

ORGANISATIONAL RESTRUCTURING: OPTIONS FOR CHANGE

Funding source: Prince Henry/ Prince of Wales Hospital

Investigators: Jeffrey Braithwaite, Ros Sorensen, Rick Iedema, Nadine Mallock, Rowena Forsyth and Kai Zhang

Duration: 2003

Description: This project examined the organisational structure of Prince Henry/Prince of Wales Hospital using a multi-method, randomised questionnaire survey, a round of focus group meetings, interviews with key stakeholders and open staff forums.

The project provided a digest to the Hospital of some key themes in the literature on clinical management structures. It looked at the original expectations expressed for the present structure in the original design, based on an analysis of documents prepared when the extant structure was first planned in the mid-to late 1990s, and then initiated in 1998.

The broad findings led the Centre in its contemporary analysis of the structure to suggest five structural options for change, and five potential program leadership models. The project also considered how within-program and across-program communication might be strengthened and advanced two models to help achieve this.

Selected Publications and Presentations

Braithwaite J, Sorensen R, Iedema R, Mallock N, Forsyth R, Zhang K (2003). Report: *Prince Henry/Prince of Wales Options Paper on Clinical Organisational Structure*. Sydney: Centre for Clinical Governance Research in Health, University of New South Wales, pp.34-137.