



**30 Year Anniversary Dinner
Management Training Program
2 September 2005**

**History of the:
Management Training Program
Balmain Hospital Program
Aboriginal Health Management Training
Program**

ACHSE NSW Branch Management Training Programs History

- 1952 Brian Mahaffey commenced as a cadet hospital administrator at Tamworth Base Hospital. It is believed that this was the only position of this type in NSW until the management trainees commenced at Balmain Hospital in 1965.
- 1965 Balmain Hospital Program started by CEO, Ken Boylan.
- 1974 Balmain Hospital Program ceases after the Board decided not to continue the Program.
- 1975 Administrative Training Program began at Hornsby and Ku-ring-gai Hospital by CEO, Stan Williams with NSW Health Department support.
- 1976 Graham Rowe appointed first Education Officer for the NSW Branch of the Australian College of Health Service Administrators. Graham was based at Hornsby Hospital and was involved in the Education Program for the trainees
- 1990 College changed name to Australian College of Health Service Executives and the ATP became the ACHSE Health Service Management Training Program
- 1992 Program moves to Macquarie Hospital campus and becomes Australian College of Health Service Executives (NSW) Management Development Program
- 1992 First reunion for the MTP. Honoured by the presence of two “fathers of the MTP” – Ken Boylan and Stan Williams.
- 1997 The Aboriginal Health Management Training Program (AHMTP) was commenced as a joint partnership between the ACHSE (NSW) and the NSW Aboriginal Health and Medical Research Council.
- 1998 The first year placements were extended beyond NSW into the ACT with the support of the ACT Branch of the College.
- 2004 Placements organised in the NHS in Birmingham, UK for graduates of the MTP and AHMTP. Four graduates take up the first placements.
- 2004 Warren Westcott, State Director visits the UK NHS Management Training Program and provides a Report recommending the introduction a tertiary qualification associated with the MTP.
- 2005 MTP 30 year Anniversary Dinner held 2 Sept with Balmain Program and AHMTP former trainees also in attendance.
- 2006 NSW Health Department approves the introduction of the Post Graduate Diploma in Health Management as from 2006 as a mandatory component of the Program.

HIGHLIGHTS

- ◆ The ACHSE MTP is one of the oldest continuously operating Health Management Programs in the world. The UK MTP is a little older having operated for over 30 years. In fact there are few MTP Programs of this type that have survived for a long period of time.

- ◆ Nearly 300 trainees have completed the MTP, many going on to senior positions in the Health and Aged Care areas.

MANAGEMENT TRAINING PROGRAM

1975 - 2005

The Administrative Training Program (ATP) as it was known at the time, commenced at Hornsby and Ku-ring-gai Hospital at the start of 1975. It was founded on an existing "in-house" Program involving some six trainees that had been functioning at Hornsby Hospital since the early 1970s. The formal establishment of the Program followed an earlier decision of the Balmain District Hospital to discontinue its Training Program that had been started by Ken Boylan, CEO of the Hospital, in 1965.

However, it is the Hornsby Program that started the Management Training Program (MTP) as we know it today. The founding father of the ATP was Stan Williams who was the Chief Executive Officer of Hornsby Hospital at the time. Stan had the foresight to establish the Program, firstly as an inhouse Program using positions from the Hospital's establishment, and in 1975 as the larger Program supported by the NSW Health Department.

Following discussions between the Health Department of NSW, the Australian College of Health Service Administrators (NSW Branch), the Hospital Officers' Association and the Hornsby and Ku-ring-gai Hospital, a new and expanded program of practical training with headquarters at Hornsby and Ku-ring-gai Hospital was approved by the Health Department of NSW.

In agreeing to participate in the scheme, the Hornsby and Ku-ring-gai Hospital had to, amongst other considerations, agree to convert ten of its established positions into trainee positions. In addition, five supernumerary positions were created, subsequently reduced to two as a consequence of financial restrictions placed on the health industry generally.

In establishing the Program, it was agreed by all parties concerned that the Chief Executive Officer of the Hornsby and Ku-ring-gai Hospital should assume the role of Director of the Program and that with his senior hospital staff he should be responsible for: -

- ◆ Determining the detailed structure of the Program including the selection of suitable positions/locations in which trainees might be placed
- ◆ The selection of trainees to participate in the Program, given certain academic and age parameters
- ◆ The allocation of the trainees to specific posts and the monitoring of their progress
- ◆ The structuring and delivery of a lecture program to complement the trainees' practical training
- ◆ The progress of the trainees through the Program to their ultimate "graduation"

Objectives of the ATP

The ATP was established to provide a practical training ground for people starting their Health Management careers, either as new graduates coming out of the Bachelor of Health Administration Program (BHA) conducted by the University of NSW or from other backgrounds or health positions. Stan Williams was concerned about graduates from the BHA who had completed the three-year full time course but who had no work experience in the health setting.

The major objective of the ATP was to provide suitably qualified and motivated young persons with the opportunity to experience and learn a range of significant vocational skills and practices that would fit them to more adequately occupy a range of senior administrative posts in hospitals and the health field generally.

In the first 18 months of the Program, the trainees would be placed in Hornsby Hospital or other participating Hospitals (Gosford, under Neville Boyce's leadership and Royal North Shore Hospital, Manning Base at Taree, under Kevin Dodd's leadership, Parkes under Milton Noble's leadership and Western Suburbs, under Graham Brown's leadership. Graham was a former Balmain graduate). The trainees spent time in Human Resources, Finance, Admissions and other placements. They even did a stint as porters and in the stores for a short time to get a real feel for the hospital environment.

In the second 18 month period they would be used to provide relief for Chief Executive Officers in small country hospitals or in metropolitan hospitals. This was some of the most valuable experience the trainees received. It was also one of the reasons to establish the Program ie to provide a future workforce to fill CEO positions in the small country hospitals, which were the proving grounds for many future health managers. In early days women applicants for the Program were discouraged as they often could not undertake relief in the country for the CEOs in small country hospitals, which was an integral part of the original program.

In February 1977, Graham Rowe was appointed as the Education Officer for the NSW Branch of the Australian College of Health Service Administrators. The College, through this position, became more involved in the routine administration of the Program. This included the selection of positions to be included in the Program, the selection of trainees, the monitoring of trainee's progress and the provision of education, training and counselling for the trainees.

Under Helen Smith as Education Officer, in 1988/1989 there was a redirection of the Management Training Program and an upgrading of its academic content. This included regular study days with required preparations by the trainees and a significant input in subjects in which trainees normally did not have experience such as medical politics, industrial relations and quality assurance. At that time the MTP was a two year generalist health management training program with an optional year for elective experience or relief duties.

ACHSE Health Service Management Training Program

A new phase was entered in August 1992 with the relocation of the ACHSE (NSW Branch) Secretariat to the Macquarie Hospital at North Ryde. The formal education component of the Program was established on site using the adjacent facilities of the Northern Sydney Education Centre.

In 1997 the Aboriginal Health Management Training Program (AHMTP) was commenced as a joint partnership between the ACHSE (NSW) and the NSW Aboriginal Health and Medical Research Council. The AHMTP Coordinator was employed by the College and worked closely with the Program Director for the MDP (the Program changed names to Management Development Program and then later back to MTP). The trainees from the two Programs attended the same Study Days and the Rural Study Tour.

1998 was the first year placements were extended beyond NSW into the ACT with the support of the ACT Branch.

Also in 1998 an evaluation of the Program's outcomes was undertaken following a recommendation from the Steering Committee. A survey of graduates of the Program over the past five years was conducted and the findings and recommendations were acted upon and incorporated into the plan for 2000.

The Management Development Program Steering Committee agreed in 2000 to undertake an external review of the Program to ensure that it was continuing to meet the desired outcomes. Consultants from the School of Health Service Management at the University of New South Wales undertook the review. The findings of the Review were considered by the Steering Committee and the NSW Health Department and generally accepted. Some of the changes were incorporated into the 2002 Program.

In 2004 the monthly Study Days were reviewed to enable the trainees to complete the Business (Frontline Management) Certificate IV over the two years of the Program. Helene Abouyanni, Senior Human Resource Officer, South Western Sydney Area Health Service assisted in this Program and the assessment of the trainees.

The Program is in close contact with similar MTP Programs operating in Victoria by the Victorian Branch of the College and the United Kingdom. Many of the UK trainees visit Australia as part of their Program and spend up to three months working in the NSW health system. They attend some of the NSW Branch MTP functions which provide a great opportunity for interchange between the two Programs.

In 2003 arrangements were made for two graduating trainees and two ex trainees from prior years to be given the opportunity to gain valuable experience in a twelve month placement in the UK at the University Hospital Trust, Birmingham and the Primary Care Trust, South Birmingham. This commenced in 2004. Later that year the ACHSE again made arrangements for four trainees who had completed the MTP to apply to be placed in various placements in the University Hospital Trust, Birmingham and the Primary Care Trust, South Birmingham. Four graduates commenced a 12 month placement in Birmingham in January 2005.

This placement program is continuing in 2006 with three placements.

The Program Director, Warren Westcott, was invited to visit the UK NHS Management Training Program in May 2004. Following the visit and after extensive consultation, a Report was accepted by State Branch Council and forwarded to the NSW Health Department.

The Report recommended the most significant restructure of the Program since its inception in 1975. This is to provide a Post Graduate Diploma in Health Management as part of the Program as well as changes to the placement arrangements. The changes were approved by the NSW Health Department and commence in 2006. This brings the MTP into line with similar Programs in Victoria, UK and other countries such as France.

The Program Today

The program is administered and coordinated by the ACHSE (NSW Branch) State Director, acting as the Program Director and reporting to the Management Training Steering Committee. First year trainees attend a two-week orientation in January before going to their placements. All trainees attend a monthly Study Day, usually at the College, and a three-day Rural Study Tour (which incorporates the September and October Study Days) which is organised by the trainees. Trainees graduate from the Program in a ceremony held before family and friends, often in conjunction with the College's Annual General Meeting.

There have been nearly 300 trainees complete the MTP over the 30 years it has operated, with many going on to senior positions in Area Health Services, in the Private Health sector and in Aged Care.

Program Directors

1975	Stan Williams, Director
1976	Ron Tindale, Director Graham Rowe, Education Officer 1977
1985	Georgie Rose, Education Officer
1987	Helen Smith (now Wilson), Education Officer
1991	Helen Smith becomes the first National Director, ACHSE Robyn Fisher Professional Development Officer.
1993	Lawrence Fleming, State Director Julie McCowage, Professional Development Manager
1994	Julie McCowage, State Director
1996	Roz Thomson, State Director
1998	Sue McAlpin, State Director
2001	Warren Westcott, State Director

BALMAIN HOSPITAL PROGRAM

The Program was started by Ken Boylan, Chief Executive Officer, Balmain District Hospital in 1965 and finished in 1974 after Ken had left the Hospital. Ken Boylan had the vision to establish the Program which was a first in NSW. Ken would go on to become a Commissioner in the NSW Health Commission and later its Deputy Chairman.

Under Ken's guidance, a number of recruits were introduced into the Program and received experience in areas such as patient reception, admissions, accounts, debtors, pay office, medical records, creditors, purchasing, stores, outpatients, cash management, switchboard and short stints in CSSD and portering.

On a day to day basis, in the Balmain Hospital positions, the trainees reported to Arthur Dower, Assistant Secretary or Jim Healy/John Smith/Kevin Llewellyn (the Accountants).

Some stayed in the Program for some years. Geoff Workman was the first trainee commencing in 1965 and he remained at the Hospital until June 1969. Others included Chris Smith, Ralph Watson, Lou Pietracci, Stephen Smith, Ted Kadzeila, Wayne Cahill, Bill Lawrence, Paul Kachel, Robert Rae.

Ken Boylan, was from 1969, also the CEO of Sydney Homoeopathic Hospital, Glebe (SHH). SHH had a separate Board of Directors. From 1969, the senior trainee in the Balmain scheme was given a term, usually six months as the Administrative Officer of SHH.

The trainee was delegated all the responsibilities of CEO including direct reporting to the Board, liaison with the Hospitals Commission and medical staff as well as financial and general management duties. Ken Boylan acted as mentor and coach to the trainees and spent a lot of time with individuals in this role. He attended Board meetings and ensured the trainees were given every opportunity to learn from both their successes and mistakes. Problems were seen as opportunities to learning.

Ken Boylan's talents led him to be a significant contributor to health in NSW. His work at Balmain and elsewhere set the foundation for the careers of many fortunate enough to have had the opportunity of learning from him.

The Balmain Program was extraordinary in that three of its graduates went on to be Presidents of the NSW Branch of the College in Wayne Cahill, Bill Lawrence and Ralph Watson. In fact they succeeded each other over the period 1988 to 1992. From a small number of trainees, this was an amazing result, given that the MTP has produced only one President of the NSW Branch, Dr Sally Torr.

ABORIGINAL HEALTH MANAGEMENT TRAINING PROGRAM (AHMTP) 1997- JANUARY 2005

In 1995/96 the ACHSE NSW State Branch Council made the 'in principle' decision to establish an Aboriginal Management Training Program similar to the existing successful Management Training Program. It was decided that a separate program might be viable to develop future middle and senior managers for both mainstream and Aboriginal Medical Service programs. A firm proposal was submitted to NSW Health, Department of Employment, Education and Training and Youth Affairs and Commonwealth Health for consideration of funding.

The proposal arose from the recognition firstly, that management opportunities for Australian Aboriginal people in the mainstream health system in the past have been limited. Secondly, that opportunities for Aboriginal employment have been concentrated in community controlled Aboriginal health services and Aboriginal specific positions in the mainstream health system.

The aim is to increase the number, location and range of management opportunities for Australian Aboriginal people in the full range of Australian health services.

The Program commenced in 1997, as a joint partnership between the ACHSE (NSW) and the NSW Aboriginal Health and Medical Research Council. A Program Coordinator was employed by the College, who worked closely with the MDP Program Director.

This Program has three components:

1. Academic

Participants enrol as external students to complete Graduate Diploma of Health Service Management at the University of New England. The aim of this course is to equip trainees with the knowledge required for senior managerial and planning positions in hospitals and other health facilities. The academic component of this program entails two one-week residential schools per year.

2. Work Placement

Participants undertake four six-month placements. The location of placements is negotiated by AH&MRC (NSW) and ACHSE (NSW) with Aboriginal Medical Services and Area Health Services and other development health agencies who may be interested in participating in the program.

3. Professional Development

Initially, the trainees attend two professional development sessions of approximately three days duration each year to supplement work and academic experience and to reinforce the importance of networking and continuing professional development. In 2002, the AHMTP trainees joined the MTP trainee at monthly Study Days.

The program was overseen by a Steering Committee, which has representatives from each of the funding bodies, NSW Branch of ACHSE and AHMRC and the University of New England.

The program is funded by the Commonwealth Department of Health and Aged Care, Commonwealth Department of Employment Workplace Relations and Small Business, Commonwealth Department of Education, Training and Youth Affairs and NSW Health

Aboriginal Health Award

NSW Health recognises and awards people who work and excel in the field of Aboriginal Health in NSW. In the inaugural Aboriginal Health Awards in 2004, the AHMTP won the award for Outstanding Contribution towards Aboriginal Employment and Career Development in a Health Setting. This was an outstanding achievement for the Program and Zane Rice, AHMTP Coordinator and the trainees, past and present, are to be congratulated. Subsequently, the NSW Health Department submitted the AHMTP Award for a Premier's Public Sector Award. While the AHMTP didn't win an award, this does indicate the level of support from the NSW Health Department.

In 2004 the Australian Department of Health and Ageing decided it would not continue to fund the AHMTP. The 2004 cohort was therefore the last in the Program in that format. Some of the AHMTP trainees have continued as part of the mainstream MTP Program in 2005, so they can complete the second year of the Program.

We would like to thank everyone who has been involved with the AHMTP for their support over the years the Program has been operating. Our thanks go to our partner in the Program, Aboriginal Health and Medical Research Council of NSW, the funders of the Program over the years it operated and to the University of New England for the tremendous academic support they provided the trainees.

The Program Today

The program has merged with the mainstream MTP, which will provide some targeted placements for Aboriginal trainees in the mainstream Program. The Program is administered and coordinated by the ACHSE (NSW Branch) State Director, acting as the Program Director, with the support of Zane Rice, who is continuing to coordinate the current trainees and work on the development of a new AHMTP as part of the MTP to commence in 2006. Zane is also working on developing Management Programs for Aboriginal people in association with the AH&MRC. The modified Program will report to the Management Training Program Steering Committee and a new AHMTP Steering Committee in relation to Aboriginal Trainees.

First year trainees attend a two-week orientation in January before going to their placements. All trainees attend a monthly Study Day, usually at the College, and a three-day Rural Study Tour (which incorporates the August, September and October Study Days) which is organised by the trainees. Trainees graduate from the Program in a ceremony held before family and friends, often in conjunction with the College Annual General Meeting.

Program Coordinators

March 1997 to March 1999	LaVerne Bellear
May 1999 to August 1999	Joy Cardona
December 1999 to Present	Zane Rice



Stan Williams, former CEO of Hornsby Ku-ring-gai Hospital and the first Director of the Management Training Program