

Recent history of health stewardship in the ACT: From contract control to collegial culture

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Recent history of health stewardship in the ACT

- The rationality of government:
“governmentality”
- From self interest to collegiality
- Culture and management
- Collegiality and mission

The rationality of government

- Governing as the conduct of conduct
- Arranging self governing systems
- Imaginary tendencies and administrative mechanisms
 - Self interest / contract control
 - Expertise / recognition & autonomy

From self interest to collegiality

- Contracts as harnesses for self interest
- Competition undermines cooperation
- Colleges as self governing bodies

Culture and management: Superficial vs deep structure

- Canberra tradition of management lines
- A hierarchy of collegial forums
- Distributed responsibility that cannot be off-loaded
- Accountability to:
 - line management
 - Profession and colleagues
 - Patients (and courts)

Culture and management: Governing Professionals

- Professionalism is the basis of discipline in the health system:
 - Expert knowledge
 - Culture of enquiry
 - Continuing education
 - Peer review and support
 - Contribution to profession and community
- Meta-regulation and self-regulation

Collegiality and mission

- Quality and safety bottom line: clinical governance joins \$ control & planning
- Valuing learning and innovation for professionals and care systems
- teaching and research as means of accountability
- Management through collegial culture suits the mission of a regional health system.