

POSITION DESCRIPTION

Position Title	General Manager Medical Imaging
Reports to (Title)	Director of Medical Services (Diagnostics and Pharmacy)
Executive Director	Group Director of Medical Services
Department	Medical Imaging
Position Location	Malvern and Brighton
Award/Agreement	Salary & Conditions in accordance with Contract of Employment
Delegation of Authority Level	L3

Position Summary & Role Purpose

The General Manager of Medical Imaging is responsible for the day to day supervision, operations and management of the Medical Imaging departments and the activities of the staff both Malvern and Brighton in conjunction with the Director of Medical Imaging.

The position of Manager Medical Imaging Department develops and implements initiatives to support and promote Cabrini's mission and values and for the provision of person centred care through delivery of quality service.

Key Result Areas

1. Key Responsibilities, Outcomes and Activities

1.1 Leadership and management:

- Ensures that Cabrini Medical Imaging has the appropriate modalities, procedures and resources to provide a high quality, customer focussed medical imaging service.
- Manages the finances of the Medical Imaging Department to maintain financial viability and meet budget expectations
- Provides leadership, direction and supervision of department staff.
- Works with the Director of Medical Imaging to achieve agreed goals and targets
- Develops strategic and quality plan in conjunction with the Medical Director of Radiology, modality and site leads in line with Cabrini Health's strategic plan.
- Manages the Chief Medical Imaging Technologist, Nurse Manager, Modality Managers and Office Manager to ensure provision of services within the department
- Works with Cabrini Marketing and Business Development team to market services both internally and externally.
- In conjunction with the Chief Medical Imaging Technologist and Medical Imaging Supervisor Brighton, supervises the operations of all Medical Imaging staff.
- Ensures all staff have regular performance appraisals and professional development plans.
- Ensures collaborative and responsive relationship with Medical Director of Radiology and all internal and external referrers
- Manages the relationship between I-MED and Cabrini Medical Imaging Department ensuring collaborative and timely reporting and engagement.

1.2 Operational Responsibilities

- Ensures the departments Malvern and Brighton are appropriately staffed to provide an effective and efficient service.
- Monitors the daily activities of the department to ensure that the standard and timeliness of service is maintained.
- Ensures correct procedure is followed in reporting unexpected or urgent results to a Radiologist.
- In conjunction with the Director of Radiology, Area Managers and the Quality Manager ensures all documentation, policies and procedures are regularly reviewed and published.
- Ensures all staff have access to all departmental procedure and policy documents.
- Ensures Medical Imaging complies with NATA, RANZCR and both internal and external quality assurance requirements
- Identifies any quality issues and takes remedial action as required
- Reviews all reported incidents to identify issues and plan quality improvement activities
- Reviews billing practices to ensure correct costing for imaging and procedures
- In conjunction with the Chief MIT reviews staffing coverage and costs
- Meets regularly with Brighton Medical Imaging supervisor and consultant radiological staff to discuss the operation of the Brighton Medical Imaging service.
- In collaboration with the Director of Radiology, makes recommendations to the Hospital Executive regarding changes in staff, service options and equipment.
- Advises on all equipment purchases and infrastructure requirements.
- Responsible for the Radiation Plan for Cabrini Health particularly ensuring all equipment is registered, licensed and the ALARA principle is inherent in everyday practice
- Undertake business development activities and explore opportunities to expand or increase the scope of Cabrini Radiology services.
- Works in conjunction with the medical director of Cabrini radiology, Cabrini Marketing and Business development staff to find new service, referral and revenue streams.
- Liaises with hospital senior staff, unit heads and NUMs to ensure effective and efficient intradepartmental practices and relationships.
- Tracks and responds to changes in Medicare, Health Fund Agreements and government incentives, ensuring alignment with departmental and hospital strategic direction.
- Manages the financial and operational considerations of all research proposals.

1.3 Quality and Accreditation

- Ensure that a Quality Assurance program is implemented, maintained and evaluated according to the National Standards and RANZCR requirements and that continued accreditation from both regulatory bodies are successful for Malvern and Brighton Medical Imaging sites.
- Collaborate with the Medical Imaging Quality Manager to conduct and report on regular audits as determined in the quality plan and initiate and implement improvement initiatives as required.
- Manage and respond to all patient feedback ensuring systems are in place to allow feedback to inform continuous quality improvement activities.
- Oversees the initiation, amendment and review of Policy and Procedure manuals within the Medical Imaging departments at Malvern and Brighton sites.

- Work with the Director of Medical Services (Diagnostics and Pharmacy) and Medical Director of Radiology to develop a reporting framework that provides monthly data on agreed financial, access, service workforce and operational targets.

1.4 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
- Prepares the annual budget
- Maintains fiscal awareness of operating costs and aims to use cost effective supplies
- Ensures systems are in place for the ordering and maintenance of adequate levels of supplies for the effective and efficient functioning of the department.
- Is responsible for recruitment and selection of new staff.
- Identifies all possible areas for achievement of efficiencies in staffing and operations.
- Works in conjunction with the Chief MIT to ensure all equipment is regularly serviced and maintained in safe working order and all service contracts are appropriate and current.

1.5 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 management performance framework
- Identifying, encouraging and monitoring the continuing development of others within a learning culture.
- Ensures responsible administration and reporting of time and attendance, annual leave, long service leave and sick leave to payroll services
- Reviews own work practices and demonstrates the capacity to embrace and effect change.

2. Work Health and Safety

Cabrini is committed to providing work environments which are physically and psychosocially healthy and safe for all employees, contractors, volunteers, students, patients, residents, customers and visitors.

All employees are personally responsible to work in a way that protects their own health and safety and that of others who may be affected by their actions.

Employees shall comply with and apply the processes defined in the Cabrini Work Health and Safety Management System. This system enshrines a risk management approach to all work health and safety issues, including a structured method for controlling (eliminating or minimising) work health and safety risks.

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

Organisational Relationships

The Manager of Medical Imaging:

- Reports directly to the Director of Medical Services (Diagnostics and Pharmacy)
- Maintains a close collaborative working relationship with the Director of Radiology
- Maintains a close collaborative working relationship with:

Internal

- Human Resources
- Clinical Governance
- Cabrini Institute
- Occupational Health & Safety department
- Education Department
- Information Services
- Payroll Services
- Logistics and procurement

External

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- IMED
- Department of Health
- Australian Institute of Radiography
- Australian Society of Medical Imaging and Radiation Therapy (ASMIRT)
- Australian Health Practitioner Regulation Agency (Medical Radiation Practice Board of Australia)
- Academic Institutions: RMIT, Monash and Deakin Universities
- Approved Radiation Testing and Compliance service providers
- Medical Imaging and equipment service providers
- Medical Imaging Accrediting bodies (eg. NATA, RANZCR)

Committee Membership

The Manager of Medical Imaging will participate as a member of the following committees:

- Relevant external committees as a representative of Cabrini
- Various Cabrini Health Operations Committees
- Cabrini/I-MED Executive Review Committee
- As requested by Director of Medical Services (Diagnostics and Pharmacy)

Staff Development

The Manager of Medical Imaging 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
- Participates in the Performance review in accordance with Cabrini policy

Key Competencies

The Manager of Cabrini Medical Imaging must demonstrate the following requirements:

Educational/Vocational

- Tertiary Qualifications in Business or healthcare management is desirable
- Diploma of Applied Science (Radiation Sciences RMIT), Bachelor of Radiography & Medical Imaging (Monash University), Bachelor of Applied Science – Medical Radiations (RMIT) or equivalent as recognised by the Australian Institute of Radiography desirable

Experience

- Experience in a senior position within a Medical Imaging Department desirable
- Experience managing an operation, department or division with an annual budget of at least \$10 million
- Experience with working with complex multidisciplinary health care teams preferred.
- Experience in supervising and managing people and teams
- Demonstrated operational, financial and business acumen

Knowledge

- Ability to lead and develop a multidisciplinary team
- Ability to work within the Mission and Values of the organisation
- Strong leadership and communication skills
- Familiar with Radiology Information Systems (RIS) and PACS
- Familiar with current industrial relations related issues
- Understanding of quality assurance in diagnostic imaging
- Familiarity with budget tools
- Demonstrated knowledge of NATA and RANZCR as quality tools
- Demonstrated knowledge of Medicare and private health fund rulings
- An understanding of the radiology industry and legislative requirements

Conditions of Employment

Salary and conditions in accordance with the Cabrini Contract of Employment

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

Approved:

Group Director, People and Culture

Date

Authorised:

Group Director of Medical Services

Date