

**NSW Senior Hospitalist Initiative  
Master of Clinical Medicine (Leadership and Management)**

**Information Pack**

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## **New Joint Initiative to train NSW Doctors in Leadership**

NSW Health is working in partnership with the University of Newcastle to deliver an innovative Masters program for doctors working in NSW Hospitals.

The Master of Clinical Medicine (Leadership and Management) will equip doctors with the clinical leadership and management skills to co-ordinate patient care and drive improvements in our hospital systems.

NSW Health is taking a unique approach in developing a 'generalist' career pathway for Senior Hospitalists, the first of its kind in Australia. The Masters program will be particularly suited to hospital doctors training to become Senior Hospitalists. Doctors will now have a third career option in addition to General Practice and specialising, as part of a team of clinicians who are highly trained to ensure hospital patients experience care of the highest quality.

The Masters is aimed at developing hospital doctors with leadership and management skills, who can provide patient care for more complex patients and take the lead in co-ordinating the contributions of the various specialist teams. The program is based around the principal that clinicians working at the bedside are in the best place to understand how to improve patient care in the hospitalist in which they work.

The Masters program will train doctors part time over two years while they are working in the NSW hospital system. The program commences in 2012, and you can apply now through the University of Newcastle website: <http://www.newcastle.edu.au/school/medicine-public-health/areas-of-study/postgraduate-studies/master-of-clinical-medicine/how-to-apply.html>

The NSW Government is further investing in its medical workforce by sponsoring 15 places in the Masters program for doctors who are aiming at a generalist career. Applications for sponsorship are available at: [http://www.health.nsw.gov.au/training/hospitalist/nsw\\_health\\_sponsorship.asp](http://www.health.nsw.gov.au/training/hospitalist/nsw_health_sponsorship.asp)

Applications for enrolment and for sponsorship now close on 16 December 2011. Late applications will be considered where places in the program remain available.

This new career opportunity should help to encourage our experienced doctors to remain within the NSW public health system and streamline hospital care for patients.

Further information is available on the websites of the University of Newcastle and NSW Health.



## GIVE YOUR HOSPITAL CAREER THE EDGE

**DO YOU WANT TO BE A LEADING DOCTOR IN THE HOSPITAL OF THE FUTURE?**

Recognition is growing internationally that the quality of hospital patient care is enhanced by doctors with generalist expertise who can provide effective and coordinated patient care across specialist disciplines.

As the number of patients with multiple conditions increases, more doctors with the clinical skills, organisational knowledge and capacity for inter-professional communication are needed to manage patients at the 'front-line'.

The Master of Clinical Medicine (Leadership and Management) - a joint innovation of NSW Health and the University of Newcastle - is an experiential learning program designed to develop hospital doctors to be clinical leaders with a broad perspective on patient care and hospital management. Whatever their clinical roles in hospitals, these are the doctors that hospitals will need more of in the future.

NSW Health is proactively supporting the growth of a highly-skilled generalist medical workforce through its Senior Hospitalist initiative which responds to the changing profile and care needs of patients.



### TUITION FEES

The program is a full fee postgraduate degree with tuition fees being charged on a per course basis. The fees are listed on the University of Newcastle website in September/October each year at: [www.newcastle.edu.au/study/fees/auspostgraduatecw.html](http://www.newcastle.edu.au/study/fees/auspostgraduatecw.html)

In addition to course tuition fees, candidates must meet the travel and accommodation costs involved in attending the four weekend residential workshops.

NSW Health will sponsor a number of doctors as part of the Senior Hospitalist Initiative, which will reduce the total tuition cost of the masters program

### HOW TO APPLY

**Step 1:** All applicants must apply for entry to the program through the Universities Admission Centre (UAC). The application form is available from September each year at: [www.uac.edu.au/postgraduate/html](http://www.uac.edu.au/postgraduate/html)

**Step 2:** All applicants must supply specific information direct to the University of Newcastle - details are provided via links from the UAC website.

**Step 3:** NSW Health doctors seeking sponsorship must apply directly to NSW Health. An application form is available on the NSW Health website at [www.health.nsw.gov.au/training/hospitalist/](http://www.health.nsw.gov.au/training/hospitalist/)

### NSW HEALTH CANDIDATES

Information on NSW Health's Senior Hospitalist Initiative, including sponsorship details are available on NSW Health's website at [www.health.nsw.gov.au/training/hospitalist/](http://www.health.nsw.gov.au/training/hospitalist/)

Please register your interest on the website to receive updates of the NSW Health Senior Hospitalist Initiative.

For other enquiries please contact:  
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[www.newcastle.edu.au/what-can-i-study/master-clinical-medicine/](http://www.newcastle.edu.au/what-can-i-study/master-clinical-medicine/)

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# INTRODUCING THE MASTER OF CLINICAL MEDICINE (LEADERSHIP AND MANAGEMENT)

The Master of Clinical Medicine (Leadership and Management) is a two year part-time program designed specifically to:

- equip doctors with the high level skills required for leadership positions in hospitals
- provide a hospital-wide perspective on patient care
- train doctors to be effective communicators who can coordinate care across disciplines and bridge gaps that exist in hospital processes
- develop a deeper understanding of organisational culture, networks and infrastructure
- give doctors the skills to conduct research-based system redesign
- offer a postgraduate qualification directly relevant to leadership and management of hospital patient care.

Entry is open to doctors with at least three years full-time postgraduate medical experience who have a minimum one year continuous employment contract at 0.5 FTE level or above.

The program is accessible to candidates across NSW and beyond through a combination of delivery options including, online, face-to-face and residential workshops. Support is provided to candidates at every stage through the appointment of a local Academic Supervisor.

## THE NSW HEALTH SENIOR HOSPITALIST INITIATIVE

The Senior Hospitalist initiative is a way of developing the doctors needed for our changing patient population. NSW Health wants more 'generalist' doctors with a broad clinical perspective to work alongside specialists to look after increasingly complex patients. These doctors will provide leadership in continuity of care and health system improvements.

The promotion of the hospitalist role and development of an education program was a recommendation from the *Garling Special Commission of Inquiry into Acute Care Services in NSW Public Hospitals*, which recognised the important role of hospitalists in 'co-ordinating the care of a patient who has needs which cross boundaries of individual specialties'.

As part of the Senior Hospitalist Initiative, NSW Health will support the establishment of hospitalist positions and sponsor a number of places in the Masters program for selected NSW Health candidates.

## THE MASTER OF CLINICAL MEDICINE (LEADERSHIP AND MANAGEMENT)

The Master of Clinical Medicine (Leadership and Management) aims to provide advanced clinical leadership and management expertise required for Senior Hospitalist positions and a range of other roles and responsibilities including Department or Unit Director, Director of Prevocational Training, Quality Improvement and System Redesign, Clinical Governance, Director of Research or Education.

Program delivery is based on local learning experiences situated in the candidate's workplace with an emphasis on developing personal networks and a deeper understanding of organisational culture.

All applicants require employer support to undertake the program as candidacy entails a level of commitment and support from the workplace. Applications cannot be considered unless accompanied by a Letter of Support from the Departmental or Organisational Sponsor that confirms the organisational commitment for the candidate to undertake the program.

More information about the support required is available at [www.newcastle.edu.au/mcm](http://www.newcastle.edu.au/mcm)

## DURATION AND DELIVERY

The 80-unit coursework masters program is offered part-time over two years. It involves completion of eight 10-unit courses delivered using a blend of online e-learning and face-to-face modes. Four courses in the program require attendance at a weekend residential workshop to be held in Sydney, Newcastle, a regional and a rural centre.

Where work or personal circumstances preclude completion of the full masters program, candidates may apply to transfer to the 40-unit Graduate Certificate in Clinical Medicine exit award.

# PROGRAM STRUCTURE

## YEAR 1

- Evaluating, Assessing and Developing Clinical Competence\*
- Australian Health Service Organisation, Infrastructure & Management
- Clinical Medicine and Service Provision A\*
- Clinical Practice Audit, Safety and Quality Improvement

## YEAR 2

- Clinical Medicine and Service Provision B\*
- Foundations of Clinical Leadership and Management
- Anatomy of the Hospital
- Application of Leadership and Management Skills\*

\*Attendance at weekend Residential Workshop required (Friday evening to Sunday lunchtime).

Detailed course outlines are available from: [www.newcastle.edu.au/what-can-i-study/master-clinical-medicine/](http://www.newcastle.edu.au/what-can-i-study/master-clinical-medicine/)

## BENEFITS OF ENROLLING IN THE MASTER OF CLINICAL MEDICINE (LEADERSHIP AND MANAGEMENT)

The program offers a range of benefits to candidates and their Departmental / Organisational Sponsor, including:

- flexible delivery, designed to suit the requirements of doctors working and studying concurrently
- appointment of local Academic Supervisors to guide candidates through the program and perform course assessments locally
- University support for Academic Supervisors
- recognition of Academic Supervisor contributions through per course honoraria

- senior endorsement at the candidate's place of work that facilitates access to study leave or other requirements
- a truly versatile qualification and skill set that supports a range of medical career paths
- joining a growing network of medical leaders in hospitals.

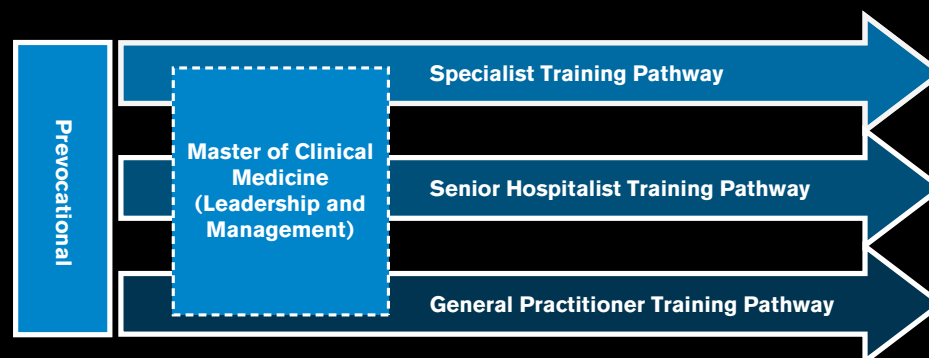
### NSW Health employed candidates

- Completion of the masters qualification meets a key eligibility requirement for NSW Health Senior Hospitalist positions
- The Local Health District will be encouraged to continue the

candidate's employment for the minimum duration of the masters program

- NSW Health is offering a number of sponsored positions in the program. Sponsorship includes:

- a reduction in total tuition costs
- a financial contribution towards the cost of residential course components
- an educational grant for the health facility supporting the candidate's participation in the program.



The Senior Hospitalist Training pathway sits between Hospital Specialist Training and Community General Practitioner Training.



## NSW HEALTH SENIOR HOSPITALIST CAREER PATHWAY

The hospitalist pathway offers a flexible, interesting and attractive career to non-specialists keen to remain involved in acute patient care, while leading improvements in the co-ordination of hospital services. The pathway sits between hospital specialty training and community general practice.

The Master of Clinical Medicine (Leadership and Management) offers a fast track to the senior hospitalist role, with graduates of the masters program able to apply for Senior Hospitalist positions (Senior CMO grade equivalent) after five years of postgraduate experience rather than seven.

## NSW HEALTH SPONSORSHIP

NSW Health will sponsor a number of places in the masters program for selected NSW Health candidates. The sponsorship will be awarded competitively and is open to non-specialist doctors employed by NSW Health who are pursuing, or are interested in pursuing, a hospitalist career.

Detailed information about NSW Health Sponsorship, including how to apply and sponsorship guidelines, is available on the NSW Health website at [www.health.nsw.gov.au/training/hospitalist/](http://www.health.nsw.gov.au/training/hospitalist/)

**Note:** Applicants who do not meet the requirements for sponsored positions may still be eligible to apply for the masters program.

### Requirements for NSW Health sponsorship

To be eligible for sponsorship, candidates must fulfil the following requirements:

- Meet the eligibility criteria of the University of Newcastle for the Master of Clinical Medicine (Leadership and Management)
- Hold Australian citizenship or permanent residency
- Show evidence of six months continuous employment as a medical practitioner (with satisfactory work performance) within NSW Health
- Show evidence of current medical registration with the Medical Board of Australia.
- Not currently enrolled in a specialist training program
- Have current employment as a hospitalist or other non-specialist doctor.

## APPLYING FOR NSW HEALTH SPONSORSHIP

Applications for NSW Health sponsored positions will be processed through NSW Health. Applications will be ranked using a statewide merit process with support from Local Health Districts. Endorsement of sponsorship applications by the Chief Executive of the Local Health District will be required.

## APPLYING FOR ADMISSION TO THE MASTER OF CLINICAL MEDICINE (LEADERSHIP AND MANAGEMENT)

### Admission requirements and selection

Detailed information concerning admission requirements and selection is available at: [www.newcastle.edu.au/apply-mcm](http://www.newcastle.edu.au/apply-mcm)

## **Master of Clinical Medicine (Leadership and Management)**

### **Course Outlines**

#### **Semester 1 Year 1**

##### **1. CLAM6001 Evaluating, Assessing and Developing Clinical Competence**

Covers the theory and practice of clinical teaching and assessment and staff appraisal in the workplace. Comprises components of Clinical Teaching on the Run and Workplace Based Assessment methods. Candidate's own continuing professional development strategies will be critically reviewed and clinical competence assessed. Structured around six 2-week learning modules:

- Assessment and Appraisal in the Workplace
- Teaching Clinical Skills
- Effective Group Teaching
- Clinical Teaching at the Bedside
- Identifying Learning Difficulties
- Planning Team Learning

##### **2. CLAM6002 Australian Health Service Organisation, Infrastructure and Management**

Covers the broad picture of health care delivery in Australia from international, federal, state, local area and hospital perspectives. Australian health system will be put into international perspective and considered at national, state and local levels with respect to governance, funding, health statistics, work force considerations, quality and safety, and directions of health care in Australia with respect to particular disease and service areas. Content aims to give candidates a broad understanding of these issues as a foundation for the development of management and leadership skills appropriate to their level of service delivery.

#### **Semester 2 Year 1**

##### **3. CLAM6003 Clinical Medicine and Service Provision A**

Surveys key clinical developments, service delivery concerns, departmental interface issues, financial and potential future clinical and service developments across a range of clinical departments. Focuses on the more acute clinical service areas of the hospital. Learning builds on candidates' existing clinical knowledge to provide deeper understanding of particular problems encountered by specialists dealing with patient care interfaces. Topics focus on different clinical departmental contexts and may include: General Hospital Acute Medicine, Emergency Medicine, Critical Care and Advanced Life Support, Trauma, Medical Retrieval and Transport, Obstetrics and Gynaecology, The Sick Newborn, Children's Health, Issues in Oncology, Haematology and Blood Transfusion, Pathology Services, Palliative Care and Pain, Para-clinical and allied health.

#### 4. CLAM6004 Clinical Practice Audit, Safety and Quality Improvement

Introduces candidates to quality improvement tools and techniques that enhance safety and quality of health care services. Includes: historical development of Quality improvement; multidisciplinary approaches to introducing quality improvement programs in the health field; basic methods of data presentation; and examples of Quality Improvement techniques. Learning modules include:

- Introducing quality improvement in health care
- Assessing and measuring quality
- Techniques and tools for measuring quality

Candidates will develop an audit/quality improvement project that could be undertaken in their own employment setting.

#### **Semester 1 Year 2**

#### 5. CLAM6005 Clinical Medicine and Service Provision B

Follows similar format to Clinical Medicine Service Provision A. Topics may include: Cardiology, Respiratory, Endocrinology and Diabetes, Neurology, Rehabilitation Medicine, Psychiatry, Community Medicine and General Practice, Directed elective – literature Review, Procedural Surgery, Anaesthesia/Operating Theatres, Peri-Operative Patient Management, Diagnostic and Interventional Radiology

#### 6. CLAM6006 Foundations of Clinical Leadership and Management

Introduces foundations of management and leadership theory within the clinical context. Covers the definition and analysis of management theory, characteristics and styles of leadership and introduces individual, group and organisational structure. Organised in themes across three main modules:

- Defining leadership and management
- Stepping into leadership
- Effective teams – ‘Putting it all together’.

#### **Semester 2 Year 2**

#### 7. CLAM6007 Anatomy of the Hospital

Introduces the functioning of the broad range of non-clinical and allied support services and infrastructure that underpin the day-to-day work of hospitals. Candidates required to spend time in major service areas to better understand how these functions impinge on patient care. Focus will be on management, administration and organisation of service units along with impact of coordination and integration with clinical services. As far as possible learning activities will be based in the candidate’s own workplace. The focus will be on managerial structure, administration and service organisation concerns of each department. Candidates will reflect on the interface of each service area on other areas, their own clinical service role and patient care.

Candidates spend time with managerial and service staff from a number of specific areas. The major work of organising appointments and activities will be undertaken by the candidates.

Service Areas to be studied include:

Hospital structure: Engineering/ Utility Services including Temperature, Air-Conditioning, Gases, Water and Electricity, Back-Up Power, Car Parking

Supply Areas: Kitchen and Nutritional, Linen and Laundry, Sterile Supply/ CSU/CCSD, Cleaning

Safety: Staff Health, OH & S and/ or Fire and Disaster, Security, Infection Control, Pharmacy / Drug Safety

Patient Flow areas: Reception / Admissions, Patient Transport / Taxi Services, Mobility Services – including Ward staff, Porter Services

Administrative services and community interface: Human Resources, Personnel Recruitment/ Management, Financial Services, Public Relations /Media Communications, Legal / Insurance Departments

Communications: ICT/ Patient Records, Telephone Services, Postal / Courier Services

#### 8. CLAM6008 Application of Leadership and Management skills

Provides candidates with opportunity to build on their theoretical knowledge of leadership and management and apply these in their clinical work context. Involves individual and small group work on case- and problem-based scenarios and on a real life managerial issue identified by the candidate. Candidates analyse their own part in leadership, personal leadership and management attributes and preferred management styles. Requires working in a “management team” to consider theories in the context of every day leadership and management in familiar contexts.

#### **Residential Weekends**

The course includes four Residential weekend 'retreats' that will be conducted in Sydney, Newcastle, a regional and a rural centre. Participants in the weekends will include course candidates and organisers, plus senior clinical and executive leaders from across the health system. Each weekend will include some of the formal content of the above programs, plus informal content such as in-depth discussion with senior leaders, visits to rural and regional hospitals and other aspects of rural or regional communities, and facilitated networking with other participants. For programming purposes weekends will be considered parts of CLAM6001, 6003, 6005 and 6008, but each weekend may include content from other courses.

## Master of Clinical Medicine (Management and Leadership)

### Workplace contributions

#### 1. Background

Delivery of the M Clinical Medicine (Leadership and Management) [*M Clin Med*] program is based on local learning experiences situated in the candidate's workplace. The program aims to facilitate development of personal interaction and networks across hospitals and other facilities with both clinical and non-clinical staff, as well as developing integral knowledge and understanding of organisational culture.

Applicants require employer support in order to undertake the program as candidacy of the M Clin Med entails a level of commitment and support from the workplace. Applicants cannot be considered for entry unless their application is accompanied by a Letter of Support from their Departmental or Organisational Sponsor confirming that they have organisational commitment to undertake the program. Admission and selection requirements are listed in full in Appendix A.

Note: There will be 15 NSW Health-Sponsored positions available in 2012. In addition to a reduction in program fees and support for residential workshop and associated travel costs, NSW Health-funded grants [in the order of \$5,000 per annum] will be payable to the facility or department employing the candidate's Departmental or Organisational Sponsor for use in a range of educational activities or equipment purchase.

#### 2. Nature of workplace commitment and support

In order to complete the M Clin Med candidates will require the following contributions from their workplace for the duration of their candidacy (minimum two (2) years part-time study):

- (a) Departmental or Organisational Sponsor
- (b) access to workplace staff and infrastructure
- (c) support to undertake fixed-time activities within the program, particularly residential workshop components
- (d) Academic Supervisor(s)

##### (a) Departmental or Organisational Sponsor

Each candidate requires a local Departmental or Organisational Sponsor who:

- has direct or delegated authority to commit the health facility to supporting the candidate throughout the duration of the program

- will provide a Letter of Support confirming that the candidate has organisational commitment to undertake the program
- will participate in a discussion with the candidate and the M Clin Med Selection Committee as part of the selection process, if required
- is responsible for ensuring that the requirements for workplace support outlined in b) and c) below are provided as needed
- is available to the candidate to discuss issues of concern relating to such matters as:
  - logistics of course requirements
  - options for workplace 'projects' that may be required for course assessment tasks

### **(b) Access to workplace staff and infrastructure**

Health facilities that support candidates will be required to make in-kind contributions of staff time to support the program. Assurances have been received from a number of Local Health Districts that this is accepted as a mutually beneficial activity and within reasonable limits - where it does not significantly impact on staff productivity - will be accepted as a reasonable contribution.

Workplace support is required in:

- acknowledging the role of and need for inputs from, staff who contribute to 'teaching' and assessment of the candidate. Examples of courses within the program that will involve other staff include:
  - *Anatomy of the Hospital* – which requires the candidate to 'shadow' a range of hospital staff who may work in (senior) management, catering, laundry, mortuary etc
  - *Clinical Practice Audit, Safety and Quality Improvement* – which requires the candidate to undertake their own clinical audit and other quality and safety activities
- accessing infrastructure such as laboratories, other clinical facilities and IT (video- and tele-conference)

### **(c) Support to undertake fixed-time activities within the program, particularly residential workshop components**

Enrolment in the M Clin Med is not intended to affect the candidate's available total work-hours. However, workplace support will be required in relation to:

- possible constraints around rostering of the candidate to enable:
  - participation in any required training (e.g. use of Elluminate for web-conferencing, tutorials)
  - participation in Candidate – Academic Supervisor and other support sessions
  - occasional Course Coordinator – Candidate – Academic Supervisor catch-ups
- granting the candidate leave or rostered time away from the workplace to attend residential program components and assessments.

Notes: Candidates will be required to participate in four (4) residential workshops over the duration of the program (Outer Metropolitan Sydney, Newcastle, Regional Centre, Rural). Workshops will commence late Friday and end lunch-time Sunday.

The Residential weekends are regarded as a mandatory part of the program. The candidates will be required to commit to fully participating in these weekends.

#### **(d) Academic Supervisor(s)**

Each candidate requires an Academic Supervisor who will guide the candidate's personal and professional development through each course in the program. The Academic Supervisor may change depending on the content of the course. Academic Supervisors will be expected to be instrumental in conveying explicit academic and clinical knowledge as well as implicit knowledge about the 'hidden curriculum' of professionalism, leadership, the 'local context' and communication not learned from texts.

While the candidate may nominate an Academic Supervisor, the University will liaise with the Organisational or Departmental Sponsor before approving the Academic Supervisor(s) for the candidate at each stage of the program.

It is expected that the Academic Supervisor(s) will:

- meet with the candidate at a mutually agreed time on a regular basis – ideally once per fortnight
- provide advice on the suitability of projects and guide the candidate at each stage
- validate the content-matter of assessable work prepared by the candidate
- communicate, as required, with the relevant Course Coordinator as the candidate progresses through the program
- contribute to assessment of the candidate including completion of Appraisal Reports

The Academic Supervisor:

- may not necessarily be the candidate's Clinical Supervisor
- may be a retired clinician
- may be employed at another hospital
- must be someone the candidate feels they can work with

### **3. Financial Recognition for Workplace contributions**

*NSW Health sponsored candidates*

In relation to NSW Health-Sponsored candidates, a small grant [in the order of \$5,000 per annum for a student studying two courses per semester] will be payable to the facility or department employing the candidate for use in a range of educational activities or equipment purchase. It is

assumed that the Departmental or Organisational Sponsor will have input into how the grant will be used, within guidelines provided by NSW Health.

*Academic Supervisors*

Contributions made by Academic Supervisors will be recognised by the University of Newcastle through the payment of a per course Honorarium [in the order of \$500].

## **Appendix A**

### **ADMISSION REQUIREMENTS AND SELECTION:**

Candidates must complete a formal application and provide evidence of the following:

- a) Evidence of MBBS or equivalent qualification
- b) Completion of a minimum of 3 years full-time postgraduate medical experience
- c) Current contract for continuous employment for at least 1 year at 0.5 FTE or above
- d) Appropriate clinical performance, as evidenced by Structured Referees Reports from two senior Clinicians who have experience of the candidate's workplace performance in the clinical area in which they have been working
- e) Commitment to ongoing professional development, as evidenced by a summary of the CPD activities undertaken in the previous 12 months
- f) "Letter of Support" from their Departmental or Organisational Sponsor confirming that the candidate has organisational commitment to undertake the program

Applicants who have satisfied the requirements listed above may be required to undertake a selection process based on:

- A structured selection interview (possibly by tele- or video- conference)
- Confirmation of Referees reports
- Discussion with the General Manager and/or Departmental or Organisational Sponsor of the health facility sponsoring the candidate

## Master of Clinical Medicine (Leadership and Management)

### The role of the Academic Supervisor

#### **CLAM 6001: Evaluating, Assessing and Developing Clinical Competence**

CLAM6001 is a clinically based course. The Academic Supervisor role will be taken by a clinical medical practitioner, ideally within the same institution or located within easy travelling distance of the candidate's place of work, but not necessarily in the same clinical specialty or area of work.

Duties include clinical appraisal, mentorship and support, liaison with the Organisational sponsor and the University CLAM 6001 Course Coordinator.

The Academic Supervisor will need to be familiar with the processes of mini-CEX, workplace appraisal and various professional teaching methods (support will be provided by the University).

The supervisor for CLAM 6001 need not be the same supervisor for other courses.

#### ***Suggested timetable for the Academic Supervisor:***

##### Week 1 introductory week:

Meet with candidate to confirm successful enrolment and access to University online contacts and resource materials. Establish a plan of weekly meetings, using the 360° appraisals as a guide.

Week 2: Candidate will have case discussion and mini-CEX appraisal tasks to submit. Establish that the candidate has studied the National Competence Standards and has organized for / completed mini-CEX appraisal. Supervisor to perform appraisal. Candidate to take responsibility for timely submission to University.

Week 3: Candidate will have mini-CEX and CPD tasks to submit and needs to reflect on study to date. Establish that the candidate has organized for / completed mini-CEX appraisal. Supervisor to perform appraisal. Candidate to take responsibility for timely submission to University.

Week 4: Candidate will need to study, plan and deliver a 'Teaching on the run' exercise. Provide mentorship through the process and facilitate a 'Teaching on the run' opportunity (this may require liaison with the Organisational Sponsor regarding access to teaching facility/subjects).

Week 5: Supervise the 'Teaching on the run' exercise. Provide feedback. Candidate to be responsible for submission of rating forms.

Week 6: Meet with candidate to discuss the overall appraisal to date. Discuss CPD. Candidate to submit their response to 360° results and CPD plans.

Week 7: Mentorship meeting to discuss progress and plans towards the delivery of a clinical skills teaching session.

Week 8: Supervise a clinical skills session. This may require liaison with the Organisational Sponsor regarding teaching facility access and subjects (e.g. if a JMO teaching exercise). Conduct appraisal. Candidate to submit results.

Week 9: Mentorship meeting - discussion on managing group teaching.

Week 10: Supervise and appraise a group teaching exercise (may need liaison with Organisational Sponsor regarding access to teaching facility and/or subjects). Candidate to submit evaluations.

Week 11: Mentorship meeting regarding progress and time management. Candidate to be developing a report on learning difficulties in the clinical workplace.

Week 12: Mentorship meeting regarding progress towards developing a team-learning plan. Candidate will develop and submit own plan.

Week 13: Feedback meeting regarding the candidate's progress, evidence of CPD and mentorship regarding candidate's self-appraisal. Candidate will submit their final plan at the end of this week. Conclusion of duty for CLAM 6001.

### **CLAM 6002: Australian Health Service Organisation, Infrastructure and Management**

This course is a theory based course and requires Organisational Sponsorship and on-site Academic Supervision in addition to online University tuition.

The Academic Supervisor role will be taken by a clinical medical practitioner, ideally within the same institution or located within easy travelling distance of the candidate's place of work, but not necessarily in the same clinical specialty or area of work.

Duties for this course are largely mentorship and University liaison.

#### ***Suggested timetable for academic supervisor:***

Week 1 Introductory week: Meet with candidate to confirm successful enrolment and access to University online contacts and online (as well as paper) resource materials. Establish a plan of weekly meetings.

Week 2: No meeting required, unless supervisor and candidate agree on need for one.

Week 3: Mentorship meeting. Candidate to provide feedback regarding understanding of health structure, ease or otherwise of online resources and group access.

Week 4: No meeting required, unless supervisor and candidate agree on need for one.

Week 5: Mentorship meeting. Discussion of first assessment result. Candidate to provide feedback regarding understanding of health structure, ease or otherwise of online resources and group access.

Week 6: No meeting required, unless supervisor and candidate agree on need for one.

Week 7: Mentorship meeting. Candidate may be researching resource allocation within the local system. If so – they may require liaison with Organisational Sponsor for access to personnel to gain a clearer understanding of local resource and management issues.

Week 8: No meeting required, unless supervisor and candidate agree on need for one. Candidate will have a remote group meeting this week and may need assistance with access to IT/ teleconference facility if doing this in the hospital. It is anticipated most will dial in from home.

Week 9: Mentorship meeting.

Week 10: No meeting required, unless supervisor and candidate agree on need for one.

Week 11: Mentorship meeting

Week 12: No meeting required, unless supervisor and candidate agree on need for one. Candidate may be researching waiting times and health delivery within the local system. If so – they may require liaison with Organisational Sponsor for access to personnel to gain a clearer understanding of local administrative issues.

Week 13: Mentorship meeting and facilitation of research area, access to resources as needed.

### **CLAM 6003: Clinical Medicine and Service Provision A.**

This course is a blended learning course and requires Organisational Sponsorship and on-site Academic Supervision in addition to online University tuition.

The Academic Supervisor role will be taken by a clinical medical practitioner, ideally within the same institution or located within easy travelling distance of the candidate's place of work, but not necessarily in the same clinical specialty or area of work.

Duties for this course are largely mentorship and University liaison.

There are several assessment applications for this course and the candidate will need to attend weekly synchronous learning Master Classes, keep up with background reading, maintain a reflective diary and complete some structured activities in addition to two short written tasks at Weeks 9 and 13, bi-weekly online short quizzes and on personal research project (short). The pace of this course is fast and the candidate will require actively bi-weekly mentorship to ensure that they are managing the workload appropriately.

### ***Suggested timetable for Academic Supervisor:***

Week 1 introductory week: Meet with candidate to confirm successful enrolment and access to University online contacts and online (as well as any paper) resource materials. Establish a plan of weekly meetings.

Week 2: No meeting required, unless supervisor and candidate agree to one. Candidate will have a reflective submission and on-line quiz to complete this week. Hot topics in leadership and management regarding General Acute Medicine.

Week 3: Mentorship meeting. Candidate study area: Hot topics in leadership and management regarding Emergency Medicine.

Week 4: No meeting required, unless supervisor and candidate agree on need for one. Candidate will have a reflective submission and on-line quiz to complete this week. Hot topics in leadership and management regarding Critical Care and Advanced Life Support.

Week 5: Mentorship meeting. Candidate study area: Hot topics in leadership and management regarding Trauma.

Week 6: No meeting required, unless supervisor and candidate agree on need for one. Candidate will have a reflective submission and on-line quiz to complete this week. Hot topics in leadership and management regarding medical retrieval/transport.

Week 7: Mentorship meeting. Candidate study area: Hot topics in leadership and management regarding Obstetrics and Gynaecology.

Week 8: No meeting required, unless supervisor and candidate agree on need for one. Candidate will have a reflective submission and on-line quiz to complete this week. Hot topics in leadership and management regarding The Sick Newborn.

Week 9: Mentorship meeting. Candidate study area: Hot topics in leadership and management regarding Children's Health.

Week 10: No meeting required, unless supervisor and candidate agree on need for one. Hot topics in leadership and management regarding Oncology.

\*Week 11: Mentorship meeting. Candidate will have a reflective submission and on-line quiz to complete this week. Candidate study area: Hot topics in leadership and management regarding Haematology/ Blood Transfusion.

Week 12: No meeting required, unless supervisor and candidate agree on need for one. Hot topics in leadership and management regarding Pathology.

\*Week 13: Mentorship meeting. Candidate will have a reflective submission and on-line quiz to complete this week. Candidate study area: Hot topics in leadership and management regarding Palliative Care/Pain.

\* If the candidate finds that tasks and a meeting are too hard to timetable – the meeting week may be changed.

### **CLAM 6004: Clinical Practice Audit, Safety and Quality Improvement**

This course is an online and experiential learning course and requires Organisational Sponsorship and on-site Academic Supervision in addition to online University tuition.

The Academic Supervisor role will be taken by a clinical medical practitioner, ideally within the same institution or located within easy traveling distance of the candidate's place of work, but not necessarily in the same clinical specialty or area of work.

Duties for this course are largely mentorship and University liaison.

Throughout this course the candidate will study quality and improvement in health care, assessment and measurement of quality health care, improvement tools and techniques and develop and carry out a short audit in their own multi-disciplinary clinical setting. There will be on-line quiz assessments throughout modules and a final research audit submission.

### ***Suggested timetable for Academic Supervisor:***

Week 1 introductory week: Meet with candidate to confirm successful enrolment and access to University on-line contacts and on-line (as well as any paper) resource materials. Establish a plan of weekly meetings.

Week 2: No meeting required, unless supervisor and candidate agree on need for one.

Week 3: Mentorship meeting.

Week 4: No meeting required, unless supervisor and candidate agree on need for one.

Week 5: Mentorship meeting.

Week 6: No meeting required, unless supervisor and candidate agree on need for one.

Week 7: Mentorship meeting.

Week 8: No meeting required, unless supervisor and candidate agree on need for one.

Week 9: Mentorship meeting.

Week 10: No meeting required, unless supervisor and candidate agree on need for one.

Week 11: Mentorship meeting.

Week 12: No meeting required, unless supervisor and candidate agree on need for one.

Week 13: Mentorship meeting.

### **CLAM 6005: Clinical Medicine and Service Provision B**

This course is a blended learning course and requires Organisational Sponsorship and on-site Academic Supervision in addition to online University tuition.

The Academic Supervisor role will be taken by a clinical medical practitioner, ideally within the same institution or located within easy travelling distance of the candidate's place of work, but not necessarily in the same clinical specialty or area of work.

Duties for this course are largely mentorship and University liaison.

There are several assessment applications for this course and the candidate will need to attend weekly synchronous learning Master Classes, keep up with background reading, maintain a reflective diary and complete a structured written task and literature review as well as bi-weekly online short quizzes. The pace of this course is fast and the candidate will require actively bi-weekly mentorship to ensure that they are managing the workload appropriately.

#### ***Suggested timetable for academic supervisor:***

Week 1 introductory week: Meet with candidate to confirm successful enrolment and access to University online contacts and online (as well as any paper) resource materials. Establish a plan of weekly meetings.

Week 2: No meeting required, unless supervisor and candidate agree on the need for one. Candidate study area: Hot topics in leadership and management: Cardiology.

Week 3: Mentorship meeting. Candidate study area: Hot topics in leadership and management: Respiratory Medicine.

Week 4: No meeting required, unless supervisor and candidate agree on the need for one. Candidate study area: Hot topics in leadership and management: Endocrinology/Diabetes.

Week 5: Mentorship meeting. Candidate study area: Hot topics in leadership and management: Neurology.

Week 6: No meeting required, unless supervisor and candidate agree on the need for one. Candidate study area: Hot topics in leadership and management: Rehabilitation Medicine.

Week 7: Mentorship meeting. Candidate study area: Hot topics in leadership and management: Psychiatry/ Mental Health.

Week 8: No meeting required, unless supervisor and candidate agree on the need for one. Candidate study area: Hot topics in leadership and management: Community Medicine/General Practice – The Interface.

Week 9: Mentorship meeting. Candidate study area: Hot topics in leadership and management: own choice – for literature review (annotated bibliography).

Week 10: No meeting required, unless supervisor and candidate agree on the need for one. Candidate study area: Hot topics in leadership and management: Procedural Surgery.

Week 11: Mentorship meeting. Candidate study area: Hot topics in leadership and management: Anaesthesia and Operating Theatres.

Week 12: No meeting required, unless supervisor and candidate agree on the need for one. Candidate study area: Hot topics in leadership and management: Perioperative Management.

Week 13: Mentorship meeting. Candidate study area: Hot topics in leadership and management: Radiology: Diagnostic/Interventional.

### ***CLAM 6006: Foundations of Clinical Leadership and Management***

This is a theory based course and requires Organisational Sponsorship and on-site Academic Supervision in addition to online University tuition.

The University of Newcastle will provide course content, delivery of course materials, course coordination and online tuition as well as academic marking and assessment.

The Academic Supervisor role will be taken by a clinical medical practitioner, ideally within the same institution or located within easy travelling distance of the candidate's place of work, but not necessarily in the same clinical specialty or area of work.

Duties for this course are largely mentorship and University liaison.

### ***Suggested timetable for Academic Supervisor:***

Week 1 introductory week: Meet with candidate to confirm successful enrolment and access to University online contacts and online (as well as any paper) resource materials. Establish a plan of weekly meetings.

Week 2: No meeting required, unless supervisor and candidate agree on the need for one.

Week 3: Mentorship meeting.

Week 4: No meeting required, unless supervisor and candidate agree on the need for one.

Week 5: Mentorship meeting. Candidate will have an online examination this week and be completing an essay on management theories.

Week 6: No meeting required, unless supervisor and candidate agree on the need for one.

Week 7: Mentorship meeting.

Week 8: No meeting required, unless supervisor and candidate agree on the need for one.

Week 9: Mentorship meeting.

Week 10: No meeting required, unless supervisor and candidate agree on the need for one.

Week 11: Mentorship meeting.

Week 12: No meeting required, unless supervisor and candidate agree on the need for one.

Week 13: Mentorship meeting. Candidate will be developing a policy or guidelines to team-manage a topical problem based upon structured casework. This will be carried out as part of an online group.

### **CLAM 6007: Anatomy of the Hospital**

This is a strongly work-based experiential learning course and requires Organisational Sponsorship and on-site Academic Supervision in addition to online University tuition.

The academic supervisor role will be taken by a clinical medical practitioner, ideally within the same institution or located within easy travelling distance of the candidate's place of work, but not necessarily in the same clinical specialty or area of work.

Duties for this course are largely mentorship, progress management, Hospital Service liaison (with Organisational sponsor support) and University liaison as necessary.

### ***Suggested timetable for Organisational Sponsor and Academic Supervisor:***

Week 1 introductory week: Sponsor and Supervisor to meet with candidate to confirm successful enrolment and access to University online contacts and resources.

Candidate has to manage a meeting calendar and reflective diary for this course as well as provide short summaries of the services visited.

This initial meeting should also establish a list of services that the candidate wishes to/or is advised to visit over the next 12 weeks. A master list will be provided by the University – of which some will be deemed core services.

The Organisational Sponsor can then facilitate links between the candidate and key personnel in each of these service areas and ensure timely meetings in order to fulfil course requirements.

Establish a plan of weekly/ bi weekly meetings between candidate and supervisor.

Week 2: No meeting required, unless supervisor and candidate agree on the need for one. Candidate may need to liaise with Organisational Sponsor regarding access to specific service areas.

Week 3: Mentorship and progress meeting with Academic Supervisor. Liaison with Organisational Sponsor or delegate if needed.

Week 4: No meeting required, unless supervisor and candidate agree on the need for one.

Week 5: Mentorship and progress meeting with Academic Supervisor. Liaison with Organisational Sponsor or delegate if needed.

Week 6: No meeting required, unless supervisor and candidate agree on the need for one.

Week 7: Mentorship and progress meeting with Academic Supervisor. Liaison with Organisational Sponsor or delegate if needed.

Week 8: No meeting required, unless supervisor and candidate agree on the need for one.

Week 9: Mentorship and progress meeting with Academic Supervisor. Liaison with Organisational Sponsor or delegate if needed.

Week 10: No meeting required, unless supervisor and candidate agree on the need for one.

Week 11: Mentorship and progress meeting with Academic Supervisor. Liaison with Organisational Sponsor or delegate if needed.

Week 12: No meeting required, unless supervisor and candidate agree on the need for one.

Week 13: Mentorship and progress meeting with Academic Supervisor. Liaison with Organisational Sponsor or delegate if needed.

### **CLAM 6008: Application of Leadership and Management Skills**

This course focuses on the practical application of management theory in the clinical workplace and requires Organisational Sponsorship and on-site Academic Supervision in addition to online University tuition.

The academic supervisor role will be taken by a clinical medical practitioner, ideally within the same institution or located within easy travelling distance of the candidate's place of work, but not necessarily in the same clinical specialty or area of work.

Duties for this course are largely mentorship, progress management, liaison with the local Organisational sponsor and University liaison as necessary.

### ***Suggested timetable for Academic Supervisor:***

Week 1 Introductory week: Supervisor to meet with candidate to confirm successful enrolment and access to University online contacts and resources.

Candidate has to manage an e-portfolio for this course as well as participate in online group learning, organize and participate in teleconferenced problem based tutorials and access and post online readings via Wikispace or similar.

Week 2: No meeting required, unless supervisor and candidate agree on the need for one. Candidate will be establishing group links to discuss pertinent cases to illustrate leadership dilemmas.

Week 3: Mentorship and progress meeting with candidate.

Week 4: No meeting required, unless supervisor and candidate agree on the need for one.

Week 5: Mentorship and progress meeting with candidate.

Week 6: No meeting required, unless supervisor and candidate agree on the need for one.

Week 7: Mentorship and progress meeting with candidate. Liaison with Organisational Sponsor or delegate if needed\*.

Week 8: No meeting required, unless supervisor and candidate agree on the need for one.

Week 9: Mentorship and progress meeting with candidate. Liaison with Organisational Sponsor or delegate if needed\*.

Week 10: No meeting required, unless supervisor and candidate agree on the need for one.

Week 11: Mentorship and progress meeting with candidate. Liaison with Organisational Sponsor or delegate if needed\*.

Week 12: No meeting required, unless supervisor and candidate agree on the need for one.

Week 13: Mentorship and progress meeting with candidate. Liaison with Organisational Sponsor or delegate if needed. Check for completion of e-portfolio blog, completed templates relating theory and practice and reflective work. Candidate responsible for submission.

\* Some candidates may wish to organize occasional supplementary appointments to observe or discuss alternative leadership and management styles in different settings.

In addition, during Weeks 6 – 10 require the candidate is to take an active role in organizing a teleconferenced problem-based group meeting. This may require flexibility within their normal daily schedule (group members will be working in various hospitals and service areas throughout the state and will not all have the same daily routines).

## Master of Clinical Medicine (Leadership and Management) (M Clin Med)

### FAQ

#### Q1 Who can do the Masters?

You can apply for admission to the M Clin Med if you're a doctor who:

- is an Australian or New Zealand citizen or Permanent Resident of Australia
- has at least three years full-time postgraduate medical experience, and
- has a commitment from their employer for continued employment at a recognised Australian health facility for at least 1 year at 0.5 FTE or above

All candidates who satisfy the admission requirements will be considered for a place. If you work within NSW Health you may also be eligible for sponsorship and can take advantage of the Senior Hospitalist pathway. However NSW Health sponsorship and employment with a NSW Health facility are not requirements for admission.

#### Q2 How is this course unique?

The M Clin Med (L&M) is an academic program for doctors at an intermediate stage of clinical skills development (PGY3+) who intend to continue to be active clinicians, but also wish to develop the knowledge and skills to become professional leaders in the management and improvement of patient care.

The program is more than a clinical skills training program. Candidates will be involved in assessment and designing a learning plan in clinical skills on entry to the Masters, and will mainly access their clinical skills training through other programs and the workplace. The program focuses on the development of skills in management and leadership that are complementary to the role of the practicing clinician.

The program is not intended as a qualification for those wanting to pursue full-time management careers within the health service, for whom other courses may be more suitable (eg FRACMA, MHA, MBA).

Work-based learning, clinical and non-clinical, is emphasised throughout the program and support is provided to each candidate by the University Course Coordinators as well as by an Academic Supervisor who is allocated to each candidate in each course in the program.

The Masters is not attached to an established Medical College. Doctors interested in the M Clin Med may undertake this qualification concurrently, before or after other training such as the NSW Hospital Skills Program, or basic and advanced training with a College.

### **Q3 Why should I do the Masters?**

For your career, the Masters:

- is a versatile, formal academic qualification in a field that is being increasingly recognised world-wide as crucial to the challenges facing modern hospitals.
- develops a skill set that is relevant to many medical career paths including:
  - Senior Hospitalist
  - Clinical Superintendent
  - Director Clinical Training
  - Department or Unit Directors
  - Quality Improvement or Audit
  - Clinical Governance
  - Translation of Research into Practice
- prepares doctors for medical leadership opportunities and provides a whole-of-system perspective on patient care
- develops doctors' capacity for inter-specialty communication, identifying gaps in hospital processes and initiating research-based system redesign
- In an increasingly competitive employment environment, the Masters program will distinguish those doctors with the skills and capabilities to transform patient care and hospitals' clinical performance.
- In the case of NSW Health employees, the opportunity for sponsorship in the Masters Program can assist progression along the Senior Hospitalist Pathway.

### **Q4 How is the program delivered?**

The Masters program is designed as a supervised distance-learning and experiential learning program, based within the hospital setting where they are currently working .

The Masters:

- Is focused on 'real – world' experience, not theoretical content out of context
- Is flexible – designed to suit doctors who are working and studying concurrently
- Is organised in association with the candidate's place of work, ensuring that senior executive endorsement facilitates access to study leave or other requirements
- Supports candidates by appointing local Academic Supervisors who provide guidance through the clinical and leadership development program and can conduct course assessments locally
- Supports the Academic Supervisors through direct links with the Course Coordinators, appropriate training, briefings etc

### **Q5 What fast track does the M Clin Med offer?**

In NSW Health, the M Clin Med offers the potential of a fast track to the senior hospitalist role, with graduates of the Masters program able to apply for Senior Hospitalist positions (Senior CMO grade equivalent) after five years of experience rather than seven.

In all hospital settings, the learning attained through the M Clin Med will be seen as desirable and advantageous by prospective employers.

**Q6 How much does the program cost?**

Currently the total program fee is \$25,000, made up of eight (10 unit) courses costed at \$3,125 each. The fees are tax deductible and comparable to those charged by other education providers for postgraduate academic professional development programs.

Candidates who gain NSW Health sponsorship will receive a contribution that reduces the per course fee to \$1,875 (i.e. total program cost \$15,000).

Course tuition fees are billed each semester and can either be paid upfront to the University or deferred to the ATO via the [FEE-HELP](#) scheme. The scheme provides an interest-free loan from the Australian Government to cover tuition costs – it does not cover accommodation and general living expenses.

To be eligible for FEE-HELP, a candidate must be an Australian citizen or hold a permanent humanitarian visa. New Zealand citizens and Australian Permanent Residents are not eligible for FEE-HELP. For more information:

<http://www.newcastle.edu.au/what-can-i-study/postgraduate-programs/costs.html>

**Q7 What is NSW Health Sponsorship?**

As part of the Senior Hospitalist Initiative, NSW Health will sponsor a number of places in the Master of Clinical Medicine (Leadership and Management) for selected NSW Health candidates in 2012. The sponsorship will be awarded competitively and is open to non-specialist doctors employed by NSW Health who are pursuing, or are interested in pursuing, a hospitalist career.

Sponsored candidates accepted into the Masters program will:

- Be awarded a scholarship from NSW Health that reduces the total course fee payable over the two year period by \$10,000; and
- Receive financial support for travel and accommodation costs incurred in attending residential workshops

**Q8 What is the sponsorship contribution for facilities?**

As part of NSW Health Sponsorship, an annual education grant of \$5,000 will be made by NSW Health to the sponsored candidate's Organisational Sponsor to support the candidate's participation in the program.

**Q9 Who should I approach to be considered as a special case for eligibility for the Masters / NSW Health sponsorship**

There may be special cases that can be considered for eligibility for the program. To discuss your case please contact Dr Cathie Hull (02) 9391 9532 or [chull@doh.health.nsw.gov.au](mailto:chull@doh.health.nsw.gov.au)

**Q10 What are the benefits of having a Hospitalist or Generalists in your Hospital?**

Internationally, there is increasing recognition of the adverse effects of segmentation of complex patient care, and the advantages of doctors working with a broad general perspective on patient care and care systems.

In response to these developments, NSW Health NSW Health is proactively supporting the growth of a highly skilled generalist medical workforce with a broad clinical perspective to work alongside specialists to look after increasingly complex patients. These doctors will provide leadership in continuity of care and health system improvements.

The Garling Special Commission of Inquiry into Acute Care Services in NSW Public Hospitals recognised the important role of hospitalists in ‘co-ordinating the care of a patient who has needs which cross boundaries of individual specialties’.

**Q11 How many courses must I take each semester?**

The current structure allows for a candidate to enrol in two courses per semester in sequence. If you need to discontinue studies due to personal or work commitments, there is the option of transferring to the exit award – the Graduate Certificate in Clinical Medicine (Leadership and Management) after the first four courses.

It’s important to note that program delivery and workload have been designed specifically to enable part-time enrolment without affecting your available total work-hours.

**Q12 Is there Recognition for Prior Learning?**

Applicants are required to have at least three (3) years of postgraduate experience in order to be considered for admission. Claims for prior learning will be considered on a case by case basis, however due to the experiential nature of the program the capacity for recognition of prior learning is not high.

**Q13 What’s the closing date for applications?**

To allow applicants time to confer with their organisational sponsor, and lodge their NSW Health Sponsorship applications, the deadline for lodging applications has been extended to January 31 2012.

Applications received after this date will still be considered in order of their arrival, and only where places remain available.

## Master of Clinical Medicine (Leadership and Management)

### Applying

The steps to apply to the Master of Clinical Medicine (Leadership and Management) and / or NSW Health Sponsorship are set out below:

If you are applying to the Masters, please undertake steps 1 & 2

If you are applying to the Masters and for NSW Health sponsorship you will need to undertake steps 1 to 4.

Please note that only eligible NSW Health candidates should apply for NSW Health sponsorship.

#### For the Master of Clinical Medicine (Leadership and Management):

1. You must apply for entry to the Masters through the Universities Admission Centre (UAC). The UAC application form is available at:  
<http://www.uac.edu.au/postgraduate/apply/application/>

For more information on your UAC application, please go to:  
<http://www.uac.edu.au/postgraduate/courses/uncle/922660.html>

2. You must supply specific information direct to the University of Newcastle. Details are available at: [http://www.newcastle.edu.au/program/12263.html#selection\\_criteria](http://www.newcastle.edu.au/program/12263.html#selection_criteria)

#### For NSW Health Sponsorship:

3. To apply for NSW Health sponsorship, you must first read the [NSW Health Sponsorship Guidelines](#) available at:  
[http://www.health.nsw.gov.au/resources/training/hospitalist/pdf/guidelines\\_sponsorship.pdf](http://www.health.nsw.gov.au/resources/training/hospitalist/pdf/guidelines_sponsorship.pdf)
4. You must then fill out a [Sponsorship Application Form](#) available on the NSW Health website at:  
[http://www.health.nsw.gov.au/training/hospitalist/nsw\\_health\\_sponsorship.asp](http://www.health.nsw.gov.au/training/hospitalist/nsw_health_sponsorship.asp) Lodgement details are outlined on the application form.

#### Closing dates

To allow applicants time to confer with their organisational sponsor, and lodge their NSW Health Sponsorship applications, the deadline for lodging applications has been extended to January 31 2012. Applications received after this date will still be considered in order of their arrival, and only where places remain available.

## Master of Clinical Medicine (Leadership and Management)

### Contact Information

#### University of Newcastle

**Academic Information:**

Program Convenor: Professor Kichu Nair  
Deputy Program Convenor:  
A/Prof Ross Kerridge  
Email: [MClinMed@newcastle.edu.au](mailto:MClinMed@newcastle.edu.au)

**General enquiries and application information:**

Enquiry Centre  
The University of Newcastle  
Callaghan NSW 2308  
Ph: (02) 4921 5000  
Email: [EnquiryCentre@newcastle.edu.au](mailto:EnquiryCentre@newcastle.edu.au)

Web address: [www.newcastle.edu.au/what-can-i-study/master-clinical-medicine/](http://www.newcastle.edu.au/what-can-i-study/master-clinical-medicine/)

#### Ministry of Health

**NSW Health Sponsorship:**

Dr Cathie Hull  
Ph: (02) 9391 9532  
Email: [chull@doh.health.nsw.gov.au](mailto:chull@doh.health.nsw.gov.au)

Catherine Ellis  
Ph: (02) 9391 9798  
Email: [celli@doh.health.nsw.gov.au](mailto:celli@doh.health.nsw.gov.au)

Web address: <http://www.health.nsw.gov.au/training/hospitalist/>