



# Orientation Guide

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## NSW Medical Administration Training Program

August 2023

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## Acknowledgement of Country

Health Education and Training Institute acknowledges the Traditional Custodians of the lands where we work and live. We celebrate the diversity of Aboriginal peoples and their ongoing cultures and connections to the lands and waters of NSW.

We pay our respects to Elders past, present and emerging and acknowledge the Aboriginal and Torres Strait Islander people that contributed to the development of this Orientation Guide.

We advise this resource may contain images, or names of deceased persons in photographs or historical content.

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# 1

## Introduction

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## 1.1 Intended Audience

This document provides a guide to Medical Administration trainees commencing employment within New South Wales. The guide includes tips relating to the Royal Australasian College of Medical Administrators (RACMA) from past and current trainees, as well as information regarding HETI-auspiced medical administration training posts.

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## 1.2 Program Overview

HETI is working in partnership with the Royal Australasian College of Medical Administrators (RACMA), Local Health Districts and Speciality Health Networks (LHD/SHN), and training providers to implement a networked program for medical administration trainees. The training network will enhance the delivery and quality of training, and support the provision of accessible state-wide educational resources. It will facilitate educational benefits such as training forums and courses, state-wide eLearning and blended learning initiatives.

A number of medical administration training posts are also recruited to through HETI and thus are referred to as HETI-auspiced posts. Specific information regarding these posts, including supervisors, contact details, a brief description of the post and how it aligns to the RACMA Annual Training Plan can be found in Part 3 of this guide. This section may be particularly useful for those considering applying for a medical administration training position through the HETI, centralised annual medical recruitment campaign.

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## 1.3 Frequently Asked Questions

### **Q: Why should I choose medical administration training?**

A: Medical administration is a very interesting area of practice with a wide variety of activities and the opportunity to use your clinical training across a broad service area, ranging from a service or unit through to a hospital, LHD or even state or country. Medical administration is a recognised field of specialty practice under the Health Practitioner Regulation National Law.

### **Q: What career opportunities are available after completing medical administration training?**

A: Many career opportunities are available to new Fellows. Hospitals roles include Director of Medical Services (DMS) and Deputy DMS positions. There are also opportunities across public and private healthcare organisations at a facility, district, state and national level. The skills and experience gained from medical administration (FRACMA) training can also be applied to specialist services such as digital health, health education, and health regulation agencies. Medical administration skills are also transferrable to the corporate environment. A RACMA Fellowship leads to a range of senior positions including:

- Chief Medical Officers;
- Director of Medical Services;
- Chief executives of hospitals and universities;
- Heads of divisions of medical services;
- Heads of health authorities;
- Chief health officers of government jurisdictions;

- Consultants to governments and private sector health services; and
- Public policy and health program management in information technology and pharmaceuticals.

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# 2

## College - RACMA

For information relating to useful contacts, preceptors and supervisors, and wellbeing issues, please see the RACMA guide which is available with a CANVAS [login](#).

Further information regarding the RACMA training program can be found at [here](#).

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## 2.1 Portals

### 2.1.1 RACMA Website

The RACMA website is located [here](#). You can login to the website using RACMA ID to access member-only information.

### 2.1.2 myRACMA

On [myRACMA](#), you can:

- Pay your fees
- View invoices and receipts for your fees
- View and edit your personal and contact details
- Log your CPD once you attain fellowship
- View your e-portfolio (checklist of mandatory activities while in training)

### 2.1.3 CANVAS

[CANVAS](#) is the college's portal for education.

Here you will find:

- Timetable of college learning activities and links to them
- Templates for your training plans and performance reports
- Various other forms (e.g., Request for Leave from Training)
- Exam resources and info
- Submission links for training plans, performance reports and other activities

Many of the learning activities allow you to either participate in real-time or view recordings at your convenience. Most have pre-reading or pre-recorded videos to watch before the live session. Others, such as the Indigenous Health Program, are assignment based that you can complete at your own pace. You will also need to check each item in CANVAS off as you complete it for it to be recorded as complete with the college.

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## 2.2 Frequently Asked Questions

**Q: How long is the training program?**

A: A minimum of three (3) years full time (but RACMA is considering extending it to 4).

**Q: What assessments do I have to complete?**

A: You can find information about assessments in CANVAS, the College's education portal.

**Q: What happens if I fail an assessment/exam/other?**

A: You will have to resubmit/resit until you have achieved a pass. Contact RACMA directly for further information in this regard.

**Q: How much does the training cost?**

A: Information regarding the fee structure for RACMA can be found here.

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# 3

State - NSW

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## 3.1 Overview of HETI-Auspiced Training in NSW

The NSW Medical Administration Training Program provides a pathway for clinicians to train as Medical Administrators whilst working in NSW hospitals. The Health and Training Institute (HETI) works in partnership with the Royal College of Medical Administration (RACMA) and Local Health Districts (LHDs) to implement a networked training program for medical administration trainees. As a pillar of NSW Health, HETI has taken a leading role in supporting NSW-based RACMA candidates through their three-year fellowship training.

HETI's training network enhances the delivery and quality of training and supports the provision of accessible state-wide educational resources. It facilitates educational benefits such as training forums and courses, and state-wide eLearning and blended learning initiatives. Educational activities are directed by the Royal Australasian College of Medical Administrators (RACMA) whilst the training program is governed by the NSW Medical Administration State Training Council (MASTC), which includes the Chair of RACMA's NSW State Committee as well as state medical leaders and trainee representatives.

### 3.1.1 Medical Administration State Training Council

The Medical Administration State Training Council (MASTC) has been established to provide state-wide leadership and strategic direction in vocational training for the Medical Administration Training Program. The council will facilitate the coordination and reporting of a quality training program across NSW.

The MASTC develops policy and strategic direction regarding the delivery and administration of Medical Administration education and training in NSW hospitals and health services, provides advice for planning for workforce development in relation to training of Medical Administrators in NSW and provides a formal liaison venue for ensuring that the accreditation requirements of RACMA.

The Council also advocates for and seeks feedback from trainees in order to implement solutions to important issues raised.

### 3.1.2 Jurisdictional Coordinator of Training (JCT)

As per the College website, "each State/Territory & New Zealand has a Committee which is responsible for the implementation of College policy and the administration of College affairs in their jurisdictions". The Jurisdictional Coordinator of Training sits on this Committee along with a number of other individuals. More information can be found [here](#) about the Jurisdiction Office Bearers, including the JCT.

### 3.1.3 Opportunities for Candidate Involvement within NSW

Several committees offer candidate involvement in NSW. These include:

- NSW Scientific Committee
- MASTC
- Jurisdictional Committee

Your site or district will also have specific opportunities available.

## 3.2 Relational Structure

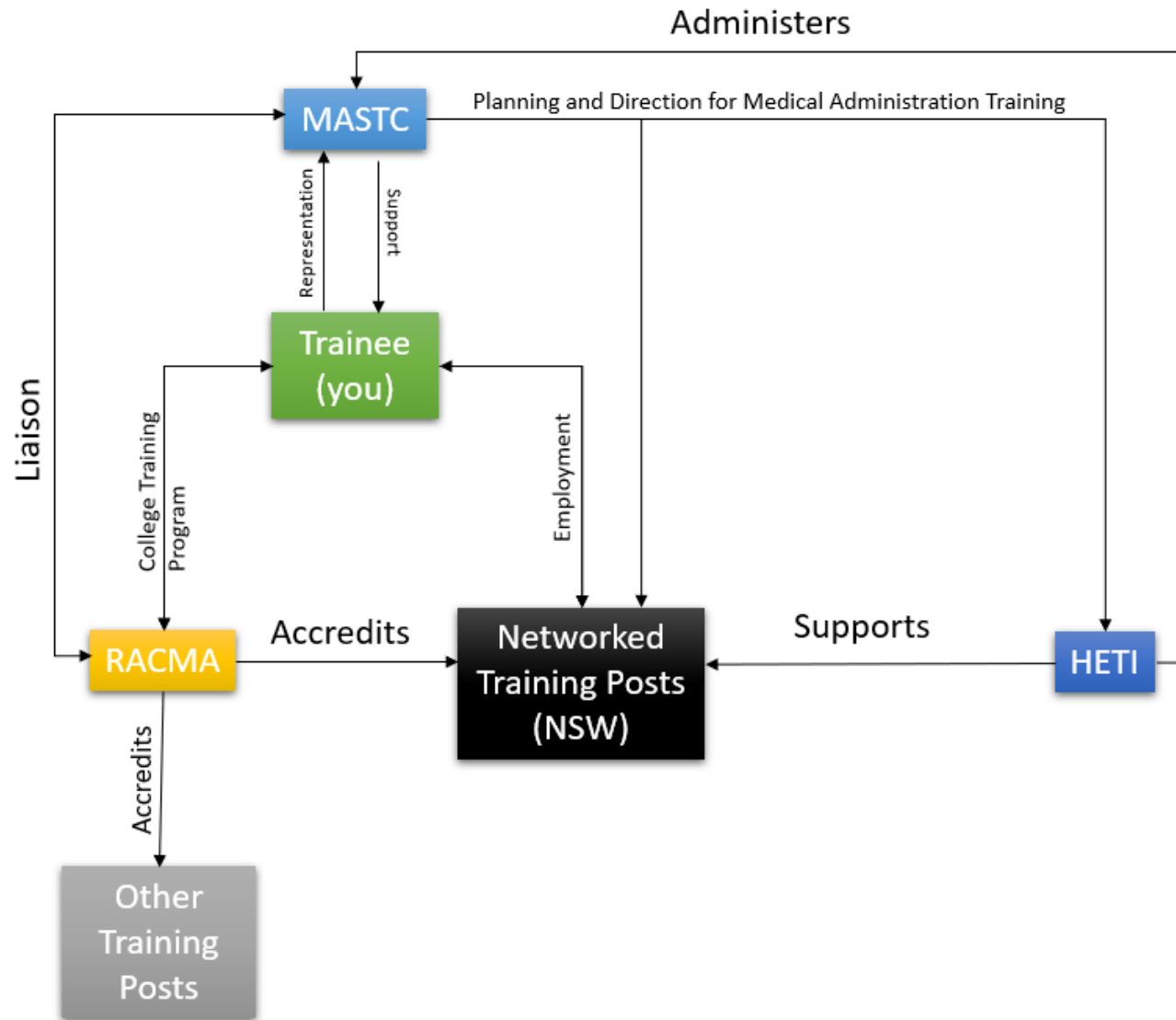


Figure 1: Relational Structure of Medical Administration Training in NSW

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## 3.3 Research Project Ethics Approval Process in NSW

As part of the Research Training Domain, you will need to complete a research project, or gain credit for previous research. This section provides a guide to the formal ethical review process in NSW and describes the process of applying for ethics review through the Research Ethics Governance Information System (REGIS).

### 3.3.1 Do I need formal Ethics Review?

Not all projects would need full ethics review as some may be able to be classified as a quality improvement project. The specifics need to be considered against your organisation's local policies to determine this. It may be useful to contact your local research office to find out.

### 3.3.2 Human Research Ethics Committees (HREC)

If you determine that your project will require review by an ethics committee, you will need to identify the appropriate HREC to apply to. This information can be found via your organisation's intranet, and most LHDs will have an associated HREC. It may be useful to contact the co-ordinator of the HREC to discuss the review requirements for your project if you are uncertain. Most HRECs also publish their review meeting dates and submission deadlines on their websites.

### 3.3.3 Site Governance

If you are designing a multi-site project, you will also need to identify your participating sites and engage with their research offices to determine the level of governance and review required. This can range from a site-specific application (SSA) or an access request (AR). SSAs result in a higher level of review than ARs. Generally, SSAs are required when you plan to conduct an intervention at the site, while ARs are required when you only need to access information or resources from the site and do not intend to conduct any research at the site.

Administratively, SSAs are generated through REGIS then signed off by the site, while ARs are organised directly with the sites, in parallel with your full REGIS application but not through REGIS itself.

### 3.3.4 REGIS

Applying for ethics review in NSW is done through the [REGIS portal](#). The application is a two-stage process, where you must first register your project, then submit an ethics application.

#### 3.3.4.1 Registering your project

This is the section where you fill out the details of the project investigators and sites. You will need to fill out some brief descriptions for parts of your project here. You will also need to upload your study documents such as your protocol, participant information sheets and consent forms at this stage. REGIS strongly advises that you ensure site and investigator details are correct when making this submission.

At this point, you will need to nominate the Co-ordinating Principal Investigator (CPI) who is the only person who has the authority to submit the registration. As the CPI is likely to be a supervisor, please take this into consideration when you prepare to meet deadlines.

### **3.3.4.2 Applying for ethics approval**

Once your project registration is complete, you will be permitted to submit an ethics application. This section contains detailed questions about the potential ethical concerns relating to recruitment, consent, conduct of your project, data handling and data storage. You are likely to find that many of the questions asked are already described in your project proposal or protocol. You can and should reference your project documents in answering these questions.

Once your ethics application is submitted, it will be reviewed by the nominated HERC on their review dates. You are likely to have to respond to clarifications and make changes to your protocol, so bear this in mind when you are planning your timeline.

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## **3.4 Wellbeing & Workplace Issues**

### **3.4.1 Trainee Wellbeing**

NSW Health takes junior doctor wellbeing very seriously and has put into place several resources for JMOs employed across the state. These include the [JMO Wellbeing & Support Plan](#) which can be found at [and the JMO Support Line](#).

These resources support more localised activities or other projects specific to RACMA and each Local Health District. For information regarding your local Employee Assistance Program (EAP) or other available support initiatives, please contact your site's Workforce Department or Manager.

\*Please note that non-NSW Health supported sites will have their own procedures.

NSW Health's policy relating to bullying and harassment can be found [here](#).

### **3.4.2 Annual Medical Recruitment**

HETI supports the allocation of Medical Administration Trainees to LHDs by coordinating annual centralised recruitment for new and existing positions across NSW. These Medical Administration trainees make up the HETI Network; however, please note that other Medical Administration Training positions do exist outside of the HETI Medical Administration Training Program and Network.

The centralised recruitment process occurs in July/August every year as a part of the [NSW JMO Annual Medical Recruitment campaign](#).

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## 3.5 Frequently Asked Questions

### 3.5.1 Annual Medical Recruitment

**Q: How do I apply?**

A: Submit an application at the time of Annual Medical Recruitment which takes place in July/August each year. More information on the HETI Medical Administration Training program can be found online.

**Q: Do I need to be a member of the College to apply?**

A: No. You will need to apply to the College once you have been offered a position as a trainee in an accredited position.

**Q: If I am successful, will I be granted a contract for the duration of training?**

A: No. Contracts are currently only for one clinical year, and you will have to apply for a new position every year.

**Q: Are there other positions outside of the HETI-auspiced ones? If so, how do I find them?**

A: Please contact RACMA for information relating to positions that are not recruited to through HETI's Annual Medical Recruitment campaign.

**Q: Once I have started on the training program, am I guaranteed a position for each year that I apply?**

A: No, but the training network supervisors who comprise the interview panel will be aware that you are an existing trainee

### 3.5.2 Prerequisites

**Q: What prerequisites do I need to apply?**

A: Prospective candidates must have already completed a minimum of 3 years clinical experience in Australia or New Zealand, or service elsewhere which is deemed equivalent. They must also have general registration with the Medical Board of Australia or New Zealand.

**Q: I have already done a Masters, will this be counted?**

A: If you have already completed a Masters, you will need to apply to RACMA and request recognition of your Master's degree. RACMA will assess the course content for relevance and comparability with College requirements.

**Q: I have previously worked in a senior medical administration role – will this be counted?**

A: Prior experience may be counted towards training time. An application for recognition of prior learning will need to be made with RACMA.

**Q: What does ‘standard pathway’ mean?**

A: By applying for a training post through the Annual Medical Recruitment, you are entering the RACMA “standard pathway.” There is a separate pathway for medical practitioners who are already practising as a specialist, which involves application to RACMA for accreditation of the post in which they are working and/or recognition of prior learning and experience.

### **3.5.3 NSW Positions**

**Q: Why do I have to apply every year?**

A: The medical administration training program in NSW relies on individual districts and hospitals to fund training positions and have an appropriate supervisor available for each position. Some of the training posts are externally funded, and continuing funding cannot be guaranteed.

**Q: Why can’t/shouldn’t I complete all my training in one location?**

A: RACMA requires its candidates to have a broad knowledge of the healthcare system, both to complete College requirements and to equip trainees for their future career. The broader the training exposure, the more knowledge and experience will be gained.

**Q: What mix of training should I do/how much time should I spend in each role?**

A: Generally speaking, only 1 year in ‘specialist’ or niche roles (e.g. e-Health) and the remainder in hospital-based, ‘core’ roles. We recommend getting experience across different facilities including public, private, rural, and metropolitan.

**Q: Do I have to/should I complete all my training in HETI positions/NSW?**

A: Whilst you are neither required nor bound to complete your training in HETI-coordinated positions within NSW, NSW has many opportunities available.

### **3.5.4 Advocacy & Support**

**Q: How do I connect with other trainees in NSW?**

A: Several avenues exist for connecting with other medical administration trainees. These include:

- Candidate representative
- Candidate-run WhatsApp groups for current trainees
- Candidate and Fellow-run weekly online tutorial sessions
- Social events and face-to-face workshops (COVID-permitting)

**Q: How do I find out who my candidate representative is?**

A: Currently, this is by word of mouth so it may be useful to connect with other Medical Administration trainees.

**Q: Who/What is a Jurisdictional Coordinator of Training (JCT)?**

A: JCTs are Fellows who are nominated by the Jurisdictional Committee to support candidates and their supervisors with training requirements. The JCT also participates in accreditation of training posts.

**Q: What is the role of my supervisor?**

A: Information regarding your supervisor's role can be found [here](#).

**Q: What is the role of my preceptor?**

A: Information regarding your preceptor's role can be found [here](#).

**Q: What do I do if I have an issue in the workplace?**

A: Workplace resources – JMO manager/General Manager/etc.

RACMA resources – supervisor, preceptor, JCT and/or the College.

**Q: What do I do if I have an issue with my supervisor or preceptor?**

A: If you have an issue with your supervisor, get in touch with your preceptor in the first instance to discuss your concerns and work through an agreed way forward. If this remains unresolved, you may want to escalate to JCT and/or RACMA.

If you have an issue with your preceptor, we suggest contacting your JCT and/or ETC/Dean/RACMA.

**Q: Who can I talk to about my training?**

A: Several people are available to discuss your training at times throughout your candidature. These include:

- Supervisor
- Preceptor
- JCT
- Candidate rep or other candidates for peer-to-peer support
- College personnel

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# 4

## Post – Individual Sites

Please note that, whilst this guide includes all HETI-auspiced training posts, not every position will be recruited to during the Annual Medical Recruitment Campaign for the 2023 Clinical Year. Available FTE can be found [here](#).

## 4.1 Royal North Shore Hospital

Northern Sydney LHD  
Reserve Rd, St Leonards

Supervisor Dr Philip Hoyle  
Director Medical Services  
T 0419 876 750  
E [Philip.Hoyle@health.nsw.gov.au](mailto:Philip.Hoyle@health.nsw.gov.au)

Contact Brianna Gerrie  
JMO Manager  
T 02 9463 1295  
E [Brianna.Gerrie@health.nsw.gov.au](mailto:Brianna.Gerrie@health.nsw.gov.au)

*This post is most suitable for trainees in their 2<sup>nd</sup> and/or 3<sup>rd</sup> year of training.*

This position is best suited to a clinically experienced, senior trainee. The registrar will work on reform of systems of care and governance, in partnership with clinical divisions and improvement experts. A particular focus is joining up the clinical, general management and financial management worlds, with the intention of building the trainee's confidence in contributing to the hospital's overall operations. The trainee will also have graded, supported exposure to complex issues management, including patient management matters, legal issues, pandemic response and risk management.

### Alignment to the RACMA Annual Training Plan

ROLE COMPETENCY: MEDICAL LEADER		
Engage in self-directed learning	Always	Site responsive to trainee needs based on ITP
Resolve personal conflicts with others	Always	Actively involved in managing these matters
Demonstrate ability to modify behaviour in accordance with past reflection	Always	All team members do this
Create a shared vision	Always	Actively involved in operational & Strategic planning
Inspire commitment by others	Always	Encouraged to lead e.g. per projects
ROLE COMPETENCY: MEDICAL EXPERT		
Achieve health service organisational goals through team work	Always	Inclusion in both med admin and broader exec teams
Participate in key committees (e.g. patient safety, complaints, patient advocacy, etc.)	Always	Participates in all committees
Planning and leading Quality Improvement activities	Sometimes	Depends on interest and issue: Informatics, med safety, infection control activities
Respond to coronial/medico-legal/FOI investigations	Always	Depending on seniority of trainee graded experience is provided

<b>ROLE COMPETENCY: COMMUNICATOR</b>		
Balance competing interests by various stakeholders	Always	Encouraged to draft memos, speak up, work closely with staff
<b>ROLE COMPETENCY: COLLABORATOR</b>		
Keep in touch with internal stakeholders	Always	Actively interacts with all departments & front line staff
Manage a complex complaint	Sometimes	Depending on seniority of trainee graded experience is provided
<b>ROLE COMPETENCY: MANAGER</b>		
Participate in senior medical staff credentialing	Always	Depending on seniority of trainee graded experience is provided. Trainee actively participate in the credentialing process and Medical & Dental Appointment Advisory Committees
Performance manage junior and senior medical staff	Sometimes	Junior yes, senior no (Trainee has the opportunity to observe senior performance management)
Appoint junior and senior medical staff	Sometimes	Junior yes, senior no (Trainee has the opportunity to observe senior recruitment)
Manage a work unit or department in the health care system	Sometimes	Depending on seniority - RNSH Medical Services has 3 units to manage. Trainee gets an opportunity to indirectly get involved in unit management
Manage a budget	Sometimes	Involved in unit budgetary management /finance, but does not directly manage it
Manage a critical incident	Always	Depending on seniority of trainee graded experience is provided
<b>ROLE COMPETENCY: HEALTH ADVOCATE</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		Key part of role - encouraged to speak up
<b>ROLE COMPETENCY: SCHOLAR</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		Academic aspects are strongly reinforced
<b>ROLE COMPETENCY: PROFESSIONAL</b>		
Develop and implement strategies to enhance patient care within the work environment	Yes	As above.

\*Experiences in this role may vary depending on the seniority of the incumbent.

The following are some examples of activities that the current trainee has participated in throughout their candidature to date:

- Have initiated a project to improve quality of documentation and siting of PIVC and have created a shared vision for the project.
- Have contributed to development of LHD's ICT strategy.
- Have been involved in the management of a few harm score 1 incidents and the recent RNSH COVID cases incident.
- Take part in the JMO Wellbeing committee and Road map and advocate for health and wellbeing of JMO's.
- Leading a project on developing a new medical handover module on eMR.

## 4.2 Specialist Medical and Dental Workforce Services

Cumberland Campus  
Western Sydney LHD  
5 Fleet Street, North Parramatta NSW 2151

Supervisor Dr Yogendra Narayan  
Senior Medical Advisor  
T 0419 680 961  
E [Yogendra.Narayan@health.nsw.gov.au](mailto:Yogendra.Narayan@health.nsw.gov.au)

Contact Katherine Hill  
JMO Manager  
T 02 8890 7013  
E [Katherine.Hill@health.nsw.gov.au](mailto:Katherine.Hill@health.nsw.gov.au)

*This post is suitable for a 3<sup>rd</sup> year trainee, or 2<sup>nd</sup> year trainee who has already completed 12 months of acute hospital-based training.*

The purpose of this post is to provide focused training in medical workforce strategy development, workforce planning and professional governance. The trainee will have opportunity to participate in recruitment, credentialing and onboarding of junior medical officers, specialist medical practitioners and senior dentists, be involved in development of policies, procedures and guidelines governing medical workforce, medical practitioners grievances & dispute resolution and management of employee relations. The post provides a myriad of opportunities for self-directed learning about the Executive machinery and operations, links with key Executive Units e.g. Finance Directorate, Clinical Governance Unit, Risk Management Unit, and Public Health Unit in accordance with the trainees interests, training needs and training plan. Additional opportunities are provided for consolidation of skills in hospital operations at Cumberland, Westmead & Auburn Hospitals.

### Alignment to the RACMA Annual Training Plan

ROLE COMPETENCY: MEDICAL LEADER		
Engage in self-directed learning	Always	Trainee has option to elect which activities they wish to pursue for experiential learning in line with their training needs & plan
Resolve personal conflicts with others	Always	Negotiation and conflict resolution are inherent in all interactions with the stakeholders, no specific examples
Demonstrate ability to modify behaviour in accordance with past reflection	Always	Each weekly review meeting with workplace supervisor includes reflection on work performed in the previous week, learnings from that experience and how that has impacted on the trainees future practice
Create a shared vision	Sometimes	These are specify to practice and process improvement initiatives that the Trainee may lead or be a key contributor in
Inspire commitment by others	Always	As above
ROLE COMPETENCY: MEDICAL EXPERT		
Achieve health service organisational goals through team work	Always	Trainee has opportunity to work in their primary team at SMADR Unit, or secondary teams comprising staff of medical workforce units in hospitals, or

		other parts of business that the trainee selects for experiential learning, e.g. Clinical governance unit, finance department, risk management unit
Participate in key committees (e.g. patient safety, complaints, patient advocacy, etc.)	Always	Medical and dental appointments advisory committee, MCCC Committee
Planning and leading Quality Improvement activities	Always	This is linked to the trainees choice of experiential learning; opportunities in primary location for participation in audit of medical appointments and credentialing activities
Respond to coronial/medico-legal/FOI investigations	Sometimes	May not be primary respondent, however has exposure to medicolegal matters under review and opportunities to discuss and learn from those
<b>ROLE COMPETENCY: COMMUNICATOR</b>		
Balance competing interests by various stakeholders	Always	Role has good potential to test the trainee ability to manage time and stakeholder relationships
<b>ROLE COMPETENCY: COLLABORATOR</b>		
Keep in touch with internal stakeholders	Always	This is an inherent requirement of the trainees role
Manage a complex complaint	Sometimes	May not manage but contributes to complaints management, as required
<b>ROLE COMPETENCY: MANAGER</b>		
Participate in senior medical staff credentialing	Always	Participation in review of credentialing and scope of practice recommendations by selection panel/ credentialing subcommittees, re-credentialing of practitioners
Performance manage junior and senior medical staff	Sometimes	May support performance management, however, focus is on development of performance and supporting trainees in difficulty(within context of JMO wellbeing)
Appoint junior and senior medical staff	Always	Participates in both SMO and JMO recruitment
Manage a work unit or department in the health care system	Sometimes	May lead part of the business within the SMADR Unit, or when relieving and/or supporting a hospital DMS/ Deputy DMS as part of experiential learning
Manage a budget	Never	NA
Manage a critical incident	Sometimes	As required - this post provides exposure to corporate incidents and corporate risk management opportunities
<b>ROLE COMPETENCY: HEALTH ADVOCATE</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		Contribution to JMO wellbeing initiatives, participation in public health and integrated care services, if relevant to training plan
<b>ROLE COMPETENCY: SCHOLAR</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		Participation in teaching, research and contribution to development of various training material as required
<b>ROLE COMPETENCY: PROFESSIONAL</b>		
Develop and implement strategies to enhance patient care within the work environment	Yes	Implement strategies within the JMO unit to improve health check ratings, JMO wellbeing, and ultimately safe and high-quality patient care.

## 4.3 Blacktown and Mount Druitt Hospitals

Western Sydney LHD  
18 Blacktown Rd, Blacktown / 75 Railway St, Mount Druitt

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*This post is most suitable for trainees in their 2<sup>nd</sup> and/or 3<sup>rd</sup> year of training.*

This position will support the provision of appropriate patient care through enhancement of communication, coordination of clinical services and specifically workforce matters relating to medical staff.

This position will work with senior clinicians and managers and undertake a range of operational management, system and process review and policy development duties in consultation with the DMS and the Deputy DMS.

The successful applicant will have completed at least 1 year of accredited Medical Administration Training in an acute hospital setting.

The successful applicant will be expected to carry out a range of management, administrative and leadership tasks independently and semi-independently, which will include:

- Information gathering, synthesis, analysis and reporting
- Meeting activities
- Performance Management of others
- Project Management
- Various human resources tasks.

### Alignment to the RACMA Annual Training Plan

ROLE COMPETENCY: MEDICAL LEADER		
Engage in self-directed learning	Always	Opportunities for literature review to enhance theoretical knowledge of leadership.
Resolve personal conflicts with others	Always	Opportunities to reflect on own conflict resolution strategies.
Demonstrate ability to modify behaviour in accordance with past reflection	Always	
Create a shared vision	Always	Leading projects / new processes and protocols.

Inspire commitment by others	Always	Improve team morale within the unit/dept.
<b>ROLE COMPETENCY: MEDICAL EXPERT</b>		
Achieve health service organisational goals through team work	Always	Close team work with execs re accreditation and other strategic goals, e.g. meeting KPIs.
Participate in key committees (e.g. patient safety, complaints, patient advocacy, etc.)	Always	Quality and safety committees, JMO wellbeing committees, all the national standards committees, GCTC, etc..
Planning and leading Quality Improvement activities	Always	Patient flow activities, KPI projects.
Respond to coronial/medico-legal/FOI investigations	Always	Participate in RCA investigations.
<b>ROLE COMPETENCY: COMMUNICATOR</b>		
Balance competing interests by various stakeholders	Always	Regular meetings with medical and non-medical staff.
<b>ROLE COMPETENCY: COLLABORATOR</b>		
Keep in touch with internal stakeholders	Always	Regular meetings with medical and non-medical staff.
Manage a complex complaint	Always	Participation in MCCC.
<b>ROLE COMPETENCY: MANAGER</b>		
Participate in senior medical staff credentialing	Always	Regular attendance to MDAAC meetings.
Performance manage junior and senior medical staff	Always	Assist DMS in performance management of JMO and SMOs.
Appoint junior and senior medical staff	Always	Work closely with MWU regarding recruitment.
Manage a work unit or department in the health care system	Always	Manage medical workforce unit.
Manage a budget	Always	Medical lead in projects with finance/accounting department.
Manage a critical incident	Always	Participate in MCCC / RCA investigations.
<b>ROLE COMPETENCY: HEALTH ADVOCATE</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		A lot of health equity issues here given the demographics.
<b>ROLE COMPETENCY: SCHOLAR</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		Many quality projects can be done here as well as paper publications.
<b>ROLE COMPETENCY: PROFESSIONAL</b>		
Develop and implement strategies to enhance patient care within the work environment	Yes	Implement strategies within the JMO unit to improve health check ratings, JMO wellbeing, and ultimately safe and high-quality patient care.

## 4.4 Health Education and Training Institute

Health Education and Training Institute  
1 Reserve Road, ST Leonards

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*This position is limited by RACMA to one year full time for any one candidate.*

This position is shared between the Health Education and Training Institute (HETI) and the Rural Doctor's Network (RDN). This is an opportunity to work in a NSW Health pillar organization as well as experience working in a Commonwealth funded non-government organisation (NGO).

HETI is the intern training accreditation authority for NSW, as well as supporting the education and training needs of junior doctors enrolled in training programs with the specialty colleges. While working with the Medical Portfolio at HETI, you may have an opportunity to lead projects related to prevocational and vocational training in NSW.

Skills in project management, stakeholder engagement and leading change will be developed. RDN is the Rural Workforce Agency for health in NSW. While working with the RDN, you may be involved in state level needs assessments as well as projects aiming to support rural and remote communities access health care services.

This position provides a unique opportunity to undertake a range of experiences in Medical Administration across a broad range of settings in NSW whilst studying for the Fellowship of RACMA (FRACMA). Aboriginal people are encouraged to apply.

**This position has, in the past, included 0.5 FTE with the Rural Doctors' Network (RDN). Some of the competencies listed below therefore reflect that aspect of the role.**

### Alignment to the RACMA Annual Training Plan

ROLE COMPETENCY: MEDICAL LEADER		
Engage in self-directed learning	Always	Multiple opportunities for independent study around current responsibilities and projects.
Resolve personal conflicts with others	Sometimes	Opportunistic management of disagreements or conflict with other parties
Demonstrate ability to modify behaviour in accordance with past reflection	Always	Regular progress meetings with supervisor and preceptor for feedback, reflection and follow up.
Create a shared vision	Sometimes	Leading role in Rural Doctors' Network software pilot

Inspire commitment by others	Sometimes	Responding to EOIs and recruitment of practitioners and sites to software pilot with RDN, recruitment of sites and individuals to study on educational delivery with HETI
<b>ROLE COMPETENCY: MEDICAL EXPERT</b>		
Achieve health service organisational goals through team work	Always	Participation in multiple team-based projects and committees.
Participate in key committees (e.g. patient safety, complaints, patient advocacy, etc.)	Always	Member of Prevocational accreditation committee and prevocational training council
Planning and leading Quality Improvement activities	Sometimes	Improving JMOs' webinar series and research project into improving education delivery for JMOs
Respond to coronial/medico-legal/FOI investigations	Never	
<b>ROLE COMPETENCY: COMMUNICATOR</b>		
Balance competing interests by various stakeholders	Always	Multi-agency software trial for RDN.
<b>ROLE COMPETENCY: COLLABORATOR</b>		
Keep in touch with internal stakeholders	Always	Regular portfolio meetings.
Manage a complex complaint	Never	No complaints received
<b>ROLE COMPETENCY: MANAGER</b>		
Participate in senior medical staff credentialing	Never	
Performance manage junior and senior medical staff	Never	
Appoint junior and senior medical staff	Never	
Manage a work unit or department in the health care system	Never	
Manage a budget	Never	
Manage a critical incident	Never	Extensive insights into management of major incidents through discussions with supervisor.
<b>ROLE COMPETENCY: HEALTH ADVOCATE</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		Development of Aboriginal Health Impact Statement for RDN's outreach programs
<b>ROLE COMPETENCY: SCHOLAR</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		Supporting accreditation of prevocational training (membership of PAC and PvTC and participation in accreditation surveys)
<b>ROLE COMPETENCY: PROFESSIONAL</b>		
Develop and implement strategies to enhance patient care within the work environment	Yes	Clinic software pilot in RDN outreach clinics.

## 4.5 Royal Prince Alfred Hospital

Sydney LHD  
50 Missenden Rd, Camperdown

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Royal Prince Alfred Hospital (RPAH) is a large quaternary public health facility based in Sydney, NSW. Since opening in 1882, RPAH has a long tradition of leading clinical care, teaching and research in conjunction with Sydney University. RPAH is recognised as a world leader in healthcare excellence and innovation.

The RPAH Medical Administration Trainee will work directly with the Deputy Director and Director of Medical Services, and will have exposure to experiential learning through a wide range of activities in Medical Services. These include, but are not limited to medical workforce planning, junior and senior medical recruitment, clinical governance, project management and disaster planning. The Trainee will also be involved in hospital operational activities with opportunities to assist in incident management, financial planning, specialty college and NSQHS accreditation.

This role will allow you to develop your teamwork, leadership and collaborative leadership skills.

### Alignment to the RACMA Annual Training Plan

ROLE COMPETENCY: MEDICAL LEADER		
Engage in self-directed learning	Always	Regular RACMA tutorial attendance, and presentations to same
Resolve personal conflicts with others	Always	Working in challenging workforce environment
Demonstrate ability to modify behaviour in accordance with past reflection	Always	Many opportunities to see others and learn from them
Create a shared vision	Always	Looking to workforce unit planning/vision
Inspire commitment by others	Always	Working with other Medical Services staff
ROLE COMPETENCY: MEDICAL EXPERT		
Achieve health service organisational goals through team work	Always	MTA Unit workforce recruitment and onboarding e.g. orientation
Participate in key committees (e.g. patient safety, complaints, patient advocacy, etc.)	Always	Standard 6 Communicating for Safety committee chair
Planning and leading Quality Improvement activities	Always	As above, as well as other audits/reviews
Respond to coronial/medico-legal/FOI investigations	Sometimes	Mainly at DMS level but opportunities exist

<b>ROLE COMPETENCY: COMMUNICATOR</b>		
Balance competing interests by various stakeholders	Always	COVID safe JMO rotations to country location; Negotiating with others about service delivery (eg with COVID pandemic developments)
<b>ROLE COMPETENCY: COLLABORATOR</b>		
Keep in touch with internal stakeholders	Always	Medical department HoDs and JMOs eg re overtime
Manage a complex complaint	Sometimes	
<b>ROLE COMPETENCY: MANAGER</b>		
Participate in senior medical staff credentialing	Always	COVID vaccination GP VMO workforce development
Performance manage junior and senior medical staff	Sometimes	With JMOs of concern- yes. SMO issues managed at DMS level
Appoint junior and senior medical staff	Always	Selection and credentialing panel membership
Manage a work unit or department in the health care system	Sometimes	Usually indirectly via advice but some management roles within Medical Services
Manage a budget	Sometimes	Usually in context of JMO establishments or in relation to medical workforce briefs
Manage a critical incident	Sometimes	Involved as a member of team responding to critical incident
<b>ROLE COMPETENCY: HEALTH ADVOCATE</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		SLHD has interest in cultural diversity and Indigenous health and provides training in these areas
<b>ROLE COMPETENCY: SCHOLAR</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		Internal programs include SLHD RACMA Candidates Insights Program and Head of Medical Departments Twilight Professional Development sessions monthly
<b>ROLE COMPETENCY: PROFESSIONAL</b>		
Develop and implement strategies to enhance patient care within the work environment	Yes	There are opportunities to be involved - main task this year was setting up SLHD COVID vaccination clinics

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## 4.6 Public Health Unit - Operations

Sydney LHD

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*This post is most suitable for trainees in their 1<sup>st</sup> and/or 2<sup>nd</sup> year of training and is limited by RACMA to one year full time for any one candidate.*

This is an exciting opportunity to undertake RACMA training in the Public Health Unit at Sydney Local Health District. This role focusses on the operational aspect of the SLHD Public Health Unit. This includes PHU workforce management, staff recruitment and oversight of registrar training programs and Masters' students. From an operational perspective, the COVID-19 pandemic has seen increases in staff employed by PHU with rapidly established systems and processes. The role is flexible and includes a degree of policy and management which fluctuates in response to need. In order to develop these problem-solving skills and assist with unit demand, participation in the PHU afterhours and on-call roster (weeknights and weekends) is expected as a vital part of this role. The role is flexible and includes a degree of policy and management which fluctuates in response to need. Specifically, the PHU is involved in the rapid development of policies and protocols for various facilities operating within the LHD including Special Health Accommodation and residential aged care facilities. There is a strong emphasis on liaising with key stakeholders within the District including Executives and the Ministry of Health.

In order to develop these problem-solving skills and assist with unit demand, participation in the PHU afterhours roster (weeknights and weekends) is expected as a vital part of this role.

### Alignment to the RACMA Annual Training Plan

ROLE COMPETENCY: MEDICAL LEADER		
Engage in self-directed learning	Always	Prepare for RACMA Education Activity webinars by doing pre-reading and watching pre-webinar videos
Resolve personal conflicts with others	Always	Complete "Conflict Resolution" online training modules on My Health Learning (the NSW Health eLearning system)
Demonstrate ability to modify behaviour in accordance with past reflection	Always	Undertake regular performance review with line manager and RACMA supervisor

Create a shared vision	Always	Participate in and contribute to regular Public Health Unit departmental meetings including twice-daily handovers and monthly staff meetings
Inspire commitment by others	Always	Lead designated projects within the Public Health Unit and broader hospital related to policy and management
<b>ROLE COMPETENCY: MEDICAL EXPERT</b>		
Achieve health service organisational goals through team work	Always	Participate in and lead designated projects which include: Hip fracture Leading Better Value Care project
Participate in key committees (e.g. patient safety, complaints, patient advocacy, etc.)	Always	Attend Sydney Local Health District Clinical Quality Council meetings
Planning and leading Quality Improvement activities	Always	Participate in and lead hip fracture Leading Better Value Care project in conjunction with Sydney Local Health District Executive Medical Services
Respond to coronial/medico-legal/FOI investigations	Always	Coordinate response to privacy concerns raised in the Public Health Unit
<b>ROLE COMPETENCY: COMMUNICATOR</b>		
Balance competing interests by various stakeholders	Always	Liaise with Ministry of Health and Sydney Local Health District Executive in relation to COVID-19 and Public Health Unit matters
<b>ROLE COMPETENCY: COLLABORATOR</b>		
Keep in touch with internal stakeholders	Always	Liaise with internal stakeholders including clinicians from Infectious Diseases when revising COVID-19 policies
Manage a complex complaint	Always	Coordinate response to privacy concerns raised in the Public Health Unit
<b>ROLE COMPETENCY: MANAGER</b>		
Participate in senior medical staff credentialing	Always	Participate in senior medical staff e-credentialing and scope of practice processes
Performance manage junior and senior medical staff	Always	Manage performance of and supervise medical students and university students in the Public Health Unit
Appoint junior and senior medical staff	Always	Participate in annual staff recruitment campaigns
Manage a work unit or department in the health care system	Always	Arrange a large interprofessional roster involving nursing, medical and admin staff in the Public Health Unit
Manage a budget	Always	Complete "Health Economics" and "Accounting for Healthcare Managers" online Master of Health Administration subject
Manage a critical incident	Always	Participate in disaster management planning and critical incident management within the Public Health Unit in relation to the COVID-19 pandemic
<b>ROLE COMPETENCY: HEALTH ADVOCATE</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		Assist with the COVID-19 response in churches and other places of worship
<b>ROLE COMPETENCY: SCHOLAR</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		Perform literature reviews to inform new policies within the Public Health Unit and E Medical Services
<b>ROLE COMPETENCY: PROFESSIONAL</b>		
Develop and implement strategies to enhance patient care within the work environment	Yes	Participate in the Public Health response to diseases such as legionella, measles, varicella and meningococcal

## 4.7 Public Health Unit - Policy Management

Sydney LHD

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*This post is most suitable for trainees in their 1<sup>st</sup> and/or 2<sup>nd</sup> year of training and is limited by RACMA to one year full time for any one candidate.*

This is an exciting opportunity to undertake RACMA training in the Public Health Unit at Sydney Local Health District.

This role focuses on policy development and implementation in the Public Health Unit of SLHD. The PHU is involved in the rapid development of policies and protocols with emphasis on liaising with key stakeholders including Executives and Ministry of Health. The role is flexible and includes a degree of operations, fluctuating in response to need. In order to develop these problem-solving skills and assist with unit demand, participation in the PHU afterhours and on-call roster (weeknights and weekends) is expected as a vital part of this role. In the wider Medical Administration context, 0.2FTE of this position is assigned to SLHD Executive Medical Services.

The role is flexible and includes a degree of operations, fluctuating in response to need. From an operational perspective, the COVID-19 pandemic has seen increases in staff employed by PHU with rapidly established systems and processes.

To develop problem-solving skills and assist the unit, participation in the PHU afterhours roster (weeknights and weekends) is expected as part of this position.

In the wider Medical Administration context, 0.2FTE of this position is assigned to SLHD Executive Medical Services.

### Alignment to the RACMA Annual Training Plan

ROLE COMPETENCY: MEDICAL LEADER		
Engage in self-directed learning	Always	Commenced Masters' in Public Health and Health Leadership & Management (double-degree)
Resolve personal conflicts with others	Always	Completed Conflict Resolution training modules on 'My Health Learning' (NSW e-Health module)
Demonstrate ability to modify behaviour in accordance with past reflection	Always	Attended regular performance reviews with direct manager and RACMA supervisor to obtain feedback on performance
Create a shared vision	Always	Attended regular departmental meetings including daily handover, monthly Public Health Unit Managers' meeting and monthly Public Health Unit staff meeting

Inspire commitment by others	Always	Led designated projects including but not limited to policy and protocol development
<b>ROLE COMPETENCY: MEDICAL EXPERT</b>		
Achieve health service organisational goals through teamwork	Always	Collocated other departments and executives within SLHD to provide improved services for staff and patients
Participate in key committees (e.g., patient safety, complaints, patient advocacy, etc.)	Always	Attended second monthly Sydney Local Health District Clinical Quality Council meetings
Planning and leading Quality Improvement activities	Sometimes	Participated in a quality improvement activity with the Clinical Governance Unit
Respond to coronial/medico-legal/FOI investigations	Always	Liaised with AHPRA and HCCC with regards to complaints about medical practitioner practice
<b>ROLE COMPETENCY: COMMUNICATOR</b>		
Balance competing interests by various stakeholders	Always	Managed the Residential Aged Care Facility COVID-19 outbreak response in consultation with various stakeholders including aged care facilities, the District aged care outreach service, geriatricians and District Executives
<b>ROLE COMPETENCY: COLLABORATOR</b>		
Keep in touch with internal stakeholders	Always	Liaised with the Medical Administration Training Unit regarding junior and senior medical appointments
Manage a complex complaint	Always	Reported matters relating to medical professional practice with regards to matters relating to the Public Health Unit, or the general Public Health of the Local Health District
<b>ROLE COMPETENCY: MANAGER</b>		
Participate in senior medical staff credentialing	Always	Participated in senior medical staff credentialing and scope of practice processes
Performance manage junior and senior medical staff	Always	Managed performance of medical students, Masters' student and Public Health trainees placed in the Public Health Unit
Appoint junior and senior medical staff	Always	Actively involved in recruitment of Public Health staff specialists, trainees and other medical roles (CMOs etc.)
Manage a work unit or department in the health care system	Always	Managed medical workforce issues for Public Health Unit
Manage a budget	Never	Completed ' <i>Healthcare Economics and Financial Management</i> ' subject as part of Masters' degree
Manage a critical incident	Always	Assisted in management of and provided planning support in relation to the COVID-19 outbreak in community as part of the SLHD Public Health Unit's emergency response
<b>ROLE COMPETENCY: HEALTH ADVOCATE</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		Liaised with the Diversity Programs & Strategy Hub at the Sydney Local Health District, to develop strategies for health promotion amongst diverse communities
<b>ROLE COMPETENCY: SCHOLAR</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		Departmental teaching sessions, local District RACMA trainees monthly teaching sessions, Heads of Department monthly teaching sessions
<b>ROLE COMPETENCY: PROFESSIONAL</b>		
Develop and implement strategies to enhance patient care within the work environment	Yes	Reviewed policies and protocols relating to management of confirmed COVID-19 cases within community to enhance patient care

## 4.8 Clinical Service Integration

Sydney LHD

Supervisor

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This post reports to Director, Integration and Partnerships, who in turn reports to Executive Director Clinical Services Integration and Population Management who is a senior executive of the District reporting to the Chief Executive. The Directorate has over 1500 staff and a broad portfolio of services, including the Sydney Dental Hospital and Oral Health Services, Community Health Services, Drug Health Services, Population Health, Integrated Care and Partnerships, Health Pathways Sydney and e-referrals, the District NGO program and the Croydon, Marrickville and Redfern Health Centres. The portfolio work very closely with other District service and has a strong working relationship with all of the acute facilities and the Central and Eastern Sydney Primary Health Network. The trainee will be given opportunities to work on a range of Hospital Avoidance Projects that involve the Emergency Department to Community, long length of stay projects, primary care and place-based system initiatives. Training opportunities extend to working on Commonwealth and State driven integrated care and "whole of health" initiatives, which capitalise on these projects.

### Alignment to the RACMA Annual Training Plan

ROLE COMPETENCY: MEDICAL LEADER		
Engage in self-directed learning	Always	Attend skill development workshops, courses and read peer reviewed journals.
Resolve personal conflicts with others	Sometimes	Undertake on-line training modules on conflict resolution.
Demonstrate ability to modify behaviour in accordance with past reflection	Sometimes	Keep a reflective journal /diary.
Create a shared vision	Always	Trainee has been forward-looking and enlisted others in current Hospital Avoidance Project on frequent presenters to Emergency Departments (ED) in the district, which will inform future health service design and integrated care initiatives to manage frequent ED presenters via more customised avenues and reduce ED presentations.
Inspire commitment by others	Sometimes	Currently leading and managing my research project team on frequent ED presenters.

ROLE COMPETENCY: MEDICAL EXPERT		
Achieve health service organisational goals through team work	Always	Contribute to Clinical Services Integration as a team member.
Participate in key committees (e.g. patient safety, complaints, patient advocacy, etc.)	Always	Participate in SLHD executive level meetings
Planning and leading Quality Improvement activities	Always	Trainee is actively involved in preparation of Department of Community Paediatrics for the National Standards accreditation survey.
Respond to coronial/medico-legal/FOI investigations	Never	These do not happen often, but involvement would be possible
ROLE COMPETENCY: COMMUNICATOR		
Balance competing interests by various stakeholders	Always	Trainee has been negotiating and consulting with various internal and external stakeholders regarding co-design of eHub prototype for vulnerable families within SLHD
ROLE COMPETENCY: COLLABORATOR		
Keep in touch with internal stakeholders	Always	Trainee has been a team member on Serious Adverse Event Review.
Manage a complex complaint	Never	There is an opportunity, but so far there have been no relevant events
ROLE COMPETENCY: MANAGER		
Participate in senior medical staff credentialing	Sometimes	Involved in appointments and building cases for approval to recruit
Performance manage junior and senior medical staff	Never	Trainee doesn't have a line management role
Appoint junior and senior medical staff	Always	Involved in senior medical staff appointments for Community Paediatrics.
Manage a work unit or department in the health care system	Sometimes	This is indirectly, so trainee involvement is as a team member and/or clinical leader
Manage a budget	Sometimes	This is in the context of developing reports and briefs for approval
Manage a critical incident	Sometimes	Team member on Serious Adverse Event Review.
ROLE COMPETENCY: HEALTH ADVOCATE		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)	Advocate for vulnerable families through my research project to improve models of care. SLHD has interest in cultural diversity and Indigenous health and provides training in these areas	
ROLE COMPETENCY: SCHOLAR		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)	Learn the processes involved in quantitative data analysis as part of my research project. Internal programs include SLHD RACMA Candidates Insights Program and Head of Medical Departments Twilight Professional Development sessions monthly	
ROLE COMPETENCY: PROFESSIONAL		
Develop and implement strategies to enhance patient care within the work environment	Yes	Participate in RPA Whole of Health Strategy Meetings

## 4.9 Sydney LHD - Executive Medical Services

### Sydney LHD

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The Medical Administration Trainee in Executive Medical Services will gain extensive experience in Medical management and leadership, reporting directly to the SLHD Executive Clinical Advisor, who is a RACMA Fellow.

Executive Medical Services supports SLHD through functions relating to the governance and management of the medical and dental workforce across the District. This involves senior medical and dental officer recruitment, credentialing and appointments including through LHD governance committees, medical recruitment, policy and procedure development, and the introduction and management of novel clinical procedures and/or workforce models. They will liaise directly with senior medical and executive stakeholders in this, and develop their expertise in credentialing, scope of practice models, practical medical workforce management, visiting medical officer management, medical accreditation, medical leadership and governance, policy development/implementation and change management at an Executive level.

This position is currently being assessed for provisional accreditation with the Royal Australasian College of Medical Administrators.

### Alignment to the RACMA Annual Training Plan

ROLE COMPETENCY: MEDICAL LEADER		
Engage in self-directed learning	Always	Attend skill development workshops, courses and read peer reviewed journals.
Resolve personal conflicts with others	Sometimes	Undertake on-line training modules on conflict resolution and attend a Conflict Resolution one day face-to-face workshop.
Demonstrate ability to modify behaviour in accordance with past reflection	Always	Keep a reflective journal /diary. Regular supervisor sessions that can enable reflection.
Create a shared vision	Sometimes	The trainee has the opportunity to propose, lead and undertake quality improvement and/or audit projects.

Inspire commitment by others	Sometimes	The trainee has the opportunity to lead agreed initiatives and undertake quality improvement projects.
<b>ROLE COMPETENCY: MEDICAL EXPERT</b>		
Achieve health service organisational goals through team work	Always	Will work with medical and managerial stakeholders across a range of initiatives aligned to SLHD organisational goals.
Participate in key committees (e.g. patient safety, complaints, patient advocacy, etc.)	Always	Participation in Medical and Dental Appointments Advisory Committee, Selection/Credentialing Committees, medical workforce models and initiatives such as Assistants in Medicine and medical wellbeing, and other medical governance groups/committees as agreed.
Planning and leading Quality Improvement activities	Sometimes	There are opportunities for the Trainee to participate in key committees for National Standards Accreditation and the assessment and/or development of quality improvement projects.
Respond to coronial/medico-legal/FOI investigations	Never	Not applicable to this role, however could be negotiated if trainee has a specific need or interest in this area and the opportunity arises.
<b>ROLE COMPETENCY: COMMUNICATOR</b>		
Balance competing interests by various stakeholders	Always	The trainee will engage with various internal and external stakeholders in their day-to-day work.
<b>ROLE COMPETENCY: COLLABORATOR</b>		
Keep in touch with internal stakeholders	Always	The trainee will be involved in effective communication to medical department heads, Medical Services and managers, and will be required to provide feedback on progress on their work to internal stakeholders and supervisors, as appropriate.
Manage a complex complaint	Sometimes	The trainee may be involved in complaint management where the opportunity arises.
<b>ROLE COMPETENCY: MANAGER</b>		
Participate in senior medical staff credentialing	Always	The trainee will be involved in recruitment and credentialing of senior medical staff from both the perspective of Executive Medical Services and Clinical Services Integration as the need arises.
Performance manage junior and senior medical staff	Sometimes	The Trainee may gain experience in performance review, noting that they will not be the line manager of junior or senior medical staff.
Appoint junior and senior medical staff	Always	The Trainee will be involved in appointment, delineation of scope of practice and other aspects of medical workforce governance as a key part of their role, including as part of the Quinquennium appointments procedures currently being implemented through Executive Medical Services.
Manage a work unit or department in the health care system	Sometimes	

		Not usually applicable, however the Trainee may work with Heads of Medical Departments in preparing medical workforce profiles and business cases.
Manage a budget	Sometimes	The Trainee will not be required to manage a budget, but can gain knowledge and experience in developing a medical workforce budget and how to interpret and assess the funding comparisons between medical Awards/Determinations.
Manage a critical incident	Sometimes	The trainee will be encouraged to participate as a team member on a Serious Adverse Event Review Team.
<b>ROLE COMPETENCY: HEALTH ADVOCATE</b>		
No specified workplace capabilities for development - - please include training activities that might be available to trainees for this Role Competency (if any)		The trainee will have multiple opportunities to engage in health advocacy through medical workforce model developments relating to service design, and business cases for changes to staffing profiles. They will also be involved in initiatives that advocate for new staff and/or changes in procedures and systems management.
<b>ROLE COMPETENCY: SCHOLAR</b>		
No specified workplace capabilities for development - - please include training activities that might be available to trainees for this Role Competency (if any)		The trainee is expected to participate in the SLHD RACMA Candidates Insights Program and Head of Medical Departments Twilight Professional Development sessions monthly. There are also multiple opportunities for the trainee to engage in other local teaching sessions, local management in-services and local quality improvement/research, based on Trainee interest. There may be other opportunities to expand research expertise, eg an opportunity to apply for the graduate certificate in health research during this attachment.
<b>ROLE COMPETENCY: PROFESSIONAL</b>		
Develop and implement strategies to enhance patient care within the work environment	Yes	The trainee is expected to participate in service design, improvement and delivery for programs that directly relate to their portfolio.

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## 4.10 eHealth NSW

eHealth NSW  
1 RESERVE ROAD, ST LEONARDS

Supervisor	Dr Peter Kennedy Director, Safety and Quality Clinical Engagement and Patient Safety Directorate T 0409 366 232 E <a href="mailto:Peter.Kennedy@health.nsw.gov.au">Peter.Kennedy@health.nsw.gov.au</a>	Contact	Dr Peter Kennedy T 0409 366 232 E <a href="mailto:Peter.Kennedy@health.nsw.gov.au">Peter.Kennedy@health.nsw.gov.au</a>
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*This post is most suitable for trainees in 1<sup>st</sup> year of training and is limited by RACMA to one year full time for any one candidate.*

This role provides the occupant with workplace experiential activities and competencies associated with the Royal Australasian College of Medical Administrators (RACMA) Training Program. The occupant will be involved in the delivery of the eHealth NSW strategic and operational goals and support the eHealth NSW Chief Executive in providing clinical advice on eHealth NSW programs, processes and activities, including in the areas of health analytics, clinical safety and quality and eHealth programs.

The role combines professional medical knowledge and understanding with an appreciation of the clinical digital / ICT systems to optimise the delivery of safe, effective, efficient and connected health care to the people of NSW.

### Alignment to the RACMA Annual Training Plan

ROLE COMPETENCY: MEDICAL LEADER		
Engage in self-directed learning	Always	CORE chat for managers, PMSP (People Management Skills Program), management theory
Resolve personal conflicts with others	Always	Resolving conflict workshop
Demonstrate ability to modify behaviour in accordance with past reflection	Always	360 degree feedback, PAT
Create a shared vision	Always	Foster clinician engagement with downtime project
Inspire commitment by others	Always	CXIO engagement with the downtime project and survey
ROLE COMPETENCY: MEDICAL EXPERT		
Achieve health service organisational goals through team work	Always	SDPR clinical scenario development, VTE tool, infection control design sprint

Participate in key committees (e.g. patient safety, complaints, patient advocacy, etc.)	Always	SQAG/SQOC/SFMC
Planning and leading Quality Improvement activities	Always	Downtime project (to improve downtime policies procedures and communications across NSW Health by Feb 2022)
Respond to coronial/medico-legal/FOI investigations	Sometimes	Victorian coronial dual anticoagulant alert/medical record recommendations
<b>ROLE COMPETENCY: COMMUNICATOR</b>		
Balance competing interests by various stakeholders	Always	Mobile clinical collaboration (MCC) project - large multi-disciplinary team with different visions and desired outcomes
<b>ROLE COMPETENCY: COLLABORATOR</b>		
Keep in touch with internal stakeholders	Always	Internal downtime communications with clinician engagement team, communications team, senior management
Manage a complex complaint	Sometimes	If appropriate case occurs
<b>ROLE COMPETENCY: MANAGER</b>		
Participate in senior medical staff credentialing	Never	
Performance manage junior and senior medical staff	Never	
Appoint junior and senior medical staff	Never	
Manage a work unit or department in the health care system	Never	
Manage a budget	Sometimes	Opportunity to spend time with accounts to learn about budget management
Manage a critical incident	Sometimes	IMS+ incident management
<b>ROLE COMPETENCY: HEALTH ADVOCATE</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		Statewide VTE tool preliminary DWG - advocate for clinicians and safety and quality issues
<b>ROLE COMPETENCY: SCHOLAR</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		Safety and quality education sessions, Quality improvement science education sessions, contextual inquiry training
<b>ROLE COMPETENCY: PROFESSIONAL</b>		
Develop and implement strategies to enhance patient care within the work environment	Yes	Downtime project, MCC, VTE tool

## 4.11 Sydney Adventist Hospital

Sydney Adventist Hospital  
185 Fox Valley Way, WAhroonga

Supervisor Dr Catharina de Muelenaere  
Director Medical Services  
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E [Catharina.DeMuelenaere@sah.org.au](mailto:Catharina.DeMuelenaere@sah.org.au)

*This position is limited by RACMA to two years full time for any one candidate.*

The Medical Services Coordinator (MSC) plays an integral leadership role, with hands-on experience in daily operations of Medical Administration. The role offers not only niche learning on the not-for-profit private context but also opportunities to gain skills in clinical and corporate governance, workforce management (incl. credentialing), safety & quality, clinical incident and risk management, medico-legal, business & finance, stakeholder engagement, clinical informatics and emergency management. The MSC regularly engages with junior and senior medical staff, and has the chance to chair committees and lead systems improvement projects.

The MSC is well-supported by two FRACMAs (DMS and Medical & Clinical Governance Executive) and a seasoned admin team. As part of the leadership group, there is also ample opportunity to work closely with Managers and Directors of Nursing, Pharmacy, Quality & Risk, Human Resources and Information Services. This is a well-rounded training opportunity.

### Alignment to the RACMA Annual Training Plan

ROLE COMPETENCY: MEDICAL LEADER		
Engage in self-directed learning	Always	The San offers a unique opportunity to gain exposure to the private sector and learn about health funds and other contextual factors, yet there is enough overlap with comparable governance and functions in a large public hospital. Ample opportunity for application of RACMA exam questions to real scenarios in the hospital.
Resolve personal conflicts with others	Always	This role deals with multiple departments across the hospital and sits on various committees and working parties. As such, conflict and difference in opinion may occur, and the Registrar will have a chance to reflect on the circumstance and ways to resolve it. Also with opportunity to debrief with supervisor.
Demonstrate ability to modify behaviour in accordance with past reflection	Always	As above. Frequent opportunity to debrief with supervisor where needed.
Create a shared vision	Always	The registrar leads quality improvement projects, which involves communication and change management. A shared vision is paramount to the success of implementation of these changes and therefore there is ample opportunity to learn in this space.
Inspire commitment by others	Always	As above - change management

ROLE COMPETENCY: MEDICAL EXPERT		
Achieve health service organisational goals through team work	Always	The Medical Administration Department works as a team, where the registrar plays a central role, and often acts in a leadership position during department meetings
Participate in key committees (e.g. patient safety, complaints, patient advocacy, etc.)	Always	Participation on committees is an integral part of the role
Planning and leading Quality Improvement activities	Always	A natural flow on from participation on committees leads to QI efforts.
Respond to coronial/medico-legal/FOI investigations	Sometimes	Investigation of Clinical Incidents is integral to this role. At times, incidents may involve coronial and medico-legal aspects, including response to HCCC and referral of a practitioner to the medical board where this meets criteria.
ROLE COMPETENCY: COMMUNICATOR		
Balance competing interests by various stakeholders	Always	Complex health systems analysis occurs on a regular basis as part of tasks related to clinical governance. These include intervention and quality improvement in response to a serious clinical incident, identified gaps in compliance with national standards and other regulatory aspects.
ROLE COMPETENCY: COLLABORATOR		
Keep in touch with internal stakeholders	Always	This role is regarded as a member of the hospital leadership team, and frequently works with clinical staff as well as other hospital managers, directors, and executive.
Manage a complex complaint	Always	There is ample opportunity to manage a complex clinical complaint, in conjunction with our patient safety officers, clinical governance and corporate governance offices.
ROLE COMPETENCY: MANAGER		
Participate in senior medical staff credentialing	Always	As a private institution, the vast majority of medical practitioners are senior specialists. The registrar frequently reviews credentialing applications, and also sits on the Medical Advisory Committee (the Credentialing Committee of the organisation)
Performance manage junior and senior medical staff	Sometimes	The registrar will get exposure to performance management of all levels of medical staff, in conjunction with supervisor(s) for senior medical staff, and the medical workforce manager and DPET for junior medical staff.
Appoint junior and senior medical staff	Sometimes	The Registrar will have opportunities to sit on credentialing interview panels for senior medical specialists, as part of the accreditation process. The Registrar also supports the Medical Workforce Manager in appointment of JMOs.
Manage a work unit or department in the health care system	Sometimes	The registrar is exposed to management of a department, in conjunction with DMS and Med Workforce Manager
Manage a budget	Never	Whilst the Registrar is not responsible for their own budget, there is ample opportunity for learning from the DMS on this matter
Manage a critical incident	Sometimes	Registrar is exposed to managing serious clinical incident when they occur, and is part of the response team and governance team reviewing corrective and preventative actions
ROLE COMPETENCY: HEALTH ADVOCATE		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		Doctor wellbeing advocate

ROLE COMPETENCY: SCHOLAR		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		Involvement in Research Governance Department and the onsite Clinical School, where appropriate.
ROLE COMPETENCY: PROFESSIONAL		
Develop and implement strategies to enhance patient care within the work environment	Yes	Preventative actions as part of governance committees, as well as corrective actions in response to critical clinical incidents.

## 4.12 South East Regional Hospital

Southern NSW LHD  
4 Virginia Dr, Bega

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*This position is limited by RACMA to two years full time for any one candidate.*

SERH is a rural hospital with >60 beds. This position will work closely with the DMS and enable good training and experience in all aspects of medical administration, including recruitment, clinical governance, service planning and medical management.

It will give the candidate an excellent range of general experience in a rural setting with experience in a medium sized rural hospital, staffed by a range of medical specialists, GP VMOs and JMOs.

This experience will assist with study and other preparation towards the RACMA Fellowship, including addressing the eight RACMA role competencies for medical administrators. The position is supervised by a RACMA Fellow with wide experience in all aspects of medical administration.

### Alignment to the RACMA Annual Training Plan

ROLE COMPETENCY: MEDICAL LEADER		
Engage in self-directed learning	Always	Implementing changes to operating theatres based upon the waitlist policy
Resolve personal conflicts with others	Sometimes	Managing minor performance issues with registrars
Demonstrate ability to modify behaviour in accordance with past reflection	Sometimes	Following feedback from my supervisor, I can do things differently and seek further feedback. Eg techniques for chairing recurring meetings
Create a shared vision	Sometimes	Hard to define, but would apply to my ongoing involvement with a theatre improvement project here - This is redesigning nursing, anaesthetist rosters and theatre schedules.
Inspire commitment by others	Sometimes	Hard to Define, would possibly apply to a change implemented by me to re-instate an ED-Medical handover. This has greatly improved collegiality between the departments
ROLE COMPETENCY: MEDICAL EXPERT		
Achieve health service organisational goals through team work	Sometimes	Reducing spending on Locum Mos. Many team members in putting together the required data and presenting the situation to the exec.

Participate in key committees (e.g. patient safety, complaints, patient advocacy, etc.)	Always	Always participate, sometimes chair
Planning and leading Quality Improvement activities	Sometimes	Often able to. For instance, changing the equipment used at the hospital for safe disposal of S8/S4 medications
Respond to coronial/medico-legal/FOI investigations	Sometimes	Have completed two police reports. No coronial/RCA's yet. Dealt with multiple minor medico-legal issues/queries.
<b>ROLE COMPETENCY: COMMUNICATOR</b>		
Balance competing interests by various stakeholders	Always	Most tasks. For instance, aiming to achieve a '4 joint list' is a balancing act between the aims of the hospital/surgeons and the time-constraints on other theatre staff (inc. Anaesthetists)
<b>ROLE COMPETENCY: COLLABORATOR</b>		
Keep in touch with internal stakeholders	Always	Frequently, nearly daily communications with majority of doctors in the hospital and other senior management staff (made easy by being a smaller regional hospital)
Manage a complex complaint	Sometimes	Not yet the principle manager of any complex complaints but have been involved in them. Including HCCC involvement
<b>ROLE COMPETENCY: MANAGER</b>		
Participate in senior medical staff credentialing	Sometimes	I view CVs and resumes and take part in discussion. I have attended the district wide credentialing and scope of practice meeting.
Performance manage junior and senior medical staff	Always	Managing minor performance issues with registrars and JMOs. Not directly managing performance issues with Senior medical staff, but do discuss the situations with my supervisor and discuss the issue.
Appoint junior and senior medical staff	Always	Involved with the reviewing of CVs and resumes for JMOs. Have sat in on some job interviews.
Manage a work unit or department in the health care system	Never	
Manage a budget	Never	
Manage a critical incident	Sometimes	reasonable involvement with HARM SCORE 2 incidents. Awaiting a Harm Score 1 incident to participate in the RCA team. Have been involved in managing other critical (non-clinical) incidents.
<b>ROLE COMPETENCY: HEALTH ADVOCATE</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		Advocating for various services to be provided at the hospital that patients otherwise have to travel to receive. Eg. Stroke rehab, echocardiography.
<b>ROLE COMPETENCY: SCHOLAR</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		
<b>ROLE COMPETENCY: PROFESSIONAL</b>		
Develop and implement strategies to enhance patient care within the work environment		

## 4.13 Chris O'Brien Lifehouse

Sydney LHD  
119-143 Missenden Rd, Camperdown

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*This post is most suitable for trainees in their 2<sup>nd</sup> and/or 3<sup>rd</sup> year of training.*

Chris O'Brien Lifehouse is a comprehensive cancer hospital which aims to achieve lasting change in the way we treat and prevent cancer in Australia, by bring together all of the elements of cancer research, treatment, care, education and emotional support within the one centre of excellence. A plRACMAent with Chris O'Brien Lifehouse offers a unique opportunity to undertake a range of activities in medical management and leadership in a private not-for-profit hospital setting whilst also studying for your Fellowship of RACMA.

As the Medical Administration Trainee you will be required to use both your clinical and administrative knowledge or experience to make the facility safer and more effective on a daily basis. You will be based in the Lvl 5 Executive Unit of Chris O'Brien Lifehouse and responsible for undertaking assigned duties such as participation in key hospital committees, strategic planning, private insurance negotiations, business development, quality improvement.

### Alignment to the RACMA Annual Training Plan

ROLE COMPETENCY: MEDICAL LEADER		
Engage in self-directed learning	Always	This rotation is offer 0.6 FTE which leaves the candidate time to dedicate to self-directed learning. Time for district and RACMA study groups and journal clubs are also catered for.
Resolve personal conflicts with others	Sometimes	In this role you are expected to work effectively with other health professionals from a variety of fields and experience levels. As the opportunity arises you will be supported in preventing and resolving inter-professional conflicts with others in the workplace. In the meantime you are encouraged to work closely with the human resources team to managing common staff disputes.
Demonstrate ability to modify behaviour in accordance with past reflection	Always	The candidate undertakes formal professional written reflections as well as regular formal debriefs/feedback sessions with their primary and secondary supervisors. The hospital also offers Schwartz Rounds.

Create a shared vision	Always	By Chairing the Reconciliation Action Plan Working Group the candidate has been able to develop shared understandings and align competing interests of various community, district and hospital stakeholders.
Inspire commitment by others	Always	Medical leaders 'define what the future should look like, align people with that vision and inspire them to make it happen despite the obstacles'. The candidate was able to foster this capability and inspire colleagues to think positively about the future at the numerous Strategic Planning workshops held at the start of this year.
<b>ROLE COMPETENCY: MEDICAL EXPERT</b>		
Achieve health service organisational goals through team work	Always	The candidate is a member of the Hospital Executive Committee which meets weekly and manages the operational activities, service development among other things as part of its formal agenda.
Participate in key committees (e.g. patient safety, complaints, patient advocacy, etc.)	Always	Numerous hospital committees are available to attend and/or chair, including Emergency Planning Committee, Mortality Committee, Medical Credentialing Committee, Medical Advisory Committee, Hospital Executive Committee, Reconciliation Action Plan Committee.
Planning and leading Quality Improvement activities	Always	The candidate is expected to be an active member of the National Standards and Quality Committee as well as the Infection Control Committee. Facilitating the translation of any new safety audit, issues or solutions from research into clinical practice. Specific projects have included one to reduce the incidence of needlestick injuries, and another to improve knowledge of hospital administration amongst medical leaders.
Respond to coronial/medico-legal/FOI investigations	Sometimes	As the opportunity arises
<b>ROLE COMPETENCY: COMMUNICATOR</b>		
Balance competing interests by various stakeholders	Always	This year the candidate was given a team and able to curate a joint event between the Local Health District, community, and hospital. It was imperative to manage budgets, risk, media and communications as well as the competing interests of stakeholders throughout the planning, delivery and rescheduling of the event (due to COVID-19).
<b>ROLE COMPETENCY: COLLABORATOR</b>		
Keep in touch with internal stakeholders	Always	The Hospital Communication and Marketing team works closely with the candidate to educate them on the most effective ways of communicating with the internal staff, carers and patients within the hospital. The candidate is also encouraged to join committees, attend clinical group meetings, round on hospital staff and participate in social events to improve rapport and keep in touch with the front-line staff.
Manage a complex complaint	Sometimes	The candidate was given the opportunity to be part of both a complain management and Route Cause Analysis process from start to finish.
<b>ROLE COMPETENCY: MANAGER</b>		
Participate in senior medical staff credentialing	Sometimes	The candidate is a vital member of the Medical Credentialing Committee and has been included in the meetings regarding the upgrade to an e-credentialing system.
Performance manage junior and senior medical staff	Sometimes	Conduct performance reviews of Senior medical staff. (Please note: the JMOs are managed by the Medical Training and Administration Unit of Royal Prince Alfred Hospital)
Appoint junior and senior medical staff	Sometimes	As the opportunity arises

Manage a work unit or department in the health care system	Never	NA
Manage a budget	Sometimes	Although the candidate is not assigned a specific cost centre to manage, they are given the opportunity to secure funding/approval for budgets through business cases or event plans. As the Project Lead they are expected to be responsible for the allocation of funds. The candidate is also expected to assist the Heads of Department in translating their budgets and profit and loss statements into clinician speak.
Manage a critical incident	Sometimes	There has been a number of emergency management opportunities to get involved in including flooding, pandemic response, fire alarms and training. There is also the opportunity to participate in the Exec-on-call roster.
ROLE COMPETENCY: HEALTH ADVOCATE		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)	The regular "Cancer Doesn't Discriminate" men's and women's yarnning circles provide the candidate with the opportunity to listen to the concerns and solutions brought forward by the community and advocate for further research or changes to the hospital to make it more culturally appropriate. COBLH also offers facilities such as the integrative medicine division in the Living room , Spiritual care team, and patient advocate of Gail O'Brien to work with.	
ROLE COMPETENCY: SCHOLAR		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)	The candidate's membership of the Hospital Executive Committee enables them to review research proposals for approval and critique methodology. There are numerous in-house workshops throughout the year teaching research skills, funding acquisition and translation management. The LHD also offers study groups and workshops for local RACMA candidates.	
ROLE COMPETENCY: PROFESSIONAL		
Develop and implement strategies to enhance patient care within the work environment	Yes	After receiving patient feedback regarding the difficulty faced whilst trying to determine the follow up schedule from the discharge plan, a protocol was developed to pilot an improved communication method for patients leaving hospital in a more informed and confident manner.

## 4.14 Coffs Clinical Network

*Representing Coffs Harbour Health Campus (CHHC), Macksville, Bellinger River and Dorrigo Hospitals with associated community health facilities.*

Mid North Coast LHD  
345 Pacific Highway, Coffs Harbour

Supervisor Dr Paul Douglas  
Director Medical Services  
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JMO Manager  
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*This post is most suitable for trainees in their 2nd and/or 3rd year of training.*

Commissioning of a new clinical services building, refurbishment of existing with an advanced Capital Works program and evolving Clinical Services Models of Care  
Working with strong District & Network Aboriginal Health Units.  
Clinical governance, senior medical staff recruitment through NSW Health systems & policies  
District wide pandemic response  
Leading service management and change processes, chairing working groups/committees and business case development.  
Complaints, IIMs, RCA, SAC and Medico Legal management, ministerial responses.  
College Accreditation, submissions, visits, liaising with Colleges, trainees and Supervisors  
Continual development of a rural medical workforce – addressing rural workforce challenges - overseeing the Rural Generalist Pathway, liaising with the Rural Doctors Network and Primary Health Networks, involved with the onsite UNSW Rural Clinical School.  
JMO & JMO Unit Management, mentor for JMOs, annual recruitment campaign  
The post also works closely with rural doctors and facilities. In particular, with the PHN and rural university as well as providing oversight and direction to clinical departments.

### Alignment to the RACMA Annual Training Plan

ROLE COMPETENCY: MEDICAL LEADER		
Engage in self-directed learning	Always	
Resolve personal conflicts with others	Always	Engaging in meetings with HR

Demonstrate ability to modify behaviour in accordance with past reflection	Always	Meet regularly after committee meetings to discuss how things went
Create a shared vision	Always	Position is at a more junior level with current incumbent, but this would be available
Inspire commitment by others	Always	
ROLE COMPETENCY: MEDICAL EXPERT		
Achieve health service organisational goals through team work	Always	Through JMO unit management
Participate in key committees (e.g. patient safety, complaints, patient advocacy, etc.)	Always	DTC, Clinical risk, Infection control, AMS
Planning and leading Quality Improvement activities	Always	Leads complaint management
Respond to coronial/medico-legal/FOI investigations	Always	Drafts medicolegal reports
ROLE COMPETENCY: COMMUNICATOR		
Balance competing interests by various stakeholders	Always	Working parties such as close observation surgical unit
ROLE COMPETENCY: COLLABORATOR		
Keep in touch with internal stakeholders	Always	Actively interacts with all departments & front-line staff
Manage a complex complaint	Always	Depending on seniority of trainee graded experience is provided
ROLE COMPETENCY: MANAGER		
Participate in senior medical staff credentialing	Always	Available through MDAAC
Performance manage junior and senior medical staff	Always	Leads JMO unit
Appoint junior and senior medical staff	Always	Key part of role on interview panels
Manage a work unit or department in the health care system	Always	JMO unit
Manage a budget	Always	Medical services
Manage a critical incident	Always	Sits on all
ROLE COMPETENCY: HEALTH ADVOCATE		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)	Works closely with the Aboriginal health unit on advocacy and engagement - specific focus on DAMA and how to support and engage	
ROLE COMPETENCY: SCHOLAR		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)	Academic aspects are strongly reinforced	
ROLE COMPETENCY: PROFESSIONAL		
Develop and implement strategies to enhance patient care within the work environment	Yes	Works with JMOs on the unit to engage and review patient stories

## 4.15 St George Hospital

South Eastern Sydney LHD  
Gray St, Kogarah

Supervisor                      Dr Heidi Boss  
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JMO Manager  
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The St George Hospital is a 760-bed principle teaching hospital of the University of NSW, and a tertiary referral hospital as well as a Level 1 Trauma Centre with one of the busiest Emergency Departments in the State. Services offered including a wide mix of Surgical sub-specialties, Medicine specialties and Womens and Children Health Services. The Trainee will work with Executive, senior clinicians & managers to undertake tasks in operational management & strategic planning; workforce & service planning; accreditation readiness and system & process reviews; clinical governance; recruitment of SMOs (about to commence a quinquennial appointment process) & JMOs; District pandemic response; financial planning (District JMO overtime project); continual development of teamwork & leadership skills.

### Alignment to the RACMA Annual Training Plan

ROLE COMPETENCY: MEDICAL LEADER		
Engage in self-directed learning	Always	Trainee encouraged to participate in the review of new policies/procedures, volunteer to be involved in new projects which may assist their learning. Encouraged to attend jurisdictional activities.
Resolve personal conflicts with others	Always	Trainee encouraged to resolve personal conflict with others if arises, with support if required.
Demonstrate ability to modify behaviour in accordance with past reflection	Always	Expectation of trainee to practice self-reflection and discuss with supervisor as appropriate.
Create a shared vision	Always	Encourage trainee to participate in strategic planning, and service reviews.
Inspire commitment by others	Always	Ongoing work with trainee to improve leadership skills.
ROLE COMPETENCY: MEDICAL EXPERT		
Achieve health service organisational goals through team work	Always	Trainee encouraged to participate in committees, working groups etc, as arise and are appropriate for their level of training.
Participate in key committees (e.g. patient safety, complaints, patient advocacy, etc.)	Always	Trainee encouraged to attend all key committees, with opportunity to be my delegate as appropriate.
Planning and leading Quality Improvement activities	Sometimes	Depending on the level of experience of trainee, encouraged to be involved in quality improvement activities at whole hospital or departmental level, with level of responsibility appropriate for their level of training.
Respond to coronial/medico-legal/FOI investigations	Sometimes	If appropriate, trainee encouraged to participate in these processes when they arise.

ROLE COMPETENCY: COMMUNICATOR		
Balance competing interests by various stakeholders	Always	Expectation that trainee will learn to manage competing interests, with support dependent on level of training.
ROLE COMPETENCY: COLLABORATOR		
Keep in touch with internal stakeholders	Always	Trainees encouraged to build relationships with internal stakeholders.
Manage a complex complaint	Sometimes	If appropriate, trainee encouraged to participate in these processes when they arise.
ROLE COMPETENCY: MANAGER		
Participate in senior medical staff credentialing	Sometimes	This is largely done at a district level, however, review of credentials and scope of practice occurs at a local level and trainee is encouraged to participate in this process.
Performance manage junior and senior medical staff	Sometimes	If appropriate, trainee encouraged to participate in these processes when they arise.
Appoint junior and senior medical staff	Sometimes	Trainee has the opportunity to participate as a panel member in the recruitment of junior and senior medical staff.
Manage a work unit or department in the health care system	Never	
Manage a budget	Sometimes	Trainee may assist operational managers to review budgets, FTE etc.
Manage a critical incident	Sometimes	If appropriate, trainee encouraged to participate in these processes when they arise.
ROLE COMPETENCY: HEALTH ADVOCATE		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)	Membership on diversity and Indigenous health committees.	
ROLE COMPETENCY: SCHOLAR		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		
ROLE COMPETENCY: PROFESSIONAL		
Develop and implement strategies to enhance patient care within the work environment	Yes	Trainee encouraged to be involved in service improvement projects/reviews.

## 4.16 St Vincent's Hospital

St Vincent's Health Australia  
390 Victoria St, Darlinghurst

Supervisor Dr Kevin Luong  
Director Medical Services  
T 02 8382 3630  
E [Kevin.Luong@svha.org.au](mailto:Kevin.Luong@svha.org.au)

Contact Carolyn Marsh  
JMO Manager  
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*This post is most suitable for trainees in their 2<sup>nd</sup> and/or 3<sup>rd</sup> year of training.*

This role provides the opportunity to experience a wide range of medical administration experiences at a major tertiary teaching hospital and across the St Vincent's Health Network including St Joseph's Hospital and St Vincent's Correctional Health. It is expected that applicants have appropriate experience in a variety of clinical contexts within Australian or similar healthcare systems. Preference will be given to applicants with 5 years postgraduate clinical experience, and/or previous medical administration experience. There is flexibility to contribute to and/or take responsibility for various portfolios depending on the experience and interests of the trainee; however a key focus is JMO workload and wellbeing. In addition, there are opportunities to contribute to improving systems and processes in the leadup to hospital-wide accreditation. There is one other RACMA candidate in the Network and support for informal and formal teaching, exam preparation and research.

### Alignment to the RACMA Annual Training Plan

ROLE COMPETENCY: MEDICAL LEADER		
Engage in self-directed learning	Always	The trainee will have the opportunity to engage in self-directed learning as relevant to the RACMA curriculum.
Resolve personal conflicts with others	Sometimes	As arises in the process of working in a multiciliary team
Demonstrate ability to modify behaviour in accordance with past reflection	Sometimes	Reflective discussion with supervisor
Create a shared vision	Always	The trainee plays an active role in driving organisational change through participation in improvements projects
Inspire commitment by others	Sometimes	The trainee will have the opportunity to inspire commitment from others through participating in change management activities
ROLE COMPETENCY: MEDICAL EXPERT		
Achieve health service organisational goals through team work	Always	The trainee is expected to work within the multidisciplinary executive team to deliver on organisational priorities
Participate in key committees (e.g. patient safety, complaints, patient advocacy, etc.)	Always	The trainee is encouraged to attend and actively participate in a wider range of organisational committees

Planning and leading Quality Improvement activities	Always	The current trainee has been working on standardising consent procedures within the workplace
Respond to coronial/medico-legal/FOI investigations	Sometimes	The trainee has contributed to medicolegal responses
<b>ROLE COMPETENCY: COMMUNICATOR</b>		
Balance competing interests by various stakeholders	Always	The trainee will be involved with several activities and will need to balance competing interests as a part of regular work
<b>ROLE COMPETENCY: COLLABORATOR</b>		
Keep in touch with internal stakeholders	Always	The trainee is expected to communicate with a range of internal stakeholders on a regular basis
Manage a complex complaint	Sometimes	The trainee has been involved in understanding
<b>ROLE COMPETENCY: MANAGER</b>		
Participate in senior medical staff credentialing	Sometimes	The trainee attends the Medical appointments committee as an observer and has an opportunity participate in credentialing discussions prior to the meeting
Performance manage junior and senior medical staff	Sometimes	The trainee will be involved in performance management discussions as they arise
Appoint junior and senior medical staff	Sometimes	The trainee may be involved in
Manage a work unit or department in the health care system	Sometimes	The trainee will be involved in management of the Medical Workforce unit
Manage a budget	Sometimes	The trainee will be involved in discussions relating to budgets
Manage a critical incident	Sometimes	The trainee will be involved in critical incident management as required
<b>ROLE COMPETENCY: HEALTH ADVOCATE</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		The trainee will act as an advocate for medical staff within the health network.
<b>ROLE COMPETENCY: SCHOLAR</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		The current trainee has opportunities to participate in research
<b>ROLE COMPETENCY: PROFESSIONAL</b>		
Develop and implement strategies to enhance patient care within the work environment		

## 4.17 Wagga Wagga Base Hospital

Murrumbidgee LHD  
Docker St, Wagga Wagga

Supervisor Dr Pankaj Banga  
Director Medical Services  
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E [Pankaj.Banga@health.nsw.gov.au](mailto:Pankaj.Banga@health.nsw.gov.au)

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JMO Manager  
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This position based at Wagga Wagga Base Hospital is supervised by the Director of Medical Services and works closely with the Executive Director of Medical Services. The position offers an opportunity to experience and be trained in all competencies as required by RACMA fellowship training curriculum. Wagga Wagga Base Hospital is 350 beds and offers a variety of diagnostic and therapeutic services. Medical Administration is responsible for all doctors, radiology services, pharmacy, health information department, surgical waiting list and clinical governance at Wagga Wagga Base Hospital. The trainee will experience working in all of these areas and with the executive. The position is also eligible for \$ 25,000 per annum rural support loading.

### Alignment to the RACMA Annual Training Plan

ROLE COMPETENCY: MEDICAL LEADER		
Engage in self-directed learning	Always	Opportunity to apply many/most NSW Health Policies in the context of real-world scenarios encountered at WWBH
Resolve personal conflicts with others	Always	Personal conflict is limited/absent. Managing competing interests and expectations of various stakeholders can arise as a form of 'conflict'. Can include work in departments requiring performance management (e.g. Medical Imaging)
Demonstrate ability to modify behaviour in accordance with past reflection	Always	Constant and live feedback and discussions from executive team and supervisor on approaches undertaken for day-to-day work
Create a shared vision	Always	Opportunity to work with MLHD District team and engage in discussions around enacting broader Vision, such as in monthly performance and operational/sector meetings. Opportunity to work on projects relating to different departments (e.g. ED, medical imaging, patient flow, pathology, health information) as well as on different themes e.g. process improvement, clinical care, budget and finances etc)
Inspire commitment by others	Always	Full support to pursue and lead projects - both clinical and operational improvement
ROLE COMPETENCY: MEDICAL EXPERT		
Achieve health service organisational goals through team work	Always	As below - collaboration with teams

Participate in key committees (e.g. patient safety, complaints, patient advocacy, etc.)	Always	Weekly Executive Management Team (EMT) meetings, Senior Staff teleconference, Fortnightly efficiencies review,, Monthly performance meeting, Operations team quarterly meetings, Accreditation Review meetings, National Standards Governance committees, Clinical Council, Department of Surgery meeting
Planning and leading Quality Improvement activities	Always	Hospital acquired complications audit and strategy
Respond to coronial/medico-legal/FOI investigations	Always	Respond to 'statement of claims' and liaise with our medico-legal team
<b>ROLE COMPETENCY: COMMUNICATOR</b>		
Balance competing interests by various stakeholders	Always	Written briefs for CE/Ministry, Memorandums, verbal communication - meetings
<b>ROLE COMPETENCY: COLLABORATOR</b>		
Keep in touch with internal stakeholders	Always	Every day involves wide and varied consultation and liaison with multiple stakeholders - frontline staff and managers
Manage a complex complaint	Always	Medical imaging department (patient complaints, workforce/HR complaints), patient complaints related to clinical care, IIMs, HCCC complaints against clinicians, statement of claims
<b>ROLE COMPETENCY: MANAGER</b>		
Participate in senior medical staff credentialing	Always	Reviewing NSW Health credentialing documentation, attendance at MDAC committee
Performance manage junior and senior medical staff	Always	Review of junior doctor rosters, overtime, VMO claims, departmental complaints, performance management of medical staff
Appoint junior and senior medical staff	Always	Clinical staff interviews, JMO bulk recruitment, observation of senior medical staff interviews
Manage a work unit or department in the health care system	Always	Medical imaging department, health information unit, junior doctors
Manage a budget	Always	Limitations of ability to influence budget strategy
Manage a critical incident	Always	Critical incidents are rare. critical incidents are rare. When/if they do occur, there is opportunity to be involved in the processes surrounding these.
<b>ROLE COMPETENCY: HEALTH ADVOCATE</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		Review and respond to patient feedback and complaints, review KPIs and implement strategies
<b>ROLE COMPETENCY: SCHOLAR</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		Weekly exam practice questions, discussions of RACMA topics in context of real-life cases. Attendance of RACMA webinars, online modules, and conferences
<b>ROLE COMPETENCY: PROFESSIONAL</b>		
Develop and implement strategies to enhance patient care within the work environment		Quality and safety audit and improvement projects e.g. HACS, clinical documentation, patient flow

## 4.18 Medical Informatics Officer

Sydney LHD  
Royal Prince Alfred Hospital, Missenden Rd, Camperdown

Supervisor                      Dr Christian Ghan  
Deputy Chief Medical Information Officer  
T 0412 558 337  
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*This post is most suitable for trainees in 1<sup>st</sup> year of training and is limited by RACMA to one year full time for any one candidate.*

The Medical Informatics Officer role is a part-time position (0.5 FTE) based at Royal Prince Alfred Hospital which plays a valuable role within the SLHD Health Informatics Unit (HIU). The HIU is a broad multidisciplinary team of informaticians from nursing, allied health and medical backgrounds. The role integrates clinical skills and knowledge, with computer and information sciences to advise on health information system development, training and support, and adoption and optimisation in clinical practice. The candidate is expected to contribute to the development and deployment of electronic medical record (eMR) solutions, provide specialised support and training to clinicians, and contribute to the governance of the eMR from a medical informatics perspective. The candidate will supervise the medical informatics junior medical officer rotation and there is opportunity for involvement in regular RACMA candidate teaching sessions held at RPA and also joint ICT and hospital committees.

### Alignment to the RACMA Annual Training Plan

ROLE COMPETENCY: MEDICAL LEADER		
Engage in self-directed learning	Always	Informatics-based learning through literature reviews, software vendor documentation
Resolve personal conflicts with others	Sometimes	Dependent on whether conflict occurs
Demonstrate ability to modify behaviour in accordance with past reflection	Always	Open communication between supervisor and trainee and regular feedback of performance
Create a shared vision	Always	Promote adoption of technology tools and eMR
Inspire commitment by others	Sometimes	Adoption of technology tools by junior and senior medical staff
ROLE COMPETENCY: MEDICAL EXPERT		
Achieve health service organisational goals through team work	Sometimes	Patient safety is a critical design consideration for any technology-based solutions
Participate in key committees (e.g. patient safety, complaints, patient advocacy, etc.)	Never	
Planning and leading Quality Improvement activities	Always	Optimisation of clinical workflows through improving design e.g. Hand Clinic
Respond to coronial/medico-legal/FOI investigations	Never	

<b>ROLE COMPETENCY: COMMUNICATOR</b>		
Balance competing interests by various stakeholders	Always	Balance interests of clinicians with resources of the unit
<b>ROLE COMPETENCY: COLLABORATOR</b>		
Keep in touch with internal stakeholders	Always	Deliver timely and relevant project updates
Manage a complex complaint	Sometimes	Where this complaint involves the eMR/technology solution
<b>ROLE COMPETENCY: MANAGER</b>		
Participate in senior medical staff credentialing	Never	
Performance manage junior and senior medical staff	Never	
Appoint junior and senior medical staff	Sometimes	Participate in recruitment process for JMOs as required
Manage a work unit or department in the health care system	Never	
Manage a budget	Never	
Manage a critical incident	Sometimes	Contribute if the incident involves the eMR/technology solution
<b>ROLE COMPETENCY: HEALTH ADVOCATE</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		
<b>ROLE COMPETENCY: SCHOLAR</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		Develop and deliver medical informatics education to postgraduate medical students of the University of Sydney
<b>ROLE COMPETENCY: PROFESSIONAL</b>		
Develop and implement strategies to enhance patient care within the work environment	Yes	Work collaboratively with clinical departments to develop technology-based workflow solutions

## 4.19 Medical Council of NSW

Gladesville Hospital  
Building 54, Gladesville NSW

Supervisor Dr Annette Pantle  
Medical Director  
T (02) 9879 2219  
E [Annette.Pantle@health.nsw.gov.au](mailto:Annette.Pantle@health.nsw.gov.au)

This position provides a unique opportunity to gain medical administration experience in professional regulation whilst studying for the Fellowship of RACMA (FRACMA). The position reports to the Medical Director of the Medical Council of NSW and will be involved in reviewing and risk assessing complaints about medical practitioners in NSW. The successful candidate will also undertake research projects on behalf of the Council, gain experience in data analysis and review of operational imperatives and assist in the development of briefing documents to support effective regulatory decision making. This is a unique role in health practitioner regulation that will allow the trainee to gain valuable experience in the management of health impairment, conduct and performance matters involving medical practitioners in NSW.

### Alignment to the RACMA Annual Training Plan

ROLE COMPETENCY: MEDICAL LEADER		
Engage in self-directed learning	Sometimes	Trainee will be directed to key resources relevant to the role and be required to become familiar with them eg Health Practitioner Regulation National Law (NSW); seek out opportunities to observe regulatory activities; ensure participation in relevant masters program
Resolve personal conflicts with others	Sometimes	Support, direction and encouragement from supervisor; review any issues at regular weekly meetings with trainee; participate in internal meetings with regulatory staff, chair some meetings
Demonstrate ability to modify behaviour in accordance with past reflection	Always	Reflection at weekly meetings with supervisor, reflective log, internal performance development program; external courses if required
Create a shared vision	Sometimes	Providing support and guidance to regulatory teams on clinical and other issues
Inspire commitment by others	Always	Internal meetings with regulatory staff, presentations to internal and external groups

ROLE COMPETENCY: MEDICAL EXPERT		
Achieve health service organisational goals through team work	Always	Medical input into regulatory decisions through briefings to committees and in meetings with HCCC about disposition of individual complaints
Participate in key committees (e.g. patient safety, complaints, patient advocacy, etc.)	Sometimes	Trainee will attend and participate in key internal and external committees eg case management (complaints), HCCC notifications meetings
Planning and leading Quality Improvement activities	Sometimes	Trainee will participate in and through data analysis and review, will develop and implement QI activities
Respond to coronial/medico-legal/FOI investigations	Sometimes	Trainee will review outcomes of these investigations as they contribute to an understanding of regulatory risk
ROLE COMPETENCY: COMMUNICATOR		
Balance competing interests by various stakeholders	Always	Trainee will participate in a variety of meetings with internal and external stakeholders including AMA, MIs, HCCC, MoH, LHDs, university medical schools, medical colleges
ROLE COMPETENCY: COLLABORATOR		
Keep in touch with internal stakeholders	Always	Trainee will participate in a variety of internal committee and ad hoc meetings
Manage a complex complaint	Always	Trainee will participate in initial risk assessment, complex case review, development of briefing materials for committee, advocating for and recommending regulatory outcomes
ROLE COMPETENCY: MANAGER		
Participate in senior medical staff credentialing	Never	This is not a role undertaken in this rotation however, development of an understanding of credentialing in public and private hospitals will be covered in regular meetings with supervisors as it is key to understanding the environment and risk of many notifications. Operational experience will be provided through other rotations and in consultation with HETI
Performance manage junior and senior medical staff	Never	This is not a role undertaken in this rotation however, development of an understanding of how performance is managed in public and private hospitals will be covered in regular meetings with supervisors as it is key to understanding the environment and risk of many notifications. Operational experience will be provided through other rotations and in consultation with HETI
Appoint junior and senior medical staff	Never	This is not a role undertaken in this rotation. Operational experience will be provided through other rotations and in consultation with HETI
Manage a work unit or department in the health care system	Never	This is not a role undertaken in this rotation. Operational experience will be provided through other rotations and in consultation with HETI
Manage a budget	Never	This is not a role undertaken in this rotation. Operational experience will be provided through other rotations and in consultation with HETI
Manage a critical incident	Sometimes	Critical incidents in the regulatory context are quite different to the operational clinical context however the process of management is similar and reproducible

ROLE COMPETENCY: HEALTH ADVOCATE		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		The trainee will be involved in policy and procedure development including preparing submissions or policy advice eg in response to MBA draft guidelines and ACSQHC standards
ROLE COMPETENCY: SCHOLAR		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		The trainee will be involved in research activities in regard to individual complaints as well as developing and implementing formal research projects on behalf of the Council
ROLE COMPETENCY: PROFESSIONAL		
Develop and implement strategies to enhance patient care within the work environment	No	The work environment does not provide direct patient care. However, from an analysis of complaints data we provide advice to all registered medical practitioners in NSW on trends identified and strategies they can implement to improve patient care and reduce their risk of complaints

## 4.20 Medical Leadership and Governance Trainee

Central Coast LHD  
Gosford Hospital, 75 Holden Street, Gosford NSW

Supervisor                      Prof. Steevie Chan  
District Director Medical Services  
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E [Steevie.Chan@health.nsw.gov.au](mailto:Steevie.Chan@health.nsw.gov.au)

Contact                              Melissa Onysko  
Manager, Medical Workforce & Education Unit  
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The Medical Administration Trainee supports the DDMS in advocating clinical governance, quality and safe delivery of health services and achieving these goals in a collaborative, analytical and inclusive manner, offering the candidate access to a variety of experiences in Medical Administration whilst studying for the FRACMA. The role works under the direction of DDMS supporting the incumbent to develop key RACMA core competencies of medical leadership, analysis of complex medical workforce governance and management issues to discern risks and benefits of actions and plan appropriately to deliver an effective workforce management solution to support CCLHDs strategic direction and clinical service plan. The role involves working in a complex environment, with several key stakeholder groups both professionals and general administration across all CCLHD hospitals and services, and requires highly developed communication, negotiation and conflict management skills.

### Alignment to the RACMA Annual Training Plan

ROLE COMPETENCY: MEDICAL LEADER		
Engage in self-directed learning	Always	Reading NSW Health policy directive, eg Managing Complaints and Concerns of a Clinician
Resolve personal conflicts with others	Sometimes	JMO management
Demonstrate ability to modify behaviour in accordance with past reflection	Always	Reflections discussed during weekly tutorial
Create a shared vision	Sometimes	Participate in planning meetings
Inspire commitment by others	Sometimes	Lead JMOs in quality improvement activities
ROLE COMPETENCY: MEDICAL EXPERT		
Achieve health service organisational goals through team work	Always	Work as part of a team in the District Medical Workforce Directorate
Participate in key committees (e.g. patient safety, complaints, patient advocacy, etc.)	Always	Participate in "Deteriorating Patient Committee"
Planning and leading Quality Improvement activities	Always	Lead hand hygiene improvement activities
Respond to coronial/medico-legal/FOI investigations	Sometimes	Participate in Root Cause Analysis teams

<b>ROLE COMPETENCY: COMMUNICATOR</b>		
Balance competing interests by various stakeholders	Always	Work with multiple hospital site Directors of Medical Services and JMO leads
<b>ROLE COMPETENCY: COLLABORATOR</b>		
Keep in touch with internal stakeholders	Always	Work with multiple hospital site Directors of Medical Services and JMO leads
Manage a complex complaint	Never	Not alone for COMPLEX complaint. But can assist under direction of District DMS
<b>ROLE COMPETENCY: MANAGER</b>		
Participate in senior medical staff credentialing	Always	Part of the learning function is to assist with MDAAC
Performance manage junior and senior medical staff	Always	Part of the learning is to assist with management of JMO staff. Not alone in dealing with management of senior medical staff though.
Appoint junior and senior medical staff	Always	Assist in Annual Recruitment Campaign and MDAAC
Manage a work unit or department in the health care system	Never	
Manage a budget	Never	
Manage a critical incident	Never	Not by themselves. Can observe.
<b>ROLE COMPETENCY: HEALTH ADVOCATE</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		
<b>ROLE COMPETENCY: SCHOLAR</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		
<b>ROLE COMPETENCY: PROFESSIONAL</b>		
Develop and implement strategies to enhance patient care within the work environment	Yes	Participate in multiple quality improvement activities with direct impact on patient care, eg Antimicrobial Stewardship

## 4.21 Goulburn Base Hospital

Southern NSW LHD  
Goulburn Base Hospital, 130 Goldsmith Street, Goulburn NSW 2580

Supervisor      Dr Trish Saccasan-Whelan  
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Contact      Eleanor Farris  
JMO Manager  
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This position will work closely with the DMS and enable good training and experience in all aspects of medical administration, including recruitment, clinical governance, service planning and medical management.

It will give the candidate an excellent range of general experience in a medium sized rural hospital, staffed by a range of medical specialists, GP VMOs and JMOs.

This experience will assist with study and other preparation towards the RACMA Fellowship, including addressing the eight RACMA role competencies for medical administrators. The position is supervised by a RACMA Fellow with wide experience in all aspects of medical administration.

### Alignment to the RACMA Annual Training Plan

ROLE COMPETENCY: MEDICAL LEADER		
Engage in self-directed learning		
Resolve personal conflicts with others		
Demonstrate ability to modify behaviour in accordance with past reflection		
Create a shared vision		
Inspire commitment by others		
ROLE COMPETENCY: MEDICAL EXPERT		
Achieve health service organisational goals through team work		
Participate in key committees (e.g. patient safety, complaints, patient advocacy, etc.)		
Planning and leading Quality Improvement activities		
Respond to coronial/medico-legal/FOI investigations		
ROLE COMPETENCY: COMMUNICATOR		

Balance competing interests by various stakeholders		
<b>ROLE COMPETENCY: COLLABORATOR</b>		
Keep in touch with internal stakeholders		
Manage a complex complaint		
<b>ROLE COMPETENCY: MANAGER</b>		
Participate in senior medical staff credentialing		
Performance manage junior and senior medical staff		
Appoint junior and senior medical staff		
Manage a work unit or department in the health care system		
Manage a budget		
Manage a critical incident		
<b>ROLE COMPETENCY: HEALTH ADVOCATE</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		
<b>ROLE COMPETENCY: SCHOLAR</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		
<b>ROLE COMPETENCY: PROFESSIONAL</b>		
Develop and implement strategies to enhance patient care within the work environment		

## 4.22 Western Sydney LHD - Executive Medical Services

Western Sydney LHD  
Westmead Hospital, Corner of Hawkesbury and Darcy Roads, Westmead NSW 2145

Supervisor	Dr Brett Gardiner Acting Director Medical Services T 0418 809 516 E <a href="mailto:Brett.Gardiner@health.nsw.gov.au">Brett.Gardiner@health.nsw.gov.au</a>	Contact	Chandrika Paramanandarajah JMO Manager T (02) 8890 6282 E <a href="mailto:Chandrika.Paramanandarajah@health.nsw.gov.au">Chandrika.Paramanandarajah@health.nsw.gov.au</a>
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WSLHD is in the process of establishing a training network for RACMA trainees. The network will establish pathways to support core education and training needs in expanded settings across WSLHD in accordance with the trainee's level and experience.

This new position is yet to be accredited by RACMA for the 2024 Clinical Year and is advertised as an unaccredited Medical Administration Trainee. It is envisaged that Network trainees will undertake work placements on rotation at the WSLHD Medical Services Directorate, hospitals, and in LHD-wide services such as Integrated and Community Health, Mental Health, Drug and Alcohol Services, Oral Health, and the Research and Education Network to support their training in accordance with the FRACMA Medical Leadership and Management Curriculum.

The WSLHD Medical Services Directorate responsibilities include professional leadership for both senior and junior medical and dental staff, professional leadership for the District.

### Alignment to the RACMA Annual Training Plan

ROLE COMPETENCY: MEDICAL LEADER		
Engage in self-directed learning	Always	Attend skill development workshops, courses and read peer reviewed journals.
Resolve personal conflicts with others	Sometimes	Undertake on-line training modules on conflict resolution and attend a Conflict Resolution one day face-to-face workshop. As part of the Executive Medical Services team, this role will have the opportunity to exposure to high level negotiation and conflict management
Demonstrate ability to modify behaviour in accordance with past reflection	Always	Regular supervisor sessions that develop reflective practice. Keep a reflective journal /diary.
Create a shared vision	Sometimes	The trainee has the opportunity to propose, lead and undertake quality improvement and/or audit projects and work with stakeholders to engage and influence.

Inspire commitment by others	Always	The trainee has the opportunity to lead agreed initiatives and undertake quality improvement projects.
<b>ROLE COMPETENCY: MEDICAL EXPERT</b>		
Achieve health service organisational goals through team work	Always	Will work with multidisciplinary and managerial stakeholders across a range of initiatives aligned to WSLHD organisational goals.
Participate in key committees (e.g. patient safety, complaints, patient advocacy, etc.)	Always	Participation in Medical and Dental Appointments Advisory Committee, Selection/Credentialing Committees, Managing Concerns and Complaints Against a Clinician Committee, Medical Training Accreditation Governance Committee and other governance and operational workforce models and initiatives such as Assistants in Medicine and medical wellbeing, and other medical governance groups/committees as agreed.
Planning and leading Quality Improvement activities	Sometimes	There are opportunities for the Trainee to lead a quality improvement project relative to the portfolio (e.g. Workforce wellbeing)
Respond to coronial/medico-legal/FOI investigations	Sometimes	Negotiable if trainee has a specific need or interest in this area
<b>ROLE COMPETENCY: COMMUNICATOR</b>		
Balance competing interests by various stakeholders	Always	The trainee will engage with various internal and external stakeholders in their day-to-day work.
<b>ROLE COMPETENCY: COLLABORATOR</b>		
Keep in touch with internal stakeholders	Always	The trainee will be involved in effective communication to medical department heads, Medical Services and managers, and will be required to provide feedback on progress on their work to internal stakeholders and supervisors, as appropriate.
Manage a complex complaint	Sometimes	As a District level role, there will be opportunity to be engaged in high level complaint management
<b>ROLE COMPETENCY: MANAGER</b>		
Participate in senior medical staff credentialing	Always	The trainee will be involved in recruitment and credentialing of senior medical staff from the perspective of Executive Medical Services
Performance manage junior and senior medical staff	Sometimes	The trainee may gain experience in the management of significant performance matters from a District level, noting that they will not be the line manager of junior or senior medical staff.
Appoint junior and senior medical staff	Always	The Trainee will be involved in appointment, delineation of scope of practice and other aspects of medical workforce governance as a key part of their role. The role will participate in recruitment activities of the WSLHD appropriate to the level of the role.
Manage a work unit or department in the health care system	Sometimes	The Trainee may work with Heads of Medical Departments in preparing medical workforce profiles and business cases.
Manage a budget	Sometimes	The Trainee will not have direct budget management but will gain knowledge and experience the District level monitoring of budget and performance targets. The role is also likely to be required to prepare proposals that include costings and funding models. The role will have exposure to Medical Informatics and the role that this plays in revenue generation
Manage a critical incident	Sometimes	The trainee will be encouraged to participate as a team member on a Serious Adverse Event Review Team.

<b>ROLE COMPETENCY: HEALTH ADVOCATE</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		The trainee will have multiple opportunities to engage in health advocacy through medical workforce model developments relating to service design, and business cases for changes to staffing profiles. They will also be involved in initiatives that advocate for new staff and/or changes in procedures and systems management.
<b>ROLE COMPETENCY: SCHOLAR</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		The trainee is expected to participate in the WSLHD Head of Medical Departments Professional Development sessions monthly. There are also multiple opportunities for the trainee to engage in other local teaching sessions, local management in-services and local quality improvement/research, based on Trainee interest.
<b>ROLE COMPETENCY: PROFESSIONAL</b>		
Develop and implement strategies to enhance patient care within the work environment	Yes	The trainee is expected to participate in service design, improvement and delivery for programs that directly relate to their portfolio.

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## 4.23 Liverpool Hospital

South Western Sydney LHD

Liverpool Hospital, Corner of Elizabeth and Goulburn Streets, Liverpool NSW 2170

Supervisor

Dr Daryl-Anne Elias  
Director of Medical Services  
T (02) 8738 8403  
E [DarylAnne.Elias@health.nsw.gov.au](mailto:DarylAnne.Elias@health.nsw.gov.au)

Contact

Christine Chapman  
JMO Manager  
T (02) 8738 6327  
E [Christine.Chapman@health.nsw.gov.au](mailto:Christine.Chapman@health.nsw.gov.au)

This is an exciting opportunity to undertake RACMA training with the Medical Administration Unit at Liverpool Hospital, SWSLHD working directly with Director of Medical Services, Senior Clinicians, Managers & the Medical Administration team, you will have exposure to a wide range of activities, including medical workforce planning, JMO & Specialist Medical recruitment, Clinical governance & disaster planning.

Liverpool Hospital is located in one of the fastest growing areas in NSW and is undergoing a \$790 million major redevelopment which will provide enhanced facilities & increased capacity to meet future population growth for the area.

This job would ideally suit a more experienced candidate. You will be expected to carry out a range of management, administrative & leadership tasks independently & semi-independently, including:

- Performance Management
- Project Management
- Stakeholder Management
- Clinical Governance & Risk Management
- Speciality College & NSQHS Accreditation

### Alignment to the RACMA Annual Training Plan

ROLE COMPETENCY: MEDICAL LEADER		
Engage in self-directed learning	Always	Trainee is encouraged to manage problems and projects and develop a comprehensive plan by exploring solutions.
Resolve personal conflicts with others	Always	Trainee is encouraged to address any conflict (personal or otherwise) with others in a supportive environment.
Demonstrate ability to modify behaviour in accordance with past reflection	Always	Trainee is expected to reflect on interactions in order to recognise their own strengths and weaknesses.

Create a shared vision	Always	Trainee is expected to work in a collaborative manner, that encourages and builds on the framework and shared values of the team and wider stakeholders.
Inspire commitment by others	Always	build rapport with team and stakeholders to ensure engagement, and motivation.
<b>ROLE COMPETENCY: MEDICAL EXPERT</b>		
Achieve health service organisational goals through team work	Always	Trainee works directly with many teams, including the JMO Unit (Medical Administration) The Demand Management Unit and other committees and working groups. The trainee is strongly encouraged to interact with many different stakeholders internal and external to the organisation.
Participate in key committees (e.g. patient safety, complaints, patient advocacy, etc.)	Always	The Trainee attends various committees as a core member and to observe. These include Standards meetings, Network meetings, Whole of Health Executive meetings etc.
Planning and leading Quality Improvement activities	Sometimes	The Trainee works with medical specialties on Whole of Health Strategies and has had a key role in implementing key QI activities within the facility.
Respond to coronial/medico-legal/FOI investigations	Never	
<b>ROLE COMPETENCY: COMMUNICATOR</b>		
Balance competing interests by various stakeholders	Always	The trainee works in a fast-paced environment where they are expected to interface with various departments, teams and stakeholders - this requires the ability to manage competing priorities on a daily basis.
<b>ROLE COMPETENCY: COLLABORATOR</b>		
Keep in touch with internal stakeholders	Always	The trainee works with lots of different internal stakeholders on a daily basis (multidisciplinary)
Manage a complex complaint	Sometimes	Opportunity to manage a complex complaint with the PLO and DMS as necessary
<b>ROLE COMPETENCY: MANAGER</b>		
Participate in senior medical staff credentialing	Always	The trainee has lots of opportunity to sit on medical staff appointment and recruitment panels (both Jnr and Snr)
Performance manage junior and senior medical staff	Sometimes	The trainee is involved in meetings such as PARC - Senior Medical Staff Management is not included.
Appoint junior and senior medical staff	Sometimes	The trainee has lots of opportunity to sit on medical staff appointment and recruitment panels (both Jnr and Snr)
Manage a work unit or department in the health care system	Sometimes	The trainee works in the JMO Unit (Medical Admin) and is considered a key member of the management team.
Manage a budget	Never	
Manage a critical incident	Never	
<b>ROLE COMPETENCY: HEALTH ADVOCATE</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		
<b>ROLE COMPETENCY: SCHOLAR</b>		
No specified workplace capabilities for development -- please include training activities that might be available to trainees for this Role Competency (if any)		
<b>ROLE COMPETENCY: PROFESSIONAL</b>		
Develop and implement strategies to enhance patient care within the work environment		

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## 4.24 Trainee Rolling Handover (ROVER) Template

### Updated Handover on [Date]

This form is designed as a resource written by and for Trainees about the specific, practical, day-to-day responsibilities involved in a position. It is a rolling document that may be modified or updated as different Trainees rotate through positions

Please update if required throughout the term.

POSITION NAME: [CLICK OR TAP HERE TO ENTER TEXT.](#)

POSITION SUPERVISOR(S): [CLICK OR TAP HERE TO ENTER TEXT.](#)

OTHER IMPORTANT STAFF: [CLICK OR TAP HERE TO ENTER TEXT.](#)

Weekly Schedule	
Monday	Example: 8.00am Attend Medical Handover 8.30am Team Huddle in MWEU Normally 2pm meeting with Director of Medical Services at the Executive Building down the road
Tuesday	<a href="#">Click or tap here to enter text.</a>
Wednesday	<a href="#">Click or tap here to enter text.</a>
Thursday	<a href="#">Click or tap here to enter text.</a>
Friday	<a href="#">Click or tap here to enter text.</a>

Access Required: [Click or tap here to enter text.](#)

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Committee Attendance: [Click or tap here to enter text.](#)

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### Roles & Responsibilities

[Click or tap here to enter text.](#)

### Resources

[Click or tap here to enter text.](#)

### Miscellaneous Tips

[Click or tap here to enter text.](#)

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# 5

## Other Useful Links & Resources

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## 5.1 Scholarships and Grants for Rural Trainees

[Rural Medical Trainee Scholarship](#)

[Metropolitan Access Scholarship](#)

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## 5.2 [Medical Council NSW Podcast](#)

## 5.3 [Safety & Quality Guide](#)

## 5.4 Newsletters from Medical Indemnity Providers

[Avant](#)

[MDA National](#)

[MIPS](#)

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## 5.5 Relevant Annual Domestic & International Conferences

[RACMA Annual Scientific Meeting](#)

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## 5.6 Relevant Workshops for Trainees

UNSW Stats Central

[Online Short Courses](#)

[Seminars](#)

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## 5.7 [Hospital Accreditation Requirements](#)

## 5.8 [NSW Health Policies](#)

## 5.9 Recommended My Health Learning modules

Prevocational accreditation program modules (surveyor training)

Foundations of Healthcare Safety and Quality learning pathway

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Locked Bag 2030  
St Leonards NSW 1590

T: 02 9844 6551  
W: [www.heti.nsw.gov.au](http://www.heti.nsw.gov.au)

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HEALTH  
EDUCATION  
& TRAINING