

Departmental Manager Interview Script: CSRT Sustainability Project¹

As part of the Clinical Specialist Radiation Therapist (CSRT) Sustainability/Integration Project, which is in part determining and evaluating how the CSRT role will be maintained in Ontario after the project closes, we would like to gain a current understanding of the manager's perspective regarding the status of CSRT positions across Ontario. As you likely know, the project and the CSRT positions are supported and funded by the Ministry of Health and Long-Term Care and Cancer Care Ontario.

To obtain the information we are looking to investigate, we are asking CSRT managers to complete a short interview on the facilitators and barriers that have been encountered in developing and implementing CSRT positions, the impact of these positions to date, and obtain suggestions and comments that may be beneficial for future projects and positions.

As a manager of a CSRT(s), we have invited you to participate and thank you for your time today. Should you have any questions, please feel free to ask me during the interview. Once the interview is complete, you can contact Nicole Harnett, the Project Manager at Nicole.Harnett@rmp.uhn.on.ca.

Please note that your responses will be kept confidential and can be considered anonymous. We will be recording this interview for transcription purposes only. All information collected will be kept electronically on a secure computer in a password protected file located within Cancer Care Ontario. In the event of any publication or presentation resulting from information collected as a part of this project, all personally identifiable information will be removed and not shared without your explicit consent. Completion of this interview implies that you understand this information and consent to these terms.

Do you have any questions before we start?

Ok, let's get started! I am going to ask you several questions. Please answer these based on your local experience with the CSRT position or positions you have been involved with to date. Given that you may have had different experiences with various positions, we would like to ask discuss the positions in relation to one another if this is the case. We understand that this may result in common content between the positions but it is important for us to understand the similarities and differences.

¹ Bulleted information that is italicized is for the interview only and should not be read directly to the interviewee unless required.

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1. Firstly, I need to understand which CSRT(s) you have managed so I can ask the appropriate interview questions.

- Please see the table below summarizing the CSRTs associated with particular managers and centres. Some managers may have moved cancer centres and associated with positions they are no longer familiar with. Please indicate the union and position status of these positions. The focus for the interview is on how current CSRTs are managed but it is important to know their perspective on the previous ones as well.

Cancer Centre	Department Manager Name	New CSRTs	Junior CSRTs	Senior CSRTs	FTE Allocation	Union Status	Position Status (Permanent or Temporary /Contract)
DRCC	Christine Black	1			Full time		
JCC	Marcia Smoke		2	2	Full time		
LRCP	Kim Paton		2		Full time		
OCC	Lisa Di Prospero		2	2	Full time		
CFRCC	Brenda Luscombe	1	1		Full time		
PMCC	Elen Moyo	1	2	3	Full time		
SMRCC	Jennifer Montgomery	1			Full time		
SRCC	James Loudon	1	1		Full time		
TOHCC	Julie Renaud	1			Full time		

2. I'm going to ask you to refer to the 16 concepts in the table below and I would like you to indicate if you consider each one an overall enabler, barrier or both for supporting CSRT positions currently in Ontario across the micro, meso and macro levels. You don't need to provide a rationale for your answers at this point as you will have opportunity in the following question to do that.

Definitions:

The **micro level** refers to the practice or department.

The **meso level** refers to the broader institution or organization.

The **macro level** refers to the overall structure of the healthcare system.

Enablers and barriers	Barrier, enabler or both	Department (Micro)	Organizational (Meso)	Healthcare (Macro)
Team Composition				
Degree of Hierarchy				
Professional cultures				
Communication				
Infrastructure				
Governance				
Labour Processes				
Unionization				
Provider supply and				

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retention				
Education needs/requirements				
Assessment/standards/competencies				
Funding				
Remuneration				
Legislation/form of regulation				
Registration requirements				
Provider accountability				

Thank you for that information. It is worth while keeping each of these concepts in your mind as we move throughout the interview questions. They may or may not help to inform areas of your answers you had not previously considered. Let's move onto the next set of questions.

For multi-position CSRT centers only: As we discuss the CSRT positions, please highlight the similarities and differences between them. It is important for us to understand how roles develop across time as well as how different types of roles impact the local healthcare system.

4. What have been the greatest successes to date for the CSRT position(s) individually and as a group of practitioners?

- *Consider the different categories of CSRTs in the centre and have interviewees comment on any key differences amongst the groups in relation the successes achieved.*
- *Success does not have to be defined as what the project deliverables are. However, it is likely that the interviewees will attribute the success to these.*
 - i. **Probe:** You mentioned some great successes of the CSRT(s) which are in line with many of the project deliverables. Were there any expected benefits associated with this role? These would be benefits that were not originally expected whether it is impact on the patient, the CSRT themselves, the healthcare system, local department or internal processes.

5. What have been the greatest challenges faced in *developing* the CSRT position(s)? For example, you can think about the creation of the position profile, determining where the CSRT position would best fit, garnering support, etc. In this question, I am not asking you to discuss how the position was implemented.

- **Probe for multi-position CSRT centers:** Did you perceive any difference in developing each position across time? Was there something that become easier or harder to develop?

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6. Let's think about the next step after the development of a position. What have been the greatest challenges faced in *implementing* the CSRT position into your centre and the department(s)? Have the challenges changed, subsided, or increased over time?

- **Probe for multi-position CSRT centers:** Did you perceive any difference in implementing each position across time? Was there something that become easier or harder to implement?

7. Do you believe this position will be sustained after the CSRT project closes? To provide you with some context, funding for project resources at CCO such as the Integration Support Team will wrap up in June of 2016. However, support will continue to be provided for certain initiatives such as the CSRT Community of practice.

- **Probe:** What have been the greatest challenges or threats faced in sustaining the CSRT position? For example, in relation to budget, department, healthcare system, professional, or inter-professional concepts.
- **Probe for non-permanent positions:** Do you think the position will become permanent full time? Why/Why not?

8. Would you consider the CSRT positions to be sustainable at your centre? Yes/No/Unsure and why?

- **Probe:** Fiscal challenges to maintain CSRTs positions have been discussed by managers, given the current state of the healthcare system. What solution or innovative idea can you suggest to overcome this funding barrier
- **Probe for non-permanent positions:** Do you think the position will become permanent full time? Why/Why not?

9. Let us take a moment to discuss the supervisor's and manager's roles with the CSRT. We have noted in many positions that the supervisors are the main leads in choosing the trajectory of a particular CSRT position and associated duties. In many cases, the supervisor is outside of the Radiation Therapist's department, such as a Radiation Oncology or Physics. Can you take a moment to describe the relationship between the supervisor, manager and CSRT position(s) at your centre and discuss how this does and does not work well?

- **Probe:** Do you have any suggestions on how this model of supervision and oversight of duties for CSRTs should be changed?

10. I'm going to provide some descriptive words for you that may or may not represent CSRTs. Please let me know if you think any of these describe the role. It does not necessarily have to represent a particular person in a position. [yes/no/unsure and why]

- Transformational Leaders
- Change Agents
- Challengers of the Status Quo
- Team Leaders/Champions
- Teachers
- Researchers
- Do you have any others?

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11. Do you believe that CSRTs perform better in their positions by having a graduate level degree?

[Yes/no/unsure and why]

12. The CSRT position has been well received in other parts of the country as well as internationally. Can you describe how you see the CSRT role expanding or not on national and international levels?

- **Probe:** Is there a role for CSRTs that has not been explored or attempted to date?

13. In your opinion, knowing the project is coming to a close, what can the CSRT Integration Support Team* do to support the future development, implementation and sustainability of CSRT position(s)? Are there any communication needs, documents or position/policy statements that future CSRTs and their cancer centers will require that were not already provided?

- **CSRT Integration Support Team is comprised of Nicole Harnett, Eric Gutierrez, Elizabeth Lockhart, Carina Simniceanu, Kate Bak and Laura Zychla. The team provides support to processes regarding CSRT Request for Plans, prior learning assessment recognition (PLAR)/portfolio, data collection, etc.*

14. Do you have any other comments or suggestions in regards to the CSRT role that you would like to provide?

Those are all of my questions for you today. Thank you for taking the time to provide this important feedback as Cancer Care Ontario completes the sustained integration of the CSRT role in Ontario. As a reminder, please feel free to contact Nicole Harnett, Project Manager, at Nicole.Harnett@rmp.uhn.on.ca, if you have any further information that you would like to provide.