organisations.

Placements are organised by ACHSM and the Placement Organisations to ensure trainees have exposure to a range of health service delivery issues. During each placement, trainees work closely with an assigned supervisor who assists in developing management capabilities throughout the various placements in the organisation.

The 2012 Placement Organisations offer a range of work experience, and depending on their geographical boundaries some have expectations about the travel that is required by or within the organisation.

Examples of GHMP Placement Organisations which participated in 2011 are as follows:

- NSW Department of Health
- Justice Health
- Ambulance Service of NSW
- ACT Health
- Bupa Care Services
- PricewaterhouseCoopers
- Department of Veterans Affairs
- Medical Deans Australia and New Zealand
- Sisters of St Joseph Aged Care Services (NSW)

#### Local Health Networks:

- Central Coast
- Hunter New England
- Mid North Coast
- Northern Sydney
- Nepean Blue Mountains
- Western Sydney
- South East Sydney
- Illawarra Shoalhaven

You will see from this list that not all placements are in Local Health Networks but it is important to select your preferred LHN as this also gives us an indication of your geographic preferences. If you are flexible and able to travel or relocate for a placement it is important that you indicate this in your application form.

Trainee placements may be in a number of health services, *although it cannot be guaranteed that every health network will offer placements in 2012*. Please use the links to help you identify geographic locations for each of the health services and information about their range of services:

- Central Coast Local Health Network <a href="http://www.health.nsw.gov.au/cclhn/">http://www.health.nsw.gov.au/cclhn/</a>
- Illawarra Shoalhaven Local Health Network -http://www.health.nsw.gov.au/islhn/
- Nepean Blue Mountains Local Health Network <a href="http://www.health.nsw.gov.au/nbmlhn/">http://www.health.nsw.gov.au/nbmlhn/</a>
- Northern Sydney Local Health Network <a href="http://www.health.nsw.gov.au/nslhn/">http://www.health.nsw.gov.au/nslhn/</a>
- South Eastern Sydney Local Health Network http://www.health.nsw.gov.au/seslhn/
- South Western Sydney Local Health Network <a href="http://www.health.nsw.gov.au/swslhn/">http://www.health.nsw.gov.au/swslhn/</a>
- Sydney Local Health Network <a href="http://www.health.nsw.gov.au/sydlhn/">http://www.health.nsw.gov.au/sydlhn/</a>
- Western Sydney Local Health Network http://www.health.nsw.gov.au/wslhn/
- Far West Local Health Network <a href="http://www.health.nsw.gov.au/fwlhn/">http://www.health.nsw.gov.au/fwlhn/</a>
- Hunter New England Local Health Network http://www.health.nsw.gov.au/hnelhn/
- Mid North Coast Local Health Network <a href="http://www.health.nsw.gov.au/mnclhn/">http://www.health.nsw.gov.au/mnclhn/</a>
- Murrumbidgee Local Health Network <a href="http://www.health.nsw.gov.au/mlhn/">http://www.health.nsw.gov.au/mlhn/</a>
- Northern NSW Local Health Network <a href="http://www.health.nsw.gov.au/nnswlhn/">http://www.health.nsw.gov.au/nnswlhn/</a>
- Southern NSW Local Health Network http://www.health.nsw.gov.au/snswlhn/
- Western NSW Local Health Network http://www.health.nsw.gov.au/wnswlhn/
- ACT Health http://www.health.act.gov.au/c/health?a=&did=1000000

In submitting your application you are asked to indicate your first and second choice of placement and also your willingness to be located elsewhere in the State. Particular locations cannot be guaranteed and your choice will be taken into account during interview allocation so be sure to consider all possibilities very carefully before making your selection. It is important to be aware that some Local Health Networks will only consider you for a placement if you have selected them as your first preference.

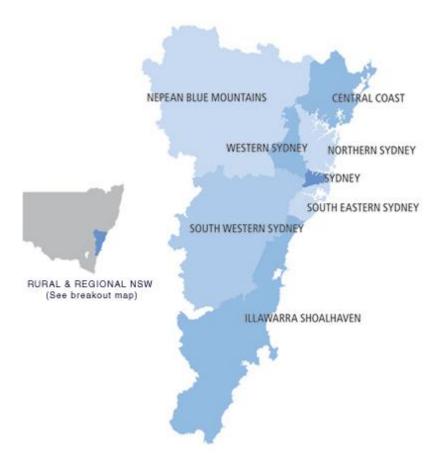
Once ACHSM interviews have concluded, Placement Organisations may opt to conduct informal interviews with applicants who have selected their organisation as a preference. These interviews may hold a bearing on confirmation of placements. It is very important that you select wisely and make an informed decision on your application.

Please act diligently when making this decision and refer to the Placement Specific Information available on the ACHSM website <a href="http://www.achsm.org.au/ghmp">http://www.achsm.org.au/ghmp</a> to understand what is involved and expected within different placement organisations. Please refer to the maps below or the links provided for geographic locations of Local Health Networks in New South Wales.

Information about the boundaries and services of the Local Health Networks can be found at: <a href="http://www.health.nsw.gov.au/services/index.asp">http://www.health.nsw.gov.au/services/index.asp</a>. A summary of this information is provided below.

#### **Local Health Networks**

Eight LHNs cover the Sydney metropolitan region, and seven cover rural and regional NSW. In addition, two specialist networks will focus on Children's and Paediatric Services, and Forensic Mental Health. A third network operates across the public health services provided by three Sydney facilities operated by St Vincent's Health: these include St Vincent's Hospital and the Sacred Heart Hospice at Darlinghurst and St Joseph's at Auburn.



# **Metropolitan NSW Local Health Networks:**

- Central Coast
- Illawarra Shoalhaven
- Nepean Blue Mountains
- Northern Sydney
- South Eastern Sydney
- South Western Sydney
- Sydney
- Western Sydney

# **Rural and Regional NSW Local Health Networks:**

- Far West
- Hunter New England
- Mid North Coast
- Murrumbidgee
- Northern NSW
- Southern NSW
- Western NSW



## **Specialty Networks:**

- Sydney Children's Hospitals Network (Randwick and Westmead)
- Forensic Mental Health Specialist Network

#### St Vincent's Health Network:

• St Vincent's Hospital, the Sacred Heart Hospice at Darlinghurst and St Joseph's at Auburn

# 1.2 Masters in Health Science (Health Service Management)

Trainees complete a Masters degree in Health Science (Health Service Management) with the University of Western Sydney, which is fully funded as part of the Program. This is a two-year part-time course undertaken through distance education. Trainees are eligible for study leave, at the discretion of the placement organisation, to assist in completing the course, and there is also support provided at monthly College Study Days.

The units covered in the Masters Program include:

#### Year 1

- 1. Building Organisational Capacity
- 2. Policy, Power and Politics in Health Care Provision
- 3. Methods of Researching
- 4. Health Workforce Planning

#### Year 2

- 1. Health Financial Management
- 2. Health Services and Facilities Planning
- 3. Leadership for Quality and Safety in Health Care
- 4. An elective subject

# 1.3 ACHSM Professional Development Component

- Orientation to the health system A one week Orientation Program will be provided in Sydney commencing on 30<sup>th</sup> January 2012 to introduce trainees to the health systems, project management, team building, cultural awareness and the GHMP.
- **Study Days** Facilitated by ACHSM, these days provide training in key management areas such as communication skills, financial management, team building and emotional intelligence.
- The Rural Study Tour Trainees visit rural health services for a three day rural study tour, gaining important insights into practical issues that impact on the provision of rural health care.
- Mentoring by senior health managers throughout the program

In addition trainees access ongoing support and access to **professional development programs and learning opportunities** within Placement Organisations.

# 2. Development of your Management Capabilities

The ACHSM GHMP Capability Framework has been developed for the ACHSM NSW Branch Graduate Health Management Program. Underpinning the GHMP are the capabilities that have been identified for the Trainees to develop. The ACHSM GHMP Capability Framework has been adapted from the *NSW Public Sector Capability Framework*<sup>1</sup>.

The NSW Public Sector Capability Framework establishes a platform to implement capabilities across a range of human resource practices including learning and development, managing for performance, recruitment, workforce planning and career development. Applying such a framework to the ACHSM GHMP is essential in driving high levels of personal performance and in turn service excellence to patients, staff and communities.

The Framework defines 15 capabilities across 3 broad streams. Each capability consists of underlying elements.

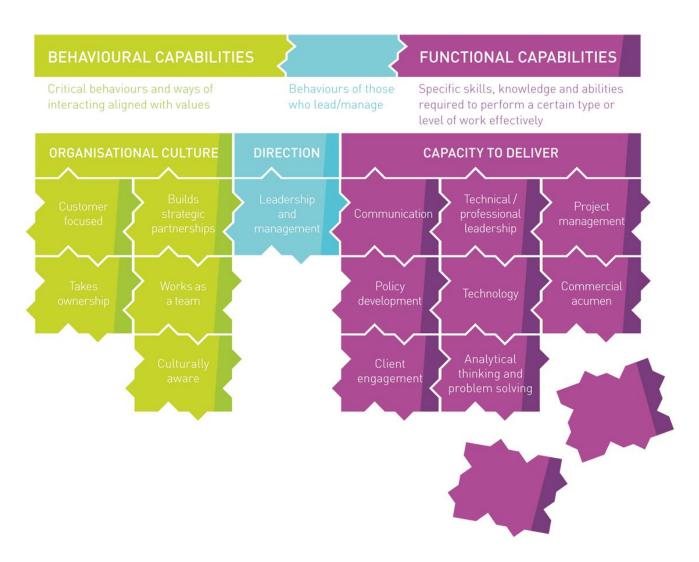
Capabilities are descriptors of the **skills**, **knowledge** and **abilities** (observable behaviours) people need to undertake **'the work to be done'**. A capability is a combination of having the knowledge, the skills and the personal qualities to be able to apply our knowledge. By observing situations "first hand" Trainees develop awareness as to how to apply knowledge. By having first hand involvement in real life situations, Trainees gain experience in applying knowledge and consolidate these behaviours.



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<sup>&</sup>lt;sup>1</sup> Department of Premier and Cabinet - *NSW Public Sector Capability Framework* (2008) http://www.dpc.nsw.gov.au/ data/assets/pdf\_file/0012/34032/NSW\_Public\_Sector\_Capability\_Framework.pdf

The NSW Public Sector Capability Framework has been adapted by NSW Health and now defines 14 capabilities (the Leadership and Management capabilities have been combined) across 3 broad streams as shown in the diagram below:



Nine mandatory capabilities (see Table below) have been selected by the Capability Framework working party in consideration of the focus of the GHMP in the work placements, the Masters degree and formal and informal learning opportunities provided by the College. The capabilities can be achieved in a wide range of health organisations and health settings, for example Local Health Networks, Hospitals, Health Department Branches, Aboriginal Medical Services, Justice Health, Ambulance Services and other health care organisations.

ACHSM Management Trainees are strongly encouraged to address other relevant capabilities if these opportunities are provided in a work placement. For example a Trainee undertaking a placement in the NSW Department of Health may develop the 'Policy Development' capability.

More information regarding the ACHSM GHMP Capability Framework is available on the ACHSM website: <a href="http://www.achsm.org.au/ghmp">http://www.achsm.org.au/ghmp</a>

The 9 Mandatory ACHSM GHMP Capabilities		
Capability	Description of the Capability	
Culturally Aware	Demonstrates an understanding and appreciation of cultural differences and diversity in the workplace, works to include all team members, and delivers successful outcomes by developing teams with a diversity of skills, experience and background.	
Works as a team	Works within a team environment, cooperates with others, considers the needs of others, and helps others within the team to achieve team objectives.	
Taking Ownership	Believes in one's own capability to accomplish a task, and selects effective approaches to tasks or problems. Is proactive in managing one's own time, initiates change, and builds an understanding of the internal and external environment in order to deliver work in a highly effective and professional manner.	
Leadership and Management*	Creates a sense of need to achieve organisational goals in line with a clear overall vision through planning, managing performance, motivating people and role modelling desired behaviours.	
Project Management	Participates in and/or leads successful projects, using strong communication and organisational skills to balance conflicting priorities and manage resources.	
Communication	Listens, interprets and conveys information in a clear and accurate manner, provides timely delivery of information and selects the most appropriate method of communication.	
Analytical thinking and problem solving	Identifies and analyses situations and/or issues, considers options, develops solutions, and decides on, implements and monitors appropriate solutions.	
Client Engagement	Identifies and anticipates the needs of clients, delivers services that meet and exceed client expectations and commits to continuous improvement in planning, process and services.	
Commercial Acumen	Builds and maintains a wide knowledge and understanding of the business environment and applies commercial expertise including concepts, processes and strategies to achieve business objectives.	

<sup>\*</sup> Mandatory development during each placement

# 3. Selection Criteria

If you are <u>NOT</u> Aboriginal or Torres Strait Islander you must meet the following two criteria to apply for the program:

- 1. You must be an Australian citizen or have permanent residency in Australia.
- 2. You must possess a relevant undergraduate qualification, with either a transcript or a confirmation letter from the University (see table below).

Please note: If you are an Aboriginal or Torres Strait Islander applicant you do not need to have an undergraduate qualification, you are encouraged to apply by submitting a portfolio of evidence to verify that you will be able to meet the academic requirements of the Program.

Examples of relevant qualifications include:

Accounting/ Commerce	Engineering	Midwifery
Health Management	Law	Commerce
Adult Education	Finance	Nursing
Applied Science	Allied Health	Clinical Practice (Paramedic)
Business	Health Science	Science
Bioinformatics	Human Resources	Social Science
Biomedical Science	Information Technology	Planning
Economics	Medicine	Psychology

To discuss the relevance of your degree to health services management, please contact Christine Callaghan, Program Director (phone 02 9878 1222 or email: nsw@achsm.org.au).

Applications from existing health employees are welcomed. It should also be noted that health services are equal opportunity employers and as such persons with disabilities are encouraged to apply for positions.

Applicants will be shortlisted for interview against the following selection criteria:

## 1. Academic Capacity

Successful completion of an undergraduate qualification or, for Aboriginal and Torres Strait Islander applicants who do not have an undergraduate qualification, submission of a portfolio of evidence to demonstrate equivalent knowledge and skills

- 2. Communication Skills
- 3. Analytical Thinking and Problem Solving
- 4. Demonstrated Commitment to Teamwork
- 5. Leadership and Management Capability
- 6. Commitment to a Career in Health Management

# **Aboriginal and Torres Strait Islander Applicants**

In recognition of our need to increase the number of Aboriginal Health Managers, a number of places in the 2012 GHMP are reserved for Aboriginal and Torres Strait Islander applicants. For these places, Aboriginality and Torres Strait Islander heritage is a requirement as per Section 14 of the *Anti Discrimination Act 1977*. Aboriginal and Torres Strait Islander applicants who do not have an undergraduate qualification must have appropriate knowledge, skills and relevant work experience to gain entry into the Program. *Please refer to the 2012 Application form Part F: Portfolio of Evidence for information on preparing a body of evidence to support your application for entry into the ACHSM GHMP*.

# 4. Employment Conditions

## Salaries \*

Trainee salaries as at July 1st 2010 are as follows:

# Trainees with no management experience:

• First year: Admin Officer Level 4, Year 1: \$50,848

• Second year: Admin Officer Level 5, Year 1: \$53,692

## Three or more years' management experience:

First year: Admin Officer Level 6, Year 1: \$56,812

• Second year: Admin Officer Level 6, Year 2: \$58,221

For more information regarding the award conditions and rates of pay please refer to NSW Health:

http://www.health.nsw.gov.au/resources/jobs/conditions/awards/pdf/hsu\_he\_administrative.pdf

For annual salaries please see:

http://www.health.nsw.gov.au/policies/ib/2010/pdf/IB2010 026.pdf

# 5. Application Timelines

# Applications by close of business Thursday 7<sup>th</sup> July 2011.

Applicants are encouraged to demonstrate time management skills and submit prior to this deadline, wherever possible.

# 6. Commencement of the Program

The 2012 GHMP trainees will undertake a one week orientation commencing on Monday, 30<sup>th</sup> January 2012 at the College in North Ryde. Trainees commence their first placement with their Placement Organisations the week following the Orientation.

#### For further information:

Any enquiries about the Program and completion of the application form should be directed to:

Christine Callaghan, Graduate Health Management Program Director

Phone: 02 9878 1222 or Email: nsw@achsm.org.au

Australasian College of Health Service Management (NSW Branch)
PO Box 341, North Ryde NSW 1670
Phone: (02) 9878 1222

Fax: (02) 9889 3099

Website: <a href="http://www.achsm.org.au/ghmp">http://www.achsm.org.au/ghmp</a>

<sup>\*</sup> As there is some local variation regarding salaries, please refer to the Placement Specific Information on the ACHSM website for more details regarding salaries at http://www.achsm.org.au/ghmp