

Introduction

The Postgraduate Medical Council of Victoria's (PMCV's) two-day Professional Development Program for Registrars (PDPR) has been a very successful national initiative and was one of the pioneering programs to focus on the management and leadership responsibilities of medical doctors exclusively. Initially funded through a federal government grant, the PDPR was piloted nationally in 2006, and transferred by PMCV to the Confederation of Postgraduate Medical Education Councils (CPMEC) to disseminate the PDPR and its accompanying Trainer Accreditation Program (TAP) to all its affiliated members. Many other jurisdictions continue to run the original program, or with some minor modifications.

The PMCV has developed a revised version of the PDPR that can be delivered in a flexible modular format. The revised modular format, is titled the **Clinical Leadership in Practice (CLiP)** program and comprises five modules.

A brief description of each of the modules of the CLiP program is provided below. Each module is of 3.5 hours duration. To maximise class time interactivity, participants will complete some pre-course work.

Overview of Modules

Each module stands on its own and participants may choose to do only one, some, or the complete suite of the five modules. However, it is recommended that participants complete Module 1 first if they have not done an equivalent program previously.

The varying cost of each module is reflective of the supply and use of materials and exercises within each module.

Certification

Certificates of Attendance will be given for each completed module. To qualify for the PMCV Clinical Leadership in Practice program certificate completion of all five modules is required.

Participants may claim CLiP module hours for CPD requirements from various Colleges (RACS, ACEM, RACP, RACGP, ACRRM, ANZCA, RANZCP, RANZCR, RANZCO, RANZCOG, RACMA)



Module 1: Self-awareness and emotional intelligence

This module focuses on how one's personal preferences, motivation and values impact on their roles as they transition to current and future medical and health workforce leadership and management roles. The ability to manage one's emotions and behaviours requires insight into the personal attributes that one brings to the role. The module will explore career success and derailment factors, and the impact that leaders and managers have on their staff.

The focus is on the trainee gaining personal mastery of their strengths and development needs and the potential impact on their capacity to manage and lead others in the workplace.

- i. *Dealing with complexity of roles, values and challenges*
- ii. *Establishing and shaping identity*
- iii. *Personal preferences and its impact on behaviour - the MBTI as a developmental tool*
- iv. *Emotional intelligence - strengths and development needs*
- v. *Derailment and success factors*
- vi. *Action planning*

Module cost: \$380 (GST incl)

The Clinical Leadership in Practice Modules

Underlying Themes

- Patient Safety and Quality
- Problem solving and decision making
- Building leadership capability
- Improving organisational performance



All modules accredited for 4 ACEM CPD hours each.

Module 2: Transition to medical management & leadership

The focus of this module is on the various facets of being a medical manager and leader, and taking responsibility for managing the work of others whilst continuing to develop their own professional expertise and identity.

- i. *The nature of medical managerial work*
- ii. *Management and leadership competencies*
- iii. *Managing the transition to medical management roles*
- iv. *Dealing with the complexity of registrar roles, competing values and challenges*
- v. *Making decisions and dealing with unconscious biases*
- vi. *Managing change*
- vii. *Innovation in healthcare*
- viii. *Action planning*

Module cost: \$330 (GST incl)

Module 3: Communication and conflict management

This module focuses on the key role that registrars and other frontline medical managers play in developing and maintaining productive relationships in their health services to deliver positive outcomes for the patients and their organisations. The challenge of persuasive communication in hierarchies will be explored. Patterns of interpersonal relationships with staff and colleagues are explored including handling diversity. The special challenges of communication in crisis situations are explored including parallels with other sectors.

- i. *Keys to effective workplace communication*
- ii. *Exploring interpersonal orientations*
- iii. *Communication interactions and barriers*
- iv. *Communication during a crisis*
- v. *Managing diversity*
- vi. *Graded assertiveness*
- vii. *Managing conflict*
- viii. *Dealing with difficult people*
- ix. *Action planning*

Module cost: \$330 (GST incl)

Module 4: Teams and teamwork

This module focuses on coming to grips with the nature of teamwork in the health service: the development of effective teams and managing dysfunctional team behaviours. The module will also explore team dynamics, role modelling and the culture of teams.

- i. *Nature of teams in healthcare settings*
- ii. *Team dynamics and working collaboratively*
- iii. *Dealing with dysfunctional team behaviours*
- iv. *Management, leadership and organisational cultures*
- v. *Role modelling*
- vi. *Teams and culture*
- vii. *Action planning*

Module cost: \$330 (GST incl)

Module 5: Supervision and feedback

This module provides registrars with tools and techniques to manage their workload, and handle the time pressures associated with being a frontline manager and leader in a health service environment.

A model for giving and receiving feedback is provided to address the challenge of providing constructive feedback.

- i. *Managing resources*
- ii. *Allocation of work*
- iii. *Managing your time and other's time*
- iv. *Delegation*
- v. *Styles of supervision*
- vi. *Situational leadership and development of staff*
- vii. *Developing individuals - coaching and mentoring*
- viii. *Giving and receiving feedback*
- ix. *Action planning*

Module cost: \$330 (GST incl)

How to register for a CLiP module(s)

Information and registration forms for the CLiP program modules are available on the Education section of the PMCV website or you can contact Ms Marilyn Bullen (Education Manager) for further information.

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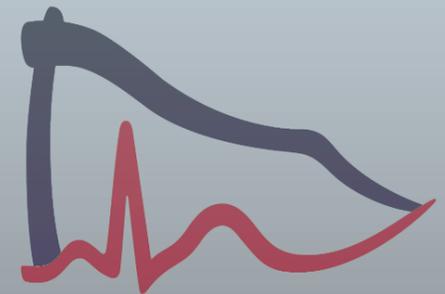
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