



**SOCIETY FOR HEALTH ADMINISTRATION PROGRAMS
IN EDUCATION**

*Promoting Excellence in Health Service management, Education and
Research*

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**SHAPE Annual Report – 2021
President and Secretary**

It is a pleasure to present the 2021 annual report of the President and Secretary together with the Treasurer's Report at the virtual Annual General Meeting on Thursday 21st, 2021.

Symposium

The 2021 Symposium was held virtually the first time during July. It was a well-organised and well-attended collegiate event.

To adapt to the online environment, it was decided to run the symposium for 12 hours spread across three days. This enabled 14 papers from academics, managers and practitioners to be presented and provided a great platform that facilitated sharing of expertise. Professor David Briggs and Professor Ian Wronski provided a fabulous speech on the Wednesday and Friday sessions. The panel discussion session with colleagues from Hong Kong, Thailand and Australia were also a great success.

During the last session of the Symposium, 9 Higher Degree Research (HDR) students were given the opportunity to present their research projects. At the end of each presentation, Dr David Lim, Professor George Liu and A/Professor Fowie Ng provided constructive feedback and suggestions to the student presenters based on the questions prepared prior to the session. This session demonstrated how SHAPE's members can contribute to the research and development of health service management HDR students.

The virtual event allowed us to reach out to colleagues from various countries more broadly and this year we reached more than 140 people from Australia, China, East Timor, Fiji, Hong Kong, Iran, Jordan, Kenya, New Zealand, Thailand, and USA. There were more than 50 participants involved in the symposium each day. Participants came from 26 universities and 33 healthcare organisations.

Based on the success of the virtual event and the feedback received during and after the Symposium (Anne Smyth kindly summed up the key topics which is attached with the report), a new format for 2022 will be proposed at the AGM allowing a more focused approach with greater level of involvement from SHAPE program members in different countries.

Developing the Strategic direction of SHAPE

As part of the strategic directions for SHAPE, a new constitution has been developed and will be presented to at the AGM for approval by members.

The new constitution will facilitate new memberships to enable university programs in other Asia Pacific countries and industry to join SHAPE.

Additionally, three committees approved at the AGM 2020 have met to develop the terms of reference with support from the Management Committee. The three committees are: the Membership Committee, the Postgraduate and HDR Student Networks Committee, and the Practitioner, Manager and Industry Engagement Committee. The terms of reference for each committee will be presented at the Executive Committee prior to the AGM 2021 for endorsement. We are confident that the three Committees will bring significant development to SHAPE in 2022.

Management Committee and Executive Committee

It has been a very busy year for the SHAPE management committee which has been meeting 2-3 times per month focusing on four key tasks: 1) supporting Janny Maddern in developing the revision of the SHAPE Contribution; 2) Preparation and organisation of SHAPE Symposium 2021; 3) APJHM partnership, and 4) SHAPE website development. An additional four Executive Committee meetings completed. We would like to extend our appreciation to all of those involved in the management and executive committee on behalf of all members, in particularly to Kevin Forde, David Briggs, Anne Smyth and Janny Maddern for their ongoing commitment and valuable contribution made.

Revision of SHAPE Constitution

After nearly two years, the revision of the Constitution is at its final stage. We would like to acknowledge the hard work and long hours that Janny Maddern has put in making the revision possible. Her contribution is invaluable enabling the revision of the Constitution supporting the strategic development of SHAPE.

Developing partnership arrangements re: APJHM

The work of SHAPE in supporting the publication of the Asia Pacific Journal of Health Management has continued during 2020-21. The MOU was extended for a further year and SHAPE provided \$10,000 in financial support towards the journal. David Briggs has continued to be the editor of the journal. Thanks to the work of David and Yaping Liu, the Journal Production Manager (ACHSM staff), the Journal's reputation has continued to grow and there is now a two-year supply of papers awaiting publication. Despite the ongoing success of the journal, those working on the Journal within SHAPE have unfortunately been disappointed with

the outcomes from the MOU. Consequently, a third MOU will not be entered into with ACHSM. Discussions are continuing with ACHSM as to how best to support the ongoing publication of the Journal.

Development of SHAPE Website

The management committee agreed that the development of the SHAPE website was a priority. Given the high workloads of academic staff, a recommendation was made for the development of the work to be undertaken by a contractor. Complete the Picture Consulting was engaged to develop the website. Work has been progressing on this and SHAPE members have been providing information to enable the population of the new website. It is expected that the website will be live in the coming weeks. Additional work will be required on an ongoing basis to ensure that the website is updated and the site remains current. I would like to thank Anne for her work in acting as liaison between SHAPE and Complete the Picture Consulting.

Change in Secretary

During the year, Mark Mackay advised SHAPE that he was no longer in a position to undertake the role of secretary. David Lim has stepped in to fill the role until the AGM. I would like to acknowledge the work of Mark and David.



Zhanming Liang

President / Chairperson

19 October 2021

Shape Symposium 14th - 16th July 2021 Summary of themes

By Anne Smyth

What follows is my summary of the themes that resonated for me as I quickly reflected on what had occurred over the three days of the Symposium. I offered these to participants in the final session - they are necessarily selective and haven't yet benefited from deeper consideration

Adjunct A/Prof David Briggs in his Chris Selby Smith Oration, gave us a wonderful account of Chris and Shape's contribution. He particularly noted Shape's history of collegial support and a willingness to step up and help programs weather stormy times. Now is yet another of those times where the value of working together is never more important. These qualities were also evident in the student papers session on Friday. David identified the urgent need to increase and strengthen the health workforce and observed that this coincided with Universities struggling. He asked how we might respond to this. David also explored the type of leadership we need in these times emphasising the importance of context and sensemaking.

In discussion that followed possible actions were canvassed including building on the Shape Declaration and developing a strong statement of Shape's value proposition so programs (and their Universities) are clear about why they would want to be part of Shape. Important alliances such as with ACHSM and much stronger and selective industry and cross-sectoral collaborations were identified. David made the point that a few specific initiatives that demonstrate real value can help build credibility and key connections to provide a foundation for impact. Professor Ian Wronski gave us an inspiring account of one such collaboration.

There were useful discussions about advocacy (related to the point above) and the view that Shape needed to develop an engagement and advocacy plan with members and key players and take targeted action, including accessing ministers and their advisers.

Many of the papers addressed or alluded to a range of aspects of program design and delivery that would strengthen impact - the role of evaluation in this was noted more than once. Essentially people argued for adaptative approaches to program design and delivery and the need to be open to the possibility of very different models. The significant involvement with industry partners was central to this thinking. Professor Wronski described the value of setting up a structure for studying pilots and establishing pathways to take them to sustainable implementation.

The panel session with inputs from A/Prof Pudiht Tejavivaddhana Thailand, Dr Fowie Ng Hong Kong and Professor Mark Mackay Australia prompted a lively discussion about the challenges that picked up the themes described above especially those related to the health workforce and leadership challenges we all face. While these matters play out differently in the different settings the underlying issues are very similar. This provides a basis for regional collaborations to support each other's programs.

On a specific note, it was inspiring to see research that is changing practices at a national system level - the findings of Dr Edris Kakeman's PHD *Challenging influencing the inefficiency of health services management and strategies to improve efficiency: a qualitative study in Iran* is being used to guide reform in that country. This is rare and encouraging.

A theme that recurred was the importance of trust - this emerged directly and indirectly in regard to managing and leading change and establishing effective collaborations and much more.