

## Centre Projects

### AN INTERNATIONAL CROSS-CULTURAL STUDY TO EXAMINE HOW CLINICIAN-MANAGERS AND HEALTH SERVICES MANAGERS USE THEIR TIME

**Investigators:** Jeffrey Braithwaite, Mary Westbrook and Nadine Mallock

**Duration:** 2002-2007

**Description:** While there are many claims about clinician-managers and health services managers in the literature, one recurring theme is that a key resource variable is the way in which managers use their time. Problematised, this issue raises questions about clinician-managers' and health services managers' perceptions of the time they spend on various management activities, the time they believe they should spend on these activities and the relevant importance of them.

A related set of issues concerns perceptions of pressure on clinician-managers and health services managers for them to perform effectively. This project seeks to examine this issue through the administration of a questionnaire in Australia and Singapore.

**Outputs:** The study is providing information and an evidence base on patterns of time allocation and the effective marshalling of time by managers across various managerial activities. It is proving to be of considerable use to practicing managers, and health services and clinician-management educators.

### Selected Publications

**Braithwaite J** (2004). An empirically-based model for clinician-managers' behavioural routines. *Journal of Health Organisation and Management*, 18 (4), pp. 240-261.