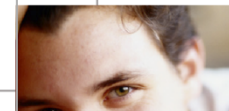


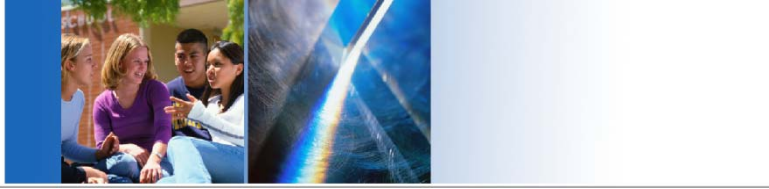
# Doctor Managers: How sustainable is this role?

Louise Kippist

Anneke Fitzgerald

Centre for Industry and Innovation Studies

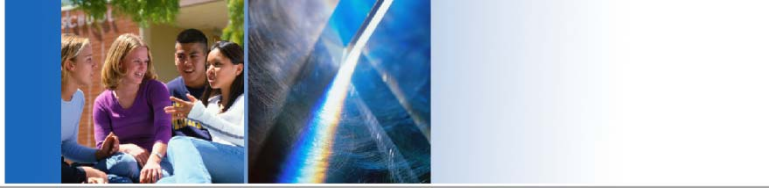




# Organisational sustainability

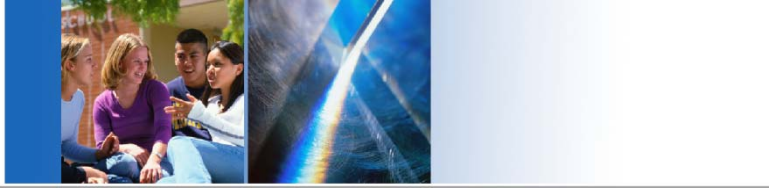
Reconstructing organisations by generating new models of organizational action that support social relationships and the natural world.

(Dunphy, Griffiths & Benn, 2007)



## Driving Quality Performance

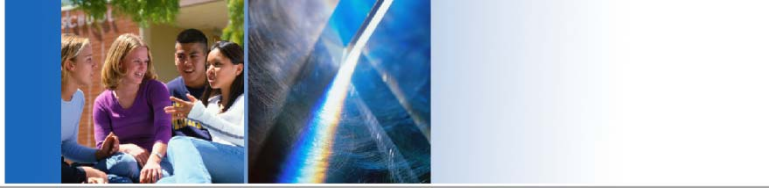
- Better use of people, resources and evolving knowledge.
- Key reform directions include governance, leadership, funding, workforce capabilities and culture.



# Hybrid Clinician Managers

Doctors working in combined management and clinical roles.

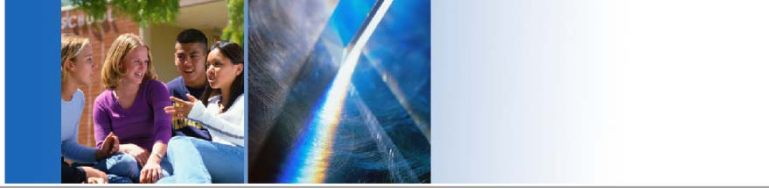
(Braithwaite, 2004; Ferlie & Shortell, 2001; Fitzgerald & Ferlie, 2000)



## Hybrid Clinician Managers Need

- Medical knowledge and skills
- Knowledge of management theory and practice
- Skills to create team based work environments
- Processes of learning to deal with non routine problem solving and decision making

(Smith & Eades, 2003; Fulop & Waight, 2007)



# Organisational Professional Conflict

May be experienced by professionals when there is a discord between their professional values and the organisations mission and goals.

(Aranaya and Ferris 1984; Fawcett 1988; Hoff 1999, Schafer, Park et al 2002)



## Possible causes of conflict

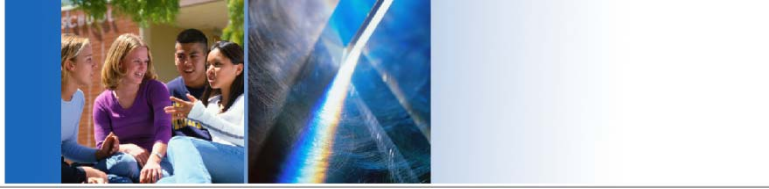
*“I have basically come from being at university to being a doctor in my own right, to being a specialist, I have not had 5 minutes of management training let alone a devoted year. I am expecting it to be a help with some of my staff issues.”* (Hybrid clinician manager #2)



## Possible causes of conflict

*“ ..... I was a very reluctant leader, because I am a medical doctor. We have no formal training in management.”* (Hybrid Clinician manager #1)

*“Where is the text book that tells me how to do this?”*  
(Hybrid manager ANZCA 2008)



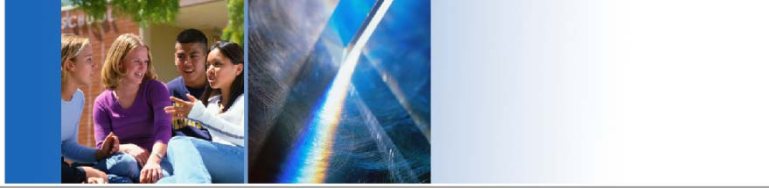
## Possible causes of conflict

“He works 12 – 15 hours, 7 days a week. He is always cranky. Looks like a \*\*\*\* of a job. Who would want to take that on?”

(Potential hybrid clinician manager ANZCA 2008)

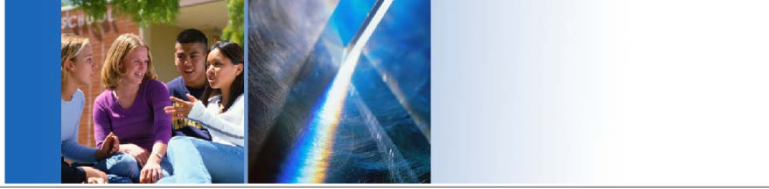
“They said no, focus on your doctor skills. I really like management..... Surely, you need to understand management to run a department?”

(A&E Registrar)



## What are they saying they need

“I think some accounting training so I know what the funding planning people – the bean counters – are going on about, because if I am to ensure quality, quality means money. Somewhere along the line I need to be able to rationalise how we are spending the money and what it can and can’t achieve.” (Hybrid clinician manager #4)



## Implications

- Value of the hybrid role to the health care organisation
- Medical training
- Succession planning
- Managerial networks
- Good governance



## **A sustainable role?**

Sustainability is ultimately an issue of human behaviour, and negotiation over preferred futures, under conditions of deep contingency and uncertainty.

(Robinson, 2004: 378-80)



# Integrating Framework

Environmental

Social

Economic