

Guideline for leadership and management in psychiatry

The purpose of this document is to guide Branch Training Committees as they plan and approve formal leadership and management training options in their state/country.

It is also a useful guide for early career psychiatrists as they continue to develop their knowledge as leaders and managers.

Preamble

The leadership role of a psychiatrist may be informal or formalised. Psychiatrists will generally find themselves in leadership roles by virtue of their medical expert status as they will often be the senior clinician participating in a patient's care. Psychiatrists taking on formal leadership roles require attitudes, knowledge and skills that are fostered and developed through continuing professional education and reflective practice. This document sets out to guide Stage 3 trainees and early career psychiatrists to develop their knowledge and competencies as leaders and managers.

Competencies in leadership and management are gained through learning from experience, reflecting on this experience and linking this to an understanding of the various theories that underpin the fields of leadership and management. There is an emphasis in the Stage 3 Administration EPAs on undertaking activities in the leadership and management field. There are also many opportunities for clinicians to undertake professional development in short leadership training offered by jurisdictional health departments, medical colleges and other institutions. For trainees and early career psychiatrists who are interested in a leadership career, formal management and leadership study through a university management degree or similar is recommended, undertaking a Fellowship with the Royal Australian College of Medical Administrators is another consideration. A mentor or coach is also highly recommended.

People management

- Manages oneself in relation to dealing with others in a range of challenging predicaments.
 - Seeks, reflects on and uses feedback from others.
 - Capacity to reflect on own decisions and behaviours and the effects on others.
 - Commits to personal learning and professional development.
- Understands behaviour and motivations of others, group dynamics.
 - Seeks and respects the views of others when making decisions.
- People skills for managers and leaders.
 - Ability to conduct a 'difficult conversation' with a peer or junior colleague.
 - Provision of supervision/support/mentoring to a JMO or a basic trainee.
- Communication within an organisation.
 - Competent at presenting a complex clinical case at a case review or academic meeting.
 - Competent at presenting a plan or proposal for discussion and consultation.

Strategy and policy (setting vision and direction)

- Identify determinants of mental health for populations and the mental health needs of communities.
- Understanding the national mental health plan and strategy.
- Understanding mental health prevention and promotion.

- Understanding the structure and roles of a sector mental health service.
- Understanding the role of not-for-profit and non-government organisations in mental health.
- Understanding consumer and carer organisations.
- Models of care in community mental health.

Clinical governance (improving care delivery)

- Understanding the elements of clinical governance.
- Learning organisations, avoiding a blame culture.
- Resilient healthcare organisations.
- Medical error and 'find-it-fix-it' approaches.
- How high performance and resilient healthcare organisations approach patient safety.
- Metrics and indicators of effective and high-quality services.
- Quality improvement.
- Incident management.
- Processes and procedures of the mental health Act.

Operational management (effective administration of a team/service)

- Understanding the organisational chart, delegations manual, committee structures.
- Understands how to compose committee terms of reference and how to chair a meeting.
- Able to provide a brief in relation to an incident or proposal.
- Able to develop a research proposal or a business case.
- Medical recruitment, selection and credentialing.
- Managing a complaint.
- Understands performance development and management.
- Work health and safety.
- How to manage an impaired colleague.
- Managing budgets, financial reporting: profit and loss statements, cash flow, balance sheets.
- Community emergency management (disaster response).

Leadership

- Knowledge of contemporary leadership theory.
- Understanding the importance of organisational culture.
- Understanding the importance of context.
- Followership and near leadership.
- Understanding of systems theory.
- Analyse complex problems to discern risks and benefits of actions and plan appropriately.
 - SWOT analysis.
- Adapts approach to the context.
- Change management theory and practice.

Ethics

- Ethical principles and behaviour in decision making.
 - Individual practitioner level.
 - Organisational level.
- Ethical principles in relation to models of care.
 - A 'just' health culture.
 - Recovery focus.
 - Coercive interventions.
- Conflicts and duality of interest.
- Personal and organisational values.
- Distribution of scarce resources.

Legislation

- Mental health Act.
- Privacy and confidentiality legislation.
- Work health safety.
- Health services Act.
- Medical/health practitioner Act.
- Corporations Act.

Private practice

- Small business administration.
- Joining an existing practice.
- Insurance and indemnity.
- Public/private practice.

Reading list/resources

Websites

Institute for Healthcare Improvement
<http://www.ihl.org/Pages/default.aspx>

Faculty of Leadership and Management
<https://www.flm.ac.uk/>

NHS Institute for Innovation and Improvement Medical Leadership Competency Framework
<http://www.leadershipacademy.nhs.uk/wp-content/uploads/2012/11/NHSLeadership-Leadership-Framework-Medical-Leadership-Competency-Framework-3rd-ed.pdf>

LEADS Collaborative: Canadian College of Health Leaders
<http://www.leadersforlife.ca/>

Australian Institute of Company Directors
<http://www.companydirectors.com.au/>

Legislation (Australia)
<http://www.austlii.edu.au/>

Textbooks

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Revision Record

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