SCOPE OF PRACTICE

MEDICAL
ADMINISTRATION

IN SUMMARY

The RACMA Scope of Practice in Medical Administration allows the College to clarify the core role and contribution of Medical Leaders within the health system. This document details eight core dimensions of practice for a Medical Leader which are:

- Strategic Planning & Implementation
- Integration
- Workforce
- Governance for Quality & Safety
- Advocacy & Stakeholder Engagement
- Digital Health & Clinical Informatics
- Medico-Legal
- Research & Innovation

Fellows of the Royal Australasian College of Medical Administrators are specialists in healthcare Leadership and Management

Fellows are specialist medical practitioners with the knowledge and skills to uniquely lead, at the executive level, the optimisation of health outcomes for individuals and their communities through:

- Leading and advising on the most effective configuration and delivery of clinical services to meet the needs of the population served

- Bridging the interface between management and clinicians in complex health systems

- Leading the engagement, deployment, and accountability of the medical workforce

- Leading the continual improvement of quality and safety through the timely identification and mitigation of clinical risk

- Advocating for service enhancements to optimise consumer access, experience, and outcomes

- Implementing digital health applications, analytics, and reporting systems that effectively capture clinical data and communicate comparative performance, risk, and opportunities

- Ensuring appropriate legal and insurer engagement to protect the organisation's regulatory and litigation risks

- Providing oversight and promotion of clinical research and innovation

Specialist Medical Administrators have broad based training and expertise in health service leadership and management. Their training and expertise are applied across a diverse range of agencies including private and public hospitals, government, the pharmaceutical or medical device industry, information technology, health insurance, professional and non-government organisations, universities, primary health, and community-based health services.

The Specialist Medical Administrator may perform roles such as senior executive, clinical manager, medical advisor, policy advisor, enabler of medical professionalism, or medical academic. Their responsibilities may include service planning, management and leadership, policy development, performance management, operational optimisation, clinical governance, clinical risk, regulatory compliance, medical advisor, medical informatician, medical educator, and medico-legal advisor.

STRATEGIC PLANNING & IMPLEMENTATION

Ensure the most effective configuration of clinical services to meet the needs of the population served

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- Contribute to the development of the mission and vision for the health system or service
- Provide strategic clinical leadership across all aspects of the health system or service
- Contribute to the design and configuration of clinical services and capital developments
- Lead and manage health systems, services, and programs
- Contribute to the ethical management and utilisation of financial and other resources
- Review and evaluate the effectiveness of clinical services
- Plan and implement service improvements, redesign, and restructure
- Develop and present robust business cases for significant change initiatives
- Keep abreast of advances that will improve patient care and experience

INTEGRATION

Facilitate integration by bridging the interface between management and clinicians in complex health systems

- Facilitate engagement, communication, and integration across clinical, corporate, and support services

- Provide a team-based, multi-disciplinary approach to service delivery

- Provide advice on the optimisation of patient flow and bed management across the service

- Advise on case mix optimisation to enhance financial performance and sustainability

- Contribute to the development of policy that enables the provision of high quality, safe, and effective health services and systems

- Ensure clinical education and professional development is multidisciplinary

- Provide oversight of Work, Health and Safety (WHS)

- Assume the role of emergency controller in times of disaster or crisis

WORKFORCE

Leading the engagement, deployment, and accountability of the medical workforce

Ensure all clinical staff attain and maintain their knowledge and skills through meaningful continuous professional development

- Support and monitor staff wellbeing, safety, and welfare

- Lead the development and growth of the medical workforce to ensure health service has access to a pipeline of vocationally registered specialists

- Foster the development of clinical leaders

- Lead the recruitment, appointment, onboarding, orientation, and rostering of both the junior and senior medical workforce

- Manage the credentialling and determination of scope of clinical practice for medical staff

- Ensure regular performance development reviews for medical staff and direct reports

- Develop systems and processes to ensure the medical workforce attains and maintains their knowledge and skills through medical education and meaningful continuous professional development

- Manage performance and professional conduct issues of medical staff including notification to the appropriate regulatory authorities

- Manage complaints and concerns relating to the bullying, harassment, and discrimination of, or by, clinical staff

- Provide leadership in the negotiation, implementation, and dispute resolution of industrial relations and conditions of engagement for medical staff

- Coordinate or participate in the appointment of key conjoint employees and other institutional appointments

- Provide oversight to the placement and teaching of medical students

- Liaise with colleges, academic partners and education providers in the accreditation of training positions and delivery of programs for prevocational and vocational trainees

- Create the framework for the clinical education and training of staff across the health service

- Determine appropriate mandatory clinical training and ensure compliance

- Resolve conflict involving clinical staff

- Manage the arrangements for the engagement of specialists with rights to private practice

GOVERNANCE FOR QUALITY & SAFETY

Leading the continual improvement of quality and safety through the timely identification and mitigation of clinical risk

- Ensure effective systems are in place to identify, manage, and prevent clinical adverse events

- Lead the delivery of an integrated system to investigate and respond to clinical incidents

- Ensure the effective operation quality assurance through the systematic clinical review and reflection by individual specialists and specialist craft groups

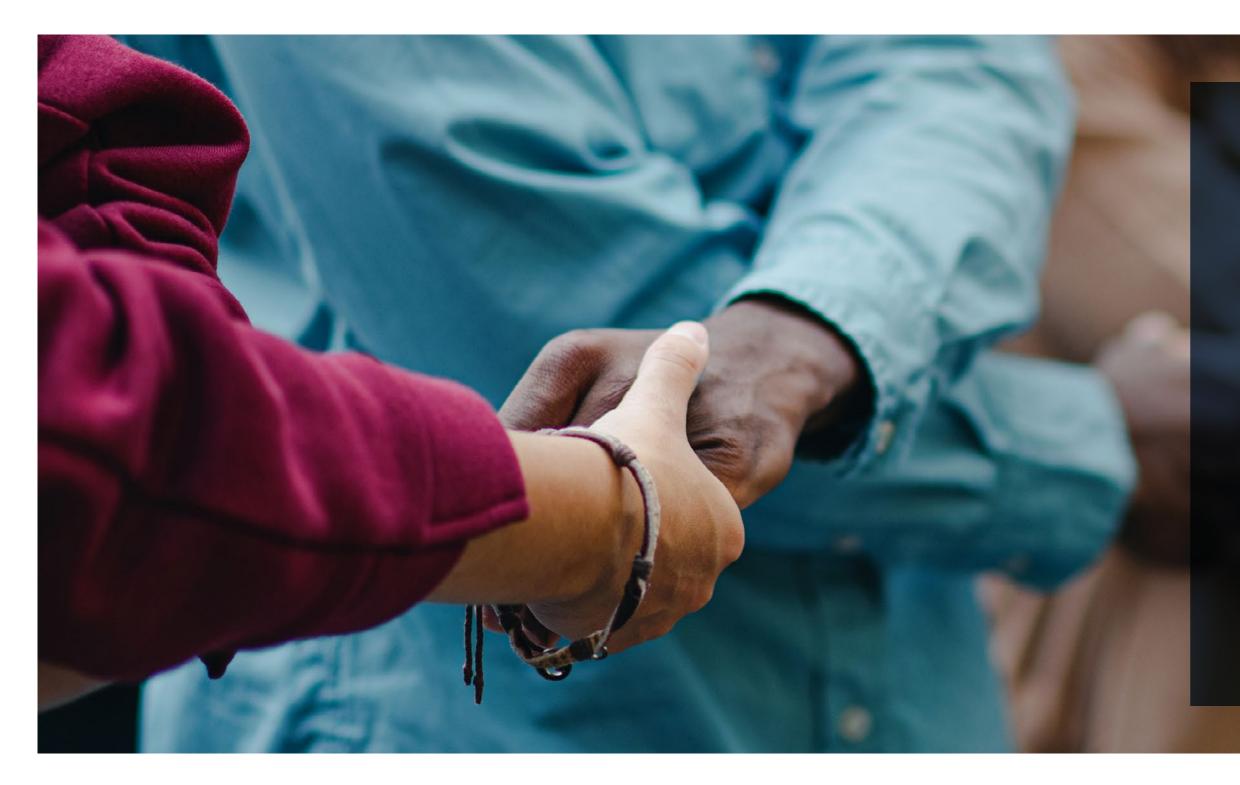- Monitor and report on the incidents and trends in clinical adverse events and patient complaints

- Ensure systems are in place to monitor the outcomes of adverse event investigations and the effective implementation of all associated recommendations

- Ensure open disclosure and effective communication with patients and/or their families and carers of all adverse clinical events

- Ensure the executive is appraised in a timely manner of emerging clinical service issues

- Maintain a clinical risk register

- Support the accreditation and compliance with the National Safety and Quality Health Service Standards
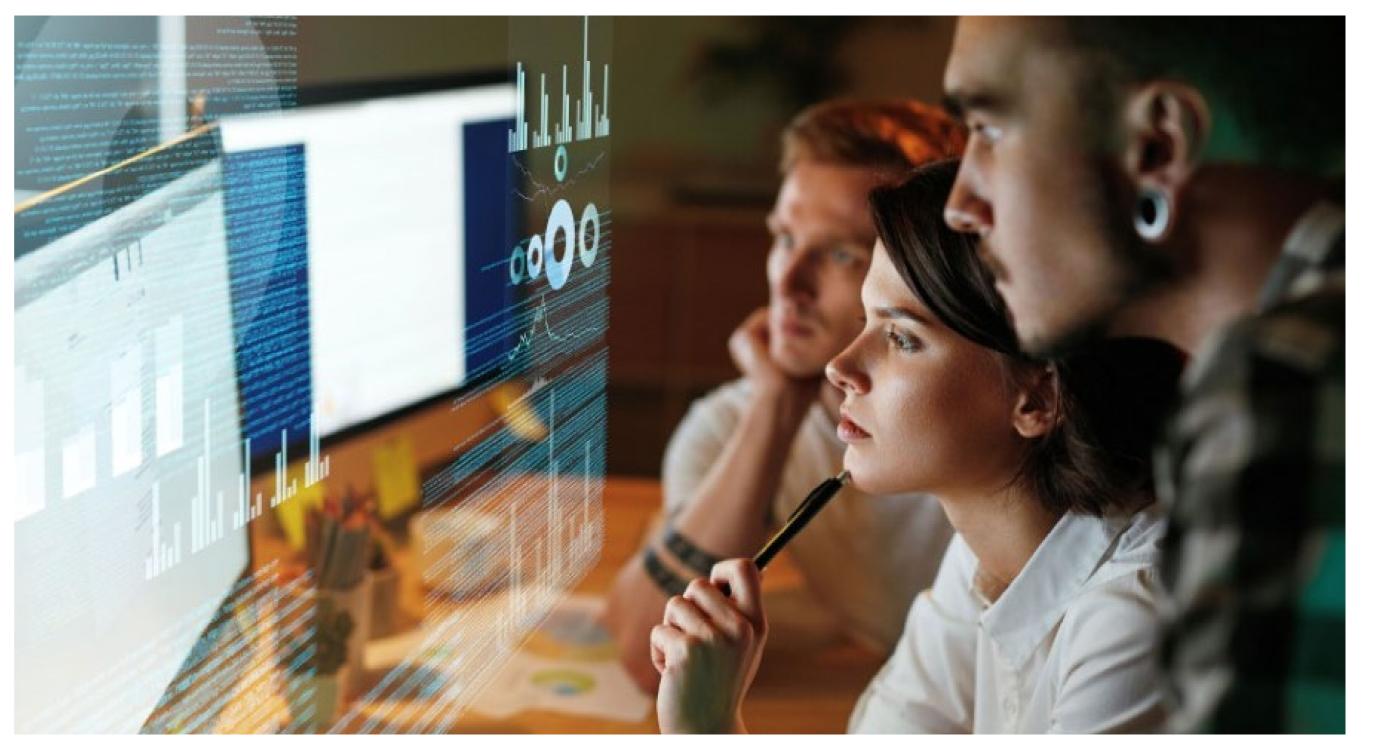
ADVOCACY & STAKEHOLDER ENGAGEMENT

Advocate for service enhancements to optimise consumer access, experience, and outcomes
Support and enable patient-centred care

- Partner with consumers in planning and co-design of strategic direction, service innovation, and quality improvement

- Consult and collaborate with agencies that impact on health, socio-economic determinants of health, and health policy

- Advocate for the health and service needs of the local population

- Support Indigenous and First Nations peoples, and consumers who are vulnerable or from culturally diverse backgrounds

- Identify and minimise access barriers to the health service

- Ensure information on patient experience and concerns about service provision is collected, reported, and responded to

- Influence policy and practice internally and externally to optimise service delivery and health outcomes

- Promote the health service and its medical workforce internally and externally

- Represent the service and its workforce at professional, industry, government, community, and other forums

DIGITAL HEALTH & CLINICAL INFORMATICS

Implementing digital health applications, analytics, and reporting systems that collect appropriate clinical data and effectively communicate comparative performance, risk, and opportunities

- Advise on the selection and evaluation of digital health applications

- Facilitate the effective implementation and safe and efficient use of clinical applications

- Evaluate the clinical quality and workforce impact of upgrades and enhancements to clinical applications

- Implement data governance processes to ensure the validity and reliability of clinical data

- Create clinical performance indicators that are meaningful to various clinical groups

- Design and implement effective clinical performance analytics and benchmarking processes

- Ensure clinical staff are aware of their comparative performance and encouraged to develop processes to minimise future clinical adverse events

- Identify performance outliers and investigate likely drivers of variance

- Ensure the medical workforce effectively complies with data security requirements

- Using clinical informatics, provide clinical advice on health funder negotiations

- Understand and advise on the use of clinical coding systems in management reporting

MEDICO-LEGAL

Ensuring appropriate legal and insurer engagement to protect the organisation's regulatory and litigation risks

- Understand healthcare related legislation and regulations that impact the service

- Possess a knowledge of health law that enables an understanding of level of risk

- Effectively coordinate an appropriate response to complaints, ethical concerns, negligence, and privacy breaches

- Ensure patient consent processes are appropriate and universally complied with

- Provide oversight to end-of-life matters including not-for-resuscitation orders and advance care planning

- Lead in the resolution of issues relating to guardianship and medical power of attorney

- Provide oversight and guidance to Freedom of Information processes

- Coordinate the collation of staff statements in evidence

- Respond to inquiries and requests from police, the coroner, and other agencies

- Coordinate the preparation, storage, and release of medico-legal reports

- Coordinate the service's interface with risk and indemnity insurance organisations

- Provide advice to assist the organisation manage risk and claims

- Engage legal advice on clinical incidents, insurer notification, and provisioning of indemnity claims

- When required, be the designated officer for the administration of the special medical Acts (e.g. Human Tissue Act, Organ Donation and Neonatal Autopsies)

RESEARCH & INNOVATION

Provide oversight, encouragement, and direction to support clinical research and innovation

- Provide oversight to the research governance structures and processes, including the Human Research Ethics Committees

- Provide oversight and direction to encourage and support clinical research

- Advise on the commercialisation of research and intellectual property

- Lead the evaluation and assessment of evidence in the introduction and review of clinical services, practice, and technology

- Engage with medical colleges, universities, and other agencies about research activities

RACMA
ROYAL AUSTRALASIAN COLLEGE
of Medical Administrators

1/20 Cato Street
Hawthorn East, Victoria 3123
Australia
racma.edu.au | info@racma.edu.au
abn 39 004 688 215