

## POSITION DESCRIPTION

<b>Position Title</b>	<b>Clinical Services Director (Surgical)</b>
<b>Reports to (Title)</b>	<b>Chief of Health Operations</b>
<b>Executive Director</b>	<b>Chief of Health Operations</b>
<b>Department</b>	<b>Nursing Services</b>
<b>Position Location</b>	<b>183 Wattletree Rd Malvern</b>
<b>Award/Agreement</b>	<b>Salary &amp; Conditions in accordance with Contract of Employment</b>
<b>Delegation of Authority Level</b>	<b>As per DOA matrix</b>

### Position Summary & Role Purpose

The Clinical Services Director (Surgical) provides leadership, strategic direction and effective management of Surgical nursing services, coordinating, developing and evaluating these services across Cabrini Malvern. The role is accountable for the outcomes of nursing care delivery.

The Clinical Services Director (Surgical) accepts accountability for professional nursing/midwifery advice, leadership, governance, standards of practice of nurses and midwives, professional development and efficient and effective human resources within their span of authority.

The Clinical Services Director (Surgical) works in collaboration with the Group Director Nursing and Clinical Education to enable the delivery of an outstanding patient experience and quality improvement initiatives across the hospital.

All activities are undertaken within the framework of the Mission, Values and Vision of Cabrini Health.

### Key Result Areas

#### 1. Key Responsibilities, Outcomes and Activities

##### 1.1 Leadership and management

- Provides leadership and is a role model to the Nursing team, ensuring it is adaptive and responsive to contemporary health needs
- Devises operational plans for the delivery of quality patient care, which respects the changing social, political and economic environment
- Develops and maintains a cohesive effective Nursing leadership and management team based on a consultative and participative economic environment
- Ensures that all legislative, legal, industrial and professional requirements relating to nursing are met
- Supports and encourages quality improvement activities based on best practice and participates actively in the accreditation process
- Achieves Patient Experience NPS agreed target set by Chief of Health Operations
- Leads, coaches, mentors and supports direct reports, specifically the Nurse Managers, in the delivery of clinical and business key performance outcomes
- Ensures hospital policies, procedures and protocols are developed and implemented to support and improve practice and outcomes are monitored and evaluated

- Holds a contemporary professional practice portfolio containing professional development evidence commensurate with the level of autonomy, authority and influence expected of the role

## **1.2 Operational Responsibilities**

- Integrates contemporary information, research evidence and benchmarking with personal knowledge and experience to support executive level decision making
- Contributes in conjunction with the Chief of Health Operations, to the development of respectful relationships with associated medical speciality groups
- Provides leadership for innovation, change processes and co-ordinated responses to emerging service and workforce needs associated with Nursing Services at Malvern
- Provides leadership and support to staff undertaking continuous quality improvement activities
- Ensures utilisation of permanent casual and agency nurses do not exceed agreed FTE and financial targets
- Ensures recruitment, retention and performance management strategies for nurses are implemented and monitored
- Manages patient complaints and concerns in conjunction with the Manager of Customer Relations.

## **1.3 Resource Management**

- Adheres to the Cabrini codes of professional conduct, code of ethics, standards of practice and competencies, Mission, Values and Vision, and the Behaviours that Matter
- Ensures that resources are administered justly, fairly and consistently within Malvern Nursing Service
- Develops the staffing profile and resource requirements within the strategic direction, financial expectations and relevant KPIs to ensure the provision of safe patient care

## **1.4 Contributes to the achievement of professional expertise for self and direct reports through:**

- Maintains ongoing personal professional development / continuing education
- Develops a plan for professional development of all nursing staff with a particular emphasis on leadership and management development at the senior nursing level, encouraging participation in continuing education and on professional bodies. Ensures resources are available to provide adequate continuing and in-service education to maintain contemporary nursing practice and deliver quality patient care
- Establishes and maintains membership of/or network with relevant professional groups, attends seminars and conferences and participates in industry associations as appropriate
- Identifies, encourages and monitors the continuing development of others within a learning culture

## **2. Work Health and Safety**

Cabrini is committed to providing facilities and services which minimise the risk of physical and psychosocial harm to our workforce, patients, residents, clients and visitors, so far as is reasonably practicable.

To achieve this, managers are required to implement, in consultation with their employees, the components of Cabrini's work health and safety management systems (the collection of policies, procedures, guidelines, other related documents and resources) to control the hazards that their employees, and any other person exposed to the work they do, may face. The WHS management system enshrines a risk management approach to managing hazards. For any hazards not explicitly

covered in the WHS management system, managers are required to assess and control hazards as outlined in the WHS Risk Management Procedure.

Employees are responsible to work in a way that protects their own health and safety and that of others who may be affected by their actions. This includes following the policies and procedures from the WHS management system that apply to their work, any local processes and instructions from their manager regarding how work is to be performed. Employees are responsible to report hazards, incidents and injuries to their manager.

The Cabrini WHS Department facilitate the ongoing development and review of the WHS management system, build the capability of managers to assess and manage wellbeing, hazards, incidents and injuries and provide advice and support in the management of these areas.

The Cabrini Work Health and Safety Responsibilities Procedure defines the responsibilities of employees at all levels of the organisation – Chief Executive; Group Directors; General Managers; Managers; those with specified work health and safety responsibilities; and all other employees. Please refer to the procedure for more details of the responsibilities associated with your role.

### **3. Safety and Quality**

It is the responsibility of all staff at Cabrini to ensure that they provide safe high quality care to our patients and residents. Safe care means accepting individual and shared responsibility as well as compliance with the Cabrini policies and protocols by all staff.

### **4. Child Safety**

Cabrini complies with the Victorian Child Safe Standards 2015 and the National Catholic Safeguarding Standards. All children who come to Cabrini have a right to feel and be safe. Cabrini policies and practices aim to keep children safe from harm. All Cabrini staff must comply with all policies including the following:

- Child safe organisational framework
- Mandatory reporting of suspected child abuse
- Working with children check

### **5. Contributes to Cabrini Health Mission**

Participates in formation activities in the Cabrini Health Framework and Resource Guide for Spiritual Focus and Integrating values and the Leadership Competency Model.

## **Organisational Relationships**

### **Clinical Service Director (Surgical)**

- Reports directly to the Chief of Health Operations
- Maintains a professional and collaborative relationship with the Group Director Nursing and Clinical Education
- Maintains a close working relationship with the Malvern Executive Team
- Maintains a close collaborative working relationship with People and Culture, Mission Integration, Education and Infrastructure
- Is responsible for the management of the following areas and direct reports:-
  - Malvern Nurse Managers (Surgical Wards (7), Paediatrics, ICU and Rehabilitation)
  - Continence Specialty Nurse and Diabetes Specialty Nurse

## **Committee Membership**

The Clinical Service Director (Surgical) will participate as a member of the following committees:

- As directed by the Chief of Health Operations

## **Staff Development**

The Clinical Service Director (Surgical) will demonstrate a commitment to personal and professional development of self and staff by:

- Participates in professional development programs
- Maintains own skills and knowledge
- Remains up to date with contemporary human resources practices
- Contributes to the Cabrini professional development program as required
- Participates on performance reviews in accordance with Cabrini policy

## **Key Competencies**

The Clinical Service Director (Surgical) must demonstrate the following requirements:

### **ESSENTIAL**

#### **Educational/Vocational**

- Tertiary qualifications in Nursing, Health/Business Administration
- Postgraduate qualifications in relevant discipline

#### **Registration**

- Current AHPRA, Registered Nurse

#### **Experience**

- Experience as a senior leader or manager in the health care industry
- Experience in leading services or organisations through times of change

#### **Knowledge**

- Demonstrated understanding of the requirements of the Nurses Act & ANMC National Competencies
- Demonstrated knowledge of State and Commonwealth Legislation and accreditations
- Demonstrated knowledge of Cabrini Mission, Values and Vision
- Demonstrated knowledge of application of private health care fund models

#### **Essential Characteristics**

- Masters level qualifications in Nursing/Health/Business Administration or related discipline
- Advanced skills in using computers and Health related IT systems

## **Conditions of Employment**

Salary and conditions in accordance with the Cabrini Contract of Employment / Employment Agreement.

## **Cabrini Mission, Values and Vision**

### **Our mission**

#### **WHO WE ARE**

We are a Catholic healthcare service inspired by the spirit and vision of Mother Cabrini and the Missionary Sisters of the Sacred Heart of Jesus.

#### **WHAT WE BELIEVE**

We are a community of care, reaching out with compassion, integrity, courage and respect to all we serve.

#### **WHAT WE DO**

We provide excellence in all of our services and work to identify and meet unmet need.

## Our values

***Our values form the base of our mission, are built around what we believe and drive how we act. They are drawn from Mother Cabrini's life and reflect her heart, her spirit, her conviction and her approach.***

### Compassion

Our drive to care is not just a professional duty to provide excellent quality care but is born of a heartfelt compassion for those in need, motivated by God's love for all people.

- We care deeply about each and every person we serve
- We respond willingly and positively to help meet the needs of those around us
- We put people first as we look to provide extra support and care, beyond our professional duties
- We promote a sense of belonging and community.

### Integrity

We believe in the power of hope to transform people's lives and remain faithful to the bold healing mission and legacy of Mother Cabrini.

- We remain true to our beliefs at all times – our mission and values are non-negotiable
- We are welcoming, hospitable and find comfort and motivation in the context of God's all-inclusive love
- We look for the good in each other and recognise each person's contribution as we work together to provide the best possible experience for our patients, residents and their families
- We are honest and reliable, making decisions that are consistent with our mission and taking responsibility for our own actions.

### Courage

We have the strength, determination, vision and conviction to continue the work of Mother Cabrini and the Missionary Sisters.

- We care for the whole person – spiritually, physically and emotionally – creating an environment of hope and healing
- We rise up to challenges and opportunities, meeting them with an open mind and a positive attitude
- We maintain the courage of our convictions and express our values through our actions
- We continually look beyond our current services to help support and engage with those who are marginalised.

### Respect

We believe that every person is worthy of the utmost respect and the best possible healthcare. We know that our resources are entrusted to us to use for the benefit of others.

- We uphold the worth and dignity of all people, regardless of gender, race, age, ability and social position and treat them with courtesy, respect, equality and justice
- We respect ourselves, our colleagues and the excellence of the services we deliver
- We identify and respond to emerging healthcare needs in our community
- We manage our resources wisely and actively seek to minimise our impact on the environment.

## Behaviours that matter

***Our values are displayed in the way in which we behave in every interaction – with each other, with our patients and residents, with their families and carers, and with visitors and other customers.***

The behaviours that matter have been identified through consultation with staff. They are the minimum standard expected for all who work at Cabrini (employees, volunteers and accredited staff). They describe the organisational culture that we think is fundamental to our mission to "provide excellence in all of our services".

Unacceptable behaviours have also been identified and described as follows. These behaviours are inconsistent with our values, have a detrimental effect on others and prevent us from achieving our mission and quality goals. If you experience or witness these behaviours, please speak up. If you are unable to address the issue yourself, advise your manager, another senior member of staff or People and Culture.

**We are committed to safety and quality:**

<b>Behaviours that matter</b>	<b>Unacceptable behaviours</b>
We put patient/resident safety first	We are careless, impulsive or take unnecessary risks that may cause harm to patients/residents
We ask questions to understand the problem	We jump to conclusions and look for someone to blame
We admit when we make a mistake and seek a solution	We try to cover up or make excuses for mistakes
We look for opportunities to improve our care and services	We resist or sabotage change
We speak up when we see behaviour that is inconsistent with our values	We encourage or participate in poor behaviour

**We are here to provide service:**

<b>Behaviours that matter</b>	<b>Unacceptable behaviours</b>
We greet everyone warmly	We are rude or discourteous
We are always kind and caring	We are arrogant or demeaning
We give our full attention to the person speaking to us	We are distracted, impatient or dismissive
We communicate openly, sensitively and in a timely manner	We are dominating, abrupt or sarcastic

**We work together to achieve the best outcome:**

<b>Behaviours that matter</b>	<b>Unacceptable behaviours</b>
We are quick to offer help without waiting to be asked	We refuse to help even when it is clearly required
We share information readily to promote the best care and services	We withhold information or are competitive to the detriment of others
We do as we say we will	We are unreliable or inconsistent
We encourage and support each other	We berate or humiliate others
We give praise for a job well done	We are excessively critical or devalue the contributions of others

**We exhibit a positive attitude:**

<b>Behaviours that matter</b>	<b>Unacceptable behaviours</b>
We approach our day with energy and enthusiasm	We are negative or apathetic
We look for the best in people	We are judgemental and put others down
We take pride in our personal appearance	We look dishevelled, dirty or have offensive personal odour

**We want to build a just and sustainable community:**

<b>Behaviours that matter</b>	<b>Unacceptable behaviours</b>
We treat each other fairly	We are hostile or abuse our power
We use our resources responsibly	We are wasteful or extravagant
We consider the environmental impact of all we do	We are thoughtless or careless

**APPROVAL**

*The above statements are intended to describe the general nature and level of work being performed by the incumbent of this role. This document may be revised or updated at any time in line with role, and/or organisational changes. Any such changes will be communicated with the appointed person.*

**I certify that this position description is an accurate description of the responsibilities assigned to the role**

Approved: per AM  
Group Director, People & Culture

22/2/21  
Date

Authorised: [Signature]  
Chief of Health Operations

19/2/21  
Date