Managing chaos: a career in medical administration

DO you like the sound of a medical career away from a waiting room full of patients, with regular office hours and no on-call duties? Then don’t go into medical administration. “It’s a 24-hour a day job”, exclaims Dr Karen Owen, Chief Executive of the Royal Australasian College of Medical Administrators (RACMA). “But it’s engaging, challenging and there’s plenty of variety”, she adds.

The term “medical administration” is a broad one. Doctors in the medical administration specialty can be engaged in a wide variety of roles, not just in hospitals, but in a range of organisations, such as education, pharmaceutical or technology companies; or government departments such as health, defence, immigration and corrections where they run health services and advise on health policy and strategy.

But the “top rung” in this speciality is a position as Executive Medical Director or Chief Medical Officer (CMO) in a large, metropolitan teaching hospital, health service or private hospital.

The job is about as diverse as can be found in medicine. As well as managing the day-to-day business of health services for communities, medical administrators oversee multimillion-dollar budgets, manage clinical workforces, oversee clinical support services, and manage capital investments such as buildings and biomedical technologies. They must regularly liaise with multiple stakeholders including hospital boards, health departments and ministers.

A major part of their role is in dealing with medicolegal and performance issues relating to clinical services and medical staff.

Dr Michael Walsh, RACMA Board member and Fellow, says these can be among the most difficult tasks as they involve dealing with medical colleagues, as in the case of a surgeon who has been behaving in an unprofessional manner in the operating theatre.

So good communication and collaboration skills are essential to the role, and not just with medical colleagues but with nursing staff, the hospital CEO, the finance manager, and others in the health care team. Maturity, flexibility, and good problem-solving and people skills are essential to the role, he says.

Most senior medical administrators are medically trained and have management training. Directors of medical services
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On Call LOCUMS
in metropolitan hospitals are usually doctors, although they don’t always have management qualifications.

Dr Walsh says a clinical background adds credibility to the person and the role and makes consultation with the medical workforce smoother. Issues relating to medical procedures and treatments are easier to address because they’re familiar to someone with medical training. Medical administrators are often former specialist doctors seeking a new challenge.

Formal medical specialty training isn’t always a prerequisite for a career in the field. Some people get there after gaining experiences in various management roles such as head of department. Others get there after gaining postgraduate qualifications in health management or public health.

But the most respected qualifications are those in medical administration offered through the RACMA, the College recognised by the Australian Medical Council to offer specialist fellowship in medical administration.

Entrants into the RACMA’s fellowship training must have an MB BS degree (or equivalent) and a minimum of 3 years of medical practice experience. They must also complete a master’s degree (which may be in public health or health services management or, increasingly, an MBA) during training.

Fellowship training consists of 3 years full-time training, culminating in an oral examination. Advanced candidates with 5 or more years of experience in medical management and another fellowship may do it in less, under the College’s Accelerated Pathway to Fellowship program.

Those who don’t wish to do the full fellowship training may become an Associate Fellow, after successfully completing a 9-month part-time course of workshops and tutorials.

Employment prospects generally are excellent. There is a widespread shortage of medical administrators, with demand particularly high in rural hospitals, says Dr Owen.

Many doctors who do the College’s training programs are already employed as medical managers and are undertaking the training to acquire the formal qualification. If not, they usually have a substantive job by the time they finish training.

There is also plenty of demand for locum medical administrators, which may suit medical administrators who are semi-retired, says Dr Owen.

And demand for medical administrators is likely to remain high as funded training places are limited.

Public sector salary is in line with experienced hospital salaried staff specialists. Remuneration packages, including super, professional development allowances and (in some states) on-call allowances, are usually in excess of $300,000 per annum, but may be up to half a million dollars a year in more difficult-to-fill posts in some jurisdictions. In the private sector, contracts are negotiable. But the workload can be heavy, and the hours are well in excess of 40 hours a week, says Dr Owen. It’s a stressful job requiring a full-time commitment, she adds. Usually, you have to give up your clinical practice.

Hospital directors of medical services are constantly on call, Dr Walsh says, because many of the emergencies that require their intervention take place after hours — such as an emergency operating theatre or ambulance bypass crises.

So why do it, if it takes up so much of your life? It’s challenging, interesting and there’s plenty of variety, says Dr Walsh. “You’re exposed to a wide range of clinical and management situations, even more so than in clinical practice.”

Just don’t expect to put your feet up.

For more information on the RACMA
http://www.racma.edu.au/
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  - Call Carly 02 8353 9016

### NEUROLOGIST
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  - 24th Jan - On-going
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- **South East QLD (Ref: 22661)**
  - Jan - Mar
  - $2000 per day
  - Call Carly 02 8353 9016

### PSYCH - GENERAL ADULT
- **North West TAS (Ref: 18987)**
  - 4th Jan - 15th Feb
  - $2000 per day + On-call rates
  - Call Rebecca 02 8353 9042

### PSYCH - GENERAL ADULT
- **South East QLD (Ref: 20660)**
  - 1st Feb - end of April
  - Locum Rates
  - Call Rebecca 02 8353 9042

### OPHTHALMOLOGIST
- **South East NZ (Ref: 23395)**
  - ASAP - 25th Feb
  - NZD$1500 per day
  - Call Rebecca 02 8353 9042

### ED PHO/SMO
- **QLD (BD291110-2/011210-2)**
  - ASAP - 30 Jun 2011
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  - Call Carole 02 8353 9017

### ANAESTHETIST
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### MEDICAL RMO
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  - Call Carole 02 8353 9017

### PSYCH REGISTRAR
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  - 03 Jan 2011 - Ongoing
  - $110 per hour worked
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### ORTHO REGISTRAR
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  - 31 Jan 2011 - 25 Feb 2011
  - $1400 per day worked
  - Call Lisa 02 8353 9034

### O&G REGISTRAR
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  - $130 per hour worked
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### GENERAL SURGEON
- **GEN MED PHYSICIAN**
  - NSW (Ref: 22025)
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  - $2000 p/day + travel/accom.
  - Call Claudine 02 8353 9020

### GENERAL SURGEON
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  - Call Nicole 02 8353 9012

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- **Northern NSW** From 4/02/2011 To 11/02/2011 $2,000 p/d
- **South Eastern NSW** From 14/01/2011 To 23/01/2011 $2,500 p/d
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- **Country NSW** From ASAP To 31/01/2011 NEG p/d

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- **North East NSW** From 3/01/2011 To 10/01/2011 $2,000 p/d
- **South Eastern QLD** From 17/01/2011 To 21/01/2011 $2,000 p/d
- **Central Coast QLD** From ASAP To Ongoing $1,983 p/d
- **South Eastern NSW** From 3/01/2011 To 17/01/2011 $2,500 p/d
- **Mid North Coast NSW** From 14/01/2011 To 20/01/2011 $2,000 p/d

### Facem
- **South East VIC** From January To Ongoing $2,000 p/d
- **ACT** From To Ongoing $2,600 p/d
- **Central Coast NSW** From To Ongoing $247 p/d

### Orthopaedic Surgeon VMO
- **North West NSW** From January To Ongoing NEG p/d
- **Northern NSW** From 21/01/2011 To 24/01/2011 $2,000 p/d
- **Mid North Coast NSW** From Various To Ongoing $2,200 p/d

### GP
- **Coastal QLD** From Full/Part Time $130 p/h
- **North Western NSW** From Ongoing To 1 week/month NEG p/d
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Please send to: recruitment@casa.gov.au
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The Civil Aviation Safety Authority takes the lead in delivering world class air safety for all Australians. CASA sets air safety standards, ensures compliance and offers safety education and training.

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Provide leadership and organisation, management, and provision of palliative care services in the Cairns and Hinterland Health Service District and to the wider referral catchment that includes Cape York and Torres Strait. The appointee will promote and lead the collaboration and integration of clinical resources. The role will also initiate the development of clinical links with inpatient, outpatient and domiciliary services, to provide optimal access for palliative care to patients who reside within the District. This position may, if requested, participate in the planning and provision of services across Queensland.

Enquiries: Dr Andrew Shearer 0437 330 260.
Application Kit: (07) 4226 5124 or www.health.qld.gov.au/workforus
Closing Date: Tuesday, 1 February 2011.

You can apply online at www.health.qld.gov.au/workforus
DIRECTOR OF MEDICAL SERVICES

Western District Health Service (WDHS) is a busy health service with 91 acute beds, an annual inpatient throughput of more than 7,000 and almost 6,000 emergency attendances. The main acute facility, Hamilton Base Hospital, has recently upgraded and re-equipped significant components of its medical and surgical equipment infrastructure. WDHS is seeking a Director of Medical Services to lead, manage and be accountable for its clinical medical workforce. Candidates should hold registration with the Medical Practitioners Board of Victoria and, preferably, postgraduate Health Administration qualifications such as Fellowship of The Royal Australasian College of Medical Administrators.

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