

POSITION DESCRIPTION

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| Position Title | Director of Clinical Services - Surgical |
| Reports to (Title) | Group Director – Nursing, Allied Health & Clinical Education |
| Group Director/ Chief | Group Director – Nursing, Allied Health & Clinical Education |
| Department | Nursing Services |
| Position Location | 183 Wattletree Road Malvern |
| Award/Agreement | Salary & Conditions in accordance with Contract of Employment |
| Delegation of Authority Level | As per DOA Matrix |

Position Summary & Role Purpose

The Director of Clinical Services – Surgical (DCSS) provides strategic, operational, and professional leadership across surgical inpatient services at Cabrini Malvern. The role is responsible for ensuring the delivery of safe, high-quality, and compassionate care that places patient experience at the centre of all decisions.

The DCSS works in collaboration with the Group Director - Nursing, Allied Health and Clinical Education (GDON) to enable the delivery of exceptional care and outstanding patient experience across the hospital.

The DCSS leads with a future-focused mindset, balancing operational excellence with innovation, workforce sustainability, and continuous improvement. A core responsibility of the role is to act as a lead coach and mentor to Nurse Managers, building leadership capability, accountability, and a strong culture of safety, learning, and engagement.

The DCSS is expected to actively support and promote the organisation's mission, values, and commitment to compassionate, ethical, and person-centred care, ensuring these principles are reflected in leadership behaviour, decision-making, and service delivery.

Key Result Areas

1. Key Responsibilities, Outcomes and Activities

1.1 Clinical Governance, Quality & Safety:

- Provide visible and accountable leadership for clinical governance across surgical services.
- Ensure compliance with the National Safety and Quality Health Service (NSQHS) Standards and relevant regulatory requirements.
- Champion Work Health and Safety (WHS) as a fundamental priority, embedding safe systems of work, psychological safety, and a proactive approach to risk identification and mitigation.
- Lead a culture of open disclosure, incident reporting, learning from adverse events, and continuous quality improvement.
- Monitor and act on key quality, safety, and performance indicators, including HACs, infection prevention, falls, pressure injuries, and medication safety.

1.2 Patient Experience and Consumer Partnership

- Place patient experience at the centre of service design, decision-making, and operational delivery.
- Actively use patient feedback, complaints, compliments, and experience data to drive improvement.
- Promote compassionate, respectful, and person-centred care consistent with the values and organisational mission.
- Support Nurse Managers and clinical teams to engage meaningfully with consumers and families, particularly during complex or high-risk episodes of care

1.3 Leadership, Coaching & Workforce Development

- Lead, coach, and mentor Nurse Managers to build strong, accountable, and values-aligned leadership at ward and service level.
- Foster a high-performing, engaged workforce driving accountability through clear expectations, constructive feedback, and development planning.
- Support succession planning, talent identification, and leadership development across surgical services.
- Promote a culture of collaboration, inclusion, and professional respect across multidisciplinary teams.
- Act as a visible and approachable leader within clinical areas, supporting staff during periods of change and operational pressure.

1.4 Operational & Financial Performance

- Provide strategic and operational oversight of surgical services, ensuring optimal workforce management, efficient patient flow, and effective use of resources.
- Work collaboratively with perioperative services, medical staff, and hospital operations to optimise elective and emergency surgical activity.
- Ensure responsible stewardship of resources in alignment with organisational principles, balancing financial sustainability with quality and safety.
- Support Nurse Managers to understand and manage budgets, workforce profiles, and productivity expectations

1.5 Future-Focused Strategy & Change Leadership

- Contribute to the development and execution of the organisation's strategic priorities, with a focus on future models of surgical care.
- Lead and support service redesign, innovation, and change initiatives that improve safety, experience, and efficiency.
- Anticipate emerging risks and opportunities related to workforce, technology, patient complexity, and regulatory change.
- Ensure change is well planned, communicated, and supported, with clear governance, timelines, and measures of success.

1.6 Collaboration & Stakeholder Engagement

- Build strong partnerships with medical staff, allied health, executive colleagues, and external stakeholders.
- Represent surgical services in organisational committees, forums, and strategic initiatives.
- Model effective communication, responsiveness, and professionalism in all interactions.
- Uphold the organisation's mission, identity and values in leadership practice and decision-making.

1.7 Resource Management

- Adherence to the Cabrini codes of professional conduct, code of ethics, standards of practice and competencies, Mission, Values and Vision, and the Behaviours that Matter

1.8 Contributes to the achievement of professional expertise for self and direct reports through:

- Maintenance of ongoing personal professional development / continuing education
- Personal application of the Cabrini performance management framework
- Identifying, encouraging and monitoring the continuing development of others within a learning culture.

1.9 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.

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, residents and service users. 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, as updated in 2022. 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 as amended from time to time including the following:

- Child safe organisational framework
- Child safety code of conduct
- Child safety reporting policy and procedure

Organisational Relationships

The Director Clinical Services – Surgical:

- Reports directly to the Group Director – Nursing, Allied Health & Clinical Education
- Maintains a professional and collaborative relationship with the Group Director Nursing, Allied Health 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

Committee Membership

The Director Clinical Services – Surgical will participate as a member of the following committees:

- Relevant external committees as a representative of Cabrini
- As directed by the Group Director – Nursing, Allied Health & Clinical Education

Staff Development

The Director Clinical Services - Surgical will demonstrate a commitment to personal and professional development of self and staff by:

- Participating in professional development programs
- Maintaining own skills and knowledge
- Remaining up to date with contemporary human resources practices
- Contributing to the Cabrini professional development program as required
- Participating in performance reviews in accordance with Cabrini policy

Key Competencies

The Director Clinical Services - Surgical must demonstrate the following requirements:

ESSENTIAL

Attributes

- Strong alignment with the mission and values of Cabrini Australia
- Proven senior clinical leadership experience within surgical or acute hospital settings.
- Demonstrated commitment to Work Health and Safety
- Highly developed coaching, mentoring, and people leadership skills.
- Strategic, future-focused thinker with the ability to balance operational demands and long-term objectives.
- Excellent communication, influencing, and stakeholder engagement skills.
- Calm, credible, and visible leader during periods of complexity and change.

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 within private and/or not-for-profit healthcare environments.
- Experience in leading services or organisations through times of change
- Formal leadership, coaching, or professional development training.
- Demonstrated experience leading large-scale change or service redesign.

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

Conditions of Employment

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

Cabrini Mission, Values and Behaviours that Matter

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:

| Behaviours that matter | Unacceptable behaviours |
|--|--|
| 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:

| Behaviours that matter | Unacceptable behaviours |
|---|--|
| 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:

| Behaviours that matter | Unacceptable behaviours |
|--|---|
| 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:

| Behaviours that matter | Unacceptable behaviours |
|--|---|
| 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:

| Behaviours that matter | Unacceptable behaviours |
|---|-----------------------------------|
| 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

Authorised:

Group Director – Nursing, Allied Health & Clinical Education Date