



POSITION DESCRIPTION

POSITION TITLE:	Director Clinical Services
DIVISION/DEPARTMENT:	Clinical Services Division
CLASSIFICATION:	Standard Executive Contract for Public Health Sector Entities
INDUSTRIAL AGREEMENT:	Nurses and Midwives (Victorian Public Sector) (Single Interest Employers) Enterprise Agreement 2020 - 2024 and subsequent agreements
REPORTS TO:	Chief Executive The incumbent has the autonomy to determine matters within the framework of corporate guidelines and budgetary constraints. There will be regular reporting on the results achieved within the areas of responsibility.
PRE-REQUISITES: Essential:	Satisfactory Police Check Current Working with Children Check Division 1 Registered Nurse Tertiary Qualifications in Health Services Management (or working towards same) or relevant management qualifications. Extensive experience at senior level in Management including experience in managing a Nursing Division.
KEY SELECTION CRITERIA:	<ul style="list-style-type: none">• Demonstrated ability to develop strong, effective relationships and partnerships with all staff and external agencies.• Possess the knowledge and experience in the application of a strategic approach to recognise and pursue funding opportunities to develop and extend the clinical services with a person centred focus.• Capability to develop and maintain effective reporting systems for internal and external use to ensure efficient and effective service delivery.

- Proven ability to effectively contribute to an Executive Team environment, with experience in quality and risk management.

OUR PURPOSE:

The purpose of Benalla Health is to facilitate a healthy and resilient community through the provision of integrated, lifelong healthcare services.

OUR VALUES:

Compassion, Empathy, Accountability, Respect and Excellence.

POSITION SUMMARY:

The Director of Clinical Services (DCS) is accountable for leading and managing the Healthy Communities, Continuum of Care and Performance Improvement Divisions to ensure the delivery of safe, high quality, person centred care to the community, patients, residents and clients.

The role includes professional and operational responsibilities for all nurses, midwives and allied health professionals. Direct reports are inclusive of 3 Operational Directors who lead and manage the 3 Divisions mentioned above.

Simultaneously the EDCS will work closely with the Director of Medical Services, other Medical Staff, the Chief Pharmacist and the Health Information Manager.

RESPONSIBILITIES:

Executive Functions:

- Lead the Clinical Services team in relation to management and coordination of services.
- Provide leadership in clinical risk management and Clinical Governance;
- Attend relevant Board of Directors, Sub-Committee and other Committee meetings.
- Advise the Chief Executive Officer of significant and/or relevant issues within the organisation.
- Participate as a member in the organisation's Executive and Leadership teams.
- Undertake other functions as necessary to achieve organisational objectives.
- Champion and lead by example "Our Values" program.

Clinical Functions:

- Ensure that a Person Centred Care model is implemented which places the person at the centre of their own care and considers the needs of the person's carers.
- Establish policies and protocols for the delivery of Person Centred Care which are consistent with the requirements of statutory authorities and regulations.
- Promote the development and ongoing review of standards of care, and policies and procedures for the delivery of clinical and other patient services.
- Ensure that safe, evidence based systems exist that assign nursing, midwifery and allied health care responsibilities on the basis of each patient's needs and the skills of the clinical staff.

- Stimulate innovative approaches to nursing, midwifery and allied health practice.

Resource Management:

- Establish and utilise management information systems, together with professional judgement, to develop and maintain a staffing establishment which provides an appropriate number and mix of nursing and midwifery staff to enable the achievement of stated patient care standards.
- Work with the Executive Director of Finance and Corporate Services to formulate the clinical services budget according to service area requirements and program directions.
- Monitor and manage financial and activity targets, including the establishment of annual theatre targets and Community Health targets.
- Develop, in consultation with the Operational Director People & Culture, criteria for employment, performance, retention and separation of staff within the framework of Acts, Regulations, Bylaws and Policies and Practices of the organisation and the Health Service Agreement.
- Ensure that the clinical orientation program and education program is provided based on the assessed needs of staff.
- Identify and prioritise the capital equipment requirements of the clinical services area and the development of a system which identifies the ongoing replacement of equipment needs.

Information/Communication:

- Develop a communication structure which allows all service providers to participate constructively in decision making and discussions relating to the delivery and evaluation of clinical services and other service issues while maintaining confidentiality.
- Participate in the planning of new or refurbished services within the organisation affecting clinical services.
- Ensure that staff are involved in decisions relating to the purchase and use of equipment to be used in the delivery of patient care.
- Provide Operational Directors and Managers with appropriate information to enable them to make informed decisions on issues within their area of responsibility.
- Provide an interface between the organisation and the Visiting Medical Officers (VMOs).

Quality and Risk Management Standards are managed to ensure Accreditation Standards are achieved:

- Ensure the Clinical Services team actively contribute to the Quality and Risk Management program.
- Ensure appropriate clinical review activities and processes are undertaken (including Medical, Anaesthetic, UCC and Obstetric Peer Review Flagged Case Forums, and incident reporting). Simultaneously monitor, evaluate and improve the standard of clinical care.
- Maintain active links with industry members to facilitate benchmarking and networking.

- Co-ordinate audits for all services within the Division and correlate data to ensure compliance with all legislative requirements.
- Liaise with and attend appropriate meetings to ensure service delivery is being met by the Division.
- Develop, implement and maintain document recording systems for all areas of service provision and ensure they are maintained and reviewed.
- Develop processes to ensure staff are aware of and comply with all relevant legislative requirements, professional standards and Benalla Health policies and procedures.

Management of Human Resources within the Division:

- Develop appropriate structures to support person centred service delivery.
- Manage staff performance to achieve Division objectives.
- Ensure the appointment of appropriately qualified and experienced staff.
- Administer and promote sound communication within the Division by conducting regular staff meetings.
- Monitor and manage all leave to ensure balances are within organisational parameters.
- Develop and coordinate training programs for staff development.
- Ensure all staff participate in mandatory training.

Safe Practice & Environment:

- Ensure standards for infection control and occupational health and safety legislation are adhered to.
- Maintain own health and safety and be responsible for monitoring the health and safety of others in the workplace.
- Follow safe work practices and ensure the use of personal protective equipment by staff.
- Ensure staff fulfil their obligations to report hazards and injuries.
- Participate in Occupational Health and Safety (OHS) consultation and training initiatives.
- Consult with OHS representative on any proposed changes to the workplace and for the purchase of any major items.
- Comply with all state Legislative requirements in respect to Occupational Health and Safety Act 2004 and the Accident Compensation (Work Cover) Act 1992.

Committee Representation:

Represent the Clinical Services Division and provide Executive Sponsorship on appropriate committees, which may include:

- Board committees and sub-committees
- Executive;
- Quality and Risk Committees;
- Leadership meetings;
- Clinical Governance Committee;
- Senior Nurse/Midwife/Allied Health Management meetings;
- Waste Management meetings;
- Infection Control meetings
- AMS meetings

- Medical Staff Group and Peer Review meetings;
- Local, Regional and State-wide Committees or Working Groups as approved by the Chief Executive Officer.

SAFETY MANAGEMENT SYSTEMS

In accordance with the current Victorian OH&S legislation and infection control standards, each employee has the responsibility to take reasonable care of their own health and safety by:

- Adhering to Benalla Health's OH&S policies and procedures;
- Reporting hazards and injuries;
- Participate in OH&S consultation and training;
- Cooperating with managers and supervisors to ensure that OH&S responsibilities are met by all;
- Not wilfully interfering with or misuse anything provided in the interest of health and safety or wilfully put anyone at risk;
- Consult with OH&S representative on any proposed changes to the workplace;
- Consulting with representative on major items being purchased;
- Permitting OH&S representatives to attend training;
- Providing facilities and assistance to OH&S representatives to ensure they can perform their function and duties.

Each employee has the responsibility to minimise exposure to incidents of infection/cross infection of residents, staff, visitors and the general public.

Please refer to Benalla Health's Occupational Health & Safety Responsibilities Guideline:

<http://bdmh-intranet/manuals/OHS%20Responsibilities%20Guideline%20v3%20061011.pdf>

QUALITY & RISK

Benalla Health is accredited by an independent Accreditation Agency. All staff are required to actively participate in quality improvement activities.

POLICY & PROCEDURES

It is every employee's responsibility to access and have knowledge of relevant policies and procedures that relate to their employment. All organisational-wide policies and procedures can be accessed on Benalla Health's Intranet site.

CONFIDENTIALITY

Any information obtained in the course of employment is confidential and should not be used for any purpose other than in the performance of duties for which the person is employed. The employee is bound by the Information Privacy Act 2000, Aged Care Act 1997 and the Health Records Act 2000.

MANDATORY ORGANISATIONAL COMPETENCIES

In accordance with current legislative requirements, all employees have a responsibility to ensure they successfully complete the following competencies as prescribed (on commencement, annually, every two years or as otherwise stated):

- Attend orientation on commencement

- Emergency Response and Fire Extinguisher Training (both theory and practical sessions)
- Manual Handling in-service
- Human Rights, Equal Opportunity Prevention of Workplace Bullying and Managing Diversity in-service
- Hand Hygiene Training
- Elder Abuse
- Person Centred Care

Refer to the organisations mandatory training policy for full details.

CONSUMER ENGAGEMENT

Benalla Health employees are responsible for meaningful consumer participation so that consumers, carers and community members are active participants in the planning, improvement and evaluation of health services.

This will be demonstrated by:

- New staff attending staff induction forum where the value of partnering with consumers/carers and community members is discussed.
- Evidence that consumers and their significant others are involved in the development of their own care plans and
- Completion of annual competencies that includes the importance of partnering with consumers/carers and community members.

PERFORMANCE REVIEW & DEVELOPMENT

A performance review & development plan will be carried out three months post appointment and thereafter at least once a year. The position description will form the basis for the review.

If performance does not meet expectations or additional staff development/guidance is required, performance reviews will be carried out more frequently. The employee can request additional performance reviews at any time in writing.

EMPLOYMENT CONDITIONS / HOURS:

The services provided by this organisation are offered to the community on a 24 hour day, 7 days per week basis. We will endeavour to meet individual preferences and needs however the incumbent acknowledges that this may not be possible in all instances.

This document provides a summary of the role and duties of the position and forms the basis for periodic review of departmental and individual performance.

As an occupant of this position, I have noted this statement of duties and agree to perform the duties indicated and observe all requirements of the organisation's Policies and Procedures.

CREATED: Human Resources February 2014

REVISED: November 2015, February 2016, September 2017, October 2017, January 2018, November 2020, April 2022

Benalla Health

Aligning behaviours to our Values and Code of Conduct

Compassion	Empathy	Accountability	Respect	Excellence
In our team we ...				
<p>are kind to each other</p> <p>are forgiving</p> <p>respect personal space</p> <p>seek clarity where there is uncertainty</p> <p>maintain confidentiality for those in our care and those we work with</p> <p>encourage and support each other to discuss issues</p> <p>ensure open consultation and two-way communication</p> <p>use eye contact and our tone of voice to demonstrate we are actively listening to the others perspectives</p> <p>we see the person as being separate from any unacceptable behaviour.</p>	<p>ask others 'how can we help'</p> <p>act to include each other</p> <p>seek to understand the facts</p> <p>will support those who admit errors</p> <p>pull together especially in tough times</p> <p>have patience for those who are learning</p> <p>are safe to question and be inquisitive</p> <p>report incidents and mistakes recognising we work in a 'just culture'</p> <p>promote a culture of continuous improvement</p> <p>summarise what we have heard to demonstrate our understanding</p> <p>have fun</p>	<p>are honest and reliable</p> <p>do what we say we will do</p> <p>are honest with each other</p> <p>call below the line behaviour.</p> <p>reflect on our own behaviour.</p> <p>acknowledge problems and seek and/or offer a solution</p> <p>have the courage to speak up and use our voice</p> <p>will comply with reasonable directives</p> <p>follow policies and procedures including rostering rules</p>	<p>acknowledge the views, opinions, beliefs and ideas of others</p> <p>say thank you</p> <p>manage each other up</p> <p>encourage robust discussion</p> <p>smile and greet each other</p> <p>acknowledge people from culturally diverse backgrounds</p> <p>turn up on time</p> <p>apologise when we have hurt others and/or have been below the line in our behaviour.</p> <p>model and demonstrate polite behaviour.</p> <p>use AIDET when we communicate</p> <p>follow our organisation's dress code and dress appropriately</p>	<p>have a 'can do' attitude</p> <p>work hard</p> <p>choose our attitude</p> <p>encourage innovation</p> <p>lead by positive example</p> <p>work as a team</p> <p>acknowledge when we are wrong</p> <p>encourage each other to be the best we can be and celebrate each other's achievements</p>
In our team we do not ...				
<p>accept negative comments about others efforts</p> <p>withhold or deliberately make information inaccessible</p> <p>use or threaten to use violence - even in jest</p>	<p>say this is the way we have always done it</p> <p>judge a book by its cover</p> <p>tolerate angry, aggressive behaviour.</p> <p>negatively criticise and judge another's performance</p> <p>actively avoid the reporting of events, incidents or issues</p> <p>actively or passively resist change</p> <p>misrepresent or selectively interpret facts</p>	<p>waste time</p> <p>turn a blind eye to poor practice</p> <p>expect other people to clean up our mess</p> <p>openly complain to everyone else except the most appropriate person who could fix the problem or issue</p>	<p>participate in, contribute to or encourage the rumour mill and gossip</p> <p>dismiss other people's opinions and contributions or put down their ideas</p> <p>manage each other down</p> <p>tolerate sexist behaviour or language</p> <p>use unprofessional or inflammatory language such as swearing</p> <p>raise our voices in patient care areas</p> <p>see ourselves as being more important than someone else</p> <p>respond with negative body language such as rolling eyes, huffing/puffing, negative tone of voice, crossing arms or shrugging shoulders</p> <p>talk down and be condescending to others</p>	<p>watch the clock</p> <p>ignore call bells or ringing phones regardless of who is allocated what duties</p> <p>blame others for our actions</p> <p>put our personal likes or dislikes above the needs of the team and our professional responsibility</p>
Our standard is what we choose to walk past ...				