

## DIRECTION, OPPORTUNITIES AND INSIGHT

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The final issue of the journal for the year enables the publication of articles that report on research and experience related to opportunities for innovation, quality, workforce, access and consumer understanding. In addition to system and services readiness in relation to the translation of research as well as operational readiness related to incidents and access surge.

In this issue contributions enable us to reflect on the issue of ambiguity in leading and managing health services. The lack of certainty or dependability of meaning of communications, action or knowledge from and about the short, medium and longer terms is a critical aspect of system readiness and responsiveness for the medium and longer terms.

Given impact on operations, service responsiveness and overall sustainability, the critical recognition of operating in and through ambiguity leads to the identification of the value of processes that can examine uncertainty, clarity and vagueness. These examinations need to be part of the way we look at the future of our clinical services, workforce planning, financial viability and consumer expectations.

Simplistic assumptions may be limiting in respect to these major building operational blocks for our organisations and system.

Leader and manager competencies around framing, in adopting a positive or negative approaches to problems and issues and sense making, in the construction of meaning and situation action requires access to information and experience.

Susan Taylor and colleagues examine contemporary use of telehealth in the surgical setting and project opportunities for this critical communication into the future. Ashley Jones and Paula Bowman look at the use of technology and system reorganisation for critical communication between

hospitals and medical practitioners through system reorganisation and sustained support for practitioners in the future of outpatient communications. Sheree Lloyd and colleagues articulate how rural health professionals can be further supported in enabling and encouraging innovation for transfer of new knowledge into operations.

The health workforce for the future is a critical and enduring responsibility in terms of planning and the future of health delivery. Najla Dar-Odeh and colleagues examine career satisfaction among health professionals in Jordan as a contribution to sustained availability of health professionals in health systems. Richard Olley articulated research regarding the factors that influence, support and direction for staff members in aged care facilities through the function and behaviours of their leaders. Thippeswany et al examined the impact of views and concerns of parents and carers for next generation of dentists currently making career choices and undertaking training in the dental profession during the period of the current pandemic.

Steven Kamper and colleagues examined perceived research capacity and support to individuals and health organisations and identified existing motivation and engagement in research needs to be enabled through availability of time and other support related to undertaking research so as to bring change into services for the future.

There are several and significant opportunities in the use of the publications provided through this edition so as to deal with the issues of uncertainty, clarity and vagueness in leadership approach, engagement as well as future strategic and operational planning.

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