



## POSITION DESCRIPTION

<b>POSITION TITLE:</b>	Operational Director – Continuum of Care
<b>DEPARTMENT:</b>	Clinical Services
<b>CLASSIFICATION:</b>	Registered Nurse Grade 6 DDON (ZE6)
<b>INDUSTRIAL INSTRUMENT:</b>	Nurses and Midwives (Victorian Public Sector) (Single Interest Employers) Enterprise Agreement 2016-2020 & subsequent agreements.
<b>REPORTS TO:</b>	Executive Director – Clinical Services
<b>PRE-REQUISITES:</b>	<p><b>Essential:</b></p> <ul style="list-style-type: none"><li>• Current Registration with the Nurses and Midwifery Board of Australia and AHPRA <b>or</b> Membership of Relevant Professional Body.</li><li>• Registered Nurse Division 1.</li><li>• Current Police Check.</li><li>• Current Working with Children Check.</li><li>• Current Flu Vaccination (evidence required).</li></ul> <p><b>Desirable:</b></p> <ul style="list-style-type: none"><li>• Midwifery qualification.</li><li>• Emergency department / Critical care qualification/experience.</li><li>• Post graduate qualifications in health management, working or willing to work towards same.</li><li>• Extensive clinical experience in a variety of settings.</li><li>• Extensive experience at senior level in Health Management.</li></ul>
<b>KEY SELECTION CRITERIA:</b>	<ul style="list-style-type: none"><li>• Proven commitment to excellence, accountability and consistency in practice.</li><li>• Demonstrated ability to instil trust and to inspire and motivate others to achieve common goals.</li><li>• Demonstrated ability to work as a member of a team at a strategic level.</li><li>• Demonstrated ability to lead and manage change and innovation in service provision.</li><li>• Demonstrated knowledge and understanding of clinical governance, patient safety, and clinical risk management.</li><li>• Demonstrated understanding and experience in public health including an understanding of health reform agenda, health funding, quality standards and accreditation, key legislation, regulation, statutory obligations and service accreditation.</li><li>• Demonstrated skills in financial management, including budget development, monitoring and reporting of variances.</li><li>• Evidence of well-developed communication, interpersonal and computer literacy skills.</li></ul>

**OUR PURPOSE:**

The purpose of Benalla Health is to care for our community by providing safe, high quality healthcare for everyone.

**OUR VALUES:**

Compassion, Empathy, Accountability, Respect and Excellence.

**POSITION SUMMARY:**

The Operational Director – Continuum of Care (ODCC) is recognised as a key member of Benalla Health's Clinical Services Leadership Team.

The ODCC supports the values of the organisation through their commitment to achieving a shared vision, mission and strategic goals, their effective management and oversight of service provision and their strong and inspired leadership. Simultaneously the incumbent supports excellence in clinical practice, facilitates the advancement and innovation in and through the ongoing professional development staff, and ensures that the standards of professional practice are of the highest calibre, within scope and consistent in expression and outcome.

The ODCC has direct responsibility for the coordination and management of inpatient and residential care activity within the organisation. Under the direction of the Executive Director of Clinical Services and in collaboration with the senior leaders within the directorate, the ODCC also has responsibility for the development, provision and advancement of the Benalla Health Continuum of Care programs and services. The ODCC is responsible for ensuring programs are sustainable and within budget and for promoting and facilitating programs underpinned by the principles of best practice along the continuum of healthcare and for ensuring programs maximise consumer / client self-determination in their healthcare outcomes.

**RESPONSIBILITIES:****Clinical Leadership**

- Ensures effective liaison occurs between health care professionals to facilitate and enhance the provision of clinical services.
- Ensures care delivery is safe and undertaken in accordance with professional standards and supported by the best available evidence.
- Ensures effective processes are in place to optimise inpatient and resident outcomes along the continuum of care.
- Monitors staffing levels and skill mix across cost centres to ensure safe delivery of services.
- Facilitates and role models application of Studer Hardwiring for Excellence principles.
- Identifies and supports innovative models of care roles appropriate to achieving the goals of relevant National and Jurisdictional Service Plans as well as the Benalla Health Clinical Services, Strategic and Operational Plans.
- Ensures effective communication processes are in order to optimise inpatient and residential care outcomes.
- Effectively plans, prioritises actions and communicates expectations to facilitate solutions to complex problems.
- Promotes research and critical analysis in order to ensure service and practice benchmarks are achieved.

**Client Support**

- Role models cultural awareness, sensitivity and respect for diversity.
- Applies AIDET in practice and role models commitment to customer service and quality outcomes.
- Acts as an advocate for all clients and staff.
- Ensures the rights of patients and residents are protected in all activities, including teaching and research, in accordance with legislation and professional codes of conduct.

- Role models best practice in applying principles of person centred care.
- Supports and promotes culture of open disclosure.
- Fosters and promotes active patient, resident and community engagement for achieving self-determination in healthcare outcomes.
- Conducts and reports on feedback from regular inpatient and resident rounding.

### **Standards, Policies and Procedures**

- Complies with monthly accountability reporting and meeting requirements.
- Ensures outcome standards related to staff conduct and practice with particular reference to clinical documentation, nursing and midwifery assessment, planning, implementation and evaluation of care are clear, consistent and complied with.
- Monitors and reports on service activity and outcomes.
- Reinforces, promotes and complies with the values of Benalla Health.
- Ensures the development and compliance with evidence based guiding documents to support safe, appropriate and effective care.
- Ensures guiding documents are current and in accordance with legislative requirements, contemporary professional practice and accreditation standards.
- Promotes and provides leadership in the advancement and extension of clinical practice
- Monitors incident reports and changes to clinical practice that indicate a need for the development of new, reviewed or the withdrawal of guiding documents.
- Represents Benalla Health in / on local, state and / or national forums.

### **Financial Management**

- Collaborates in the development of a financial strategy to meet the organisation's budgetary and financial goals.
- Monitors, analyses and reports on compliance with approved budget initiatives including Ambulance costs and the compliance of clinical staff in relation to "booking ambulance" procedures.
- Contributes to the annual organisational review of services.
- Contributes to forward planning of services and activities to maximise the effective use of current and future resources.
- In collaboration with Clinical Leadership Team and the Executive Director of Finance and Corporate Services, coordinate's financial activities of community programs to ensure funding opportunities are maximised.
- Supports and mentors direct reports with budget management and reporting.

### **Human Resource Management**

- Demonstrates capacity to support and promote diversity of thinking in the workplace.
- Facilitates effective teamwork through professional leadership and mentorship.
- Meets regularly with staff to provide guidance, support and direction.
- Assists with and provides oversight of nursing and midwifery staff recruitment and retention strategies and performance management.
- Manages work practices in accordance with award agreements and entitlements.
- Ensures all staff comply with competency and performance as determined by the organisation.
- Coordinates and maintains appropriate staffing levels as defined by the Safe Patient Act through consultation with department heads, redeploying staff and using casual staff as required.
- Approves all staff leave in consultation with Managers and Team Leaders.
- Determines the allocation and replacement of staff in response to approved leave.
- Assists with the monitoring and analysis of staff incidents and accidents.
- Implements strategies to maximise staff engagement and to monitor staff's job satisfaction.
- Supports, promotes and participates in succession planning initiatives.
- Leads and supports the implementation of change in the workplace.

## **Risk Management**

- Supports clinical risk management approaches to ensure accountability for professional practice and client safety.
- Ensures risk management strategies are appropriate and in place which are monitored and evaluated regularly.
- Promotes a culture of safety and an environment conducive to reporting incidents and near misses.
- Ensures the timely and appropriate management of complaints, including follow up and feedback.
- Consults with staff on matters of health and safety.
- Provides leadership and accountability for effective clinical and corporate governance.
- Provides leadership and accountability for medico-legal risks in collaboration with the broader leadership team.
- Ensures all practices are in accordance with Infection Control Standards.
- Ensures workplace is safe and practices comply with OH&S standards.
- Complies with Benalla Health's guiding documents regarding the reporting of actual and near-miss events and implements appropriate investigations and follow up actions.
- Is actively involved in the preparation, maintenance and implementation of Disaster Response Plans and together with other emergency control personnel, is responsible for the coordination of staff and patient movement in the event of an emergency during own rostered shift.

## **Quality Improvement**

With the assistance of the Quality & Risk Manager:

- Identifies areas that require improvement and develops and implements improvement initiatives accordingly.
- Establishes service based quality improvement programs in accordance with the National Standards, Aged Care Standards and Accreditation Guidelines.
- Ensures continuous analysis and evaluation of quality activities and makes changes as identified.

## **Communication**

- Consults with and provides timely reports on projects and initiatives to the Executive Director of Clinical Services.
- Collaborates with managers and team leaders in the development, implementation and evaluation of clinical and professional initiatives.
- Serves as a consultant on clinical care matters to other service areas and staff of the hospital.
- Provides verbal and written reports that demonstrate ability to influence, negotiate and communicate strategy and outcome.
- Builds and maintains effective relations with key stakeholders.
- Supports achievement of organisational communication goals including completion and reporting on feedback from regular staff rounding and contribution to initiatives such as the staff newsletter.

## **Professional Competence and Career Development**

- Provides leadership and support for health education and career development to achieve evidence based nursing practice.
- Implements strategies to assess the learning and development needs of staff.
- Provides support to students, new graduates, new staff and other vulnerable individuals in the workplace.
- Promotes and supports the professional development of staff.
- Demonstrates own commitment to lifelong learning through continuous professional development including attending at least one Continuing Professional Development program on emergency or disaster management procedures.

## **SAFETY MANAGEMENT SYSTEMS:**

In accordance with the current Victorian OH&S legislation and infection control standards, each employee has the responsibility to take reasonable care of their own health and safety by:

- Adhering to Benalla Health's OH&S policies and procedures.
- Reporting hazards and injuries.
- Participating in OH&S consultation and OH&S training.
- Cooperating with managers and supervisors to ensure that OH&S responsibilities are met by all.
- Not wilfully interfering with or misuse anything provided in the interest of health and safety or wilfully put anyone at risk.
- Each employee is responsible for ensuring that they are fit to perform their duties without risk to the safety, health and well-being of themselves and others within the workplace. This responsibility includes compliance with reasonable measure put in place by the employer and any related OH&S requirements.

Each employee has the responsibility to minimise exposure to incidents of infection/cross infection of residents, staff, visitors and the general public.

Please refer to Benalla Health's Occupational Health & Safety Responsibilities Guideline.

### **QUALITY & RISK:**

Benalla Health is accredited by an independent Accreditation Agency. All staff are required to actively participate in quality improvement activities.

### **POLICIES & PROCEDURES:**

It is every employee's responsibility to access and have knowledge of relevant policies and procedures that relate to their employment. All organisational-wide policies and procedures can be accessed on the Benalla Health Intranet site.

### **RISK MANAGEMENT:**

All staff have a responsibility to identify and report risks in their workplace. All staff are required to participate in risk management training identified as relevant to their position and level of employment.

### **CONFIDENTIALITY:**

Any information obtained in the course of employment is confidential and should not be used for any purpose other than in the performance of duties for which the person is employed. The employee is bound by the Information Privacy Act 2000, Aged Care Act 1997 and the Health Records Act 2001.

### **MANDATORY ORGANISATIONAL COMPETENCIES:**

In accordance with current legislative requirements, all employees have a responsibility to ensure they successfully complete competencies as prescribed (on commencement, annually, every two years or as otherwise stated).

Refer to the organisations mandatory training policy for full details.

### **PREVENTION AND RESPONSE TO FAMILY VIOLENCE:**

It is a basic human right to be respected as an individual. Benalla Health supports this fundamental right through advocacy for the prevention and awareness raising of family violence. Benalla Health is committed to the elimination of Violence.

Each employee at Benalla Health will be expected to demonstrate their commitment by:

- Gaining knowledge and the ability to implement a brief intervention to identify and respond to family violence, underpinned by principles of sensitive practice.
- Actively participate in education and events supporting 'the prevention and response to family violence in our organisation and the community.

- Positively contribute to workplace safety and morale.
- Be able to confidently address issues that arise regarding Family Violence for clients and colleagues.

**PERFORMANCE REVIEW & DEVELOPMENT:**

A performance review & development plan will be carried out three months post appointment and thereafter at least once a year. The position description will form the basis for the review.

If performance does not meet expectations or additional staff development/guidance is required, performance reviews will be carried out more frequently. The employee can request additional performance reviews at any time in writing.

*This document provides a summary of the role and duties of the position and forms the basis for periodic review of departmental and individual performance.*

*This position description is subject to review and amendment at any time, as appropriate and as approved by the relevant Director.*

*To ensure a healthy and safe work environment for employees and our clients, smoking is not permitted on hospital grounds, in buildings and offices or in any vehicle.*

*As an occupant of this position, I have noted this statement of duties and agree to perform the duties indicated and observe all requirements of the organisation's Policies and Procedures.*

**EMPLOYEE'S NAME:** \_\_\_\_\_

**EMPLOYEE'S SIGNATURE:** \_\_\_\_\_

**DATE:** ...../...../.....

**MANAGER'S NAME:** \_\_\_\_\_

**MANAGER'S SIGNATURE:** \_\_\_\_\_

**DATE:** ...../...../.....

**CREATED:** October 2010  
**REVISED:** December 2020

# Benalla Health

## Aligning behaviours to our Values and Code of Conduct

Compassion	Empathy	Accountability	Respect	Excellence
<b>In our team we ...</b>				
<p>are kind to each other</p> <p>are forgiving</p> <p>respect personal space</p> <p>seek clarity where there is uncertainty</p> <p>maintain confidentiality for those in our care and those we work with</p> <p>encourage and support each other to discuss issues</p> <p>ensure open consultation and two-way communication</p> <p>use eye contact and our tone of voice to demonstrate we are actively listening to the others perspectives</p> <p>we see the person as being separate from any unacceptable behaviour</p>	<p>ask others 'how can we help'</p> <p>act to include each other</p> <p>seek to understand the facts</p> <p>will support those who admit errors</p> <p>pull together especially in tough times</p> <p>have patience for those who are learning</p> <p>are safe to question and be inquisitive</p> <p>report incidents and mistakes recognising we work in a 'just' culture</p> <p>promote a culture of continuous improvement</p> <p>summarise what we have heard to demonstrate our understanding</p> <p>have fun</p>	<p>are honest and reliable</p> <p>do what we say we will do</p> <p>are honest with each other</p> <p>call below the line behaviour</p> <p>reflect on our own behaviour</p> <p>acknowledge problems and seek and/or offer a solution</p> <p>have the courage to speak up and use our voice</p> <p>will comply with reasonable directives</p> <p>follow policies and procedures including rostering rules</p>	<p>acknowledge the views, opinions, beliefs and ideas of others</p> <p>say thank you</p> <p>manage each other up</p> <p>encourage robust discussion</p> <p>smile and greet each other</p> <p>acknowledge people from culturally diverse backgrounds</p> <p>turn up on time</p> <p>apologise when we have hurt others and/or have been below the line in our behaviour</p> <p>model and demonstrate polite behaviour</p> <p>use AIDET when we communicate</p> <p>follow our organisation's dress code and dress appropriately</p>	<p>have a 'can do' attitude</p> <p>work hard</p> <p>choose our attitude</p> <p>encourage innovation</p> <p>lead by positive example</p> <p>work as a team</p> <p>acknowledge when we are wrong</p> <p>encourage each other to be the best we can be and celebrate each other's achievements</p>
<b>In our team we do not ...</b>				
<p>accept negative comments about others efforts</p> <p>withhold or deliberately make information inaccessible</p> <p>use or threaten to use violence - even in jest</p>	<p>say this is the way we have always done it</p> <p>judge a book by its cover</p> <p>tolerate angry, aggressive behaviour</p> <p>negatively criticise and judge another's performance</p> <p>actively avoid the reporting of events, incidents or issues</p> <p>actively or passively resist change</p> <p>misrepresent or selectively interpret facts</p>	<p>waste time</p> <p>turn a blind eye to poor practice</p> <p>expect other people to clean up our mess</p> <p>openly complain to everyone else except the most appropriate person who could fix the problem or issue</p>	<p>participate in, contribute to or encourage the rumour mill and gossip</p> <p>dismiss other people's opinions and contributions or put down their ideas</p> <p>manage each other down</p> <p>tolerate sexist behaviour or language</p> <p>use unprofessional or inflammatory language such as swearing</p> <p>raise our voices in patient care areas</p> <p>see ourselves as being more important than someone else</p> <p>respond with negative body language such as rolling eyes, huffing/puffing, negative tone of voice, crossing arms or shrugging shoulders</p> <p>talk down and be condescending to others</p>	<p>watch the clock</p> <p>ignore call bells or ringing phones regardless of who is allocated what duties</p> <p>blame others for our actions</p> <p>put our personal likes or dislikes above the needs of the team and our professional responsibility</p>
<b>Our standard is what we choose to walk past ...</b>				