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Career summary

Professor Liang is an internationally recognised scholar whose research has established foundational models, validated frameworks, and global empirical evidence for health management competency and digital health workforce development. In the past five years, she has published 41 research articles, including 23 Q1 publications, and currently holds an H index of 21. The impact of this body of work includes: (1) 15 articles ranked among the top 10% most viewed globally; (2) six articles among the top 10% most cited; and (3) 12 articles published in top 10% CiteScore journals. Her research program has attracted approximately AUD \$1 million in competitive grant funding. Despite its centrality to health system effectiveness, research on health management competencies remains structurally under recognised, with fewer than 100 peer reviewed studies published globally over the past two decades. Within this constrained field, Professor Liang's scholarship leads internationally, achieving a Field Weighted Citation Impact of 2.42 in 2024 and a Field Weighted Views Impact of 2.35 in 2025 (SciVal). Her textbook *Project Management in Health and Community Services* ([4th edition published in 2025](#)) is widely adopted and has been translated into Mandarin, extending its international reach.



Professor Liang brings a deeply integrated background spanning clinical practice, senior health service management, and academic research, having entered academia in her late 30s. This uniquely blended expertise provides a distinctive foundation for producing internationally recognised scholarship in health management competencies and digital health workforce development. The novel health management competency instrument ([MCAP Tool](#)) she developed and validated has been adopted across more than 185 organisations worldwide, demonstrating significant translational impact and highlighting the rigour and real world relevance of her research.

She has advanced health leadership and management research through sustained, high impact collaborative partnerships across Australia, Hong Kong, Mainland China, Thailand, Norway, Fiji, Papua New Guinea, Iran, and the Pacific. These multinational collaborations have generated comparative empirical insights, informed national workforce strategies, strengthened competency frameworks, and shaped education and policy directions across diverse health systems. Her leadership in international studies has positioned her as a key figure driving the evolution of health leadership scholarship in the Asia Pacific region.

A central component of Professor Liang's contribution is her commitment to developing future global capacity in health systems leadership research. She supervises PhD candidates as a primary supervisor at JCU and as an external advisor at universities in Iran, Norway, and New Zealand, and mentors additional candidates from Fiji, New Zealand, and Papua New Guinea. Their projects align strategically with her research program—covering digital health transformation, managerial competency development, AI enabled workforce readiness, and leadership in low resource settings. Several candidates have produced high impact

publications, earned international awards, and contributed to national policy frameworks, underscoring the reach of her capacity building efforts.

Professor Liang has also made a nationally significant contribution to health systems capability through her leadership of the Commonwealth funded [National Commissioning Training Program \(NCTP\)](#), co designed with the Primary Health Network (PHN) sector. Building on her empirical research on commissioning across 13 PHNs in ACT and NSW, she secured AUD \$200,000 in federal funding to develop a 16-week postgraduate level program grounded in contemporary commissioning theory, competency frameworks, and evidence informed practice. Delivered nationally across all 31 PHNs and the Department of Health, Disability and Aged Care, the inaugural 2025 cohort includes 60 staff from 30 PHNs and has generated \$127,407 in revenue, with four additional offerings scheduled for 2026. The program has established a national Community of Practice and provides a scalable, research informed model for cross jurisdictional workforce development, positioning Professor Liang as a national leader in commissioning education.

Her sustained international leadership extends to service within the global health management education community. As the elected President of [the Society for Health Administration Programs in Education \(SHAPE\)](#) since 2018, she has led transformative initiatives to advance health leadership and management education across the Asia Pacific. She has chaired and hosted SHAPE International Symposiums in Australia, Hong Kong, and Singapore over the past four years—events that have attracted global stakeholders, catalysed multinational collaboration, informed regional workforce strategies, and enhanced institutional visibility. In August last year, she was invited by the School of Public Health at the University of Hong Kong to deliver four lectures for the National Health Commission Executive Education Programs. Her recognised expertise has also led to honorary appointments at Tung Wah College (Hong Kong), Mahidol University (Thailand), Sun Yat-sen University (China), Shandong University (China), and Hong Kong Polytechnic University, strengthening cross border partnerships and international research capacity.

Professor Liang contributes extensively to the scholarly community through editorial leadership roles in Q1 journals, keynote addresses, seminars for senior health executives, international HDR examination, and ongoing support for postgraduate teaching and research training across Asia and the Pacific. Together, these contributions demonstrate her strong global engagement, disciplinary leadership, and exceptional service impact. Her work is globally adopted and embedded within major international professional frameworks, aligning closely with HKU's emphasis on world class, internationally competitive research excellence with meaningful sectoral impact.

Areas of Expertise

- Leadership and management training and development
- Management competency assessment
- Project planning, management and evaluation
- Performance management and quality improvement
- Organisation management capacity building
- Research education and HDR supervision

Achievement and Awards

- La Trobe University Chancellor's Award, 2021;
- Best Research Paper Award, 6th Annual Global Healthcare Conference, Singapore, 2017
- Mary Harris Student Bursary Award, the Society for Health Administration Programs in Education (SHAPE), 2003;
- Coordinator of the Year, Liverpool City Council, Sydney, 2001.

Current Other Positions

- President, [The Society for Health Administration Program in Education](#);
- Founder, [James Cook University Health Service Management Group](#), James Cook University;
- Honorary Professor, Tung Wah College, Hong Kong
- Adjunct professor, Mahidol University, Thailand
- Adjunct professorships with a number of Universities and Teaching Hospitals in China;
- Visiting scholar, School of Public Health, Sun Yat-Sen University, China
- Associate Editor in Chief, [Journal of Healthcare Leadership](#) (Q1 by Scimago and WoS)
- Academic Editor, [Journal of Nursing Management](#) (Q1 by Scimago and WoS)
- Associate Editor, [BMJ Global Health](#) (Q1 by Scimago and WoS)

Qualifications, Memberships, Accreditations

- 2021 Certificate, Safety, Quality, Informatics and Leadership, Harvard University
- Certified Health Executive, [The Australasian College of Health Management](#) since 2021
- Fellow, [The Australasian College of Health Management](#) since 2009
- 2007 PhD (Health Executive Workforce Competency), Griffith University
- 1999 MSc (Mental Health), University of Wollongong
- 1994 MB BS, Jinan University

Current HDR supervision

Primary Advisor for current PhD candidates

- 1) Mark Brommeyer, 'Improving Health management competencies in digital health transformation in Australia' since September 2019_Part-time
- 2) Dr Taleta Hompas, 'Developing Leadership and Management Competencies for the Veterinary Industry' since August 2023_Part-time
- 3) Sheril Kumar, 'Understanding the competency development needs of Senior and Middle Managers in Publicly Funded Hospitals in Fiji, Papua New Guinea, and the Solomon Islands' since August 2023_Part-time
- 4) Prasanna Amaranayake, 'Building Organizational Capacity for AI Adoption in Primary Healthcare: A Comparative Study of Australia, Singapore, and Hong Kong, China' since August 2025 _ fulltime

Primary Advisor for current Master of Philosophy candidate

- 5) Nick Heng, 'Digital Health and the Australian Medical and Allied Health Workforce Readiness' since December 2021_part-time
- 6) Simon Homaps, 'Use of Graphical and Gaming Techniques to Aid Military Planning, Decision Making and Orders' since July 2025 _ part-time

Secondary advisor for current PhD candidates

- 7) Ben Freeman, 'The Relationship Between Workplace Incivility and Perceptions of Patient Safety in Australian Hospitals: Mechanisms Underlying the Relationship and Intervention/Prevention' since August 2021_Part-time
- 8) Jasmine Montgomery, 'Forced separation between people and their pet dogs: impact on both species' since February 2022_Full-time

Secondary advisor (external to JCU) for current PhD candidates

- 9) Ingrid Marie Leikvoll Oskarsson, 'Leadership competency in the health service', Molde University College, Norway. Since Feb 2022
- 10) Mohmmad Othman, 'Leadership competency development amongst nursing directors', University of Canterbury, New Zealand. Since March 2023

Postgraduate subject coordination (current and past)

- 1) Comparative healthcare system.
- 2) Health Care quality.
- 3) Public Health Policy, Leadership and Project Management.
- 4) Program planning and evaluation.

Previous positions in the past ten years

- Associate Dean, College of Public Health, Medical and Veterinary Sciences 2021 - 2024
- Visiting Scholar Centre for Ageing and Health Management Research, Hong Kong Polytechnic University; Jan 2022
- Senior Lecturer & Coordinator & Academic Integrity Advisor, Health Service Management programs, School of Psychology and Public Health, La Trobe University, 2009 – 2020;
- Expert/Research Fellowship, Shandong University 2018
- National Secretary, the Society for Health Administration Program in Education, 2011-2017;
- Examiner, Fellowship for Australasian College of Health Service Management, 2015-2016
- Book Review Editor, Australian Journal of Primary Health; 2012 – 2016;
- Director, Board of DRUG-ARM Australasia, 2005 – 2015;

Research and Project Grants

Dr Liang received a total of **AUD \$748,795** for 16 research and project grants as Lead investigator and a total of **AUD \$283,996** for two research and project Grant as co-investigator in past 15 years. Details of the funded research and projects are included in **Appendix one**.

Books

1. **Liang Z**, Thiessen V and Dwyer J. 2025. Project management in health and community services: getting good ideas to work. 4th edition. Taylor and Francis, London.
2. Dwyer J, **Liang Z** and Thiessen V. 2019. Project management in health and community services: getting good ideas to work. 3rd edition. Allen & Unwin: Sydney.
3. Dwyer J, **Liang Z**, Thiessen V and Martini A. (2017). Project management in health and community services: getting good ideas to work (In Chinese Language). The People's Medical Publishing House, China. Translated by Shen Y.
4. Dwyer J, **Liang Z**, Thiessen V and Martini A. (2013). Project management in health and community services: getting good ideas to work. 2nd edition. Allen & Unwin: Sydney.
5. Howard P, **Liang Z** and Fitzgerald L. (2009). Evidence-based decision making in health service management: the knowledge and practice amongst middle to senior level health service managers in Victoria, Australia. VDM: Saarbuecken.
6. **Liang Z** (2008). Health reforms and Australian senior health executive workforce: characteristics, competencies and challenges. VDM: Saarbuecken.

Book chapters

7. **Liang Z.** 2024. Chapter 20. Project Management. In G. Day & S. Leggat (Eds.), (2025) *Leading and Managing Health Services: An Australasian Perspective*, Cambridge University Press (In press).
8. Ng F, Brommeyer M and **Liang Z.** (2023). Chapter 19: Digital Health and Technology Adoption'. In Fong B and Wong W (Eds.) *Gaps and Actions in Health Improvement: Health for All, All for Health*. Springer.
9. West D, **Liang Z** and Krcmery V.2019. Chapter 6: 'Principle of Effective Leadership'. In Counte M, West D, Ramirez B & Aronson B (Eds.) *The Global Healthcare: Competencies, concepts, and skills*. 2018. Health Administration Press: Chicago, IL.
10. Soresen R. **Liang Z.** and Cooper H. (2018). "Qualitative Research Method". In *Health Management Research* E-book. SHAPE.
11. **Liang Z.** Project Management. In G. Day & S. Leggat (Eds.), (2015) *Leading and Managing Health Services: An Australasian Perspective*, Cambridge University Press.

Special Issues

12. Balasubramanian M, Shafei A and **Liang Z.** Editorial: Innovations in Older Adult Care and Health Service Management: A Focus on the Asia-Pacific Region. Section: Aging and Public Health, *Frontiers in Public Health*. 31 January 2024 Volume 12 - 2024 | <https://doi.org/10.3389/fpubh.2024.1369827>
13. Balasubramanian M, Shafei A and **Liang Z.** Editorial: Innovations in Older Adult Care and Health Service Management - Focused on China'. Section: Aging and Public Health, *Frontiers in Public Health*. 02.05.2024. Volume 12. <https://doi.org/10.3389/fpubh.2024.1404227>.

E-Books

14. Balasubramanian M, Shafei A and **Liang Z.** 2024. [Innovations in Older Adult Care and Health Service Management: A Focus on the Asia-Pacific Region](https://doi.org/10.3389/978-2-8325-4460-0). *Frontiers in Public Health*; ISSN 1664-8714; ISBN 978-2-8325-4460-0; <https://doi.org/10.3389/978-2-8325-4460-0>
15. Balasubramanian M, Shafei A and **Liang Z.** 2024. *Innovations in Older Adult Care and Health Service Management: A Focus on China*. *Frontiers in Public Health*; *Frontiers in Medicine*. ISSN 1664-8714 DOI 10.3389/978-2-8325-4917-9

Peer reviewed journal publications in the past ten years

16. Leikvoll Oskarsson IM, Ødegård A, Hoås Rødal J, Liang Z. Translation, Cultural Adaptation and Validation: Exploring the Transferability of a Health Management Competency Model to the Norwegian Healthcare. *Journal of Healthcare Leadership*. 2026; 18:1-14 <https://doi.org/10.2147/JHL.S572228>

17. Kumar S, Fong B and **Liang Z**. The influence of competent managers on employee retention, job satisfaction and well-being in the healthcare industry - A scoping review. *Journal of Healthcare Leadership*. 2026; 18:1-15. <https://doi.org/10.2147/JHL.S557143>
18. Brommeyer M, Whittaker M, Mackay M and **Liang Z**. Digital Competencies for Health Service Managers and Health Service Implications. *Health Information Management Journal*. December 2025;. <https://doi.org/10.1177/18333583251396573>
19. Pokhrel, P., Jones, A., Crowe, M., Kaphle, H., & **Liang, Z.** (2025). Assessment of Management Competency Among Senior Hospital Managers in Nepalese Public Hospitals: A cross-sectional study. *Asia Pacific Journal of Health Management*, 20(3). <https://doi.org/10.24083/apjhm.v20i3.4889>
20. **Liang Z** & Zhang Hui. Adopting an integrative and co-Design process to contextualize management capacity building in hospitals. *Journal of Healthcare Leadership*. 2025: 17, p721-736. <https://doi.org/10.2147/JHL.S547285>
21. Fong B, NG T, Chiu WK, Chan K Law V, Wong W, **Liang Z**, Lau MM, and Ho SSP. Evaluating quality and utilisation of primary care among older adults in Hong Kong: a mixed-methods study protocol. *BMC Primary Care* (Accepted for publication, 26.09.2025).
22. **Liang Z**, Montgomery J, Dingelstad C, Koschel A and Redford M. Making multidisciplinary team-based care a success in primary care: A scoping review. *Journal of Healthcare Leadership*, 2025:671-695. <https://doi.org/10.2147/JHL.S560629>
23. **Liang Z**, Martine A and Turner C. Building Primary Health Networks' commissioning capacity – service providers' perspectives. *Journal of Healthcare Leadership*. 2025, 17:493-508. <https://doi.org/10.2147/JHL.S535737>
24. Feng Z, Hui Z and **Liang Z**. The role of competent leaders in nursing staff empowerment: A cross-sectional study. *Journal of Healthcare Leadership*, 2025, 17 327–341. <https://doi.org/10.2147/JHL.S527992>
25. **Liang Z**, Martine A and Turner C. Developing primary health network employee's capability in health and social care commissioning. *Journal of Healthcare Leadership*. 2025:17, 241-258. <https://doi.org/10.2147/JHL.S511151>
26. Hompas T and **Liang Z**. 'Developing competency of the management workforce in the Veterinary Industry: a two-step approach. *Veterinary Record Open*, 2025, 12(1):1-10. <https://doi.org/10.1002/vro2.70011>
27. **Liang Z** & Hompas T. Building management capability for the veterinary organisations – a pilot study'. *Veterinary Record Open*. 2025, 12(1):1-11. <https://doi.org/10.1002/vro2.70007>
28. Li XZ, Huang L, Hui Z and **Liang Z**. Enabling telemedicine from the system level perspective – a scoping review, *Journal of Medical Internet Research*, 2025, 27 (1): 1-17. <https://www.jmir.org/2025/1/e65932>
29. **Liang Z** and Kakemam E. Identifying competency development needs of hospital managers in Iran: a national survey. *BMC Medical Education*, 2025,25(122):1-11. <https://doi.org/10.1186/s12909-025-06721-x>
30. Cui J, Xu M and **Liang Z**. 2025. Using national public hospital patient satisfaction survey to predict service quality and quality improvement - experience from 148 hospitals in China.

- Patient Preference and Adherence, 2025. 19:163-206.
<https://doi.org/10.2147/PPA.S496684>
31. Freeman B, Li W, Liang Z, Hartin P and Biedermann N. The prevalence of incivility in hospitals and the effects of incivility on patient safety culture and outcomes: A systematic review and meta-analysis. *Journal of Advanced Nursing*. 2024. 00:1-20.
<https://doi.org/10.1111/jan.16111>
 32. Brommeyer M, Whittaker M and **Liang Z**. Organizational factors driving the realization of digital health transformation benefits from Health Service Managers: A Qualitative Study. *Journal of Healthcare Leadership*. 2024. 16:455-472.
<https://doi.org/10.2147/JHL.S487589>
 33. Brommeyer M & **Liang Z**. Digital Competencies for Health Service Managers: Educating for Transformation. *Health Innovation Community* 2024, p66-71.
<https://ebooks.iospress.nl/doi/10.3233/SHTI240893>
 34. Pokhrel P, Taylor J & **Liang Z**. Efforts implemented for developing Health Management Workforce in the Asia Pacific: A scoping review. *Asia Pacific Journal of Health Management*. 2024. 19(2): i2827.
 35. Han S & **Liang Z**. Using patient feedback to predict effects of quality improvement initiatives. *International Journal of Health Planning and Management*. 2024. 1-16
<http://doi.org/10.1002/hpm.3827>
 36. **Liang Z**. King J, Nagle C. Pain T and Mallett AJ. 'Empower and build the capabilities of mid-level health service managers to lead and support the health workforce – a study protocol'. *International Journal of Environmental Research and Public Health*. 2024. 21(8), 994;
<https://doi.org/10.3390/ijerph21080994>
 37. Brommeyer M, Whittaker M and **Liang Z**. 'Health service managers' digital competencies: a conceptual framework'. *Studies in Health Technology and Informatics*, 2024. 310. 1206-2110 doi:10.3233/SHTI231156
 38. Jasmine Montgomery J, Janice Lloyd J and **Liang Z**. 'Protocol to investigate the impacts of forced separation between domestic violence victim-survivors and their companion animals'. *JMIR Research Protocols*. 2024. 13:e52067. doi:10.2196/52067
 39. **Liang Z** and Howard PF. (2023) 'Professionalism and patient-centred care – patients' views and experience'. *Journal of Hospital Management and Health Policy*. Vol 7: 1-10.
 40. Brommeyer M, Whittaker M, Mackay, M and **Liang Z**. (2023) 'Developing Health Management Competency for Digital Health Transformation - Protocol for a Qualitative Study' *JMIR Research Protocols*. Vol 12, p1-11. doi: 10.2196/51884
 41. Montgomery J, **Liang Z** and Lloyd J 'A scoping review of forced separation between people and their companion animals. *Anthrozoös*, 2024. 37(2):245-267/
 42. Han S, Xu M, Jiahui Lao J, and **Liang Z**. (2023) Collecting patient feedback as a mean of monitoring patient experience and hospital service quality- learning from a government-led

- initiative. *Patient Preference and Adherence*, 17:385-400
43. Kakemam E and **Liang Z.** (2023). Guidance for management competency identification and development in the health context: a systematic scoping review. *BMC Health Service Research*, 23:421. <https://doi.org/10.1186/s12913-023-09404-9>
 44. Brommeyer M and **Liang Z.** A systematic approach in developing management workforce readiness for digital health transformation in healthcare. *International Journal of Environmental Research and Public Health* 19(21): 13843. <https://doi.org/10.3390/ijerph192113843>. Invited feature article for the special issue 'The State of the Art of Health Data Science: Precision Medicine, Predictive Models and Clinical Decision Support Systems'.
 45. Brommery M, Whittaker M, Mackay M, Ng F and **Liang Z.** Building health service management workforce capacity in the era of health informatics and digital health – a scoping review. *International Journal of Medical Informatics*. 2023, 169: 1-10. <https://doi.org/10.1016/j.ijmedinf.2022.104909>.
 46. Khalil H, Liu G, Karimi L, Ferrier A, **Liang Z,** Leggat S. General wellbeing and work impacts amongst community pharmacists during crisis management. *Australian Journal of Primary Health*. 2022. 29(1):56-63
 47. Khalil H, Liu G, Karimi L, Ferrier A, **Liang Z,** Leggat S. Evaluation of a health administration program and future consideration. *The Journal of Health Administration Education*. 2023m 39(3), 409-428. <https://www.ingentaconnect.com/content/aupha/jhae/2023/00000039/00000003/art0004#>
 48. **Liang Z.** Xu M, Liu G, Zhou Y and Howard P. (2022) 'Patient-centred care and patient autonomy: doctors' views' *BMC Medical Ethics*. 23(38):1-12.
 49. Liu C, Wu Q, **Liang Z,** Karimi H, Ferrier A, Sheats J, Khalil H. (2022). Adaptation Strategies in Transnational Education: a case study of an Australian Master of Health Administration Course Offered to Chinese Managers. *BMC Medical Education*. 22(52) 1-14.
 50. Bastani P, Bahmaei J, Kharazinejad E, Samadbeik M, **Liang Z,** Schneider CH. (2022) How COVID-19 affects the use of evidence informed policymaking among Iranian health policymakers and managers. *Archives of Public Health*. 80(16) 1-9.
 51. Sandhu M and **Liang Z.** (2021) 'Competency Assessment of Project Managers of a National NGO in India'. *Journal of Health Management*. 23(3) 558–574. <https://doi.org/10.1177/09720634211035248>
 52. Brommeyer M, Mackay M, **Liang Z,** and Balan P. (2021) Protocol for automated content analysis of corpus to determine informatics competencies amongst health service managers. *Asia Pacific Journal of Health Management*. 16(3):i785.
 53. Brommeyer M, Mackay M, **Liang Z,** Schaper L and Balan P. 2021. A proposed approach to investigate whether postgraduate health care management education in Australian

- universities facilitates the development of informatics competencies. *Studies in Health Technology and Informatics*. 2021 Dec 15;284:93-97. doi: 10.3233/SHTI210677. PMID: 34920482.
54. Kakemam, E., Janati, A., Mohaghegh, B., Gholizadeh, M. and **Liang, Z.** (2021), "Developing competent public hospital managers: a qualitative study from Iran", *International Journal of Workplace Health Management*, 14(2):149 – 163.
 55. **Liang Z.** Xu M, Liu G, Zhou Y and Howard P. (2020) 'Doctors in Chinese public hospitals: quality of their professional identities' *BMC Medical Education*. 20:501.
 56. **Liang Z.** Blackstock F, Howard P, Leggat G, Hughes A, Maddern J, Briggs D, Isouard G, North N, Leggat S 'A health management competency framework for Australia', *Australian Health Review*, 2020, 44(6):958-964
 57. **Liang Z.** Howard, PF. Wang J, Xu M. 'A call for leadership and management development for Directors of Medical Services – evidence from the Chinese public hospital system'. *International Journal of Environmental Research and Public Health*. 2020, 17, 6913. - Invited feature article to special issue "The future health workforce: integrated solutions and models of care". <https://doi.org/10.3390/ijerph17186913>
 58. **Liang Z.** Blackstock, F, Howard P, Liu G, Geoffrey L and Bartram T. Managers in the publicly funded health services in China – Characteristics and responsibilities. *BMC Health Service Research* 2020, 20:721.
 59. **Liang Z.** Howard P, Wang J, Xu M, Zhao M. 'Developing senior hospital managers: does 'one size fit all'? – evidence from the evolving Chinese Health System', *BMC Health Service Research* 2020, 20(1):281. DOI: 10.1186/s12913-020-05116-6
 60. Khalil, H., **Liang, Z.**, Karimi, L., Ferrier, J.A. and Leggat, S.G. (2020) Guidance to implementing evidence-based initiatives to manage pandemics in healthcare services: a discussion paper. *JBI Evidence Implementation*, 18(4): 401-407.
 61. Kakeman E; **Liang Z**; Janati A; Arab-Zozani M; Mohaghegh B; 2020. Gholizadeh M. Management and leadership competence for hospital managers: a systematic review and best fit framework synthesis. *Journal of Healthcare Leadership*. 12:59-68.
 62. Leggat, S, **Liang Z** & Howard P. 2020. Differentiating between average and high performing public healthcare managers: implications for public sector talent management. *Australian Health Review*. 44, 434-442. <https://doi.org/10.1071/AH19087>
 63. **Liang Z.** Howard P, Leggat S & Bartram T. Development and Validation of Health Service Management Competencies. *Journal of Health Organisation and Management*, 2018, 32(2):157-175. <https://doi.org/10.1108/JHOM-06-2017-0120>
 64. Howard P, **Liang Z.** Leggat S & Karimi L. Validation of a management competency assessment tool for health service managers. *Journal of Health Organisation and Management*, 2018, 32(1):113-134. <https://doi.org/10.1108/JHOM-08-2017-0223>

65. Ayeleke R, North N, Wallis K, Liang Z & Dunham A. Outcomes and Impact of Training and Development in Health Management and Leadership in Relation to Competence in Role: A Mixed-methods Systematic Review Protocol. *International Journal of Health Policy and Management*, 2016, 5(12):715-720. doi: 10.15171/ijhpm.2016.138
66. **Liang Z**, Leggat S, Howard, P & Koh L. What makes a hospital manager competent at the middle and senior levels. *Australian Health Review*, 2013, 37(5):566-573.
67. **Liang, Z**, Howard P, Koh L & Leggat S. Competency requirements for middle and senior managers in community health services. *Australian Journal of Primary Health* 2013, 19(3), 256-263.
68. **Liang Z**, Blackstock F, Howard P, Briggs D, Leggat S, Wollersheim D, Edvardsson D & Rahman A. An evidence-based approach to understanding the competency development needs of the health service management workforce in Australia. *BMC Health Services Research*, 2018, 18:976. <https://doi.org/10.1186/s12913-018-3760-z>
69. **Liang Z**, Howard P & Wollersheim D. Assessing the competence of evidence-informed decision-making amongst health service managers. *Asia Pacific Journal of Health Management*, 2017, 12(3):6-21. <https://doi.org/10.24083/apjhm.v12i3.53>
70. **Liang Z**, Howard, P & Leggat S. 360° Management Competency Assessment: is our understanding adequate? *Asia Pacific Journal of Human Resources*, 2017. 55(20):213-233. <https://doi.org/10.1111/1744-7941.12108>

Selected publications prior to 2014

71. **Liang Z**, Leggat S, Howard, P & Koh L. What makes a hospital manager competent at the middle and senior levels. *Australian Health Review*, 2013, 37(5):566-573.
72. **Liang, Z**, Howard P, Koh L & Leggat S. Competency requirements for middle and senior managers in community health services. *Australian Journal of Primary Health* 2013, 19(3), 256-263.
73. **Liang Z**, Howard P & Koh L. Hey boss: are you sure they are the managers you are looking for? Managerial competency requirements for level II & III managers in community health services. *GSTF Journal of BioSciences*, 2013, 2(1): 86-91.
74. **Liang Z**, Howard P, Leggat S & Murphy G. A framework to improve evidence-informed decision-making in health service management. *Australian Health Review* 2012, 36 (3): 284-89.
75. **Liang Z** & Howard P. Evidence-informed managerial decision-making – what evidence counts? (Part Two) *Asia Pacific Journal of Health Management* 2011, 6(2):12-21.
76. **Liang Z**, Howard P & Rasa J. Evidence-Informed Managerial Decision-Making: what evidence counts? (Part One) *Asia Pacific Journal of Health Management* 2011, 6(1):23-29.
77. **Liang Z** and Howard, P.F. Competencies required by senior Health Executives in NSW, 1990 -1999, *Australian Health Review* 2010, 34, 52-58.

78. **Liang Z** and Brown, C. The twenty-first century face of senior health executives, Asia Pacific Journal of Health Management 2008, Vol 3 (2): 30-36.
79. **Liang Z** and Howard, P. Lesson learned from the introduction of performance management to the senior health executive levels in NSW in the 1990s. Australian Health Review 2007, 31(3): 393-400.
80. **Liang Z**, Short SD, Howard PF, and Brown CR. Centralised control and devolved responsibilities: personal experiences of top-level health executives on the implementation of area health management model in NSW 1986-99. Asia Pacific Journal of Health Management 2006, 1(2): 44-50.
81. **Liang Z**, Short SD, and Brown CR. Characteristics and employment status of senior health managers in the 1980s, 1990s and early 21st Century: implication for future research and education development. The International Journal of Health Administration Education Summer 2006, 23(3): 281-302.
82. **Liang Z**, Short, SD, and Lawrence B. Healthcare reform in New South Wales 1986–1999: using the literature to predict the impact on senior health executive. Australian Health Review 2005, 29(3): 285-91.

Peer reviewed journal articles currently under review

83. **Liang Z**, Martin A, Short S, Turner C and Nankevic R. Strengthening the commissioning capacity of primary health networks: A framework and strategies for development. Journal of Healthcare Leadership. (submitted 07.10.2025)
84. Montgomery J, **Liang Z** and Lloyd J. Double the Trauma: Domestic violence and Forced Separation from Pets. Journal of Interpersonal Violence (under review since 31.07.2025)
85. Montgomery J, Lloyd J and **Liang Z**. A comparative analysis of domestic violence, homelessness and animal welfare policies and frameworks across Australia. MBC Public Health (under review since 26.07.2024)

Commissioned reports

86. 'Building PHN's capacity in leading and managing health commission', 2024
87. 'Managerial Competency 360° Assessment Report for Open Arms, Southern QLD', 2021
88. Eight organisation reports on Managerial Competency Assessment on middle and senior level managers to six Community Health Services and Two Health Services in Victoria, 2012 - 2013
89. Forty-one detailed reports to middle and senior managers from Victorian Community Health Services and Public Hospitals on their results from the Managerial Competency Assessment. 2012 - 2013
90. 'An examination of the practice of evidence-based decision making among middle level and senior healthcare managers in Victoria'. ACHSE. 2009
91. 'Drug awareness and education program for Chinese parents in the Fairfield Local Government Area - Final Project Report to NSW Premiers Department'. DRUG-ARM NSW, 2003

More than 50 invited conference keynote presentation, seminars, workshops and guest lectures can be provided upon request

Referees can be provided upon request

Appendix - funded projects

Project Location	Project Title	Capacity	Funding Source	Amount (Australian \$)	Project Period
Australia	Developing a national collaborative health commissioning training program	Principal Investigator	National Primary Health Networks	\$200,000	January – November 2025
Australia	Developing a model for multidisciplinary team-based care for General Practice	Principal Investigator (sole)	The Hunter New England and Central Coast Primary Health Networks	\$46,654	October 2024 – March 2025
Hong Kong, China	Quality and utilisation of primary care among older adults: Driving for holistic healthy ageing in Hong Kong	Co-Investigator	Hong Kong Research Grant Council	\$117,186	Nov 2024 – Oct 2026
Australia	Empower and build the capabilities of mid-level health service managers to lead and support the health workforce	Principal Investigator and Project Leader	Tropical Australian Academic Health Centre	\$49,500	November 2023 – January 2026
Australia	Building PHN's capacity in leading and managing health commissioning	Principal Investigator (sole)	The Hunter New England and Central Coast Primary Health Networks	\$34,555	April 2024 – August 2024
Australia	Developing leadership and management capacity in the Veterinary	Principal Investigator and Project Leader	AES, JCU Vet, Tropical Vets, VSS.	\$45,000	July 2023 – July 2024

	Industry – a pilot study				
Guangdong, China	Adopting a bottom up approach in health service planning in Jianghai District, China	Co-Investigator	Jianghai Health Department	\$39,310	June 2023 – July 2024
Guangdong, China	Developing a feasible payment model for telestroke under the hospital network agreement	Advisor	National Natural Science Foundation of China	\$127,500	March 2023 – March 2026
Australia	Managerial Competency 360° Assessment	Principal Investigator and Project Leader	Open Arms	\$9757	2021
Shandong, China	The impact of Doctors' characteristics and practice of doctor-patient relationship in Chinese Hospital	Principal Investigator and Project Leader	QianFoshan Hospital, China	\$16,800	2019
Thailand	Reviewing and evaluating the management training programs to senior health service managers across Thailand	Principal Investigator and Project Leader	College of Public Health Administration, Ministry of Public Health, Thailand	\$46,800	2018
Shandong, China Thailand	Identification of the perceived training requirements and support to improve the management competency among senior Health managers – a parallel study in China and Thailand	Principal Investigator and Project Leader	Shandong University International Research Partnership Grant; PBRI, Thai Ministry of Public Health	\$68,900	2018
Australia	Healthcare manager competencies in hospital and community health services in Australia. (MCAP Confirmation	Principal Investigator and Project Leader	La Trobe University Research Focus Area – Building Healthy	\$21,023	2015-2016

	Study in NSW, QLD and SA)		Community Grant		
Beijing and Harbin, China	MCAP Confirmation Study – a Pilot in Chinese Hospitals (2015)	Principal Investigator and Project Leader	La Trobe Asia – Seed Grant	\$5,000	2015
Australia	Developing a web-based platform for the Managerial Competency Assessment tool for Health Service Managers (2014)	Principal Investigator and Project Leader	La Trobe University E-research grant	\$14,354	2014
Australia	Competencies for healthcare managers in Victoria: An exploratory, mixed-methods study to guide health management workforce development	Principal Investigator and Project Leader	Victorian Department of health, Victorian Healthcare Association, ACHSM and 14 Victorian Health Services	\$145,540	2011-2013
Australia	Evidence-based management practice among senior healthcare managers Victoria.	Principal Investigator and Project Leader	Australian College of Health Service Executives, Victorian Branch, and School of Public Health, La Trobe Uni.	\$20,000	2008-2009
Australia	To conduct needs assessment on Chinese Community in Fairfield Local Government Area on their educational needs on alcohol and other drug issues	Principal Investigator and Project Leader	NSW Premiers Department	\$25,000	2002
Total Research and Project Grant as Lead investigator				AUD \$748,795	
Total Research and Project Grant as co-investigator				AUD \$283,996	