



## POSITION DESCRIPTION

<b>Core Mercy Values:</b>	Compassion, Hospitality, Respect, Innovation, Stewardship, Teamwork		
<b>Position title:</b>	Director of Short Stay Unit, Emergency Department	<b>Employee name:</b>	
<b>Entity/Group:</b>	Health Services	<b>Date:</b>	xxxxx
<b>Business Unit/Department:</b>			
<b>Position reports to:</b>	Clinical Services Director, Operationally  Chief Medical Officer, Professionally	<b>Positions reporting to this one:</b>	All junior and senior medical staff within the department and relevant non-medical staff
<b>Hours per week</b>	Full time		
<b>Position Purpose:</b>	<ul style="list-style-type: none"> <li>Leads and provides overall responsibility for strategic, clinical and operational facets of the Short Stay Unit including clinical services, optimization of patient flow, teaching and research to ensure the effective and efficient provision of patient-centred services within a growing and dynamic health service</li> <li>As part of the Emergency Department leadership team, develops and implements the vision and strategy for the Emergency Department in line with organisational 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.</li> <li>Leads the recruitment/ supervision/ coordination/ workforce planning and development of senior and junior medical staff for the Unit with the Director of Emergency Medicine.</li> <li>Maintains an appropriate clinical load to achieve the goals of the Unit including on call</li> <li>Works in strong partnership with the Nurse Unit Manager- Short Stay Unit and other members</li> </ul>		

	<p>of the Emergency Department and Mercy Health Leadership Team in the provision of integrated and coordinated health services and the delivery of key result areas.</p> <ul style="list-style-type: none"> <li>• To deputize for the Director of Emergency Medicine as required.</li> </ul>
<b>Qualifications:</b>	<ul style="list-style-type: none"> <li>• Registered with AHPRA as a Medical Practitioner</li> <li>• Fellowship of the Australasian College for Emergency Medicine</li> <li>• Demonstrated knowledge, leadership and experience in relevant specialty</li> </ul>

<b>Mandatory Competencies and Requirements</b>	
<ul style="list-style-type: none"> <li>• Comply with all mandatory organisational competencies (annual completion required)</li> <li>• Acts professionally and in accordance with the Mercy Health Code of Conduct (all employees) and the Code of Conduct for Children (Vic only).</li> <li>• Maintain clinical registrations</li> <li>• Participates in annual performance development review (PDR) process and conducts annual PDRs for direct reports</li> <li>• Completion of mandatory competencies as per organizational policy and compliance with policies/ procedures</li> <li>• Commitment to person-centred care</li> </ul>	
<b>Personal Competencies</b>	
<p>Commitment to the Mercy values          Demonstrated ability to build relationships at all levels          Ability to manage and work as part of the team          Capacity for constructive self-reflection and learnings from action and feedback          Highly developed leadership skills</p>	
<b>Role-Specific Competencies</b>	
<ul style="list-style-type: none"> <li>• Demonstrates visible leadership skills, professionalism and accountability</li> <li>• Demonstrates the ability to pursue and maintain high clinical standards</li> <li>• Demonstrates ability to consult, collaborate and build relationships with people at all levels</li> <li>• Demonstrates ability to lead a team of clinicians and hold reports to a high level of accountability</li> <li>• Demonstrates ability to manage and work as part of a team and align teams with organizational vision and mission</li> <li>• Excellent interpersonal and effective communications skills.</li> <li>• Excellent supervision, teaching skills and support for clinical research</li> <li>• High level conceptual and analytical skills, able to respond quickly in a complex, evolving environment.</li> <li>• Demonstrates ability to positively promote and implement change.</li> <li>• Demonstrates ability in effective and appropriate delegation in decision making.</li> </ul>	

- Capacity to review healthcare processes and re-engineer to improve efficiency and effectiveness of services
- Sound understanding of clinical risk management, maintenance of clinical standards and application of clinical governance processes.
- Demonstrates ability to drive clinical innovation and high-level change management.
- Demonstrates ability to undertake service assessment, planning and implementation for Clinical Staff in Health Services.

<b>Key Result Areas</b>	<b>Key Activities</b>	<b>Standard Measures</b>
<b>Demonstrates and upholds the Values and Mission of Mercy Health.</b>	<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> </ul>
<b>Demonstrates leadership in the area of clinical governance, quality and patient safety</b>	<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 clearly defined</li> <li>• Ensures that unit complies with current policies and procedures and relevant ones are updated and reviewed as required</li> <li>• Actively promotes participation of all program staff in quality improvement and benchmarking activities.</li> <li>• Ensures a consistent, standardised and</li> </ul>	<ul style="list-style-type: none"> <li>• Effective processes are in place to investigate, respond and evaluate incident 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>• Training records and competencies</li> <li>• Accreditation participation and outcomes.</li> <li>• Patient satisfaction and clinical outcome data</li> <li>• Develop and action annual quality plan and business plan including relevant clinical audits and review of clinical variation</li> <li>• Support and participate in program quality activities</li> <li>• Medico legal issues are reported promptly</li> </ul>

<b>Key Result Areas</b>	<b>Key Activities</b>	<b>Standard Measures</b>
	evidence based approach to the development of procedures and clinical practice guidelines within the program.	to the Chief Medical Officer. <ul style="list-style-type: none"> <li>• Risk issues are escalated if unable to address at unit head level</li> </ul>
<b>Provides professional, strategic and operational leadership</b>	<ul style="list-style-type: none"> <li>• Provides clinical leadership for the planning, implementation and growth of services</li> <li>• Provides advice on operational issues relating to clinical services.</li> <li>• Continually monitors clinical practices, processes and structures and ensures they are relevant and effective.</li> <li>• Transparent, collaborative and consultative management structure exists</li> <li>• Fosters productive relationships with internal/ external bodies 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 unit, including appropriate delegations, coordination and allocation of resources</li> <li>• Work with senior medical staff 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 senior medical staff and development of clinicians</li> <li>• Completion of regular unit performance review with Clinical Services Director and annual unit plan</li> <li>• Junior medical staff within unit are well supervised and supported and teaching/ training promoted.</li> <li>• Contributes to teaching and training at undergraduate and postgraduate levels</li> </ul>
<b>Ensures the effective, efficient and economic delivery of coordinated services</b>	<ul style="list-style-type: none"> <li>• Reviews 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</li> </ul>	<ul style="list-style-type: none"> <li>• Develops and maintains the unit which facilitates delivery of service plan and strategy.</li> <li>• Service plan developed and implemented</li> <li>• Ensure that timely, efficient and high quality</li> </ul>

<b>Key Result Areas</b>	<b>Key Activities</b>	<b>Standard Measures</b>
	<p>meets its quality, efficiency and financial objectives.</p> <ul style="list-style-type: none"> <li>• Preparation and monitoring of strategies to meet program service targets.</li> <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>	<p>medical care is provided to patients</p> <ul style="list-style-type: none"> <li>• Maintain accurate patient records and ensure discharge summaries are completed as per organizational requirements</li> <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>
<p><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></p>	<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 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 to facilitate change activity as required.</li> <li>• Engages with monthly performance meetings with Clinical Services Director 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>
<p><b>Identifies and manages medical staffing, staff performance, development and professional issues in a proactive and timely</b></p>	<ul style="list-style-type: none"> <li>• Assists the Clinical Services Director and Program Director in the recruitment, selection, retention and performance</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> </ul>

<b>Key Result Areas</b>	<b>Key Activities</b>	<b>Standard Measures</b>
<b>manner</b>	<p>management of staff including medical subspecialties within the service</p> <ul style="list-style-type: none"> <li>• Manages medical staffing levels of the unit.</li> <li>• Attainment and maintenance of accreditation standards for JMO 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 members hold appropriate competencies for their roles and adhere to appropriate professional standards.</li> <li>• Ensures the Unit staffing is adequately coordinated to provide safe and effective patient care across the clinical service</li> <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>
<b>Promotes and facilitates professional development and welfare for Medical Staff</b>	<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>
<b>Communicates effectively and promotes team development</b>	<ul style="list-style-type: none"> <li>• Communicates openly and honestly</li> <li>• Ensures effective lines of communication are maintained both internally and externally.</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> </ul>

<b>Key Result Areas</b>	<b>Key Activities</b>	<b>Standard Measures</b>
	<ul style="list-style-type: none"> <li>• Shares and disseminate organizational messaging to the workforce.</li> <li>• Shares resources and relevant information to maximize productivity</li> <li>• Works in collaboration with the Clinical Services Director and Program Director in the delivery of duties</li> <li>• Works in collaboration with all parties to ensure effective, efficient and economic service delivery</li> <li>• Proactively promotes harmonious working environment including conflict management and management of industrial issues.</li> <li>• Respects the needs and feelings of others and actively seeks others perspectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Actively involves others to achieve outcomes desired</li> <li>• Workplace vigilance to workplace issues</li> <li>• Seeks to build rapport with people</li> <li>• Develops collaborative relations</li> <li>• Encourages contributions, opinions and builds on these.</li> <li>• Promotes skill development and recruitment programs to support strategic business direction</li> <li>• Promotes the development and maintenance of cross-functional teams</li> </ul>
<p><b>Creates a safe and people friendly workplace environment</b></p>	<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> <li>• Maintain a safe environment for patients/self/colleagues and members of the public.</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> </ul>

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

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

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

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

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

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