

1. General Information

Position Title:	Associate Director of Clinical Services
Division/Department:	Epworth Richmond
Position Reports to:	Director of Clinical Services, Epworth Richmond
Enterprise/Individual Agreement:	Individual Agreement
Classification/Grade:	Not Applicable
Location:	Epworth Richmond
Employment Status:	Full time
Resource Management (for Management positions only) Number of Direct Reports: Budget under management:	7 – 9 clinical wards/departments and a group of associated specialist nurses
Key Relationships - internal and external	• Director of Clinical Services • Executive Team and Senior Leadership Team, Epworth Richmond • Nurse Unit Managers and ANUMs • Clinical Governance Manager and Quality Coordinators • Education Manager • Allied Health Manager • Other Operational Leaders • Doctors • Non-Clinical Managers

2. Overview of Epworth HealthCare

Epworth HealthCare is Victoria's largest not-for-profit private health care group, renowned for excellence in diagnosis, treatment, care and rehabilitation. Epworth is an innovator in Australia's health system, embracing the latest in evidence-based medicine to pioneer treatments and services for our patients.

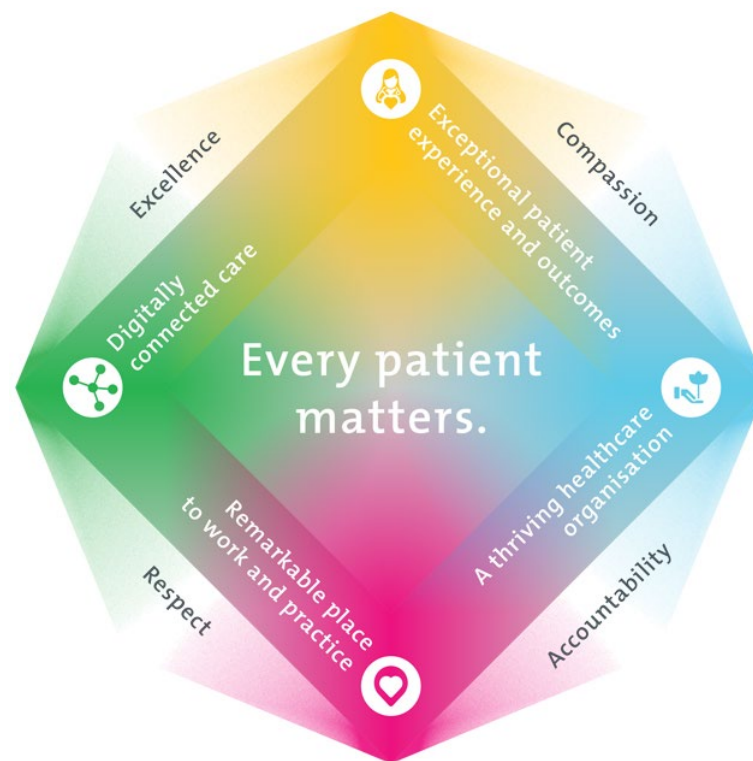
Position Description

Epworth's values define our approach and our delivery. We pride ourselves on communicating our values and delivering on them in a real and meaningful way. Our Values are Compassion, Accountability, Respect and Excellence. More information can be found on the [Epworth website](#).

Epworth's purpose is Every Patient Matters.

Our Vision is Delivering another 100 years of exceptional healthcare and innovation to the Victorian community.

3. Epworth HealthCare Strategy



All roles are linked to the Epworth strategy and are fundamental in achieving its vision and purpose.

Exceptional patient experience and outcomes - To empower our patients and deliver compassionate, expert and coordinated care.
A thriving healthcare organisation - To adapt and grow in a changing healthcare landscape by delivering a unique private not-for-profit healthcare organisation.
Remarkable place to work and practice - To ensure Epworth is an outstanding place to work and practice through a culture of care and investment in our people.
Digitally connected care - To innovate and improve the digital experience, interactions and outcomes for our patients, staff and doctors.

4. Purpose of the Position

The Associate Director of Clinical Services (ADCS) works with the Director of Clinical Services (DCS) and the Epworth Richmond Executive team to ensure that staff at Epworth deliver an exceptional patient experience with empathy.

The ADCS works with the clinical leadership teams to ensure the efficient and effective use of human and financial resources, resulting in positive clinical outcomes for patients, exceptional customer service and growth of market share. They will lead and manage clinical nursing services and operational performance in line with the strategic business direction and is an integral part of the senior management team at Epworth Richmond, focusing on continuous improvement in clinical governance, patient satisfaction, business development, risk management, building engaged teams and driving a culture of accountability.

5. Clinical Governance Framework

This role is required to put into practice the Clinical Governance Framework at Epworth as every employee is accountable for ensuring that our patients and community receive safe, high quality and person-centred care in every interaction with Epworth. This is achieved through active participation in the five domains of clinical governance at Epworth:

Clinical Governance Domain	Role
Leadership and culture	Promote and participate in a supportive, fair and transparent culture where lessons from previous outcomes are learned and patient safety and quality is a priority at all levels of the organisation.
Consumer Partnerships	Understand and where relevant, ensure that each patient is actively involved in their own care and treatment including families/carers wherever possible.
Effective Workforce	Develop and maintain one's own competency, skills and knowledge to ensure high quality service provision and care.

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Clinical Safety and Effectiveness	Understand and where relevant, ensure, that the right care is provided to the right person at the right time, in the right place and patient outcomes are monitored and improved.
Risk Management	Be responsible for identifying and reporting risks, hazards and near misses for people in our care and participating in risk mitigation strategies.

6. Key Accountabilities

KEY RESPONSIBILITIES	MEASURES/KPIs TO BE ACHIEVED
<u>Leadership</u> Leads clinical, professional and operational services in patient care: • Leading and engaging the nursing and clinical workforce to achieve agreed clinical services and outcomes • Building multidisciplinary team function across Richmond's clinical services • Building and maintaining relationships with key internal and external stakeholders. • Creating risk management capability in OH&S and Infection Control, including leading and implementing necessary patient and staff health, safety and wellbeing strategies, plans and initiatives • Participating in and/or leading the assembly and execution of new business and service opportunities as agreed by the Executive • Demonstrating knowledge and understanding of current trends and their implications for contemporary nursing practice. • Ensuring Epworth HealthCare Nursing Policy and Protocols are communicated and consistently adhered to by team members. • Leading and driving continuous clinical performance improvement, change management and a best practice agenda. • Coaching and developing clinical practice and business leaders through support and challenge, facilitating opportunities for professional growth.	Performs and is recognised as an effective leader in the following areas: • Patient Experience and Satisfaction • Safe and contemporary clinical care delivery • Operational performance and resource management • Business Development and Doctor Satisfaction • Executive Support • Ongoing investment in personal and professional development • Research, Education and Training • Strong and collaborative relationships with support services and other divisions. • Staff engagement and workplace culture

<u>Patient Experience</u> Oversees the delivery of patient-centred care and implements strategies with the NUMs and other Departmental Managers to enhance the patient experience, journey and their overall satisfaction with Epworth Richmond: • Ensures all areas maintain Epworth's focus on customer service and excellence in patient care. • Ensures all areas maintain Epworth's reputation for excellence and identify opportunities to build and promote this • Manages customer complaints as required with the NUM and investigates all Serious Case Reviews taking appropriate action to maintain quality of services	• Insynch Patient Satisfaction - mean and percentile scores show continuous improvement • Patient complaints: compliments ratio and patient feedback resolution timeframes are met • Hourly and Leadership Rounding targets are met • Quick and proactive escalation of concerns when necessary • Uses data (such as compliments, complaints and Insynch feedback to identify issues in internal processes and systems that directly impact on patient care and customer service • Actively seeks to understand patients' and their families' expectations and issues • Embeds Excellence under Richmond's Fundamentals of Care program of work.
<u>Clinical Practice and Quality Improvement</u> Drives culture and actively improves relevant models of care that foster a collaborative approach to evidence-based clinical practice that adheres to national standards of care: • Seeks and maintains knowledge of the current trends and issues influencing healthcare delivery at a local, State and National Level. • Works with the NUM to identify areas for improvement to influence changes to clinical practice, using information arising from patient incidents/experiences • Recognises the value of research in contributing to developments in nursing and improved standards of care, and fosters opportunities to incorporate research outcomes into practice • Creates an environment of enquiry and questioning in the delivery of clinical care. • Ensures the implementation and delivery of care area within the National Safety and Quality Health Service (NSQHS) Standards.	• Clinical outcomes are in line with external benchmarks • Clinical practice conforms to professional and industry standards • Leadership and direction of staff development programs to include mandatory training as well as continuous professional development. • Adverse incidents, near misses and risks are monitored and analysed with appropriate corrective and preventative measures implemented. • Robust clinical audit programs are implemented and monitored • Clinical and operational policies and protocols are kept current and in line with industry best practice. • All staff meet mandatory training, CPD and professional registration requirements

Operational Management

Ensures the efficient and effective use of human and financial resources to create positive clinical outcomes, exceptional customer service and high staff satisfaction; is proactive in identifying and solving problems/removing barriers to service and care:

1. Finance

- Prepares annual departmental budgets
- Coaches and supports clinical service managers to meet budget targets, ensuring a balance between cost and service delivery
- Delivers timely financial reporting against budget to Director of Clinical Services and Director
- Explores and implements strategies to reduce expenditure while maintaining safe and effective clinical care delivery, including strategies to improve efficiencies in rostering and staffing models

2. Human Resources

- Assists with the implementation and delivery of an orientation program for all new staff at Epworth Freemasons
- Maintains a competency based performance management system for clinical services leaders and staff
- Undertakes monthly review, and response to, key KPI activity
- Ensures effective staff recruitment/retention, development and workforce planning based on matching staff skill mix with patient care requirements
- Builds future leadership capacity and capability through effective succession planning

3. Access to Services

- Supports NUMs and Patient Access and Flow team to ensure patients' timely access to care.
- Ensures processes are in place to enable patients' timely and effective discharge management.

- Participates in the Executive On-call after hours roster.
- Labour hours targets are met
- Areas of responsibility perform within budget
- Capital expenditure is managed across clinical services, ensuring purchases are prioritised and appropriately assessed via trial
- Appropriate budgets are set for each clinical area
- High quality, skilled nurses aligned to Epworth Values are recruited, and practice and behavioural standards are met/managed
- Clinical services workforce plan targets are achieved
- HR report card KPI's are maintained within target
- Annual registered nurse registration and credentialing requirements are met
- Reliance on Agency resources is < 5%
- Staff Engagement plans area kept up to date and actioned
- Staff education and development programs are undertaken to address workforce and succession planning needs
- Bed utilisation and procedure revenue is maximised
- Targets for discharge < 10 am are met
- Activity/labour metrics are managed effectively

• Assists and coaches Nurse Managers, Clinical Care Coordinators and the multidisciplinary health care team to address and progress complex care Ensures the appropriate allocation of staff members to patients. • Facilitates processes for review of LOS and comparison to optimal LOS. • Undertakes case mix analysis, using external benchmark data to drive bestpractice needs and discharge planning. • Understands daily requirements and forecasting activity necessary to facilitate appropriate resource management. • Utilises information relating to VMO leave, holiday periods & other extraordinary events to facilitate appropriate resource management • Works with senior management team to identify opportunities to achieve occupancy targets.	• LOS is appropriate for the patient case mix • Complex patient discharges are planned and executed effectively, ensuring a positive patient experience
<u>Business Development</u> In conjunction with the Executive Director and executive team identifies anddevelops business opportunities: • Meets with clinician specialists to develop and maintain positive andcollaborative relationships • Regularly monitors and reviews bed utilisation and identifies clinical servicegrowth opportunities • Works closely with the Business Development Office and Peri-OP Services Manager, exploring new business opportunities – innovative clinical activities and technology – by fostering relevant professional networks and relationships	• Business development targets for Epworth Richmond are met • There are strong and cohesive relationships between the medicaland nursing staff at Epworth Freemasons • Market share is maintained and business development opportunitiesare identified and converted to new business
<u>Safety and Well Being</u> Provides and maintains [as far as is practicable] a safe work environment, workpractices, and minimises risks to self, staff, patients and visitors:	

- Ensures completion of routine safety & hazard checks as per Epworth Policy and implements - Ensures adherence to all Epworth health and safety policies, protocols and safe work procedures - Promotes a culture of risk awareness, participating in risk management activities and proactively responding to incidents and near misses. - Ensure all hazards, incidents and injuries are reported in Riskman within 24 hours, investigated and corrective actions implemented within agreed timeframes - Ensures employees are fully informed of the hazards associated with their work activities, adequately trained and instructed in safe work procedures, appropriately supervised and have access to the required equipment to complete their roles.	- All hazards, incidents and injuries are reported in Riskman within 24 hours - Hazards, incidents and injuries are investigated and corrective actions implemented within agreed timeframes - OHS performance is integrated and reviewed in NUM PDPs, and managers are held accountable for safety performance and actions - Participates in risk management activities - OHS standards are monitored and maintained and staff injuries are prevented, reported and managed appropriately
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7. Position Requirements/Key Selection Criteria

COMPONENT	
Qualifications	- Registered Nurse with Nursing and Midwifery Board of Australia Health Practitioners Agency (AHPRA) - Relevant post graduate qualification in nursing/leadership and management/business (e.g. Masters), or working towards one - Membership of appropriate professional bodies
Previous Experience	- Relevant post registration acute clinical experience - Experience in a senior nursing leadership role - Clinical, quality, risk management and human resource experience
Required Knowledge & Skills	<u>Teaching and Research</u> - Demonstrated willingness to support the teaching of undergraduate & postgraduate nurses, other health professionals, patients, families and groups. - A proactive attitude towards supporting the undertaking and implementation of relevant research in the clinical environment. <u>Other Skills</u> - Computer literacy in Microsoft Applications. - Development and maintenance of interdepartmental/cross campus and other collaborative shared service arrangements to

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	enhance and facilitate the delivery of all aspects of the care continuum • The ability to identify and manage unexpected or serious adverse events in the organisation e.g. a sentinel event • The ability to facilitate change • The ability to directly participate in and facilitate appropriate, data driven decision making with the Executive Team • Superior communication, influencing, interpersonal and relationship management skills, including effective presentation and public speaking skills • Advanced skills in prioritising, problem solving and systems and process management
Personal Attributes & Values All employees are expected to consistently work in accordance with Epworth's values and behaviours • Compassion • Accountability • Respect • Excellence	<u>Customer Focus</u> • Strong customer focus to drive person-centred care for patients and provide support to carers and families. • The ability to develop and maintain strong relationships with current and prospective doctors (in recognition that medical consultants are important Epworth HealthCare customers) and to strengthen their confidence that Epworth HealthCare is the service of choice for them and their patients. <u>Professional Development</u> • Committed to growing talent, building workforce capability and a future workforce pipeline including proactive recruitment and the coaching and developing of others. • Strong advocacy of self-development and personal and professional learning for self and others • Committed to the professional development of nurses

Document Control

Date Developed:	Date Last Reviewed:	Developed and Reviewed By (Position Title):
January 2017	July 2026	Director Clinical Services, Richmond

8. Employee Position Declaration

I have read and understand the requirements and expectations of the above Position Description. I agree that I have the physical ability to fulfil the inherent physical requirements of the position, and accept my role in fulfilling the Key Accountabilities. I understand that the information and statements in this position description are intended to reflect a general overview of the responsibilities and are not to be interpreted as being all-inclusive.

Employee Signature: _____

Position Description



Print Name: _____

Date: _____