

## Centre Projects

### **A LONGITUDINAL PROGRAM TO CONCEPTUALISE, EMPIRICISE AND EVALUATE CLINICIAN-MANAGERS' ROLES, BEHAVIOURS AND ACTIVITIES**

**Investigators:** Jeffrey Braithwaite, Mary Westbrook, Don Hindle, Rick Iedema, Terry Finnegan, Betsy Graham and Nadine Mallock

**Duration:** 1996 and ongoing

**Description:** Clinician managers have been drawn into leadership positions at various levels over the last three decades but most past literature about them has been normative. This program of research has sought to examine clinician-managers' roles and behaviours *in situ*. Key findings include:

- Clinician-managers' work activity can be synthesised under fourteen headings, representing their chief interests and concerns, and their work is busy, relentless, ad hoc, unpredictable and discontinuous
- While some aspects of health care management have changed with the emergence of clinician-managers, much of what is assumed to have changed remains the same or has intensified, such as the pressures and pace of work
- Management is enacted within rather than across professional divides.

The study findings have provided a body of information of relevance to practising clinician-managers, other scholars and management educators. They have helped strengthen our knowledge of clinician-managers and their roles and behaviour.

**Outputs:** A range of papers in international journals have been published. Educational materials have been incorporated into various teaching programs for Masters by coursework programs.

### **Selected Publications and Presentations**

**Braithwaite J, Finnegan TP, Graham EM, Degeling PJ, Hindle D, Westbrook MT (2004).** How important are quality and safety for clinician managers? Evidence from triangulated studies. *Clinical Governance: An International Journal*. Vol 9 (1) pp.34-41.