

# Position Description

Position Title	Clinical Director
Position Number	30027833
Division	Clinical Operations
Department	Women and Children
Enterprise Agreement	Medical Specialists (Victorian Public Health Sector) (AMA Victoria/ASMOF) (Single Interest Employers) Enterprise Agreement 2022-2026
Classification Description	Specialist
Classification Code	HN28 – HN59 / HM35 - HM41 (depending on fraction)
Reports to	Chief Operating Officer & Deputy CEO (Operationally) Chief Medical Officer & Executive Director Medical Services (Professionally)
Management Level	Tier 2 - Director Operations Managers
Staff Capability Statement	Please click here for a link to <a href="#">staff capabilities statement</a>

## Bendigo Health

With more than 5,000 staff and volunteers and covering an area a quarter of the size of Victoria, Bendigo Health, is an expanding regional health service offering the advantages of city life combined with the beauty and freedom that comes from living in a regional area.

Bendigo Health is a 724 bed service that treats more than 57,000 inpatients, triages more than 65,000 emergency attendees and welcomes more than 1,700 new born babies in a year. In addition, more than 17,000 operations are performed in our operating theatres and more than 100,000 occasions of services are provided in our clinics to outpatients.

The organisation provides services in emergency, maternity, women's health, medical imaging, pathology, rehabilitation, community services, residential aged care, psychiatric care, community dental, hospice/palliative care, cardiology, cancer services and renal dialysis to the people of the Loddon Mallee region.

With our main campus based in Bendigo, our services extend throughout the Loddon Mallee with sites in areas such as Mildura, Echuca, Swan Hill, Kyneton and Castlemaine.

Demand on services is increasing rapidly with Bendigo being one of Victoria's fastest growing regional cities.

## Our Vision

Excellent Care. Every Person. Every Time.

## Our Values

CARING – We care for our community

PASSIONATE – We are passionate about doing our best

TRUSTWORTHY - We are open, honest and respectful

All staff at Bendigo Health should have, or aspire to the personal qualities, knowledge and skills as described in the Bendigo Health Staff Capabilities Statement. Refer to link at top of page.

## The Clinical Operations Division

The Clinical Operations Division encompasses acute, allied health, cancer and mental health services. We provide a wide range of general medical, surgical and specialty services including but not limited to; Oncology, Cardiology, Renal, Emergency, Women's and Children's, Critical Care, Specialist Clinics, Cancer Clinics and Mental Health Services. Our Allied Health teams provide a diverse range of programs and person-centred care in inpatient, outpatient, community, home and residential care settings.

Within a state-of-the-art hospital, our Ambulatory and Critical Care, Medical Services, Surgical Services and Women's and Children's areas use the latest technologies to provide excellent care. Our world class Cancer Centre uses a multi-disciplinary, integrated approach to treat specific cancers. The Cancer Centre offers medical oncology, radiation oncology, specialist nurses, clinical trials and cancer research, palliative care, and a Cancer Wellness Program.

The Mental Health Service provides psychiatric care and treatment across a large catchment area in Victoria stretching from Swan Hill in the north of the state to Gisborne in the south. Family sensitive practice is central to our models of mental health care and best practice ensures the identification, inclusion and support of families, carers and children.

Each year our onsite Specialist Clinics provide over 100,000 service events, we also see more than 60,000 people in our Emergency Department and welcome more than 1700 babies into the world. The Clinical Operations Division assists with the admission of more than 50,000 patients into the hospital each year.

## The Women and Children Department

Women's and Children's Services at Bendigo Health provides care to women and children from across the Loddon Mallee region. This service comprises our Women's Health Centre, Maternity Unit, Special Care Nursery and Child and Adolescent Unit. We offer a number of antenatal, intrapartum and postpartum care options including midwifery led antenatal care and obstetric care. Our service is supported by Lactation Consultants, Maternity Support clinicians, Social Workers, Midwifery Home care, Paediatric Homecare and an active education team. The midwifery staff work as a team with Senior VMOs, Staff Specialists and Junior Medical Staff in Obstetrics and Gynaecology. In Paediatrics we are supported by VMOs and Junior Medical Staff. Our Maternity Service is a Level 5 Service in the Victorian State-wide Capability Framework for Maternity and our Special Care Nursery is a Level 4 service which means we care for babies from 32 weeks gestation.

The Women and Children model is client focused and promotes a multidisciplinary approach to client management. Women's and Children's Services at Bendigo Health is a busy and proactive regional facility which provides care for an extensive rural and regional catchment area.

We have around 1700 births per annum in the maternity service which offers a Women's Health Clinic, Antenatal/Postnatal area, High and low risk Birth Suites and a 10 bed Level 4 Special Care Baby Unit. Midwives Clinics and MAMTA midwives (caseload) are offered as an option of care to women who book-in to this facility. The Gynaecology Department is linked to both Women's and Children's and Surgical Services providing both inpatient and outpatient care for the women of Bendigo Health.

# The Position

This position provides clinical management and leadership to the Women's and Children's directorate, reporting directly to the Chief Operations Officer (Operationally) the Chief Medical Officer (Professionally). This role will work closely with the Director of Nursing & Midwifery, Business Directors, Medical Workforce Unit and other Clinical Directors.

The purpose of this position is to:

- Be responsible for the maintenance of the clinical integrity of specialities within the directorate through high levels of transparency and accountability, driven by a culture of clinical engagement.
- Support the Clinical Unit Heads and clinicians to develop systems and processes to ensure safe and high-quality patient care, which will drive continual quality improvement to ensure staff and patient wellbeing and satisfaction with our service.
- Maintain personal currency of clinical capability and contribute to clinically relevant business decision making (both operational and strategic) for the directorate.
- Support the Chief Operations Officer (COO) and Chief Medical Officer (CMO) by informing strategy development and operational management.
- Support the Clinical Unit Heads to be subject matter experts for their speciality to contribute to optimising the operational and strategic of clinical care at Bendigo Health and within the region.
- Support clinicians to understand organisational structures, strategy and how their service interfaces with the organisation.
- Lead communication and collaboration between clinicians and executive to support Bendigo Health in making clinically appropriate evidence-based/best practise decisions to achieve our business goals.
- Lead organisational improvement to streamline processes and workflow to minimise waste and encourage achievement of access and demand key performance indicators.
- Enhance communication between management and clinicians to foster mutual understanding and respect of business decision making and clinicians concerns.
- Lead Quality assurance investigations and run innovative clinical quality improvement programs to deliver standardised, evidenced based, patient centric and community focused programs.
- Support and lead regional wide initiatives to improve the medical capability of the Loddon Mallee region.
- Contribute to the development and implementation of a medical services workforce plan for senior and junior medical staff.
- Assist in the development and planning of research and innovation to position Bendigo as a Regional Research Hub.
- Promote collaboration between peer groups and assist the organisation to align attitudes, behaviours, culture and communication across specialties and professions.

- Personally, support the Clinical Unit Heads and practising clinicians to develop systems to ensure safe and high-quality patient care, which will drive staff and patient satisfaction.
- Drive innovative clinical quality improvement programs to deliver patient centric and community focused programs.

This will be achieved by:

- Leading by example
- Close collaborative relationships with the Clinical Unit Heads of Paediatrics and Obstetrics & Gynaecology.
- Playing an active role in the Clinical Operations Senior Management Group
- Active participation in Executive meetings as required
- Being an active member of the organisational leadership committees for example Clinical Informatics Governance Group (CIGG), patient flow leadership groups
- Contributing to Quality Improvement (QI) programs and Quality Assurance (QA) groups
- Contributing to the Patient Access Committee
- Contributing to Clinical Directors and Senior Medical Staff Group meetings
- Creating clear and open communication platforms with the Office Chief Medical Officer, Office of ICT, Medical Workforce Unit and other clinical directors
- Close liaison with the Office of Chief Medical Officer and other Executive Director Medical Services Clinical Directors

Director reports will include:

- Clinical Unit Head **Paediatrics**
- Clinical Unit Head **Obstetrics and Gynaecology**

The Clinical Director of Women's and Children's will be the supervisor and first point of contact for the staff outlined above.

The Clinical Director will also work very closely with the Director of Nursing to provide oversight to:

- Specialist Outpatient Clinics
- Patient Access and Demand
- Inpatient wards and services

Measure of success in first year to include:

- ✓ Improvement in emergency access target performance for admitted patients
- ✓ Achievement of the ESWL target for gynae patients
- ✓ Improved access for patients to Women's Health Clinics and Specialist Outpatient Clinics including a reduction in long waits for paediatric patients.
- ✓ Achievement of exemplar LOS performance for admitted patients without compromise of safety
- ✓ Active contribution to the implementation of the clinical services plan
- ✓ Active contribution to the implementation of the Bendigo Health budget
- ✓ Active contribution to clinical governance of women's and children's services
- ✓ Active contribution to the reduction in medical staff overtime, locum usage and unplanned leave as well engagement in the development and implementation of a centralised planned leave management process.
- ✓ Performance in strong alignment with Bendigo Health values
- ✓ Improved staff engagement

Managers at Bendigo Health are an integral part of the health care service team, providing leadership and direction to a dedicated staffing group.

A manager at Bendigo Health should have, or aspire, to, the personal qualities, knowledge and skills as described in the Bendigo Health Staff Capabilities Statement. Refer to link at top of page

## Responsibilities and Accountabilities

- Work in conjunction with other members of the senior management team to provide operational and professional management across the areas of responsibility.
- Manage implementation of the Bendigo Health Strategic Plan and Clinical Services Plan as it relates to areas of responsibilities.
- Ensure the provision of high-quality client centred care and service which is responsive to community need.
- Support the development and implementation of digital health initiatives including remote monitoring, electronic patient records etc.
- Promote and support the implementation of strategies to achieve excellent models of care.
- Liaise closely with Chiefs, Directors, managers and staff to ensure appropriate continuity of care and linkages both within and outside Bendigo Health.
- Contribute to development of business plans for the portfolio and other group-wide strategies as required.
- Oversee the management of clinical services particularly in relation to OH&S, staff development, workforce planning, performance management and employee relations.

- Provide mentorship for senior staff and managers.
- Promote excellence in the provision of medical care and ensure the most efficient utilisation of medical resources in the provision of high-quality patient care. This includes driving the systematic review of clinical data e.g., Health Round Table.
- Evaluate and maintain appropriate policies, procedures and standards.
- Promote multidisciplinary quality improvement initiatives aimed at enhancement of clinical practice.
- Respond to sudden increases in demand or escalation; working closely with the other key positions and programs across the organisation.
- Working with external organisations to facilitate patient flow across the interface of hospital and community/rural hospitals.

### **Evaluation and Redesign**

- Monitors individual program's and departments achievement towards patient flow performance indicators, providing feedback to enhance services.
- Reviews data relating to clinical performance of units and provides organisational advice re same.

### **Meeting Responsibility**

- Chairs relevant and appropriate committees internal and external to the organisation in ensuring governance and clear strategic direction.

### **Personal Attributes**

- High level of self-confidence.
- Ability to interact and communicate with a diverse range of people at all levels.
- A personal approach which is positive, enthusiastic, friendly and helpful.
- Ability to give excellent customer service to both internal and external customers.
- Ability to introduce new concepts through innovation, influencing, negotiating and persuasion skills.
- Flexibility to operate in an environment of change and continuous improvement.
- Ability to demonstrate balance and objectivity.

## **Generic Responsibilities**

**Code of Conduct** - The Victorian Government's Code of Conduct is binding on all Bendigo Health staff. Contravention of a provision in the code may constitute misconduct and/ or regarded as a breach of the employee's employment agreement and will be dealt with under the organisations Counselling and Disciplinary Action Policy.

**Compliance with policies and procedures** - All Bendigo Health's policies and procedures are set out in its clinical and managerial policy manuals located on the intranet under PROMPT and in hard copy. All staff must ensure they comply with policies, procedures and standard ways of work practices when carrying out their work. Any breach in compliance may result in disciplinary action.

**Occupational Health and Safety** - Every staff member has the responsibility to take reasonable care of their own health and safety and the safety of others, to cooperate with Bendigo Health's OH&S policies and to

participate in appropriate safety education and evaluation activities. All staff are expected to participate in reporting any health, safety and wellbeing issues. Any breach in compliance may result in disciplinary action.

**Infection Control** - Every staff member has the responsibility to minimise incidents of infection/ cross infection of residents, staff, visitors and the general public. All staff must adhere to the policies and procedures as set out in Bendigo Health's infection control manuals. Any breach in compliance may result in disciplinary action.

**Confidentiality** - All information concerning Bendigo Health, its patients, clients, residents and staff should remain strictly confidential. Any unauthorised disclosure of such information may result in disciplinary action.

**Quality Improvement** - Bendigo Health is dedicated to improving the quality and safety of health services by providing care within the following domains of quality: Consumer Participation, Clinical Effectiveness, Effective Workforce and Risk Management. As a result, we apply the concept of the quality cycle for all our quality activities, initiatives and projects thereby ensuring the best possible care and treatment results are achieved. The underlying principle of the cycle is that an activity is not complete until evaluation shows that it has been effective and reached the desired outcome. As a Bendigo Health employee you have a responsibility to participate in and commit to ongoing quality improvement activities using the framework of the NSQHSS (National Safety and Quality Health Service Standards).

**Diversity** – Each person has a right to high-quality health care and opportunities regardless of diversity factors, which might include aspects such as cultural, ethnic, linguistic, religious background, gender, sexual orientation, age and socio-economic status. Every staff member has a responsibility to recognise and respect diversity. Inclusiveness improves our service to our community and promotes engagement amongst staff.

Employees are required to carry out lawful directions outlined above or delegated to them. The work to be performed is set out in this position description and, where relevant, any professional standards and codes of conduct and ethics issued by the relevant professional association.

## Key Selection Criteria

### Essential

1. Current registration as a medical practitioner in Australia (FRACP or FRANZCOG).
2. Extensive experience in a senior management position in healthcare with demonstrated success in medical leadership and capacity to a vision that generates enthusiasm and commitment to build a high performing team.
3. Extensive knowledge of current trends affecting public sector health services in Australia.
4. A thorough understanding of health policy issues pertaining to Medical Officers.
5. Demonstrated ability to effectively negotiate with stakeholders to achieve desired outcomes including experience in promoting and driving change using broad influencing skills to overcome barriers and gain support.
6. Proven extensive clinical experience as a staff specialist with ability to provide evidence-based, person-centred care, and a demonstrated ability to manage clinical, non-clinical and managerial duties.
7. Demonstrated ability to communicate clearly and confidently with people at all levels including handling difficult and sensitive communication well and strong written and presentation skills.

8. Demonstrated record of achievement within a complex healthcare environment including ability to formulate and establish an integrated approach to achieve organisational objectives based on an in-depth understanding or strategic direction.
9. Demonstrated experience and knowledge of clinical governance and the underpinning framework for safety and quality in health care
10. Training and education and demonstrated success in management and leadership, including in digital health.
11. Demonstrated record of managing resources and meeting financial targets including being able to guide and challenge others to seek more efficient ways of undertaking activities.
12. Knowledge of contemporary human resource management and industrial issues and demonstrated ability to manage staff in complex and changing environments.

## Mandatory Requirements

**National Police Record Check** A current and satisfactory National Police Record Check must be completed by all new staff prior to commencement at Bendigo Health.

**Immunisation** As a health provider dedicated to providing quality patient care, we all need to be aware of the critical importance of infection control. Each staff member has a responsibility to comply with Bendigo Health's Staff Immunisation Policy and various infection control policy and procedures. All staff are required to provide evidence of vaccinations prior to commencement at Bendigo Health

**Working with Children Check** Bendigo Health has a responsibility to provide a child safe environment. This position is a defined "child-related role" at Bendigo Health. As such you must maintain a valid working with children check. In addition you will be required to assist Bendigo Health in providing a child safe environment by participating in any training or reporting required to ensure the protection of children in our care.

**Registration with Australian Health Practitioners Regulation Agency (AHPRA)** The work to be performed is set out in this position description and, where relevant, any professional standards and codes of conduct and ethics issued by the relevant professional association.

**Drivers Licence** A current Victorian driver's licence is required for this position.

*All Bendigo Health sites, workplaces and vehicles are smoke free.*

*This position description is intended to describe the general nature and level of work that is to be performed by the person appointed to the role. It is not intended to be an exhaustive list of all responsibilities, duties and skills required. Any elements of this document may be changed at Bendigo Health's discretion and activities may be added, removed or amended at any time.*