

## Position Description

<b>Position title</b>	Director of Ambulatory Services
<b>Department / Division</b>	Ambulatory Services
<b>Classification</b>	A099
<b>Position reports to</b>	Executive Director of Ambulatory Services & Chief Allied Health Officer
<b>No. of direct &amp; indirect reports</b>	Direct – 12 Indirect – 280
<b>Location</b>	The Royal Children's Hospital, Flemington Road, Parkville
<b>Risk category</b>	Category C – role does not require direct physical contact with patients, clients, deceased persons or body parts, blood, body substances, infectious material or surfaces or equipment that might contain these.

<b>The Royal Children's Hospital</b>
<p>The Royal Children's Hospital's (RCH) vision is A world where all kids thrive.</p> <p>RCH is located within the Melbourne Biomedical Precinct, with more than 45 world-class biomedical organisations and more than 50,000 of the brightest minds working together to make the Precinct number one in the Asia Pacific region for health, education, research, and training. Within this, RCH is also a cornerstone member of the Melbourne Children's Campus, partnering with Murdoch Children's Research Institute, The University of Melbourne Department of Paediatrics and The Royal Children's Hospital Foundation. Each organisation contributes to a paediatric academic health centre which is greater than the sum of its parts.</p> <p>RCH has cared for the children and young people of Victoria for more than 150 years since it was founded in 1870. A full range of paediatric and adolescent health services are provided plus tertiary and quaternary care for the most critically ill and medically complex patients in Victoria, Tasmania, southern NSW and other states around Australia and overseas. The RCH is the only provider of heart transplant services and CAR T-cell therapy for paediatrics in Australia. RCH is an effective advocate for patients and their families with a particular focus on vulnerable children and increasingly, mental health in young people. The hospital also supports many health promotion and prevention programs. The Hospital has more than 6,000 staff, a budget of \$850M, 12 wards and 350 beds. Annually, the RCH has 300,000+ Specialist Clinic appointments, 90,000+ Emergency Department presentations and 20,000 elective surgeries.</p> <p>We work collaboratively with hospitals to deliver the right care, in the right place, at the right time. The RCH is committed to the Child Safe Standards <a href="https://www.rch.org.au/quality/child-safety/">https://www.rch.org.au/quality/child-safety/</a>.</p> <p>RCH enjoys high employee engagement and is committed to staff safety and a positive culture through enactment of our Compact.</p> <p>Further information on RCH is available at <a href="http://www.rch.org.au">www.rch.org.au</a></p>

<b>ROLE PURPOSE</b>
<p>The Director of Ambulatory Services is a senior leadership role within Division of Ambulatory Services and works closely with the Executive Director of Ambulatory Services &amp; Chief Allied Health Officer. The main purpose of the role is to provide leadership and management to a multidisciplinary team that provide services within the hospital and in the community, including Hospital in the Home (Wallaby), Day Medical, Day Oncology, Immunisation Centre, Complex Care Hub, Family Healthcare Support, Specialist Clinics, and Customer Contact Centre.. This position works closely with Heads of Departments, Nurse Unit Managers and Managers, to lead change and improve processes and outcomes ensuring the delivery of care in A world where all kids thrive.</p>

The Director has accountability for performance across the department of Ambulatory Services in the delivery of high quality, safe and efficient patient and family centred clinical care, optimising staff capability and wellbeing and enabling organisational, budgetary and workforce sustainability.

Through the harnessing and analysing of performance data, the Director will be critical in the development of business intelligence and recognition of emerging trends to deliver evidenced-based decisions for improved clinical care and organisational efficiency. Working collaboratively with Departmental Managers and Nurse Unit Managers, the RCH Decision Support Unit, Human Resources and Finance, the role will investigate and champion new and innovative healthcare delivery models, lead and enable effective and collaborative implementation across inpatient, outpatient and community-based care settings.

The Director will hold leadership responsibilities to inspire a shared vision, model the RCH values and create a culture that enables innovation and maximises workforce potential.

## KEY ACCOUNTABILITIES

Key accountabilities align with the RCH Operational Excellence Framework;

### Access

- Collaboratively develop, review, and secure a highly integrated, networked and performance oriented operational structure to deliver efficient, effective, high quality, safe patient and family centred care.
- Develop, implement, and ensure the efficient and effective delivery of patient flow and demand management initiatives to improve and secure timely and appropriate patient access.
- In collaboration with the Managers and Nurse Unit Managers facilitate efficient team/unit/ward function and development
- Monitor reportable KPIs within the department of Ambulatory Services, ensure all necessary information and data requirements are provided, and implement a solution orientated approach to underperformance when identified.
- Provide leadership for continuous service improvement by developing projects which improve hospital performance over time.
- Build strong relationships with internal and external stakeholders, including across the state-wide paediatric network to ensure key organisational objectives are achieved.

### Quality and Safety

- Promote and facilitate accountability for quality and safety systems, effective clinical audits and the achievement of identified safety and quality KPIs.
- Work collaboratively with Divisional Managers and Nurse Unit Managers in resolution of patient related feedback and incidents to ensure a safe environment with a focus on high quality care and excellent patient outcomes.
- Ensure incident management systems are applied, monitor quality and safety outcomes across the department, identify gaps and work collaboratively with teams to address them.
- Ensure high quality patient outcomes by establishing appropriate mechanisms for workforce allocation.
- Engage in Patient Safety Incident reviews including the active participation of the Australian Open Disclosure Framework required for all cases of harm and near miss, including serious adverse patient safety events.
- Establish a process that provides clear understanding, monitoring and management of risks and contribute to the management of these risks across the Division of Ambulatory Services and the wider organisation.
- Lead organisational achievement of the National Safety and Quality Health Service Standards for the Department of Ambulatory Services.

- Scan and analyse the external environment for legislative, regulatory, technology, consumer and social changes and make appropriate recommendations for service changes as a result.
- Represent the Department of Ambulatory Services on key hospital committees and key projects within the Division.

### **People**

- Actively inspire a shared vision, model a values-based approach and create a culture in which new ways of working are encouraged and enabled.
- Lead and promote a high-performance environment with active learning through coaching and team collaboration.
- Implementation and reinforce RCH wide programs which enable staff professional development, performance appraisal and goal setting, team building, leave management and work redesign to deliver high quality service to patients and families.
- Develop and monitor processes to measure and ensure staff FTE are utilised in a timely and efficient manner.
- Build team capability and resilience, authorise and enable a culture of curiosity and creativity to adapt to work in a dynamic environment.
- Ensure clarity and accountabilities within teams, act to remove barriers that have the potential to impact success and celebrate excellence.
- Create and sustain an optimal, proactive workplace safety culture that enables psychological and physical safety across the Department.
- Ensure all employees in the department have completed mandatory e-learning training
- Manage compliance and delegated authority and conflict of interest obligations of staff.
- Collaboratively engage with staff and relevant external groups to manage industrial issues that arise, including implementation of new Enterprise Agreements and change impact processes with workforce implications.

### **Sustainability**

- Development and implementation of financial strategies and actions that will ensure budgetary targets and key performance indicators are met, ensuring financial responsibility and accountability of all units and wards within the Department.
- Development of processes, practices and systems that facilitate the collection and access to data of strategic significance, the creation of business intelligence with identification and visibility of emerging trends.
- Prepare performance related reports that enable evidence-based decision making within the Division and across the RCH.
- Contribute to the review, development and implementation of organisational policies and procedures and ensure they are embedded in practice across the Department.
- In partnership with the Executive Director of Ambulatory Services and Chief Allied Health Officer, provide leadership, support, and advice to Department Managers and Nurse Unit Managers, in the preparation of strategically focused business cases and grant applications for the RCH Foundation.
- Ensure site emergency management and control systems and Business Continuity Plans are in place and manage responses effectively
- Contribute to the Executive clinical on-call roster as required

<b>QUALIFICATIONS AND EXPERIENCE</b>
<p><b>Essential:</b></p> <ul style="list-style-type: none"> <li>• Tertiary qualification in relevant discipline</li> <li>• Pos-graduate qualifications at a Masters level or higher in a clinical area or health services management/administration/business management or relevant field</li> <li>• Registered professionals must be a member of the appropriate professional body, administered through the Australian Health Practitioner Regulation Agency (APHRA), or professionals from a self-regulated discipline must be eligible for membership of the relevant professional body.</li> <li>• Extensive knowledge and experience in an acute health service setting and proven ability to manage and lead effectively within a large complex health service</li> <li>• Strong experience in health service operations management, including clinical and business management and reporting</li> <li>• Minimum of five years' senior level experience in management of a large team</li> <li>• Proven capacity for leadership in a team environment and ability to work well as a senior member of the team responsible for operational and people management activities</li> <li>• Ability to work autonomously and as part of team with a 'can do' and proactive attitude</li> </ul> <p><b>Desirable:</b></p> <ul style="list-style-type: none"> <li>• Knowledge of health funding pertaining to a paediatric health service</li> </ul>
<b>KEY SELECTION CRITERIA</b>
<ul style="list-style-type: none"> <li>• Highly developed interpersonal skills with an ability to build rapport, negotiate and maintain effective relations with key stakeholders at all levels</li> <li>• Demonstrated effectiveness as a senior manager with proven ability to develop and meet strategic, operational and budgetary objectives</li> <li>• Proven track record in the development and implementation of strategic initiatives, cultural and organisational change within tertiary or quaternary hospital settings</li> <li>• Highly developed interpersonal, written and verbal communication skills, particularly in relation to consultation, influencing and conflict resolution</li> <li>• Ability to develop and motivate individuals and teams and to create a continuous improvement environment</li> <li>• Demonstrated ability and experience with implementing organisational-wide change initiatives, including transformation of work practices and service delivery models</li> <li>• Demonstration of a positive attitude and commitment to the organization with an understanding of, and ability to integrate, positive organisational behaviours and an ability to lead and influence a multidisciplinary team</li> <li>• Strong business and financial acumen with solid budget management and funding experience</li> <li>• Experience involving consumers in evaluation and planning processes</li> <li>• Consultative leadership style that promotes participation and involvement</li> </ul>
<b>OTHER REQUIREMENTS</b>
<ul style="list-style-type: none"> <li>• Employees are required to undertake a National Criminal Record Check and a Working with Children Check prior to commencing employment</li> <li>• Employees are required to maintain a valid Working with Children Check throughout their employment</li> <li>• A current, full driver's licence for the State of Victoria which is appropriate for the type of vehicle being driven, and comply with any restrictions on their licence (e.g. wearing glasses) while undertaking hospital duties (If applicable)</li> <li>• Employees are required to maintain compliance with RCHs "Staff Immunisation - Prevention of Vaccine Preventable Diseases" procedure.</li> </ul>

## IMPORTANT INFORMATION

All employees are required to adhere to the Royal Children's Hospital Values:

- Curious - We are creative, playful and collaborative
- Courageous - We pursue our goals with determination, ambition and confidence
- Inclusive - We embrace diversity, communicate well, build connections and celebrate our successes together
- Kind - We are generous, warm and understanding

## RCH COMPACT

All new and existing employees commit to the RCH Compact to contribute to a strong and respectful culture.

- We do better work caring for children and families when we also care for each other
- I bring a positive attitude to work – I share, I laugh, I enjoy other's company
- I take responsibility for my behaviour and its impact on others
- I am curious and seek out ways to constantly learn and improve
- I celebrate the good stuff, the small stuff, the big stuff – it all matters
- I speak up when things aren't right
- I value the many different roles it takes to deliver great patient care
- I actively listen because I want to understand others and make better decisions
- I am inclusive and value diversity
- When it comes to teamwork, I don't hold back – I'm all in

## QUALITY, SAFETY AND IMPROVEMENT

RCH employees have a responsibility and accountability to contribute to the organisation's commitment to Quality, Safety and Improvement by:

- Acting in accordance and complying with all relevant Safety and Quality policies and procedures
- Identifying risks, reporting and being actively involved in risk mitigation strategies
- Participating in and actively contributing to quality improvement programs
- Complying with the requirements of the National Safety and Quality Health Service Standards
- Complying with all relevant clinical and/or competency standards
- Complying with the principles of Patient and Family Centred Care that relate to this position

**The RCH is committed to a diverse and inclusive workforce. We encourage applications from Aboriginal and Torres Strait Islander people, people from culturally and/or linguistically diverse backgrounds, all members of the LGBTIQI community and people with disability.**

Position description last updated

September 2024