

Eastern Health

POSITION DESCRIPTION

Position Title:	Clinical Director, Spectrum, Statewide Service
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, Mental Health & Wellbeing & Spectrum
	50% Clinical 50% Non-Clinical or by negotiation

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.'

SPECTRUM

Spectrum specialises in personality disorder and complex trauma. Spectrum is a Centre of clinical excellence for personality disorder and the statewide specialist personality disorder service for Victoria, funded by the Department of Health and provided by Eastern Health.

Spectrum provides direct clinical care for people with complex and or severe personality disorder, secondary consultations and second opinions for clinicians working with people experiencing complex trauma or personality disorders and workforce development opportunities. Underpinning these areas are Spectrum's research, innovation and evaluation activities. Spectrum provides leadership and advocacy for appropriate access to evidence based healthcare and other supports for individuals and their carers living with personality disorder across Australia.

(www.spectrumbpd.com.au)



1. POSITION PURPOSE

Reporting to the Clinical Program Director, Mental Health and Wellbeing Program and Spectrum, and operating in accordance with Eastern Health's values, the Clinical Director of Spectrum will be responsible for delivering high level clinical leadership and governance for all clinical activities in accordance with the Spectrum's organizational chart and clinical governance processes. As a core member of Spectrum's leadership team, the Clinical Director will contribute to the ongoing development and improvement of Spectrum's services and models of care with a focus on ensuring excellence in clinical care, teaching and research.

The Clinical Director of Spectrum is responsible for the leadership, management, development, implementation and delivery of a range of mental health care models that supports outcomes for people with personality disorder and complex trauma across the state of Victoria. The Clinical Director of Spectrum will work with the Associate Program Director of Spectrum, all corporate and support services in EH in fulfilling the financial, HR/ER, and non-clinical services accountabilities associated with the role. The Clinical Director will take clinical governance responsibility for all medical staff working within Spectrum. They will both provide as well as ensure that all medical staff receive the required amount of formal as well as informal supervision.

The Clinical Director of Spectrum reports to the Clinical Program Director, Mental Health & Wellbeing and Spectrum and will partner effectively with the Associate Program Director, Operations, Spectrum, to provide clear accountability and direction to optimise clinical outcomes and performance through the application of quality systems and evidence-based practice.

The Clinical Director Spectrum may be required to work across all Eastern Health campuses and other area mental health and wellbeing services of Victoria both clinically and non-clinically as part of their Clinical, leadership and management responsibilities and will operate in accordance with Eastern Health's values.

2. MAJOR DUTIES AND/OR RESPONSIBILITIES

2.1 Provision of Clinical Services

- Direct and co-ordinate clinical service delivery at Spectrum, Eastern Health to ensure the highest possible quality of health care delivery including specialist clinics
- Develop and implement the use of effective evidence-based care for the treatment of patients across the Spectrum programs.
- Be actively involved in direct clinical service provision for patients and for the supervision of staff
- Develop and maintain effective relationships with all public mental health services of Victoria with particular emphasis on cohorting clinical skills and services where appropriate.
- Develop agreed clinical management protocols and models of care in conjunction with other related disciplines.
- Collaborate and develop multi-disciplinary services in conjunction with other related disciplines.
- Ensure appropriate clinical supervision of medical specialists and doctors-in-training to ensure excellent clinical care for consumers.
- Facilitate ongoing clinical development and the introduction of new technologies in accordance with Eastern Health policies to ensure high standards of care for all patients.

- Ensure adequate and consolidated medical records are maintained by all service staff and ensure the timely completion of summaries and the appropriate data collection
- Develop, recommend and implement initiatives to achieve optimal efficiency of Eastern Health's Spectrum clinical services with reference to patient flow through the various clinics in line with organisational initiatives.

Performance Review

- The Clinical Director of Spectrum will participate in active performance management systems within the organization.

2.2 Clinical Governance, Quality, Safety, Risk and Improvement

- Continually promote a culture of safety and transparency to all clinical staff and ensure that staff feel comfortable to escalate emergent safety, quality & risk concerns
- 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
- 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
- Develop and oversee effective quality and operational improvement plans within the unit, including mortality and morbidity review, clinical audit and data collection on needed performance indicators, quality, safety and patient experience measures, and financial and activity metrics.
- Monitor and report on the performance in relation to clinical audit, compliance, risks, performance indicators and quality improvement activities.
- Ensure that consumers are actively engaged as partners in their healthcare by keeping them informed and providing Open Disclosure according to Eastern Health Guidelines.
- Review all Hospital Acquired Complications (HAC) for the specialty and liaise with the coding staff in the Health Information Services to ensure the accuracy of data regarding HAC for the organisation.
- Lead risk management processes across the unit, actively identify, monitor, and manage risk
- Advise on the provision of replacement equipment to ensure that the unit is able to meet its workload safely and efficiently and advise on the efficient & effective selection & use of relevant consumables

2.3 Leadership

- Along with the Clinical Program Director, the Clinical Director of Spectrum will lead the service to achieve its clinical, operational, financial, teaching and research objectives.
- Represent Spectrum, Eastern Health to outside services and authorities in relation to clinical and professional matters.
- Ensure that the service performs comparably to its peers and promote the services both at the state, national and international levels as appropriate.
- Actively promote and implement Eastern Health's values, policies and performance management system within the service.
- Promote a culture that supports the Eastern Health vision of "Healthier Together" including collaborative relationships and clinical excellence.

- Develop and maintain effective clinical and professional relationships across departments and programs within Eastern Health.
- Be regularly present and visible at all sites where the Spectrum service is provided.
- Participate in organisational leadership forums including Clinical Unit Heads meetings, Quality and Safety governance meetings across Eastern Health.
- Role model appropriate and respectful professional and corporate conduct.
- Represent the discipline as appropriate in the formulation of policy at health service, university, college and government levels on request.

2.4 Medical Professional Practice

- Ensure the prompt and proper discharge of professional duties by all medical staff within the service.
- Ensure all Medical Specialists in the unit are recruited, appointed and contracted according to the EH Recruitment and Credentialing Guidelines, and the Medical Specialists EA with support from the Senior Medical Workforce Unit.
- Ensure that the Credentialing and Scope of Practice requirements for all medical staff (including registrars, Fellows and research appointments) within the unit are documented clearly, comply with the AHPRA and College credentialing frameworks for the specialty and included in Medical Staff Position Descriptions, and that any extended Scopes of Practice for the specialty are developed and clinically appropriate for the clinical service capability across our services in align with Eastern Health guidelines.
- Ensure that all mandatory training is completed by all medical staff within the unit.
- Ensure supervision frameworks are in place across all specialties to provide adequate levels of supervision for Doctors in Training for their roles, comply 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.
- Participate and support of training College accreditation requirements, including allocation of supervisors, report completion and participation in gap analyses and action plans.
- Adhere with Eastern Health guidelines for identifying individual doctors who are poorly performing, subjects of bullying or harassment complaints, or who are impaired or unable to perform their clinical duties, including acting as the escalation pathway for medical staff in Post-graduate Medical Education Unit, Medical Workforce Unit, and to escalate to the Office of the CMO/ People and Culture.
- Engage 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 EA.
- Plan and maintain a safe pair of hands within the unit for delegation of leadership and management duties during periods of leave, to ensure medical governance is a priority and is sound.
- Act as a point of escalation regarding critical workforce shortages to maintain safe clinical care.

2.5 Education, Research and Innovation

- Oversee and ensure access to appropriate scientific and educational activities for the Spectrum staff.
- Provide a co-ordinated approach to the education and training of Doctors-in-Training (DIT) to ensure that they learn theory, clinical skills, teamwork and leadership.
- Support medical student activities, including Scholarly Intensive Placements within the unit
- Participate in public and community education as appropriate
- Provide effective leadership to support and grow multidisciplinary research at Spectrum, Eastern Health.
- Establishment of a strong personal program of research capable of attracting substantial external funding and being published in top tier journals is highly desirable
- Foster and lead acquisition of research funds from external grant allocating bodies
- Facilitate conduct of Spectrum clinical trials through engagement with the Eastern Clinical Research Unit (ECRU) within the Eastern Health Clinical School
- Through encouragement of health service research, advance the knowledge base necessary for the provision of evidence-based developments and improved models of care in the Spectrum service.
- Foster a culture within the clinical program of integrating and embedding education and research with clinical practice
- Ensure all research within the program is performed according to Good Clinical Research Practice and Eastern Health Research and Ethics guidelines

2.6 Management of Medical Staff – Medical Specialists (Senior Medical Staff)

- Ensure medical workforce planning occurs across the unit to ensure sustainable workforce for the clinical service demand, considering the specialty mix, seniority, and sustainable distribution across sites
- Maintain a work schedule for Senior Medical Staff within the unit that shows their regular hours of clinical work and clinical support time and is updated into Optima.
- Provide operational roster management and manage leave planning to allow for medical staff leave, backfill or reduced activity whilst maintaining required clinical services.
- Provide oversight of the cost centre with the budget for senior medical staff within the unit.
- Initiate recruitment for vacant or new positions, review of position descriptions and participate in credentialing, short listing, writing interview questions, participating in interview panels and recommending appointments of medical specialists using the Cgov credentialing application with support by the Medical Workforce Unit.
- Review and maintain re-credentialing of senior medical staff using the Cgov credentialing application with support by the Medical Workforce Unit to include mandatory compliance including AHPRA registration, Working with Children's certificates. Specialty training certificates, annual performance review, mandatory training and vaccination compliance.
- Conduct annual performance reviews for medical staff within the clinical unit
- Conduct reviews of senior doctor workload to comply with workload management and review, roster design and safe hours of work as prescribed within the Medical Specialists EA as required.

- Allocate and approve duties assigned utilizing clinical support time allocated to medical staff.
- Approval of CME and Sabbatical leave and associated costs according to Eastern Health guidelines.
- Manage any associated Special Purpose Funds according to Eastern Health guidelines.
- Provide regular forums for unit medical staff meetings, communication and key messages.

2.7 Management of Doctors-in-Training (Junior Medical Staff)

- Oversee appropriate junior medical staffing and service provision across all Eastern Health sites for the [NAME] service and lead the development of an effective recruitment and retention strategy including assisting or delegated medical specialists to provide clinician input for bulk HMO and specialty registrar interviews.
- Work collaboratively with the Medical Workforce Unit Operations team for DIT roster design and respond to feedback regarding overtime, workload or other issues.
- Provide a clinical escalation point to the Medical Workforce Unit in times of critical shortages, and in the approval of casual rates for critical shift replacement.
- Plan and assign annual leave for training registrars for the unit.
- Provide cost centre management for the DITs assigned to the unit.
- Ensure supervision frameworks and adequate record keeping are in place to provide adequate levels of supervision for doctors in training for their roles, to comply with PMCV or College supervision requirements.
- Effectively manage the performance of all Doctors-in-Training employed in the unit as per Eastern Health's performance feedback and development policy and prices and in accordance with Eastern Health requirements.
- Ensure that all Doctors-in-Training have performance appraisals during and at the end of their rotation.

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 endeavor 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, you 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 and accreditation standards.

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 that service and care is consistent with the EH 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 Additional Information

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)
Acting for and on behalf of Eastern Health

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 Director, Spectrum, Statewide Service
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Position Reports to:	Clinical Program Director, Mental Health & Wellbeing & Spectrum

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 RANZCP or an equivalent postgraduate qualification.
- Demonstrable relevant knowledge and substantial clinical experience in personality disorder and complex trauma
- Meet Eastern Health requirements for appropriate credentialing and scope of practice in personality disorder and complex trauma

Clinical Leadership requirements

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

Desirable

- A post-graduate qualification in a health or management-related field
- Evidence of scholarly excellence of an international standard in personality disorder and complex trauma including significant publications in high impact journals and a record of high-level research engagement and productivity
- An Advanced training certificate in psychotherapies is preferred but not essential.

Key Capabilities & 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

Eastern Health/Department/Specialty Information & additional position requirements

Position Title:	Clinical Director, Spectrum
Department / Specialty Area	Spectrum
Campus / Physical Location	Richmond

ORGANISATIONAL CONTEXT

Eastern Health

Eastern Health is a leading provider of health care in the eastern region of Melbourne and incorporates Acute: Aged Care, Rehabilitation and Community Health and Mental Health and Alcohol & Drug Services across a number of large, medium and small work locations.

LOCAL WORK ENVIRONMENT

Statewide Services

The Statewide Services Program consists of Spectrum, Hamilton Centre and Turning Point and. Spectrum is Victoria's only statewide Centre for the specialist treatment of personality disorder and complex trauma and provides training and education and contributes to research in this area. Turning Point is a national specialist alcohol, drug and gambling organisation that integrate treatment and support services with research, education and training.

Spectrum

Spectrum is a centre of clinical excellence for personality disorder. Its mission is to apply best available evidence to improve treatment and recovery for those with borderline personality disorder. Spectrum's work can range from contributing to research, capacity building in the workforce (statewide and nationally), to providing a full clinical service of empirically supported treatment interventions including specialist assessment and individual and group psychotherapy, biomedical treatments and secondary consultation (including telephone and online). The clinical work is organised across a variety of work domains and staff, who although allocated to a particular area, are expected to work across all these areas as service demand requires.

The clinical work is supported by both psychiatry and allied health staff.

Various work domains of Spectrum are detailed below:

1. **A complex needs care team** that is agile and resourced to provide tertiary level direct patient services for patients determined as complex and/or suffering severe personality disorders. This includes secondary consultations for clinicians and others treating patients accepted for Spectrum treatment from this team). The team provides treatment and consultation to people supported by specialist AMHS or forensic-corrections services.
2. **Spectrum Foundations team** that offers a foundational model of treatment based on Good Psychiatric Management (GPM). This model involves multidisciplinary clinicians as well as lived experience workers (consumer and carer perspectives).
3. **Outpatient Treatment Clinics** operating from Richmond provides empirically supported individual and group psychotherapy treatments (Dialectical Behaviour Therapy and Mentalization Based Treatment) for people with personality disorder and where indicated, carers and family, referred from the primary, private and public sectors.

4. **Intake service** that receives calls from referrers and the general community. The intake service will process referrals for appropriate assessment and follow up. It will collate, update and distribute information suitable for consumers, their families and carers as well as deliver an expert telephone based secondary consultation for primary health clinicians (GP's, private psychiatrists and GP practice mental health clinicians) and clinicians from Victorian Area mental health services (AMHS) who are treating people with BPD. Telephone services will link to various web based information supports developed and maintained by this team.
5. **A Workforce Development Team** for a range of clinicians in the primary and public sector, Mental Health Community Support workers, as well as carers. This service will also include development initiatives for participating AMHS's that may involve more intensive, integrated packages of training, secondary and tertiary consultation to the AMHS aimed to achieve agreed development objectives, for periods of up to 12 months.
6. **Research and Innovation Unit** evaluates Spectrum activities, develops treatments and models of care that are appropriate for Australian health care settings and undertakes broader research and publication activities.
7. **Spectrum Assessment Clinic** provides specialist assessments or psychiatric second opinions for patients referred to Spectrum by AMHS's and GP's.
8. **Personality Disorder Initiative** provides service-specific projects of training, consultation, support and mentoring to Personality Disorder Specialists as part of a collaborative initiative to increase the workforce capacity to work effectively with people with personality disorder.
9. **Lived Experience Team** that provides direct individual and group based peer support, involvement of peer to peer contact in the intake team and other clinical teams for both consumers and their family members from consumer and carer perspectives. They also contribute to development of training, policy and processes and co-deliver training as per the teams capacity.