

Eastern Health

POSITION DESCRIPTION

Position Title:	Clinical Service Director Acute Medicine
Award Classification:	At the appropriate classification rate commensurate with level of experience in accordance with the Medical Specialists (Victorian Public Health Sector) (AMA Victoria/ASMOF) (Single Interest Employers) Enterprise Agreement 2022 – 2026 or its successor
Award / Agreement Name:	Medical Specialists (Victorian Public Health Sector) (AMA Victoria/ASMOF) (Single Interest Employers) Enterprise Agreement 2022 – 2026 or its successor
Position Reports to:	Clinical Program Director Medicine Clinical Director Acute Medicine Clinical Director Neuroscience (for Neurology clinical matters)

EASTERN HEALTH – HEALTHIER TOGETHER

Eastern Health is one of Melbourne’s largest metropolitan public health services. We provide a comprehensive range of high quality acute, sub-acute, palliative care, mental health, drug and alcohol, residential care, community health and statewide services to people and communities that are diverse in culture, age and socio- economic status, population and healthcare needs. *‘Being part of Eastern Health is being part of a welcoming team of healthcare experts’* is achieved through Eastern Health’s strategic goal of HEALTHIER TOGETHER.



1. POSITION PURPOSE

Reporting to the Clinical Program Director Medicine, and operating in accordance with Eastern Health's values, the role of the Clinical Service Director is to partner effectively with Deputy Director – Operations to provide clear accountability and direction to optimise clinical outcomes and performance through the application of quality systems and evidence based practice. The Clinical Service Director may be required to work across all Eastern Health campuses both clinically and non-clinically as part of their leadership and management responsibilities.

The Clinical Service Director also oversees the implementation of Medical Professional Governance and Medical Professional Practice across the Acute Medicine Service, in alignment with our vision for connected, collaborative, engaged and aligned Medical Profession at Eastern Health.

It is envisioned that the Clinical Service Director will hold an active clinical role within the Eastern Health operations, to bring real-time day to day experiences of clinical care to the directorate and lead reform changes.

Key capabilities for success include the willingness to balance both clinical and non-clinical priorities, drive direction on optimal clinical service delivery while incorporating organisational strategic alignment and exceptional communication and influencing skills. The Clinical Service Director will build and sustain a high performing team and promote a safe and welcoming workplace culture that drives positive change to enable and empower our people to deliver a high standard of healthcare to our community.

The Clinical Service Director role may concurrently hold a Clinical Director role & responsibility, however is expected to manage any actual or potential conflict of interest that may arise between both roles.

2. MAJOR DUTIES AND/OR RESPONSIBILITIES

Clinical Leadership and Management responsibilities include:

- Actively contributing to the development and execution of the Eastern Health's Strategic Plan and Clinical Operations strategic goals by promoting and resourcing clinical engagement across the clinical service
- Actively leading and continuing to develop the Clinical Service's clinical governance program
- Managing the capacity and capability of the Clinical Service to maximise staff productivity and well-being and striving to achieve budgetary and service delivery targets.
- Engaging clinical workforce across standards and processes that support multidisciplinary partnerships delivering the appropriate care in the most appropriate, supported setting
- In partnership with the Deputy Director Operations, ensure all Clinical Directors within the Service strive to deliver activity targets and achieve budget.
- Participating in ongoing education to further develop their own clinical and managerial skills.
- Appropriately delegating responsibilities for the further development of others.
- Developing and maintaining active clinical links with other programs/services/units necessary for delivery of patient care.
- Anticipating potential problems, identifying solutions and assisting others to think through solutions
- Representing or promoting the Eastern Health Program in internal and external forums, and/or to patients and community client groups, as required.

Medical Professional Governance responsibilities:

- Enabling Clinical Director involvement and participation in organisational leadership forums including Clinical Unit Heads meetings, Quality and Safety governance meetings across Eastern Health
- Medical Workforce Planning occurs across the Clinical Service to ensure sustainable workforce for the clinical service demand, considering the specialty mix, seniority, 24 hours staffing, and sustainable distribution across sites

- Medical Staff Recruitment complies with Eastern Health and Medical Workforce Unit processes
- Credentialing and Scope of Practice frameworks for each clinical specialty within the Clinical Service are clear, comply with the AHPRA and College credentialing frameworks for the specialty, and any Extended Scopes of Practice for specialties are clinically appropriate for the clinical service capability across our services
- Supervision frameworks are in place across all specialties to provide adequate levels of supervision for doctors in training for their roles, complies with PMCV or College supervision requirements, and facilitates a culture of psychological safety of doctors in training to escalate for senior decision making support when required
- Mandatory training frameworks are in place across all specialties, with processes to ensure all medical staff within the program complete the relevant mandatory training for the specialty and role
- Performance assessment and review, in alignment with Eastern Health's Achieve Framework, or in alignment with the relevant Specialty College program (CPD for Senior medical staff, Training programs for accredited Registrars) and PMCV frameworks for Interns and PGY2 positions
- Frameworks are in place for identifying individual doctors who are poorly performing, bullying or harassment complaints, impaired or unable to perform their clinical duties, with clear escalation to supervisors of training, Clinical Directors, PMEU or the Office of the Chief Medical Officer for support as required
- Engaging with the Office of the Chief Medical Officer and People and Culture when counselling/ disciplining staff to ensure adherence to natural justice, good industrial processes and the EBA.
- Ensure succession planning and a safe pair of hands within the Clinical Service for delegation to a clinical leader during periods of leave, to ensure medical governance is a priority and is sound

See Attachment 2 for full listing of Medical Professional Practice responsibilities

Innovation, Planning & Service Delivery responsibilities include:

- Through partnership with the Clinical Program Director, actively promote and support a culture of continuous improvement at the Programs local level while ensuring alignment with organisational approach. This would be expected through the development of:
 - Innovative and new models of care addressing Eastern Health's strategic direction and community population
 - Service reform and redesign
 - Monitoring, linkage and understanding of all key performance indicators and meaning towards system-wide access and flow and a safe workplace
 - Quality, safety and patient experience measures
 - Financial and activity planning metrics
- Promote the use of standardised data to drive improvement across the hospital system
- Lead risk management processes across the division, actively identify, monitor, and manage risk and promote risk
- Develop services in accordance with the strategic direction of Eastern Health.
- Promote and foster the reputation of the Eastern Health Program.
- Facilitate ongoing clinical development and the introduction of new technologies in accordance with Eastern Health policies in order to ensure high standards of care for all patients.
- Develop agreed clinical management protocols and models of care in conjunction with other related disciplines
- Review, develop, implement and oversee the Quality and Business Plan Eastern Health Program ensuring compliance with Eastern Health KPIs and reporting requirements.
- Effectively adapt to new situations or uncertainty and promote and support required changes by describing the reasons for change and support others through the change processes
- Set and agree clear objectives and expectations with team members
- Consistently, as much as possible, achieve the key outcomes/results within own area of responsibility and within agreed timeframes
- Advise on the provision of replacement equipment to ensure that the Service is able to meet its workload safely and efficiently.
- Advise on the efficient and effective selection and use of relevant consumables.
- When required, participate in and contribute to the service review processes of Eastern Health

Clinical Governance, Quality, Safety, Risk and Improvement responsibilities include:

- Continually promote a culture of safety and transparency to all clinical staff
- Ensure that staff promote and participate in prescribed Eastern Health monitoring and quality improvement activities including the Program's clinical review and audit program
- Aim to ensure that consumers are actively engaged as partners in their healthcare by keeping them informed, involving them in decision making and encouraging their participation in key committee
- Seek to ensure that staff feel comfortable to escalate emergent safety, quality & risk concerns
- Take steps to ensure that staff are aware of, and actively comply with the requirements of the National Safety and Quality Health Service Standards and other accreditation programs as required
- Lead Mortality and Morbidity/ Quality and Safety Committees for clinical service
- Participate in, or ensure appropriate delegation to progress the investigation and resolution of incidents and complaints; and respond to concerns regarding safety & quality by taking action or escalating these

Education & Research responsibilities include:

- Fostering a culture within the clinical programs of integrating and embedding education and research with clinical practice
- Take steps to ensure all research within the program is performed according to Good Clinical Research Practice and Eastern Health Research and Ethics guidelines

3. SAFE PRACTICE AND ENVIRONMENT

Eastern Health is a child safe organisation, committed to promoting the wellbeing and cultural safety of Aboriginal children, children with disabilities and all children in their diversity. More information [here](#).

Occupational Health and Safety

Eastern Health is committed to provide and maintain a working environment for all staff that is safe and without risk to health. All staff are to take care of their own health and safety and the health and safety of any other person who may be affected by your acts or omissions at the workplace. Understand responsibilities and accountabilities to yourself and others in accordance with OH&S legislation and Eastern Health policies and promote a working environment that is congruent with these guidelines. This includes staff reporting of all clinical and OHS incidents and near misses, in particular those related to Occupational Violence, Manual Handling and Slips, trips and falls.

Staff are required to comply with all state legislative requirements in respect to the Occupational Health and Safety Act 2004 and the Workplace Injury Rehabilitation and Compensations (WIRC) Act 2013.

4. TRAINING AND DEVELOPMENT

Relevant, practical and timely education should direct, facilitate, enhance and support the professional growth and practice of employees in a health environment characterised by change. All programs should endeavour to promote evidence-based practice, a problem solving approach and to be competency based.

You are expected to participate in the personal development process on an annual basis.

5. QUALITY

As a staff member of Eastern Health staff are required to comply with Eastern Health performance standards and participate in continuous monitoring and improvement as part of your role. You are also required to comply with legislation, professional standards and accreditation standards.

As a staff member employed by Eastern Health services you must have and maintain the appropriate skills and knowledge required to fulfil your role and responsibilities within the organisation. In addition, you must ensure that you practice within the specifications of this position description, and where applicable within the agreed scope of practice.

You are responsible for ensuring safe high quality care in your work. This will include complying with best practice standards, identifying and reporting any variance to expected standards and minimising the risk of adverse outcomes and patient harm. In addition, you will ensure as much as possible that service and care is consistent with the Eastern Health approach to patient and family centred care.

6. CONFIDENTIALITY

Any information obtained in the course of employment is confidential and should not be used for any purpose other than the performance of the duties for which the person was employed. Staff are bound by the Information Privacy Act 2000 and the Health Records Act 2001.

7. EQUAL EMPLOYMENT OPPORTUNITY

You agree to adhere to the Equal Employment Opportunity policies and practices of the Health Service. Discriminatory practices, including sexual harassment, are unlawful. The Health Service will not tolerate discriminatory behaviour, and any such conduct may lead to the invoking of the Disciplinary Policy and Procedure, which may result in termination of employment.

Our commitment to Diversity, Equity & Inclusion

Eastern Health is committed to creating a diverse and inclusive environment that welcomes and values all people. We recognise that diversity is essential in ensuring Eastern Health provides the best service to its consumers.

Aboriginal and/or Torres Strait Islander peoples, people from the LGBTIQ+ community, people living with disability and those from a culturally and linguistically diverse background, are strongly encouraged to apply.

For more information, please [click here](#).

8. PERFORMANCE DEVELOPMENT

A Performance Review, that includes agreed targets, will occur three (3) months from commencement and then annually on the basis of the duties and responsibilities outlined in this position description. This is an opportunity to review personal and the allocated work unit's service performance, facilitated by the setting of objectives/goals and ongoing evaluation of performance and achievement. Objectives will be developed annually, documented, discussed and agreed with the immediate line manager, who will act as the assessor. The incumbent is expected to demonstrate and show evidence annually of on-going self and allocated work unit's service development.

9. EASTERN HEALTH'S PROMISE

Our promise to our communities, patients, consumers and staff is that we will be **HEALTHIER TOGETHER**. Bolder than a vision for the future, our promise calls us to action. We know that working together is the only way we can achieve what is necessary for a healthier future.

Our values are ones in action and are the behaviours that matter most.

- Respect for all
- Safe always
- Partnering in care
- Learning and improving everyday

Learning from the challenges of the past and looking to the future, we understand that we are building towards a more engaged, more reliable, always safe health service in partnership with our people to improve every day.

10. ATTACHMENTS

- Attachment 1 Key Selection Criteria
- Attachment 2 Medical Professional Practice Responsibilities

11. NOTE

Statements included in this position description are intended to reflect in general the duties and responsibilities of this position and are not to be interpreted as being all-inclusive.

Prior to accepting any offer of employment, prospective employees will be required to read and commit to the Eastern Health Code of Conduct, including (but not limited to) issues of Occupational Health and Safety, Equal Opportunity and Confidentiality.

Healthcare workers are strongly recommended to follow COVID vaccination recommendations provided in the [Australian Immunisation handbook \(based on ATAGI advice\)](#). Seasonal vaccination against influenza is a mandatory requirement of this role and employment is conditional on this being up to date prior to employment.

Signed: _____

Date: ____/____/____

Executive Director Medical and Clinical Governance Eastern Health (or delegate)

INCUMBENT STATEMENT

I _____ (Incumbent Name) have read, understood and accepted the above Position Description and associated Attachments.

Signed: _____

Date: ____/____/____

ATTACHMENT 1

KEY SELECTION CRITERIA

Position Title:	Clinical Service Director
Award Classification:	At the appropriate classification rate commensurate with level of experience in accordance with the Medical Specialists (Victorian Public Health Sector) (AMA Victoria/ASMOF) (Single Interest Employers) Enterprise Agreement 2022 – 2026 or its successor
Award / Agreement Name:	Medical Specialists (Victorian Public Health Sector) (AMA Victoria/ASMOF) (Single Interest Employers) Enterprise Agreement 2022 – 2026 or its successor
Position Reports to:	Clinical Program Director, Medicine Clinical Director, Acute Medicine Clinical Director, Neuroscience (for Neurology clinical matters)

Essential

Medical Professional requirements

- Appointees must be legally qualified medical practitioners, registered or registrable with the Australian Health Practitioner Regulation Agency (AHPRA) without conditions, undertakings or reprimands that could impact on their clinical practice;
- Fellowship of the Royal Australasian College of Physicians;
- Relevant knowledge and experience in Acute Medicine;
- Meet Eastern Health requirements for appropriate credentialing and scope of practice in the relevant specialty

Clinical Leadership requirements

- Excellent communication and interpersonal skills, both written and verbal
- High-level leadership, medical engagement and change management skills
- Experience managing multiple health professions and a commitment to excellence in the provision of health services
- Ability to develop and successfully implement creative solutions to complex systemic and organisational problems
- Strong record of experience within a large, complex healthcare organisation
- Clinical and management experience in acute or subacute services as well as multi-disciplinary models of care
- Expertise in healthcare financing and budgetary management
- Expertise in health industry workforce and industrial systems
- Experience in successfully working with health care professionals and executive staff at a senior organisational level
- Ability to lead high performing teams and individuals and address under-performance issues as they arise
- Current driver's licence

Desirable:

- Post graduate qualification in a health or management-related field is desirable

Key Capabilities and Attributes

- Exemplifies the Eastern Health values in action
- Effective communication including motivation, negotiation and conflict resolution skills
- Develops self and others
- Optimism and positivity
- Resilience and self-care
- Adaptability and continuous improvement focus
- Demonstrated understanding of organisational change concepts and practices
- Teamwork and collaboration
- Strategic perspective with a keen ability to also consider the detail

Aboriginal & Torres Strait Islander Candidates

Eastern Health's Aboriginal Workforce Plan 2023 – 2026 was released in February 2023. With a strong focus on cultural safety and belonging, actions included in the Workforce Plan provide practical supports for all Aboriginal and/or Torres Strait Islander staff.

An Aboriginal Employment Coordinator is available to ensure each person has culturally safe and positive employee experiences which foster belonging and access to diverse experiences and career pathways. Should you require further information regarding this position or support to complete an application, please contact the Recruitment Manager for this position or Eastern Health's Aboriginal Employment Coordinator at Aboriginal.Workforce@easternhealth.org.au

ATTACHMENT 2 - Medical Professional Practice responsibilities

Clinical Service-level responsibilities:

- Demonstrate clinical leadership by ensuring as much as possible that timely, efficient and high-quality care is provided to patients across all specialties within the Clinical Service
- Lead and contribute to partnerships across clinical, nursing, allied health and corporate professions to enable system wide coordination for the care progression of patients.
- Ensure that specialties within the Clinical Service have structures in place at a ward governance level to deliver safe and effective medical practice including:
 - Ward round structures that enable timely senior decision making, supervision of doctors in training and multidisciplinary collaborative care
 - Timely and responsive specialty clinic and ambulatory models to support Care in the home
 - Safe staffing and supervision across 24r hospital and night and weekend models of care, within the available resources
- Encourage the minimisation of unnecessary clinical variation in practice within the specialties within the Clinical Service
- Assist in developing models of care, protocols, guidelines where appropriate
- Take steps to ensure that accurate and timely patient records are maintained by all staff and that the electronic clinical information system is used to facilitate patients' comprehensive clinical plans of care (unless there is an approved paper based alternative).
- Act to ensure that resources are used in a responsible manner having regard to patient priority and need.
- Proactively seek to ensure that there is prompt communication with other relevant clinicians and health care providers.

Medical Professional Governance responsibilities:

- Ensure that there are frameworks within the specialty programs to support evidence based practice including embedding of relevant Clinical Care Standards for the medical profession
- Ensure that all specialties within the Clinical Service undertake regular morbidity and mortality reviews and clinical audit are conducted in compliance with the Eastern Health Clinical Audit guidelines, and link to scope of practice and credentialing guidelines
- Ensure that all the Program's patient deaths are reviewed and categorised consistent with the Eastern Health, Clinical Audit guidelines
- Take steps to ensure staff comply with organisational safety, quality and risk policies and guidelines including;
 - Infection control policies and procedures; PPE; hand hygiene; peripheral line guidelines
 - Medication safety policies and procedures, including prescribing, administering, and regulatory requirements for restricted medications
 - Clinical Communication, Trusted Handover, Clinical Handover, timely completion of discharge summaries
 - Clinical Deterioration, Urgent Clinical Review/ MET Call and Code Blue responses as relevant to individual specialties and roles
 - Open disclosure and Statutory Duty of Candour
- Ensure the Clinical Service's participation in College, National Standards and other accreditation programs as required
- Adhere to and ensure that staff adhere to scope of practice requirements

Medical Professional Financial responsibilities

- Financial control for directly managed medical services including:
 - Review of medical staff establishment in alignment with budget, considering the 24 hour staffing model and distribution across sites and services
 - Regular monitoring of rostered, unrostered overtime, leave replacement, casual and locum use
 - Undertaking roster reviews and staffing profile reviews to ensure clinical workforce requirements match clinical service and budget
 - Private practice arrangements comply with financial reporting requirements, and are financially sustainable
 - Clinical coding queries are reviewed and clinically appropriate whilst understanding financial impact of coding reviews

In partnership with the Deputy Director - Operations, strategically review and optimise capital technology to delivery safe and sustainable clinical services

Professional Behaviour & Communication responsibilities include:

- Maintain strong and effective communication with other staff, resolve issues constructively and improve areas of poor communication.
- Maintain stable performance and a calm attitude under pressure.

Individual Medical Professional Practice responsibilities include:

- Attend clinical shifts as part of allocated clinical contracted duties and participate in on call and other clinical activities that meet clinical contracted obligations and Scope of Practice as outlined within the Senior Medical Staff Position Description relevant for the individuals' specialty
- Maintain contemporary best practice, personal technical expertise, medical knowledge & clinical skills.
- Actively participate in their own personal performance review and use this as a vehicle to improve their performance
- Assume responsibility for clinical care of allocated patients and participate in setting the standards for high quality clinical practice within the Program/ Department/Unit.