**Position Description**

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<th>Service: Nursing and Clinical Support Services</th>
<th>Position Title: Director of Clinical Services</th>
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<td>Classification level: GSERP Contract</td>
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**The Service:**
Central Gippsland Health Service (CGHS) is the major Central Gippsland Health Service (CGHS) is a subregional health service. CGHS works within the Victorian Health Priorities Framework, 2012-2022, with a focus on implementing, at a local and area-wide level, the priorities and actions contained in the Rural and Regional Health Plan. Within the Gippsland region, there is one Regional Health Service, Latrobe Regional Hospital, which is the key specialist service resource for the region and four sub-regional health services.

CGHS is the major provider of health and aged care services in the Wellington Shire. We serve an immediate population of approximately 42,000 in Central Gippsland, and reach a wider community in East Gippsland in terms of more specialised services such as perinatal services, critical care and surgery.

CGHS is unusual being both a sub-regional and an integrated health service, providing a broad range of primary, secondary and tertiary services, including a near comprehensive range of HACC services, through to adult intensive, coronary care and level 2 neonatal care.

CGHS provides acute care as part of an integrated service delivery model across Wellington Shire and beyond. The service provides 74 acute beds across three campuses (Sale, Maffra and Heyfield).

Acute services include General Surgical plus specialties such as Orthopaedics, Urology, Eye, Ear, Nose and Throat, Gynaecology, General Medical with specialty supports for Gastroenterology, Respiratory, Cardiac and Critical Care Services, Obstetrics (including Domiciliary Midwifery and Antenatal Pre-Admission Services), Level 2 Neonatal Nursery, and Paediatrics. Acute Services also incorporates HITH.

**Decision making / Delegation:**
The position has the delegated authority at the level of executive to enable effective administration and management of the nursing division and all related departments. The Director of Clinical Services determines and authorises departmental level structures, procedures and protocols in consultation with the Chief Executive.
The work context:
The Director of Clinical Services operates in an environment characterised by a need to:
 work as part of a large multidisciplinary team that provides services across a broad range of acute, emergency, inpatient, outpatient, rehabilitation, palliative, primary health and community support services;
 provide leadership and management support for nursing services;
 balance competing priorities and work demands and to identify and respond appropriately to critical and urgent clinical needs;
 support the nurse management team in appropriately prioritising patient need and to operate efficiently and effectively with a view to meeting community needs and providing a financially sustainable service;
 understand and operate in a work environment driven by the need to meet clinical quality and safety guidelines;
 to work closely and in collaboration with internal and external stakeholders.

The purpose of the position:
The position is based on working in partnership with the Chief Executive Officer in managing the day to day operations of nursing & related clinical support services; providing professional advice within the health service; assisting staff in achieving and maintaining high standards of quality care and service, reliability and safety, along with providing leadership in achieving, upholding and fulfilling the organisation’s vision, mission and values.

The key responsibilities of the role:
The Director of Clinical Services supports the CEO and management team to provide a comprehensive range of health services for the population of the Wellington Shire and beyond. The Director of Clinical Services is accountable to the CEO for the planning, development, implementation and evaluation of health services within Nursing and Clinical Support Services Division and for ensuring efficient, effective and high quality services are provided for patients and clients.

The Director of Clinical Services should also promote the general health of the population by supporting the development of a highly coordinated and integrated, people centered, local health care system and support service coordination and integration more widely.

The position holder is accountable for the overall management of Nursing and Clinical Support Services and specifically to enable CGHS to achieve its strategic goals and objectives and operational performance consistent with CGHS’ Health Plan, Accountability Framework, Statement of Priorities and Strategic Plan.

The Director of Clinical Services will:
• Lead a culture of excellence, ethical conduct, and inter-disciplinary collaboration
• Develop and coordinate the implementation of CGHS policies and procedures as they relate to nursing and clinical support services.
• Participate in CGHS working groups and committees consistent with the role and responsibility areas
• Ensure the Chief Executive is informed of any practices that may inhibit the delivery of a high standard of patient/client care
• Support ongoing service improvement and strategic positioning of CGHS by creating an environment:
  o that supports creativity, innovation and collaborative decision making within the service and through collaborative projects or endeavours across services and or departments;
  o that encourages people to identify inefficient or ineffective structures, systems and processes and supports them to find and implement solutions;
  o that values excellence in customer service and continuous quality improvement
• Implement CGHS’s comprehensive Workforce Capability Framework within the department and support the implementation and of the framework across the organisation
• Recruit staff, within an agreed staff profile, with the capability to meet the service delivery and strategic needs of the services
• Ensure all relevant staff have current registration and that CGHS holds supporting documentation
• Support the maintenance, replacement and strategic acquisition of the infrastructure plant, and equipment required to provide high quality health services, consistent with CGHS Health Plan 2012 -2022, including CGHS role delineation.
• Support the implementation of recommendations in the CGHS Health Plan 2012-2022 and the implementation associated business for all services with the Division.
• As part the senior management team oversight the clinical governance program including case review, clinical audit and morbidity and mortality reviews as appropriate
- Oversight the legislative compliance framework and system
- Represent Central Gippsland Health Service, where appropriate, in regional and state-wide planning and service review processes
- Review and develop submissions on service delivery (current and future) as requested;
- Provide executive sponsorship and effective leadership to the development, implementation and effective use of evidence based patient care pathways for high volume, high interest cases;
- Implement CGHS’s comprehensive Workforce Capability Framework within reporting departments and support the implementation of the framework across the organisation
- Recruit staff, within an agreed staff profile, with the capability to meet the service delivery and strategic needs of the division;
- Manage OH&S consistent with overall OH&S programs, policies and procedures within CGHS and also: look after your own health; look out for the health and safety of others in the workplace; follow safe work practices; report hazards and injuries; participate in agency health promotion initiatives and support healthy lifestyle choices for staff;
- Contribute extensively to the development of an annual capability development plan designed to support you to:
  - achieve your personal goals and objectives;
  - live ethically within your personal value system; and
  - enthusiastically support CGHS to achieve our strategic and service delivery goals and objectives;
- Support patient, client and community participation in decisions in all aspects of the service;
- Work within agency policies, procedures and code of conduct and;
- Participate in mandatory education as it relates to your specific roles and responsibilities. This may include:
  - Fire Safety
  - Manual Handling / Back Care
  - Infection Control – as it relates to the employees designated work role

Typical work schedule:
The Director of Clinical Services will normally work business hours Monday to Friday. However, the responsibilities of the role may require the incumbent to work extended hours and weekends, as required.

Selection Criteria

Qualifications:
- Registered Nurse with AHPRA registration
- Relevant tertiary and technical qualifications, and preferably at a Masters level or higher

Required experience / other: [not covered by capability framework]
- Substantial experience in the management of nursing with a significant background in health service management at a senior level.
- Detailed knowledge of the health industry and particularly the Victorian public health sector.
- Sound understanding of public health sector governance and experience working with a Board of Management.

Leadership Capabilities:

THINKS CREATIVELY AND SOLVES PROBLEMS EFFECTIVELY
- Inspires a sense of purpose and direction
- Focuses strategically and systemically
- Links own work to health service priorities and organisational strategic plan
- Harnesses information and innovative practice to create strategic opportunities for the health service
- Shows judgement, intelligence and common-sense
- Applies creative approaches to issues and problems

ACHIEVES RESULTS
- Builds Service/Division capability and responsiveness
- Responds to client needs and organises resources
- Shares expertise and uses technology effectively
- Steers and implements change and deals with uncertainty
- Delivers on intended results

DEMONSTRATES PERSONAL DRIVE AND INTEGRITY
- Demonstrates professionalism and acts ethically
- Engages with risk and demonstrates personal courage and resilience
- Commits to action and demonstrates outcomes
- Demonstrates self-awareness and a commitment to personal development

COMMUNICATES WITH INFLUENCE
Communicates clearly
- Listens, understands and adapts to the audience
- Leads negotiations persuasively and effectively

CULTIVATES PRODUCTIVE WORKING RELATIONSHIPS
- Builds internal and external relationships
- Values individual differences and diversity
- Facilitates co-operation and partnerships
- Guides, develops and mentors people.

Technical Capabilities:
Resource management and commercial acumen.
- Develops and effectively manages complex budgets with multiple cost centre managers.
- Anticipates and manages financial and commercial risks.
- Effectively and responsibly negotiates for necessary resources from corporate budgets and other sources, taking into account the needs of the overall health service.
- Develops sound business cases that are supported by good information and underpinned by reasonable assumptions and present the alternatives and the preferred option/s clearly and concisely.
- Ensures value for investment is achieved.
- Challenges others to seek more efficient and effective ways of doing things.
- Focuses on activities that align with CGHS’ strategic objectives and that bring the best long term return for the health service.

Acquiring Funding (mapped to: BSBATSIW515A)
- Identifies and communicates effectively with funding bodies
- Writes high quality applications with a high percentage of success
- Effectively lobbies to gain support for funding applications

Innovation and continuous improvement (mapped to: BSBMGT608A)
- Supports managers to review programs, systems, processes and practices
- Supports managers to develop options for continuous improvement
- Fosters creativity and innovation and models innovative work practices
- Facilitates the translation of ideas and concepts into practical solutions or outcomes
- Supports the implementation of innovations

Compliance culture (mapped to BSBCOM504A)
- Reviews compliance within the organisation
- Oversees and effectively manages organisational compliance framework
- Promotes the consideration of compliance in managerial decision making and planning
- Promotes appropriate priority for compliance within policies, budgets, resource allocation
- Encourages good practice in compliance management

Contract management.
- Oversees the management of contracts to ensure timelines, budgets and deliverables are achieved or realised.
- Resolves contract difficulties as required.
- Ensures good working relationships between stakeholders.

Project management.
- Uses understanding of political sensitivities to actively champion projects.
- Influences key stakeholders to support the project.
- Provides guidance and support to project managers to identify risks and issues.
- Quickly sums up complex options and recommends a clear way forward.
- Monitors overall project performance against plans and supports project managers to ensure project objectives are met.

Advanced computer skills.
- Uses a wide range of software applications including: word-processing, spreadsheets, budgeting and financial management, incident reporting and role specific applications.
• Assists others with problem solving on applications used within the health service or services/divisions.

Professional Practice

• Models professional behaviour and supports nursing workforce to comply with relevant legislation and common law and fulfil their duty of care.
• Recognises and responds appropriately to unsafe or unprofessional practice and establishes or maintains systems that prevent care being compromised and or law contravened.
• Practices within the nursing professions codes of ethics and conduct and establishes and/or maintains structures and processes that enable all nurses to do the same.
• Establishes or maintains systems to ensure organisational policies and guidelines are integrated with and/or support contemporary professional standards of practice.
• Establishes or maintains an environment where all staff acknowledge and respond appropriately to the dignity, culture, values, beliefs and rights of individuals and groups.
• Facilitates access for all nurses to nursing and health care knowledge and the evidence base to support the delivery of safe and effective nursing care.
• Provides effective clinical governance systems and processes to enable nursing and personal care staff work within their scope of practice, identify and report adverse events and enable continuous improvement.

Research, evidence based practice and population health

• Promotes an evidence based practice framework.
• Promotes and participates in the conduct and use of quality research to inform practice and improve patient/client outcomes.
• Demonstrates an understanding of and support for population health planning approaches to service planning and development and resource allocation.

Care Coordination

• Understands detailed concepts of an ageing population, chronic disease, ambulatory care sensitive conditions, and response from the health and aged care sector
• Has detailed knowledge of the concepts of care coordination, multidisciplinary teams and interdisciplinary processes
• Understands general care coordination processes as they relate to care settings
• Understands and supports intake role and streamlined service booking systems
• Understands and supports role of care coordinator in all care settings
• Understands and supports person centred care as it applies to patient/client determined goals, assessment, care planning and multidisciplinary service delivery planning

I confirm that I have read and understand the above information and that this document forms part of my contract of employment.

Employee’s Name: ________________________________

Employee’s Signature: ________________________________

Date: ______________________________________

Director’s signature: ________________________________

Date: ______________________________________