Reading List on Leadership 2012

BOOKS

- The Five dysfunctions of teams 658.4036 LEN
- Forces of change S Shore 362.10973 SHO
- Guide for meetings and organisations E Renton 658.456 REN
- Health Workforce governance: improved access, good regulatory practice, safer patients S Short ed. 2012 362.10683 SHO
- Healthcare management K Walsh 2ed 2011 362.1068
- How to manage difficult people Alan Fairweather 2010 658.3045 FAI
- Leadership – Theory and practice P G Northouse 6 ed  2013 303.3 NOR
- Leadership in health care J Barr 362.1068 BAR
- Leadership Theory, Application & skill development R Lussier 658.4092 LUS
- Lessons from the top G Esler 158 ESI
- Making sense of management a critical introduction M Alvesson 2nd ed 658 ALV
- Moral leadership in Medicine Suzanne Shale 2012 174.20941 SHA
- Pursuing the Triple Aim M Bisognano 362.168 BRO
- The strategist Be the leader your business needs C Montgomery 658.4092 MON
- Utilizing the 3Ms of process improvement in healthcare R Morrow 610.73 MOR

ARTICLES

2012

- Bridging the Gap between Research and Practice: Building Leadership Competency in Public Health - Taking advantage of changes in health delivery in Québec
  - National Collaborating Centre for Determinants of Health 2012
  - Legislation in 2005 saw public health in Québec merged into regional centres that included long-term care facilities and hospitals. The Public Health Director in one region developed a training program to embed a population health approach in the new managers. This program is now being implemented province-wide. The National Collaborating Centre on the Determinants of Health has published the program as a resource for regions facing similar challenges.
  - http://nccdh.ca/resources/entry/casestudy-QC

- Can the “Leadership Industry” Fulfill Its Promise?
  - Jim Heskett HBR 2 May 2012
  - How Should We Measure “Leadership Industry” Results?
  - Aspects of leadership can be taught, thereby providing a justification for the “leadership industry.” But students of leadership (and followership) bring their own personal qualities to the task.
  - http://hbswk.hbs.edu/item/6978.html?wknews=05302012

- Can leadership behaviour affect quality and safety?
  - Peter Bohan, Michelle Laing
  - British Journal of Healthcare Management, Vol 18(4) 6 Apr 2012, pp 184 - 190
  - Leadership behaviours of executives in healthcare are considered to be of prime importance (Burke, 2006), with strategy, structure and process being key elements of team and organisational effectiveness (Yammarino et al, 2008). This research identified that executives were clear on what type of leadership behaviour is expected of them; seeing themselves as transformational, setting clear goals and expecting the best from their teams. They also identified elements of autocratic and transactional leadership were required frequently in the achievement of targets. There was acute recognition of the tensions between quality and safety and the target-driven approach required by commissioners and the current financial climate.
  - http://www.bjhcm.co.uk/cgi-bin/go.pl/library/article.html?uid=90864;article=BJHCM_18_4_184

- Complex adaptive systems for management of integrated care
  - The purpose of this paper is to examine how a complex adaptive systems (CAS) approach can be used to promote the integration of health and social care for the benefit of the user.
  - http://www.emeraldinsight.com/journals.htm?articleid=17000126
Creating a Culture of Excellence
Changing an organization’s culture happens slowly, and leaders at all levels have the crucial role in changing behaviour and culture. A key principle is for leaders to “act” their way into a new culture. This article discusses a theory of creating a culture of excellence based on a catalyst to rethink the status quo.

Great Leaders Don’t Need Experience
The article presents an interview with assistant professor Gautam Mukunda of the Harvard Business School that focuses on research he conducted indicating that the very best leaders often don’t have copious experience and usually come from outside the organization. He believes knowledge and experience can prevent a leader from adopting new perspectives on a situation. He cites former U.S. President Thomas Jefferson as an example of a knowledgeable and experienced leader who was very good, but not great.

Leaders, Managers, and Employee Care.
With the economic and market changes currently taking place, organizations cannot survive or prosper without quality employees. Key to employee loyalty, performance, and retention is the relationship between the leader, manager, and employee. Leaders are visionaries who make sure that the right things are done for the organization. Managers are in a position to make sure that things are done right within the organization. There are traits and qualities that good leaders and managers must possess to ensure organizational success. Displaying these characteristics will ensure that employees are taken care of, which will benefit both the employees and the organization.

Leadership, clinician managers and a thing called “hybridity”
Purpose – In many countries leadership theories and leadership development programs in healthcare have been dominated by individualistic and heroic approaches that focus on developing the skills and competencies of health professionals. Alternative approaches have been proffered but mainly in the form of post-heroic and distributed forms of leadership. The notion of “hybridity” has emerged to challenge the assumptions of distributed leadership. The paper seeks to explore how the concept of hybridity can be used to re-theorize leadership in healthcare as it relates to clinician managers (or hybrid-professional managers). At ACHSM Library

Leadership collaboration during health reform: an action learning approach with an interagency group of executives in Tasmania
To use an action learning approach to encourage a group of executive leaders, responsible for the implementation of a state health reform agenda, to consider the leadership required to drive improvement in healthcare services.
http://search.proquest.com/healthmanagement/docview/1022629134/137A858B0D92E92370/?accountid=144610

From Innovation to Action: The First Report of the Health Care Innovation Working Group (CAN)
Published in August 2012, this initial report from the Working Group focuses on three priority areas: clinical practice guidelines, team-based health care delivery models, and health human resource management initiatives.
http://www.councilofthefederation.ca/pdfs/Health%20Innovation%20Report-E-WEB.pdf

Founder-CEOs, External Board Appointments, and the Likelihood of Corporate Turnaround in Declining Firms
http://jlo.sagepub.com/cgi/content/abstract/19/3/273

The Moral Responsibility of Leadership for Design Outcomes
The article focuses on the role of healthcare design professionals to ensure appropriate use of evidence-based principles in the conception, design, and construction of a healthcare facility. It mentions that executives should focus on design that can improve clinical outcomes and patient safety, if they are liable for construction projects. It informs that executives are liable to encourage qualified architects to make use of evidence indicating a design that can improve clinical outcomes.

Patient-Centered Leadership: More Than a Score
The article discusses a theory of creating a culture of excellence based on a catalyst to rethink the status quo.

At ACHSM Library
A Rapid Matrix Mentoring Pilot: A Contribution to Creating Competent and Engaged Healthcare Leaders
Finney, S MacDougall, J O'Neill, ML Leadership in Health Services Vol 25(3) 2012
Mentees who engaged in a matrix mentoring pilot reported increased levels of managerial and leadership competencies, and employee engagement. Additionally, mentees realized greater exposure to managerial roles and responsibilities and experienced personal development and growth as a result of individual project assignments. The small sample size is the main limitation of this project. However, it was a pilot within a case study organization and one of the objectives was to learn from the experience.

Leadership and engagement for improvement in the NHS
Building on the work of The King’s Fund’s 2011 Leadership Commission, the 2012 review has taken evidence from a number of national and international experts. Their evidence makes a compelling case for leadership and engagement.
http://www.kingsfund.org.uk/publications/leadership_re
view_12.html

Leading Practices and Programs for Developing Leadership Among Health Professionals at the Point of Care
Diane Doran, Marianne Koh, Andrea Dick et al
This report by the University of Toronto’s Nursing Health Services Research Unit (NHSRU) reviews both nurse-specific evidence and evidence from other professions to analyze models of leadership development initiatives. The research is intended to support policy development and planning that improves Ontario’s health system, and provides recommendations to support policy development and leadership opportunities for frontline nurses.
http://www.nhsru.com/publications/leadership

Organisational and market factors associated with leadership development programs in hospitals: a national study
Kim, T H, Thompson, J
Journal of Healthcare Management, Vol 57 (2) pp 113-132

Women in Healthcare Leadership FULL ISSUE
Frontiers of Health Services Management Vol 28(4)
Summer 2012
Available at ACHSM library

Setting the stage for a business case for leadership diversity in healthcare: history, research, and leverage.
Dotson, Ebbin; Nuru-Jeter, Amani Journal of Healthcare Management January 1, 2012
Leveraging diversity to successfully influence business operations is a business imperative for many healthcare organizations as they look to leadership to help manage a new era of culturally competent, patient-centered care that reduces health and healthcare disparities.
http://www.highbeam.com/doc/1G1-279261879.html

Time for heroes: public health leadership in the 21st century
The Lancet, Volume 380, Issue 9849, Pages 1205 - 1206, 6 October 2012
Matthew Day a, Darren Shickle a, Kevin Smith a, Ken Zakariasen b, Tom Oliver c, Jacob Moskol d Public health leaders have been criticised for their policy stances, relationships with governments, and failure to train the next generation. 1 At the same time, there is widespread recognition that the challenges posed by obesity, alcohol, smoking, and climate change require solutions from public health approaches.
At ACHSM library

Wilderness Leadership--on the Job
http://search.proquest.com/docview/963928986?accountid=144610

Why medical leaders need to be proactive in driving culture change
Vijaya Nath, John Clark, Health Service Journal 21 February, 2012
We need our medical leaders to direct their energy and enthusiasm into better engagement and driving improvement, say Vijaya Nath and John Clark.
http://search.proquest.com/healthmanagement/docview
0/9224439/1359806BED27490E5A9/1?accountid=144610 (ProQuest)

Pre- 2012
Are You a Collaborative Leader?

Are You a High Potential?
High potential managers have distinguishing characteristics and behaviours that companies routinely recognise. Learn what those qualities are – and what you can do to exhibit them- so that you make the list.

Background Notes on Leadership
World Bank Institute Leadership Development Program, 2007
http://siteresources.worldbank.org/INTDCRC/Resourc
es/BackgroundNotesonLeadership_all_v5.pdf

Best Practices in Healthcare Leadership Academies
National Center for Healthcare Leadership, White Paper, 2010
The growing need for dedicated leadership development programs in healthcare.

Best Practices in Health Leadership Talent Management and Succession Planning: Case Studies
National Center for Healthcare Leadership, White Paper, 2010

Building Healthy and Sustainable Health Care Organisations
Lowe, Graham, Qmentum Quarterly (Accreditation Canada), December 2010
Health care employers can be leaders in creating healthy, humanly sustainable organisations. Doing so will benefit patients, employees and physicians, and society.

A Call for Collaborative Leadership: Implementing Information and Communication Technologies in Canadian Health Services
The Conference Board of Canada, September 2010

Canadian Health Leadership Network
http://www.chinet.ca/front_page

Coaching and Leadership
McGuinness, Mark, June 2007
http://www.wishfulthinking.co.uk/2007/06/11/coaching-and-leadership/

Commission on Leadership and Management in the NHS
King’s Fund, 2010
The commission has been assessing the leadership and management needs of the NHS for the past nine months. The final report and the commissioner papers are now available on the website.
http://www.kingsfund.org.uk/current_projects/leadership_commission/

Commission on Leadership and Management in the NHS; Final Report - The Future of Leadership and Management in the NHS: No More Heroes
King’s Fund, May 2011
At a time of enormous change in the NHS, leaders and managers have a crucial role to play. But what sort of leaders does the service need? Does the model, prevalent in public service over recent years, of the ‘hero’ chief executive still hold sway?
http://www.kingsfund.org.uk/publications/nhs_leadership.html

Complex Leadership Competency in Health Care: Towards Framing a Theory of Practice
Ford, Randal, Health Services Management Research, Vol. 22(3) August 2009 pp. 101-114
Meeting the challenges in leading and managing healthcare systems as complex adaptive organisations calls for additional competency in what theorists determine as complex leadership.

Core Competencies of the Entrepreneurial Leader in Health Care Organisations
Guo, Kristina L, The Health Care Manager, Vol. 28(1) 2009 pp. 19-29

Creating Leaders: An Ontological Approach
Erhard, Werner, Jensen, Michael C and Granger, Kari L, HBS Working Knowledge, December 2010
The authors have created an ontological approach to creating leaders in which leadership emerges through spontaneous and intuitive natural self-expression.
http://hbswk.hbs.edu/item/6570.html

Cultivating Tomorrow’s Leaders: Comprehensive Development Strategies to Ensure Continued Success
Squazzo, Jessica D, Healthcare Executive, Vol.24(6) November/December 2009 pp. 8-10, 12, 14-16, 18, 20

Dealing with the Downturn: The Greatest Ever Leadership Challenge for the NHS?
The NHS Confederation, June 2009
This paper explores the financial situation facing the NHS and suggests how NHS leaders should respond to the most severe contraction in finances they are ever likely to face.

Decoding Resistance to Change: Strong Leaders Can Hear and Learn from their Critics

Delivering on the Promise of Nonprofits
Nonprofit leaders face unique challenges in achieving results but a growing number are showing it can be done – by rigorously confronting questions related to strategy, capital and talent.

Developing Military Health Care Leaders: Insights from the Military, Civilian and Government Sectors
Kirby, SN and others, RAND Corporation, 2011
http://www.rand.org/pubs/monographs/MG967.html

Developing NHS Leadership – The Role of the Trust Medical Director
The NHS Confederation, Future of Leadership Paper no. 2, April 2009
Based on seminars and interviews with current medical directors, this paper argues for clearer expectations of the role, increased support and more structured development opportunities.
Evaluation of the Leadership Qualities Framework 360 Review Process
KM Research and Consultancy for NHS Institute for Innovation and Improvement, August 2010
The NHS Leadership Qualities Framework (LQF) was launched in 2002 specifically for senior leaders within the NHS. The LQF is supported by a 360 review tool, designed to support individuals identify where their strengths and development needs align with the NHS Leadership Qualities. This report is an evaluation of the impact the LQF 360 tool has on the individual, the organisation and the wider NHS.

Evidence: What’s Leadership Got to Do with It? Exploring Links between Quality Improvement and Leadership in the NHS
Health Foundation, January 2011
This report contains insights into how leadership development can support QI in the NHS. The findings contribute to what is known about the links between leadership and improvement in the NHS, and provide new ways of understanding the nature of this improvement work.

Executive Leadership Development in US Health Systems

Firing Back: How Great Leaders Rebound after Career Disasters

From Leader to Leadership: Clinician Managers and Where to Next?
Need to increase leadership capacity through professional development models that cultivate a shared or distributed leadership approach amongst its clinical leaders.

From Pilot Project to Annual Success: Creating an Evidence-based Leadership Program for Medical Directors in Long-term Care

The Health Foundation’s Position Statement on Effective Leadership Development Interventions: Research Report
Anderson, Lisa and others, September 2009
http://www.health.org.uk/publications/position-statement-on-effective-leadership/

How Centred Leaders Achieve Extraordinary Results

Development of an Interprofessional Competency Model for Healthcare Leadership
The Health Leadership Competency Model is an evidence-based and behaviourally focused approach for evaluating leadership skills across the professions, including health management, medicine and nursing, and across career stages.

Doctors Who Become Chief Executives in the NHS: From Keen Amateurs to Skilled Professionals
Ham, Chris and others, Journal of the Royal Society of Medicine, Vol. 104, 2011 pp. 113-119

Duff, Jennifer, Canadian College of Health Leaders, Emerging Health Leaders, 2011

Engaging Doctors: The NHS Needs the Very Best Leaders
Presents an overview of an ambitious project in the UK which aims to create organisational cultures where doctors seek to be more engaged in the management and leadership of health services and non-medical leaders genuinely seek their involvement to improve services for patients.

Engaging Doctors in Leadership: What Can We Learn From International Experience and Research Evidence?
Ham Chris and Dickinson Helen, NHS Institute for Innovation and Improvement, 2008
http://www.hsmc.bham.ac.uk/work/pdfs/Engaging_Doctors_Research_Evidence.pdf

Engaging Leadership: Creating Organisations that Maximise the Potential of their People
Alimo-Metcalfe, Beverly and Alban-Metcalfe, John, Chartered Institute of Personnel and Development, 2008
http://www.cipd.co.uk/NR/rdonlyres/F72D3236-E832-4663-ABEC-BCC7890DC431/0/4585EngageleaderRiWEB.pdf

Engaging the Next Generation of Health Leaders: Perspectives of Emerging Health Leaders
http://www.healthcaremanagementforum.org/article/PLS0840470410002280/fulltext
Executives can thrive at work and in life by adopting a leadership model that revolves around finding their strengths and connecting with others. 
https://www.mckinseyquarterly.com/Organization/Talent/How_centered_leaders_achieve_extraordinary_results_2678?gp=1

How Not to Lose the Top Job
Many potential CEO successors often fail to get the promotion because they mismanage relationships with key stakeholders.

How to Pick a Good Fight
Conflict-free teamwork can be the worst thing to happen to a company. Healthy dissent keeps an organisation on its toes – provided leaders make fights fair and constructive.

The Importance of a Servant Leader Orientation
The impact of nurse managers’ servant leadership on nurse job satisfaction.

Innovation Takes Leadership: Opportunities and Challenges for Canada’s Health Care System
Snowden, Anne, Shell, Jeremy and Leitch, K Kellie, *Ivey Centre for Health Innovation and Leadership*, September 2010

An Innovative Approach to Goal Setting and Reporting in a Complex Organisation
Senior leaders in a large academic hospital redesigned the goal-setting to increase focus and improve leaders/managers’ satisfaction. This led to significant improvements and created a level of engagement and commitment that sparked increased innovation, creativity and collaboration.

Inspiring Leaders: Leadership for Quality
UK Department of Health, 2009
This guidance outlines a systematic approach to talent and leadership planning.

Introverts: The Best Leaders for Proactive Employees
http://hbswk.hbs.edu/item/6494.html?wknews=100410

Knowledge Management as a Mediator for the Efficacy of Transformational Leadership and Quality Management Initiatives in US Health Care (An Exploratory Study)

Last Great Act of a CEO
A lot of hard-earned knowledge can be lost to your organisation when a CEO departs.

The Leader as Coach
Effective coaching is key to patient satisfaction and quality of care.

The Leaders We Need Now
Generation X will produce executives who bring a distinctive sense of realism to the modern corporation.

Leadership Competencies in the Context of Health Services
Competency approaches to leadership in the context of mental health services in Bahrain.

Leadership in a (Permanent) Crisis
When the economy recovers, things won’t return to normal – and a different mode of leadership will be required.

Leadership in Challenging Times: It Starts with Passion
Passion is a major driving force in leadership. If you don’t love what you do, you can’t lead others at it.

Leadership in Healthcare: A Review of the Literature for Healthcare Professionals, Managers and Researchers
Hartley, Jean, Martin, Jane and Benington, John, National Institute for Health Research Service Delivery and Organisation, July 2008

Leadership Needs of Medical Directors and Clinical Directors
Giordano, Richard, King’s Fund, August 2010
http://www.kingsfund.org.uk/document.rm?id=8742
The Leadership Team: Complementary Strengths or Conflicting Agendas?

Leadership Transformation in Queensland Health

Leading Clever People
As many leaders of highly creative people have learned, you need to be a benevolent guardian rather than a traditional boss.

Leading Change: Progression to the Future at Hospital Sisters Health System
The leaders of Hospital Sisters Health System successfully transformed their organisation to an innovative method of service called Care Integration. This article explains the leadership principles behind this transformation.

LEADS in a Caring Environment Framework
Canadian Health Leadership Network
The Framework represents the skills, ability and knowledge required to lead at all levels of the health system.
http://www.chlnet.ca/leads-caring-environment-framework

Looking in the Mirror: Questions Every Leader Must Ask
Noble, Carmen, *HBS Working Knowledge*, July 2011
"Show me a company or nonprofit or government in trouble, and I will almost invariably show you a set of leaders who are asking absolutely the wrong questions," says Professor Robert Steven Kaplan. He discusses his new book, *What to Ask the Person in the Mirror*. Plus: book excerpt http://hbswk.hbs.edu/item/6706.html?wknews=07202011

Medical Chief Executives in the NHS: Facilitators and Barriers to their Career Progress
Ham, Chris and others, Health Services Management Centre for the NHS Institute for Innovation and Improvement, April 2010
http://www.institute.nhs.uk/research_and_evaluation_reports/reports/medical_chief_executives_in_the_nhs%3a_facilitators_and_barriers_to_their_career_progress.html

Medical Leadership Competency Framework: Enhancing Engagement in Medical Leadership
NHS Institute for Innovation and Improvement, 3rd ed, July 2010

The leadership skills that doctors need to become more actively involved in the planning, delivery and transformation of health services.

Minimising Deviant Behaviour in Healthcare Organisations: The Effects of Supportive Leadership and Job Design
Supportive management practices and enriched work design can build a committed, productive workforce and reduce the occurrence of deviant employee behaviour.

Mistakes Leaders Keep Making
How to overcome deep-seated obstacles to change.

National Leadership Council (UK)

NHS Leadership Framework
NHS Institute for Innovation and Improvement for Department of Health, June 2011
The NHS Leadership Framework provides a consistent approach to leadership development for staff in health and care and represents the foundation of leadership behaviour throughout the NHS.

NHS Leadership Framework – Self Assessment Tool
NHS Institute for Leadership and Innovation, September 2011
http://www.institute.nhs.uk/index.php?option=com_content&task=view&id=4330&Itemid=3834

NHS - Leadership Qualities Framework
NHS Institute for Innovation and Leadership
http://www.nhsleadershipqualities.nhs.uk/

Picking the Right Transition Strategy
If you are moving into a new leadership role, chances are the skills and strategies that worked in the past may not work in the new environment.

Pursuit of Genuine Partnerships with Patients and Family Members: The Challenge and Opportunity for Executive Leaders
The Quick Wins Paradox
Leaders in new roles may need a quick win to prove themselves but focusing on individual success can produce toxic results. They should engage their team members in collective ‘quick wins’ instead.

Reforming Leadership Development... Again!
NHS Confederation, Future of Leadership paper 1, March 2009
It is based on interviews health leaders, and questions what are the real issues with NHS leadership and what solutions can best be provided by central or regional action?
http://www.nhsconfed.org/Publications/leadership/Pages/Future-of-leadership.aspx

Senior Executive Leadership Capability Framework,
Australian Public Service Commission

Setting the stage for a business case for leadership diversity in healthcare: history, research, and leverage.
Dotson, Ebbin; Nuru-Jeter, Amani Journal of Healthcare Management January 1, 2012
Leveraging diversity to successfully influence business operations is a business imperative for many healthcare organizations as they look to leadership to help manage a new era of culturally competent, patient-centered care that reduces health and healthcare disparities.
http://www.highbeam.com/doc/1G1-279261879.html

Six Styles of Leadership: How Will You Handle the Reins of Your Firm?
http://www.abanet.org/lpm/magazine/articles/v34/is8/p g32.shtml

Social Intelligence and the Biology of Leadership
Understanding what happens in the brain when people interact provides practical insights into what makes a leader effective.

Spirituality and Effective Leadership: Is There a Connection?
Strack, Gary and Fottler, Myron D, Frontiers of Health Services Management, Vol. 18(4) 2002 pp. 3-18

Stop Overdoing Your Strengths

Strategic Leadership, Culture and Change in Health Services
Heading, Gaynor, Cancer Institute NSW, 2008


The Ten Most Common Myths about Leadership

Today’s Leader: Committed to Core Values
Squazzo, Jessica D, Healthcare Executive, Vol. 25(6) November/December 2010 pp. 8-10, 12, 14, 16, 18
What is expected of healthcare leaders today, how they can give back to the profession and the benefits from being part of a professional association.

The Uncompromising Leaders
Leaders of high-commitment, high-performance organisations refuse to choose between people and profits.

What It Takes to be an Authentic and Transparent Leader: Living the Organisation’s Mission, Vision and Values

What Makes a Leader? Mapping Leadership in Our Region
Hanson, Fergus and Oliver, Alex, Lowry Institute for International Policy, 2010
http://www.lowyinstitute.org/Publication.asp?pid=1421

What Your Leader Expects of You: And What You Should Expect in Return

When Power Makes Others Speechless: The Negative Impact of Leader Power on Team Performance
This paper explores the idea that power actually has a detrimental effect on leadership, especially with regard to how it affects open communication within a team.
http://www.hbs.edu/research/pdf/11-087.pdf

Why CEOs Can’t Let Go

Why Leaders Don’t Learn from Success
Failures get a post-mortem Why not triumphs?
The Wise Leader
How CEOs can learn practical wisdom to help them do what’s right for their companies — and society.

Women and the Labyrinth of Leadership
The ‘glass ceiling’ metaphor doesn’t accurately depict the complex, varied barriers women encounter today in their pursuit of senior management roles — and it causes managers to invest in the wrong solutions. It’s time to rename the challenge.

Women and the Vision Thing
Women outshine men in evaluations of leadership ability except in one area: envisioning or the ability to recognise new opportunities and trends in the environment and develop a new strategic direction for an enterprise.

Women in Leadership: Looking Below the Surface
Committee for Economic Development of Australia, September 2011
This document provides an overview of the key issues raised during CEDA’s Victorian Women in Leadership series during 2010/2011.

To obtain copies of articles or to borrow the books, please contact Christine Graff, Librarian, by phone (02) 9805 0125 or by email library@achsm.org.au
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