

Educating health managers: The role of SHAPE

NICOLA NORTH

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Abstract

This article highlights the need of health professionals to add management skills to their portfolio, and discusses the role of SHAPE in meeting this need. A list of management-related courses that are available to health professionals is provided.

Introduction

Managing health services at the end of the twentieth century demands a diverse mix of knowledge and expertise, often spanning clinical and commercial fields. It requires an ability to work frequently under the pressure of public scrutiny in a rapidly changing environment, to manage a highly educated professional workforce and changing technology. Tertiary educational institutions are responding to the need for professional health managers and for clinicians to add management skills to their portfolios by offering programs in health management and policy. These programs have proliferated in Australia, New Zealand and the Asia-Pacific rim. It is incumbent on educators generally to maintain currency in the discipline in which they teach and, in the case of applied disciplines, to maintain relevance in the industry. It is also important that methods of education are appropriate to the market and incorporate new technology; electronic media is a case in point. Continuing education in both the subject area and in teaching practice are therefore essential to ensure a quality product.

The role of SHAPE

During the 1980s academics involved in these programs initiated an organisation to support networking and improvement of educational programs in health management. SHAPE was born: an incorporated society to which tertiary educational programs may belong. There are currently 20 member programs in Australia,

New Zealand and Hong Kong. Staff of member institutions on both sides of the Tasman, and now of some Asian-rim countries, meet annually for a three-day workshop. The workshop serves a number of purposes. Typically there is the opportunity to get an update on health sector changes affecting New Zealand and Australian states. Developments and innovations in educational delivery are also presented. Research being conducted by members, relating to health management and policy (in progress and completed) is reported. SHAPE has initiated one international conference on health industry developments and health management education, and a second is intended in 2000, thus further developing the discipline of health management.

A further function of SHAPE is to strengthen the links between professional bodies which are active in the field of health management. Links with the Australian College of Health Service Executives and, in New Zealand, the Institute of Health Management, are particularly important. The Australian College of Health Service Executives has a well-developed process for gaining membership and fellowship, and accredits health management education programs for its purposes. In 1998 these two organisations reported on a joint research project titled *The Changing Roles and Careers of Australian and New Zealand Health Service Managers* which found that the health management workforce worked an average of 52 hours per week in an increasingly pressured environment with declining employment security. There was an equal representation of men and women, of whom nearly three-quarters held a postgraduate qualification (with just under 40% holding a health management qualification). The findings bring us back to the start of this article: the importance of SHAPE in supporting academic programs in their quest for excellence.

SHAPE members are currently undertaking further collaborative studies and initiating the preparation of a text on health management. Such ventures reflect the extent to which health management practice is underpinned by evidence. People seeking to advance their qualifications in health management can be assured of the standing of these educational programs.

Courses offered by SHAPE members

Central Queensland University

Faculty of Informatics and Communication
Rockhampton QLD 4702
Australia

Tel: (07) 4930 9685

Fax: (07) 4930 9729

Program director: Dr Evelyn JS Hovenga

Enquiries to: Course administrator

- *Master and Graduate Diploma in Health Administration and Information Systems*
Both programs are offered on a part-time basis by distance study and are HECS-funded. Potential to articulate to Masters programs.
- *Master of Health Administration and Information Systems*
Students choose one of two streams:
 - Stream A: full course-work
 - Stream B: research
- *Master of Business Administration (Health Services Management)*
Designed to prepare health service managers to apply contemporary management, business knowledge and perspectives to the dynamic health service environment in which they find themselves as managers.

Charles Sturt University

School of Public Health
Faculty of Health Studies
Panorama Avenue
Bathurst NSW 2795
Australia

Tel: (02) 6338 4512

Fax: (02) 6338 4993

Course coordinator: Jean Hines

- *Bachelor of Health Services Management (Operational)*
Designed to equip graduates with the knowledge, skills and understanding necessary to perform effectively as managers within the contemporary health services environment.
- *Master of Health Services Management*
Designed for practising and aspiring managers in health services who are seeking a formal management qualification to complement undergraduate qualifications.
- *Master of Aged Services Management*
Designed for practising and aspiring managers of aged care services in institutional, rural and various community-based settings throughout Australia.

Curtin University of Technology

Department of Health Policy and Management
School of Public Health
Kent Street
Bentley WA 6102
Australia

GPO Box U1987
Perth WA 6845
Australia

Tel: (08) 9266 7819
Fax: (08) 9266 2958

Web site: <<http://www.curtin.edu.au:80/curtin/dept/health/hpm/>>

Program director: Professor Duncan Boldy

- *Graduate Certificate in Health Policy and Management*
Suitable for experienced health service personnel who require key skills and competencies.
- *Postgraduate Diploma in Health Administration*
Suitable for health professionals who require management skills and non-health professionals pursuing a career in health administration. Potential to articulate to Masters program.
- *Master of Health Services Management*
Three semesters of full-time study or part-time equivalent.
- *Master of Health Administration*
Two years of full-time study or the equivalent part time, following a basic degree. Students select one of two study options: thesis, or course-work and project.

Edith Cowan University

School of Nursing and Public Health
100 Joondalup Drive
Joondalup WA 6027
Australia

Tel: (08) 9400 5448
Fax: (08) 9400 5449

Program coordinator: Chris Skinner

- *Postgraduate/Executive Certificate in Health Services Management*
The postgraduate certificate program is available to health service professionals or managers with a relevant undergraduate degree or equivalent with a minimum of two years' work experience. The executive certificate program is available to experienced health service professionals or managers.
- *Master/Postgraduate Diploma in Health Services Management*
Applicants to be initially enrolled in the Postgraduate/Executive Certificate over a year. Potential to articulate to Master of Health Sciences over one year. A Postgraduate Diploma awarded to students who have successfully passed six units.

- *Continuing education*

The Postgraduate/Executive Certificate in Health Services Management is designed for health professionals to obtain key skills and competencies.

Flinders University of South Australia

Health Service Management Development Unit
G4 FMC Flats
Flinders Medical Centre
Bedford Park SA 5042
Australia

Tel: (08) 8204 5673

Fax: (08) 8204 4639

Email: <Pam.Maslin@flinders.edu.au>

Web site: <<http://som.flinders.edu.au/hsmdu.html>>

Course coordinator: Dr Brian Stoffell

Enquiries to: Mrs Pam Maslin

- *Graduate Certificate in Health (Health Service Management)*

An 18-unit program of study offering a variety of specialist streams in Nursing and Public Health.

- *Graduate Diploma in Health Service Management*

Designed for medical, nursing, science and other graduates who are experienced managers of clinical or other health services.

- *Master of Health Service Management*

A 54-unit course-work degree over one and a half years (three semesters) of full-time or in not less than three years of part-time study.

- *Master of Science (Health Service Management)*

A 72-unit degree consisting of 36 units of course-work and 36 units of thesis over two years full-time, or in not less than four years of part-time study.

Hong Kong Polytechnic University

Department of Management
Hong Kong Polytechnic University
Hung Hom, Kowloon
Hong Kong

Tel: (85 2) 2766 7341

Fax: (85 2) 2774 3679

Email: <mspeter@polyu.edu.hk>

Program director: Professor Peter Yuen

- *Master of Science in Management (Health Services)*

The Management program consists of core, electives and research subjects in health-related disciplines.

La Trobe University

School of Public Health
Faculty of Health Sciences
Health Sciences 1
Bundoora VIC 3083
Australia

Tel: (03) 9479 1750

Fax: (03) 9479 1783

Web site: <<http://www.sph.health.latrobe.edu.au/publichealth/sphwelcome.html>>

Course coordinator: Ms Pauline Stanton

- *Bachelor of Health Sciences*

An undergraduate degree course which offers a Health Administration stream.

- *Graduate Certificate in Health Services Management*

Students undertake four units over two semesters on a part-time basis. Potential to articulate to the Postgraduate diploma.

- *Postgraduate Diploma in Health Services Management*

Two years part-time or one year full-time. Most classes available in evening and block teaching modes. Potential to articulate to Masters programs.

- *Master of Health Administration*

The course-work program is offered on a part-time basis over four years or full time over two years.

- *Master of Health Sciences*

A course-work program in the management stream with a research thesis.

Massey University

Department of Management Systems
Massey University
Turitea Campus
Palmerston North
New Zealand

Tel: (64 6) 350 4378

Fax: (64 6) 350 5661

Email: <N.H.North@massey.ac.nz>.

Program director: Dr Nicola North

- *Diploma of Health Services Management*

A postgraduate diploma available through distance and block teaching modes. Potential to articulate to Masters program.

- *Masters in Business Studies (Endorsed Health Management)*

An additional year of study, including taught courses and a research report.

- *Diploma in Business Studies (Endorsed Health Management)*

A post-experience diploma comprising eight undergraduate papers in health management and business.

- *Continuing education*

The program is designed for clinicians and others working in the health sector who are wishing to broaden or increase their skills. Professional colleges may accept papers as continuing medical education.

Mayfield Education Centre

2–10 Camberwell Road
Hawthorn East VIC 3123
Australia

Tel: (03) 9882 7644

Fax: (03) 9882 7518

Program director: Mr Leigh Brown

- *Certificate in Health Services Management*

Tertiary accredited certificate course by distance education.

Monash University

Monash Mt Eliza Business School
Level 1, 27 Sir John Monash Drive
Caulfield VIC 3145
Australia

PO Box 2224
Caulfield Junction VIC 3161
Australia

Tel: (03) 9215.1850

Fax: (03) 9215.1821

Email: <genmba@mteliza.edu.au>

Chief Executive: Professor Bruce McKern

- *Master of Business Administration*

A program of 16 units over 16 months full time or three years part time. Previous postgraduate studies may accelerate progress. Intake in March and July.

- *Master of Public Policy Management*

Designed to develop leaders in the government and non-profit sectors. Available on campus and by distance learning.

Queensland University of Technology

Faculty of Health

Queensland University of Technology

Victoria Park Road

Kelvin Grove QLD 4059

Australia

Tel: (07) 3864 5779

Fax: (07) 3864 5772

- *Masters of Health Science*

A three-semester full-time or six-semester part-time course (a one-year program may be available if a thesis is undertaken). Some electives are offered through block, external mode and transfer of material via the Internet.

- *Graduate Diploma in Health Science*

Offers majors in Environmental Health, Health Services Management, Human Movement Studies and Cross Specialisation.

- *Graduate Certificate in Health Science*

Offers majors in Environmental Health, Health Promotion, Health Services Management and a General Program as approved by appropriate academic staff.

- *Masters of Public Health/Graduate Diploma of Public Health*

Students can specialise in one of four areas: Environment and Population Health, Health Systems, Epidemiology and Health Promotion.

- *Bachelor of Health Science (Health Services Management)*

Designed for people who want to join the health care industry in a management capacity or as a qualification for people already working in health services.

- *Continuing education*

An international health summer school which introduces participants to a diverse range of programs in public health. Other continuing education programs are offered depending on demand (for example, Hygiene and Ergonomics).

RMIT University

Health Services Management Unit
School of Management
239 Bourke Street
Melbourne VIC 3000
Australia

Tel: (03) 9925 5932 or (03) 9925 5961

Fax: (03) 9925 5960

Program Directors: Anne Smyth (Graduate Diploma in Health Services Management) and Ian Woodruff (Undergraduate Programs)

- *Graduate Diploma in Health Services Management*

The program emphasises the development of management competence relevant to health settings. Participants undertake a number of work-based projects. Potential to articulate to Masters program.

- *Management Competency Workshops*

Competencies and careers

Leadership

Control and influence

Problem solving

Managing others

Managing self

Evaluation workshop

Professional development Team A

Professional development Team B

- *Masters in Health Administration*

Part time over one year. Involves a major research and learning project. In addition, participants attend weekly sessions of three hours and will prepare a portfolio of papers based on their research.

University of Auckland

Executive Programs
Auckland Business School
Private Bag 92019
Auckland
New Zealand

Tel: (64 9) 373 7599

Fax: (64 9) 373 7437

Course coordinators: Rod Perkins (Graduate Diploma in Business – Health Management) and Professor Michael Powell (Master of Health Management)

- *Graduate Diploma in Business – Health Management*

Students have access to health care organisations within New Zealand. They are provided with an understanding of the New Zealand health system and core management. Potential to articulate to Masters program.

- *Master of Health Management*

Designed to build on students' understanding of the core management disciplines and provides an advanced understanding of disciplines specific to managing in the health system.

University of New England

Faculty of Education, Health and Professional Studies
University of New England
Armidale NSW 2351
Australia

Tel: (02) 6773 3674 or (02) 6773 3664

Fax: (02) 6773 3879

Email: <fehps@metz.une.edu.au>

Enquiries to: Dr Jeanne Madison

- *Bachelor of Health Management*

Aims to prepare competent and innovative health care administrators to function dynamically in the rapidly changing health care system.

- *Graduate Certificate in Health Management*

A full fee-paying award, designed to serve as a flexible, self-directed entry into more advanced academic courses.

- *Graduate Diploma in Health Management*

A full fee-paying award designed to allow graduates with extensive experience in health services to direct their focus to health management.

- *Master of Health Management*

A full fee-paying award designed to equip students with the knowledge required for senior managerial and planning positions in hospitals and other health facilities.

- *Master of Health Management with Honours*

A multidisciplinary research degree for health professionals and others who are interested in researching the management of health services, health initiatives and health care planning.

University of New South Wales

School of Health Services Management
Sydney NSW 2052
Australia

Tel: (02) 9385 2591

Fax: (02) 9385 1036

Email: <M.Freeman@unsw.edu.au>

Web site: <<http://www.med.unsw.edu.au/shsm>>

Course coordinator: Mr Kevin Forde

- *Master of Health Administration*

A course-work program offered full time or part time, internally or externally (plus compulsory residential schools component) or via a mix of these study modes. Students in Hong Kong can undertake the program on a part-time external basis. Full time one year, part time over three years.

- *Master of Health Planning and Management*

Designed to provide students from countries with developing economies and health systems with the knowledge and skills to be competent health service planners, policy-makers and managers.

- *Graduate Certificate in Health Services Management*

Available internally or externally, and may be undertaken full time (six months) or part time (one year). Potential to articulate to Masters program.

University of South Australia

International Graduate School of Management
Level 5, Way Lee Building
City West Campus
University of South Australia
North Terrace
Adelaide SA 5000
Australia

GPO Box 2471
Adelaide SA 5000
Australia

Tel: (08) 8302 0032, (08) 8302 0039 or 1800 502 520 (free call)

Fax: (08) 8302 0709

Email: <igsm.info@unisa.edu.au>

Web site: <<http://business.unisa.edu.au/igsm>>

Health program coordinator: Mrs Janny Maddern

- *Master of Business Administration*
Graduate Diploma in Management
Graduate Certificate in Management
These programs aim to:
 - complement participants' previous specialist education
 - assist managers in meeting the challenges in their own organisations, and
 - develop leaders in globally competitive organisations.
- *Continuing education activities*
Seminars and workshops are conducted on an ad hoc basis with professional, organisational or industry bodies.

University of Technology Sydney

Faculty of Nursing, Midwifery and Health
Kuring-gai Campus
Eton Road
Lindfield NSW 2070
Australia

PO Box 222
Lindfield NSW 2070
Australia

Tel: (02) 9514 5043

Fax: (02) 9514 5513

- *Graduate Diploma in Nursing/Masters in Nursing*
These courses are designed for nurses who do not wish to specialise in the clinical area. A sub-major in management is available.

University of Western Sydney Macarthur

Faculty of Health
Division of Public Health
PO Box 555
Campbelltown NSW 2560
Australia

Tel: (02) 4620 3632

Fax: (02) 4625 4252

Program director: Dr Godfrey Isouard

- *Master of Health Services Management/Graduate Diploma in Health Services Management*
Designed to provide students with the opportunity to develop and practice contemporary management skills. Students will relate academic projects to their needs and views.
- *Master of Public Health*
A one year full-time program, or two years part time. Focuses on epidemiological skills, research techniques and health promotion and management.
- *Bachelor of Health*
Prepares graduates for a career in the health services and related industry. Course structure includes eight elective subjects providing specialisation in more than one area with field placements in a range of health care and related agencies.

University of Wollongong

Graduate School of Public Health
Northfields Avenue
Wollongong NSW 2522
Australia

Tel: (02) 4221 3463

Fax: (02) 4221 3486

Program coordinator: Dr David Perkins

Award courses are offered in health policy and management either on campus or by distance education at four levels; namely, Certificate in Health Management, Master of Health Management, Master of Science and Doctor of Public Health. The Master of Health Management articulates into an MBA. Qualified candidates with a background in health policy or management can undertake a Doctor of Philosophy program.

Individuals who wish to upgrade their knowledge in a particular area may undertake single subjects by distance education. The Australian College of Health Service Executives will recognise individual subjects for Continuing Professional Development (CPD) credit.

- *Graduate Certificate in Health Management*
The course provides students with the opportunity to gain a qualification in health service management in a flexible manner, including a wide choice of subjects and a manageable investment of time and money.
- *Master of Health Management*
Designed for those in general, clinical or departmental management positions, and other health professionals with relevant experience who require skills in health policy and management.

- *Master of Science (Health Policy and Management)*

The degree is for graduates in health service management and related health professions who wish to pursue a management career.

- *Master of Business Administration*

Designed for those who require the necessary knowledge, skills and competencies to manage effectively in a challenging and changing global environment. Prepares candidates for careers in senior management positions in both the public and private sectors.