

# POSITION DESCRIPTION

DIRECTOR OF GENERAL MEDICINE



Mercy Health

Care first

<b>Core Mercy Values:</b>	Compassion, Hospitality, Respect, Innovation, Stewardship, Teamwork		
<b>Position title:</b>	Director of General Medicine	<b>Employee name:</b>	
<b>Entity/Group:</b>	Werribee Mercy Hospital	<b>Date:</b>	
<b>Business Unit/Department:</b>	Health Services		
<b>Position reports to:</b>	Clinical Services Director: Medical Sub Acute and Palliative Care Services and professionally to the Chief Medical Officer	<b>Positions reporting to this one:</b>	All Doctors in Training and Staff Specialists with the department and relevant non-medical staff
<b>Position Purpose:</b>	<p>The Director of General Medicine (in collaboration with MSAPC Services Leadership Team) leads and provided overall responsibility for strategic, clinical and operational facets of the service including clinical services, teaching and research to ensure effective and efficient provision of patient-centered services within a growing and dynamic health service.</p> <p>Develops and implements the vision and strategy for the General Medicine Unit in line with organizational strategy, fostering professionalism, overseeing clinical governance and excellence in clinical standards ensuring appropriate clinical staffing and training and providing leadership and professional support for clinical staff.</p> <p>Leads the recruitment, supervision, coordination, workforce planning and development of Senior Staff Specialists and Doctors in Training within the discipline of Medicine.</p> <p>Maintains an appropriate clinical load to achieve the goals of the Unit.</p> <p>Works in strong partnership with other Clinical Directors, member of the Senior Medical Staff, Nurse Unit Managers and members of the Leadership Team in the provision of integrated and coordinated health services and the delivery of key result areas</p> <p>Current clinical registration with AHPRA as a Medical Practitioner</p> <p>Current unrestricted drivers license</p>		

<b>Qualifications:</b>	Fellowship with the Royal Australasian College of Physicians Demonstrated knowledge, leadership and experience in General Medicine	
<b>Resource management:</b>	<b>Total staff management (FTE):</b>	
	<b>Annual Operating Expenditure:</b>	
	<b>Annual Capital Expenditure:</b>	
<b>Leadership Capability Framework Leader Level:</b>		

### **Mandatory Competencies and Requirements**

<ul style="list-style-type: none"> <li>Comply with all mandatory organisational competencies (annual completion required)</li> </ul>
<ul style="list-style-type: none"> <li>Act professionally and in accordance with the Mercy Health Code of Conduct (All Employees) and the Code of Conduct for Children (VIC only)</li> </ul>
<ul style="list-style-type: none"> <li>Participate in annual performance development review (PDR) process (where applicable)</li> </ul>

### **Personal Competencies**

<ul style="list-style-type: none"> <li>Commitment to the Mercy values.</li> </ul>
<ul style="list-style-type: none"> <li>Demonstrated ability to build relationships with people at all levels.</li> </ul>
<ul style="list-style-type: none"> <li>Ability to manage and work as part of a team.</li> </ul>
<ul style="list-style-type: none"> <li>Capacity for constructive self-reflection and learning from actions and feedback</li> </ul>
<ul style="list-style-type: none"> <li>Excellent interpersonal and effective communication skills</li> </ul>
<ul style="list-style-type: none"> <li>Highly developed leadership skills.</li> </ul>
<ul style="list-style-type: none"> <li>Highly developed analytical skills</li> </ul>
<ul style="list-style-type: none"> <li>Ability to positively promote and implement change</li> </ul>
<ul style="list-style-type: none"> <li>Demonstrated ability in effective and appropriate delegation in decision making</li> </ul>

### **Job Competencies**

<ul style="list-style-type: none"> <li>Comply with the requirements of the annual organisational mandatory and role related competencies</li> </ul>
<ul style="list-style-type: none"> <li>Demonstrates values and behaviours aligning with the applicable leader level in the Leadership Capability Framework</li> </ul>
<ul style="list-style-type: none"> <li>Demonstrates visible leadership skills, professionalism and accountability</li> </ul>
<ul style="list-style-type: none"> <li>Demonstrates ability to pursue and maintain high clinical standards</li> </ul>
<ul style="list-style-type: none"> <li>Demonstrates ability to consult, collaborate and build relationships with people at all levels</li> </ul>
<ul style="list-style-type: none"> <li>Demonstrates ability to lead a team of clinicians and hold them to a high level of accountability</li> </ul>

<ul style="list-style-type: none"> <li>• Demonstrates ability to manage and work as part of a team and align with organizational vision and mission</li> </ul>
<ul style="list-style-type: none"> <li>• Excellent supervision, teaching skills and support for clinical research</li> </ul>
<ul style="list-style-type: none"> <li>• High level of conceptual and analytical skills, able to respond quickly in a complex and evolving environment</li> </ul>
<ul style="list-style-type: none"> <li>• Sound understanding of clinical risk management, maintenance of clinical standards and application of clinical governance processes</li> </ul>
<ul style="list-style-type: none"> <li>• Ability to drive clinical innovation and high level change management</li> </ul>
<ul style="list-style-type: none"> <li>• Ability to undertake service assessment, planning and implementation of Clinical Staff</li> </ul>

### ***Job Specific Requirements***

<b><i>Key Result Areas</i></b>	<b><i>Key Activities</i></b>	<b><i>Standard Measures</i></b>
<ul style="list-style-type: none"> <li>• <b>Demonstrates leadership in the area of clinical governance, quality and patient safety</b></li> </ul>	<ul style="list-style-type: none"> <li>• Develop and revise key systems and quality processes on a regular basis with the team to ensure that clinical indicators and operational standards are met.</li> <li>• Ensures and promotes a team culture that is able to speak up for safety, identify, control and evaluate clinical risks</li> <li>• Ensures that staff are appropriately orientated, credentialed and roles and responsibilities are clearly defined.</li> <li>• Ensures the Unit complies with current policies and procedures and are updated and reviewed as required.</li> <li>• Actively promotes participation of staff in quality improvement and benchmarking activities.</li> <li>• Ensures a consistent, standardized and evidence based approach to the development of procedures and clinical practice guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>• Effective processes are in place to investigate, respond and evaluate incidents reports including hazards, near misses and deaths.</li> <li>• Undertake incident reporting, investigations, quality activities and open disclosure as per organizational and department policies.</li> <li>• Medico-legal issues are reported promptly to the Chief Medical Officer.</li> <li>• Risk issues are escalated if unable to address at Unit level.</li> </ul>

<b>Key Result Areas</b>	<b>Key Activities</b>	<b>Standard Measures</b>
<ul style="list-style-type: none"> <li>• <b>Provides professional, strategic and operational leadership for General Medical Services</b></li> </ul>	<ul style="list-style-type: none"> <li>• Provides clinical leadership for the planning and implementation and growth of services.</li> <li>• Provides advice on operational issues relating to clinical services.</li> <li>• Continually monitor clinical practices, processes and structures and ensures they are relevant and effective</li> <li>• Transparent, collaborative and consultative management structure exists within General Medical Services</li> <li>• Fosters productive relationships with internal/external stakeholders in accordance with role.</li> <li>• Fosters a team approach to clinical care provision.</li> <li>• Fosters a culture of sharing and problem solving to ensure staff feel comfortable to raise concerns and work collectively through issues.</li> <li>• Leads, coaches and develops other Senior Managers and clinicians ensuring achievement and maintenance of key results, PDRS and sharing of learnings across WMH</li> <li>• Develop and expand teaching and research programs</li> </ul>	<ul style="list-style-type: none"> <li>• Model of leadership is evident across the Unit including appropriate delegations, coordination and allocation of resources.</li> <li>• Work with Senior Staff Specialists to develop delegated portfolios within the Unit</li> <li>• Learnings are shared</li> <li>• Evidenced participation in WMH leadership and strategic management activities.</li> <li>• Completion of annual PDRs with Staff Specialists and development of clinicians</li> <li>• Completion of regular unit performance review with CSD and annual unit plan</li> <li>• Doctors in Training with the Unit are well supervised and supported and teaching/training promoted.</li> <li>• Contribute to teaching and training at undergraduate and postgraduate level.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Ensures the effective, efficient and economic delivery of coordinated General Medical Services</b></li> </ul>	<ul style="list-style-type: none"> <li>• Reviews general medical services on a continual basis and assesses need for future service direction.</li> <li>• Preparation and implementation of the strategic, service, quality and business plans for the program to ensure that the program meets its quality, efficiency and financial objectives.</li> <li>• Preparation and monitoring of strategies to meet program service targets</li> </ul>	<ul style="list-style-type: none"> <li>• Develops and maintains the General Medical unit which facilitates delivery of General Medicine service plan and strategy.</li> <li>• Service plan developed and implemented</li> <li>• Ensure that timely, efficient and high quality medical care is provided to patients</li> <li>• Maintain accurate patient records and ensure discharge summaries are completed as per organizational requirements.</li> </ul>

<b>Key Result Areas</b>	<b>Key Activities</b>	<b>Standard Measures</b>
	<ul style="list-style-type: none"> <li>Strategies for optimizing bed and non-bed based resources (transfers, capacity, and capability) in association with the other clinical programs in line with the agreed direction for program.</li> </ul>	<ul style="list-style-type: none"> <li>Use resources in a responsible manner having regard to patient priority and need</li> <li>Comply with processes to ensure accurate patient identification</li> <li>Works with other Clinical Directors on improving medical services.</li> <li>Champions change and promotes a culture of continuous improvement.</li> </ul>
<ul style="list-style-type: none"> <li><b>Contributes to the effective and prudent use of financial resources through continuously monitoring performance against key performance indicators and working with clinical staff on achieving budgeted results.</b></li> </ul>	<ul style="list-style-type: none"> <li>Contributes to the preparation and achievement of an agreed operational budget for the unit.</li> <li>Works with the Clinical Services Director and Program Director (MSAPC) to identify and plan for capital building and equipment requirements.</li> <li>Identification and implementation of business improvement opportunities and maximization of revenue</li> <li>Demonstrates resourcefulness by utilizing available resources to deliver quality outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Contributes to the development and management of annual operating and capital budgets.</li> <li>Monitors medical activity and assists the Clinical Services Director and Program Director MSAPC to facilitate change activity as required.</li> <li>Engages with monthly performance meetings with CSD and Program Director</li> <li>Promotes Medical and Clinical staff awareness of financial and individual responsibility in budget management.</li> <li>Provides medical and clinical input into projects to optimize cost savings, service improvements and better utilisation of resources</li> <li>Delivers services within the approved annual budget.</li> </ul>
<ul style="list-style-type: none"> <li><b>Identifies and manages medical staffing, staff performance, development and professional issues in a proactive and timely manner</b></li> </ul>	<ul style="list-style-type: none"> <li>Assists the Clinical Services Director and Program Director MSAPC in the recruitment, selection, retention and performance management of staff including medical subspecialties within the service</li> <li>Manages medical staffing levels of the unit.</li> <li>Attainment and maintenance of accreditation standards for Doctors in Training.</li> <li>Actively manages harassment, bullying and discrimination issues to ensure zero tolerance program is upheld.</li> </ul>	<ul style="list-style-type: none"> <li>Staff appointments are consistent with Mercy Health's recruitment and selection process and recruitment processes are transparent.</li> <li>Staff members hold appropriate competencies for their roles and adhere to appropriate professional standards.</li> <li>Ensures the General Medical Unit staffing is adequately coordinated to provide safe and effective patient care across the clinical service</li> </ul>

<b>Key Result Areas</b>	<b>Key Activities</b>	<b>Standard Measures</b>
	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Leave planning is coordinated to ensure safe, effective rostering and excess leave is minimized and addressed</li> <li>• Staff members participate in an annual performance development and review process.</li> <li>• Staff members mandatory competencies compliance meets organizational targets</li> <li>• Staff performance issues are addressed in a timely manner in consultation with the Clinical Services Director as appropriate.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Promotes and facilitates professional development and welfare for Medical Staff</b></li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates a commitment and promotes education activities.</li> <li>• Develops and works with medical workforce to support welfare of medical staff</li> <li>• Ensures effective ongoing education and professional development opportunities exist for staff.</li> <li>• Actively participates in the education and training programs</li> <li>• Ensures and support regular attendance and participation at in-service education</li> <li>• Involvement with and/or encouragement of research that may be laboratory or clinically based.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide Medical Officers, registrars and others working in the unit with appropriate supervision, training and instruction in accordance with Mercy Health policies</li> <li>• Effective teaching, training and professional development programs are in place for program staff.</li> <li>• Assist in continuous education programs to Medical and Nursing staff.</li> <li>• Ensures completion of all mandatory training is obtained on an annual basis</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Creates a safe and people friendly workplace environment</b></li> </ul>	<ul style="list-style-type: none"> <li>• Undertakes regular risk assessments</li> <li>• Completes incident forms</li> <li>• Actively investigates incidents</li> <li>• Reviews and responds to Feedback from patient complaints</li> <li>• Existence of career development and succession plans</li> <li>• Acceptable levels of staff turnover and retention</li> </ul>	<ul style="list-style-type: none"> <li>• Completes risk assessments and implements controls</li> <li>• Conducts and completes incident investigation in a timely manner</li> <li>• Records incidents accurately</li> <li>• High level of consumer satisfaction with the level and nature of participation.</li> <li>• Reduction in patient complaints</li> <li>• Injured employees are managed within Guidelines.</li> <li>•</li> </ul>

<b>Key Result Areas</b>	<b>Key Activities</b>	<b>Standard Measures</b>
	<ul style="list-style-type: none"> <li>Maintain a safe environment for patients/self/colleagues and members of the public.</li> </ul>	

### **Mercy Health Requirements**

<b>Key Result Areas</b>	<b>Key Activities</b>	<b>Standard Measures</b>
<ul style="list-style-type: none"> <li><b>Demonstrates and upholds the Values and Mission of Mercy Health.</b></li> </ul>	<ul style="list-style-type: none"> <li>Ensure the values of Mercy Health are incorporated into daily work practices for all staff.</li> </ul>	<ul style="list-style-type: none"> <li>Shows compassion and provides support to staff and customers.</li> <li>Consistently shows respect and values each person's dignity.</li> <li>Seeks opportunities to be innovative for improvement.</li> <li>Communicates openly and honestly as an effective member of the leadership team.</li> <li>Participates in Formation Opportunities</li> <li>Establishes processes for staff to attend Formation Opportunities</li> </ul>
<ul style="list-style-type: none"> <li><b>Demonstrates leadership in the area of safety, quality &amp; risk and contributes to organisational quality and safety initiatives.</b></li> </ul>	<ul style="list-style-type: none"> <li>Maintain a safe and mentally healthy environment for patients/self/colleagues and members of the public.</li> <li>Maintain the safety of children and vulnerable people by acting in accordance with all child and vulnerable people related policies, procedures and regulations</li> <li>Escalate concerns regarding safety, quality and risk if unable to rectify yourself.</li> <li>Lead, develop, implement and participate in evaluation and continuous improvement and clinical indicator processes.</li> <li>Demonstrate and champion the principles of Person Centred Care: <ul style="list-style-type: none"> <li>Respect &amp; Dignity</li> <li>Information Sharing</li> <li>Participation</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Risk assessments completed and controls implemented.</li> <li>Incident/s reported as soon as practicable.</li> <li>Undertake incident investigations.</li> <li>Injured employees are managed within Guidelines.</li> <li>Ensure all staff are aware of and have been appropriately orientated, including any relevant local and/or organization orientation training</li> <li>Ensure staff maintain compliance with relevant mandatory training</li> <li>Accreditation outcomes.</li> <li>Evidence of satisfactory patient survey and experience result</li> <li>Develop and action annual quality plan and business plan.</li> <li>Achieves positive engagement survey results</li> </ul>

<b>Key Result Areas</b>	<b>Key Activities</b>	<b>Standard Measures</b>
	<ul style="list-style-type: none"> <li>○ Collaboration.</li> </ul>	
<ul style="list-style-type: none"> <li>● <b>Communication</b></li> </ul>	<ul style="list-style-type: none"> <li>● Ensure effective lines of communication are maintained both internally and externally.</li> <li>● Share and disseminate organizational messaging to the workforce, including from appropriate management forums.</li> <li>● Share resources and relevant information with colleagues to maximise productivity.</li> </ul>	<ul style="list-style-type: none"> <li>● Staff are well informed and updated.</li> <li>● Evidence of a culture with open and transparent communication.</li> <li>● Achieves positive engagement survey results</li> </ul>
<b>Equity and Inclusion</b> <ul style="list-style-type: none"> <li>● Demonstrates leadership in diversity, inclusion and gender equality</li> </ul>	<ul style="list-style-type: none"> <li>● Harnesses the benefits of diversity by identifying and including underrepresented groups</li> <li>● Reviews gender equality indicators at the team level (<i>see Gender Equality on MercyNet</i>)</li> <li>● Implements actions to address any areas of concern</li> <li>● Critically reflects on own unconscious bias</li> <li>● Is a visible champion for diversity and inclusion</li> </ul>	<ul style="list-style-type: none"> <li>● Improved performance against gender equality indicators</li> <li>● Employee Engagement Survey results</li> <li>● Participation in diversity related initiatives</li> </ul>

**Employee's Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Print Name:** | | \_\_\_\_\_

**Manager Signature:** \_\_\_\_\_

**Date:** | | \_\_\_\_\_

**Print Name:** \_\_\_\_\_