

# **Dr Neale Fong FCHSM (Hon) ACHSM National President**

# Strategic Plan 2020 - 2023



Australasian College of  
Health Service Management

The College exists to advance the profession of health service management and leadership and the careers of College members through a wide range of initiatives that develop and support health leaders now and into the future. We have researched and established what the core capabilities are for effective and impactful healthcare leaders. Our competency framework gives us direction in all that the College does. And the College is aware that membership organisations must always be striving to provide value in an ever-changing world where choice of accessing training and learning abound.

In the coming four years, the College will be a leader in assisting our members to grow and to learn – where learning “...is the transformative process of where we take in information – when internalised and mixed with what we have experienced - changes what we know and builds on what we do. It’s based on input, process and reflection. It’s what changes us”. (From *The New Social Learning* by Tony Bigham and Marica Conner).

We will increase our capacity to develop and deliver cost-effective professional development for members; introduce a professional credentialing process (Certification) for members closely linked to well researched and globally respected competency frameworks; and to then advocate and promote the professionalism of our Certified members to employers and key stakeholders. Being a College member and certified will count.

No-one solely owns leadership and so we will reach out widely to form networks of growing and learning healthcare leaders and managers, because we all know we can always improve and do better. We acknowledge that health leadership is a global profession and we will reach out, support and enhance our networks in Australia, New Zealand and Hong Kong as well as to our neighbours in the Middle-East, the Indian Ocean Rim, Asia and the South Pacific.

## VISION

Health services management is an enabling profession and through the profession –

**Better Leadership**  
**Healthier Communities**

## MISSION STATEMENT

The College commits to be a leader in professional growth and development -

**Develop, equip and support high performing health, community and aged care leaders to deliver quality services and improve community health and wellbeing.**

## VALUES

College members act collectively to enable -

- **Empowerment**
- **Innovation**
- **Collaboration**
  - Learning
  - Respect

## STRATEGIC GOALS 2019 – 2023

We will :

1. Advance professionalisation of health care management
2. Grow new frontiers for expansion and influence
3. Be recognised and trusted as the voice for healthcare leaders and managers
4. Enhance membership value

The strategic enablers for the attainment of these goals are –

- **Enhanced digital capability**
- **Sustainable financial performance**
- **High functioning Branch Councils and College networks**



For our National Office and Branch contact details, please visit:  
[www.achsm.org.au](http://www.achsm.org.au)



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## Notes:

The College has a renewed and more focused Strategic Plan for the coming 4 years.

# A renewed College Strategic Plan

## MISSION STATEMENT

- Develop, equip and support high performing health, community and aged care leaders to deliver quality services and improve community health and wellbeing

## VALUES

- Empowerment
  - Innovation
- Collaboration
  - Learning
  - Respect

### Notes:

Our vision of “Better Leadership. Healthier Communities” has not changed nor has our mission of developing, equipping and supporting high performing health, community and aged care leaders to deliver quality services and improve community health and wellbeing.

# Strategic Goals 2020-2023

- Advance professionalization of health care management
- Grow new frontiers for expansion and influence
- Be recognized and trusted as the voice for healthcare leaders and managers
- Enhance membership value

**Notes:**

The College is bringing in to laser focus going forward both supporting the PROFESSION of health services management and being more proactive in being the voice for our members.

# Strategic Goals and Key Actions

2022-2023

2021

CURRENT

2020

## ADVANCE PROFESSIONALISATION OF HEALTHCARE MANAGEMENT

- We are growing the Fellowship Program
- We have built partnerships to revitalise a vibrant Asia-Pacific Journal of Health Management
- We aim to enhance the quality and volume of Branch CPD programs
- We continue to build on the successful national webcasts and congresses

- We will engage with more members to ensure a successful launch of the Certification program
- We will establish new products and services to enhance learning (C-suite roundtables)
- Review Health Service Management Competency Framework
- We will partner with likeminded organisations in researching the value of investing in leadership development in healthcare

- Competency Framework embedded in all programs
- Establish C-suite learning sets
- Provide training programs for transition from clinician to management
- Establish clinicians in management programs

- Employers will recognise the value of credentialled members through requiring certified appointees

## GROW NEW FRONTIERS FOR EXPANSION AND INFLUENCE

- Limited impact in community and aged care sectors
- Commenced new international partnerships – Philippines, India, China
- Participant in IHF healthcare management special interest group for leadership competencies

- Develop a simple template for international partners for membership and constitution structures
- Grow branches in India
- Develop new international partners – Asia, Middle-East and Pacific regions

- Develop networks in the Primary Care, Aged Care and Digital Health sectors
- Establish international leadership exchanges
- Develop an international mentoring program

- ACHSM will be a globally recognised as an outward focused supporter of better leadership in health

## BE RECOGNISED AS THE VOICE FOR HEALTHCARE LEADERS AND MANAGERS

- Limited advocacy role and impact
- Membership in key issue groups (climate change, ethical procurement, mental health)

- Partner in researching the value of investment in leadership development
- Reinforce the value of Certification benefits to all health organisations and agencies
- Expand the academic accreditation program aligned with Competency Framework

- Establish the Australasian Health Leadership Network
- Ensure healthcare leadership education is embedded in undergraduate clinical education offerings
- Develop early career programs for clinicians and embed in postgraduate education offerings (specialist colleges)

- The College and our members will be recognised as health professionals in leadership.

## DEMONSTRATE AND ENHANCE MEMBERSHIP VALUE

- Basic digital delivery capabilities
- Networking opportunities
- HMIP and Future Leaders programs

- We will enhance online education program capacity
- Increase the products and services available to rural and remote members
- Develop a career services platform to assist managers in early career

- Provide leadership podcasts and email resources
- Develop a suite of self-assessment tools focused on health competencies
- Establish new partnerships with universities to promote leadership and management education and training

- College members will be our strongest advocates.

### Notes:

We have a number of important goals and actions planned out to deliver on those promises going forward. Perhaps the most important plank of this is the introduction of a credentialing approach for health leaders. This notion of Certification is something we have been discussing with College members over the past year and that the College Board has been considering for some time. How do we best serve the career interests of our members? How can College members differentiate their professional leadership and management skills in a sector where the concept of “profession” and specific and respected expertise is acknowledged everywhere they turn?

# Professional Certification Program

- At its core, the rationale for a Professional Certification Program is to ensure that the professional skills of health leaders are measured, recognised and supported.
- Great health leadership requires a commitment to building, maintaining, enhancing and contributing to your own development and that of the profession itself.

## Notes:

By introducing credentialing, and by a significant number of members using that credential, we can begin to carve out a broad health sector understanding that great health leadership requires a sustained commitment to building, maintaining, enhancing and contributing to your own development and that of the profession. The College Board were particularly delighted to find that support for this initiative was almost universal amongst the College membership. Of course we have done some groundwork over the past 2-3 years to create a platform for Certification. We've revamped and globally benchmarked our Master Health Service Management Competency Framework and we've embedded that framework into everything we do from Mentoring to Fellowship and our professional development offerings. We've also introduced a web based membership platform that allows College members to upload the Continuing Professional Development that they have undertaken and if they attend one of our own events like our national webcast, that CPD will automatically be uploaded to their record.

I just want to give you a few details now about what the credential / certification program for health leaders will look like.

# A two-tiered system that recognises Fellowship

- Certified Health Managers (CHM) – available to Associate Fellows only
- Certified Health Executives (CHE) – available to Fellows only

**Notes:**

Firstly, it will be a two-tiered system that will value the progression to full Fellowship of the College. Health leaders can attain Fellowship by undertaking the Examination which is held once a year or some senior leaders may qualify for our Alternative Pathway approach recognising decades as a health leader and finally we do recognise Fellows of like bodies with a focus on health management such as RACMA.

# December 2020

- Certification will commence in December 2020 and at that time existing members of ACHSM who are Associate Fellows and Fellows will be recognised as CHMs and CHEs subject to a 12-month assessment period during which they will have to:
  - Undertake and record an annual amount of CPD as specified in the forthcoming CPD Policy – likely to be about 20 – 25 hours per annum
  - Complete and lodge an online self-assessment against the ACHSM Master Health Service Competency Framework. These will be de-identified in reporting against the consequent data.

## Notes:

Certification will commence December next year – December 2020. If you are an existing College Associate Fellow or Fellow at December 2020 you will be deemed with the credential of Certified Health Manager or Certified Health Executive subject to a 12 month assessment period. At the end of that 12 months in December 2021 you will have to have completed an annual amount of CPD – 20 -25 hours – AND have completed and lodged an online self assessment against the Competency Framework. Your responses in this self assessment will be de-identified but as you can imagine that data will be incredibly powerful in identifying what sort of professional development the College can design and develop to support our members careers.



# Before December 2020

- If you are eligible to be an Associate Fellow and not currently a College member, now is the time to join – before December 2020
- If you are currently an Associate Fellow (or become one) and also have enough points on our Membership Points system AND you would prefer the CHE credential then you might wish to choose to do the Fellowship Program in 2020. APPLICATIONS CLOSE END NOVEMBER 2019.

## Notes:

Here are some take out messages for action before December next year. Quite a few people at this Congress are not College so now may be the time to join as I expect most of you would be eligible for Associate Fellowship. If you ARE already an Associate Fellow and you have enough points on our Membership system then 2020 might be the year you undertake the Fellowship Program. Just a note of warning though – we are expecting unusually high demand to do the fellowship in 2020 so applications to take the Fellowship in 2020 end at the end of November 2019! There is no membership waiting period to do the Fellowship so if you aren't a member you could join right now and undertake the program next year.

# After December 2020

- ❑ New Associate Fellows after December 2020 will need to undertake the College's Certification Program to earn the CHM credential. This will include a variety of assessments including an action learning project and the completion of an ACHSM education module in the domain area of 'professional and social responsibility'.
- ❑ Once an Associate Fellow completes the Certification Program, if they then at a later time choose to undertake the Fellowship Program and are successful, they will require no further action to be recognised as a CHE.

## Notes:

We are developing a robust Certification Program for new Associate Fellows to earn the CHM credential. There will be a variety of assessments like an action learning project as well as completion of an online module around the domain area of professional and social responsibility, ethics if you like.

Once an Associate Fellow has attained the CHM when they go on to do the Fellowship the change to the CHE credential will be automatic on successful completion of the Fellowship.

# Maintaining the credential

- CHMs and CHEs will be required to
  - undertake a minimum number of CPD hours every triennium (probably 60 – 75 hours). While not finalised, it is expected that those people who are members of other bodies which also require CPD will be able to use much, if not all, of that CPD for the purposes of meeting these requirements.
  - participate in the College Mentoring program either as a Mentor or Mentee once every 6 years. CPD points will be awarded for participating in the Mentoring Program.

## Notes:

To maintain the credential of CHM and CHE we are focussing in on 2 key areas. The first of these is pretty standard – Continuing Professional development hours and we will look to audit every 3 years. The second is less obvious and that is a requirement to participate ONCE every 6 years in the College mentoring program (a 6 month commitment which will attract CPD points) **either** as a Mentor or Mentee.

It is exciting and interesting times for the College and we are committed to supporting careers and promoting this great profession.

# For more information :

- Contact our CEO :
  - ▣ [Catherine.chaffey@achsm.org.au](mailto:Catherine.chaffey@achsm.org.au)

Thank you