



POSITION DESCRIPTION – DIRECTOR OF CLINICAL OPERATIONS ALBURY WODONGA HEALTH

Primary Objective

The Director of Clinical Operations will lead the development and operation of clinical services for Australia's first cross border health service, Albury Wodonga Health (AWH).

The Director of Clinical Operations will be responsible to the Chief Executive Officer (CEO) and AWH Board to deliver effective management and leadership through a period of significant change, requiring the establishment of clinical operations and service management structures, performance measurement, business and planning processes and governance frameworks.

As a key executive appointment in AWH, the position will provide significant input to the development and oversight of service and business plans, AWH policy development, business and clinical service strategies and relationship management developed in conjunction with the CEO and board, and approved by the Board.

In performing these roles, the Director of Clinical Operations will have in mind:

- the needs of patients and other users of the health services;
- the need to ensure that the public health service uses its resources effectively and efficiently; and
- the need to ensure that resources of the Victorian and NSW public health sectors are used effectively and efficiently.

The Director of Clinical Operations of AWH will require a proven ability to develop, adapt and implement clinical operations, planning and service management arrangements across a large and complex health organisation undergoing significant change.

Integration of Albury Base Hospital and Wodonga Regional Health Service / Governance arrangements

Albury Wodonga Health (AWH) is a Victorian public health service, established under the Health Services Act 1988 (Vic). It commenced operation from two campuses at Wodonga and Albury on the 1st July 2009.

As one of six regional public health services in Victoria, AWH is the major health service provider between Canberra and Melbourne. AWH is responsible for meeting the healthcare needs of its local community as well as the more complex or specialist health

service needs of the wider population of the regional area covering north east Victoria and southern NSW.

AWH's initial responsibility is focused on acute hospital services excluding the NSW Health acute mental health services. Broadening of the new health service's responsibilities to include community and mental health will follow over time and following consultation with stakeholders.

AWH's estimated total budget is in the order of \$130 million per annum.

As a Victorian public health service, AWH operates under Victorian Health legislation and receives funding from the Department of Health. The NSW component of this funding is defined through an intergovernmental agreement between NSW and Victoria.

The Albury Campus remains a NSW public hospital under the management of AWH. AWH is required to manage staff who will continue as NSW employees, and NSW legislation and policies will continue to apply to some aspects of ABH operations. In addition, there is a requirement in the short term to source a range of corporate and management services from NSW Health under Service Level Agreement arrangements.

Albury Wodonga Health

With a combined population in the order of 100,000, the broader region of Albury Wodonga offers its residents a rural/regional lifestyle whilst providing a broad range of services and facilities, including sporting, shopping, entertainment, and dining. Situated on the Murray River, Albury Wodonga is approximately 3 hours (by road) north of Melbourne and 6 hours south of Sydney. Albury Wodonga is serviced by daily rail and coach services and multiple daily air services to Melbourne, Canberra and Sydney. Albury Wodonga located on the Hume Highway.

In providing for the health care needs of Albury Wodonga residents Albury Wodonga Health is expected to hold an important place within the local community. As a regional health service, Albury Wodonga Health will be expected to forge strong working relationships with small health services located in the surrounding region within both NSW and Victoria.

Key Accountabilities – Director of Clinical Operations

1. Lead the establishment of new clinical operations arrangements, including associated planning and performance management systems and:
 - Effectively co-ordinate the delivery of clinical operations across Albury Wodonga Health.
 - Establish an integrated clinical operations management team, including the assignment, development and recruitment of staff as required.
 - Provide advice to the CEO and AWH's board and board committees on strategies for required change.
 - Develop and re-engineer service provision processes and management structures to ensure clinical operations planning and management is effective, efficient and responsive and integrated in the day to day operations of AWH

- Where appropriate, develop cross campus clinical support in the areas of bed management and waiting list programmes.
 - Provide for the management of the clinical services ITU & HDU, A & E and all other clinical services as allocated.
 - Provide for the management of all Allied Health Services across both campuses.
 - Provide for the management of Mental Health Services on the Wodonga Campus.
 - Provide the leadership for Disaster Responses.
 - Oversee the integration and development of AWH policies in relation to the clinical operations portfolio.
 - Ensure the board's decisions in relation to clinical operations are implemented effectively and efficiently throughout the health service.
 - Provide timely and accurate reports on performance and information as required by the Board and under the Intergovernmental Agreement.
2. Develop effective performance and planning mechanisms to support clinical and other staff in delivering identified health service delivery needs.
 3. Assist the CEO and Executive team to identify, prioritise, develop and implement service integration initiatives across AWH.
 4. Contribute to the evolution of the Director of Clinical Operations position as part of the development of a unified AWH management structure.
 5. Support the CEO in the achievement of health service statutory objectives and the effective performance of AWH functions (under the provisions of the *Health Services Act 1988* and *Financial Management Act 1994*) and in accordance with the Intergovernmental Agreement.

Reporting Relationships

The position reports to the CEO and is responsible for the effective management of the clinical operations and service planning functions of the organisation on a day-to-day basis.

Key Internal and External Relationships

Internal

- Board of Directors
- Chief Executive Officer
- Executive Management Team
- Unit Managers
- Staff
- Board Committees

External

- Department of Health
- Representatives of State (Victorian and NSW) and Commonwealth Governments
- Community Agencies and Representatives

Challenges

The Director of Clinical Operations of AWH will confront a range of unique short term problems and longer term challenges including:

- The establishment of integrated clinical operations management, governance and service planning arrangements from two disparate systems in an environment of significant organisational restructure and change.
- The maintenance of performance levels across a diverse range of clinical services where there is a limited availability of additional financial and other resources.
- The establishment of performance monitoring and reporting arrangements that meet the requirements of a range of key stakeholders including two State Governments, the AWH Board and community interest groups.
- Maintaining effective relationships, systems and processes with other health related service providers to ensure continuity of care for patients moving between service providers or with multiple service providers.

Decision Making and Accountability Limits

The health service will enter into a single Health Services Agreement with the Department of Health for the provision of health services to both Albury and Wodonga residents. There is a range of fiscal, accounting, governance and other accountability conditions attached to the delivery of corporate services, particularly on the Albury Campus.

Conditions of employment of health service personnel are determined by relevant industrial instruments.

However, the Director of Clinical Operations has substantial day-to-day autonomy in directing and managing the health service's resources within the overall budget allocation.

Skills, Knowledge and Experience

To perform the role the Director of Clinical must possess:

- Demonstrated leadership skills.
- Demonstrated achievement in developing and establishing planning, management and governance arrangements in a large and complex organisation undergoing significant change.

- Demonstrated and tested skills and experience in the core functions required to lead and manage clinical operations in a regional health service.
- Demonstrated interpersonal skills to ensure relationships are built and maintained with a diverse stakeholder group.
- Demonstrated ability to manage the delivery of a diverse and complex range of clinical services.
- An ability to plan and influence at the State Government level.
- Demonstrated knowledge of the health industry and an ability to apply that knowledge to the local health service needs of the Albury Wodonga region.
- Appropriate tertiary qualifications.

Background information – Health Priorities

Health services in all developed nations are under pressure. Demand for health care is rising, the cost of health services is increasing and community expectations about modern medical treatment keep going up.

Much of the pressure on health systems is associated with ageing populations and the development of new treatments. In Australia, the proportion of people aged over 65 has been steadily rising and will continue to increase over the next two decades as the 'baby boomer' generation reaches retirement age. People over the age of 65 use hospitals and health services at four times the rate of the total population.

Another factor placing pressure on the health system is the emergence of new treatments. As new medical technologies and medicines are developed, doctors and their patients expect that they should be made available through the entire public health system – often at considerable cost.

These factors are having a major impact on health systems throughout the developed world. Governments everywhere, including Victoria, are facing the challenge of keeping pace with the increase in demand and maintaining the quality of health services.

Further to this are changes in the prevalence of diseases and the progressive shift from inpatient to ambulatory care with a focus on multidisciplinary treatment options, particularly in the management of chronic disease.

The effective provision of health services to residents of the Albury Wodonga region requires an understanding of these challenges as well as an appreciation of challenges more unique to the provision of health service delivery in a regional or rural environment. For instance, changes are occurring in the demography of rural and regional populations, with an increase in the proportion of older people and shifts in population distribution.

The Department of Human Services, Rural Health Branch has identified a number of challenges that are currently being faced by rural and regional health services;

1. The structure of the health system

There is a need for greater clarity about the role of each health service. Roles should be identified within a comprehensive service planning framework that is integrated across a geographic area, with levels or types of health service defined across catchment areas. This will be a most complex area for AWH having to engage communities within both Victoria and NSW.

2. *Workforce*

This is the most critical issue facing the system at present and includes the training, recruitment and retention of suitably qualified and experienced health training professionals. Particular issues include the need to ensure that skills of staff are effectively utilised and maintained, that there are opportunities for up-skilling, career pathways and succession planning exist, and that alternative or non-traditional roles are explored where appropriate. The workforce of ABH will include staff employed under Victorian terms and conditions and NSW terms and conditions.

3. *Effective service delivery models*

There is a clear need to increase and improve strategies for management of chronic and complex conditions, health promotion, illness prevention, community development and early intervention. New service models are required to encourage the use of primary and ambulatory care in rural health services, and ensure capacity to respond to changing needs. Appropriate training opportunities are also required.

4. *Governance*

The boards of health services require continuing support in meeting their governance responsibilities, and must have strong links with the communities they serve. Ensuring sound clinical governance as well as financial management are just two of these responsibilities. The Board has a particular challenge in managing the pace of change. They must ensure that their health services adapt so that they remain relevant to the community's needs within both jurisdictions, in respect of AWH; and they must also lead and inform their communities in both Victoria and NSW so that they understand and accept changes.

5. *Intergovernmental Relationships*

A key objective for the establishment of AWH is to build on existing cross jurisdictional activities to improve service planning, integration and delivery. Over time it is expected there will be opportunities for efficiencies in relation to funding arrangements and reporting requirements.

6. *Responding effectively to diversity within our rural communities*

The diversity of rural communities must be taken into account when planning for future delivery of service. For example, changes in demography and population shifts occur differently, with some areas growing and expanding in population and service demands and other declining. The increasing number of people retiring along both sides of the Murray River will impact on the catchment to AWH.

In response to these identified challenges the Department of Human Services has outlined three key directions that attempt to point the way for the future development of rural health services.

These are:

➤ Promote Health and Wellbeing

Promoting health and wellbeing requires the health system and the broader community to work together to support prevention and early intervention efforts, target community building and implement evidence-based programs that deliver optimal health outcomes.

The strategies proposed include a mix of illness prevention, health promotion, self-care and disease management. These will address health priorities and be targeted to particular community groups.

➤ Foster a Contemporary Health System and Models of Care

Strategies to foster a contemporary health system will include:

- Implementation of a three-level configuration for rural health services, comprising local, district and regional.
- Enhanced area-based service planning processes.
- Capability-based planning frameworks to support local planning and decision-making about appropriate levels of care.
- Continued development and implementation of statewide specialty service development plans.
- Continued development of primary and community health services, including continued support of Primary Care Partnerships and service coordination.
- A framework to support further development of ambulatory care.

➤ Strengthen and sustain rural health services

Strengthening and sustaining rural health services depends on initiatives that support and enhance resources and improve systems and processes. This will include:

- Initiatives to improve recruitment and retention of a skilled health workforce.
- Improved processes to ensure clinical governance and financial accountability.
- Implementation of shared service models, supporting collaborative arrangements between health services.
- Increased health service capacity to meet growing demand and ensure local access.
- Enhanced physical infrastructure and equipment through improved asset management and continued investment.
- Ongoing funding reform to improve accountability and better recognise the cost of services in rural areas.
- Better health information systems developed to improve patient care through capacity to transfer and share accurate information.