



SPORTSMED·SA

**DIRECTOR, NURSING &
CLINICAL SERVICES**

JOB & PERSON SPECIFICATION

JULY 2010



JOB SPECIFICATION

TITLE OF POSITION :	DIRECTOR, NURSING & CLINICAL SERVICES
REPORTS TO :	CHIEF EXECUTIVE OFFICER (CEO)
DIRECT REPORTS :	THEATRE MANAGER, CNC MANAGER, NURSE EDUCATOR, INFECTION CONTROL COORDINATOR, ORTHOPAEDIC CLINIC MANAGER, HOSPITAL RECEPTIONIST

Background

SPORTSMED•SA is a sports medicine clinic and private orthopaedic hospital and day surgery, established in 1989 by a group of practitioners comprising orthopaedic surgeons, sports physicians, podiatrists and physiotherapists. Since opening SPORTSMED•SA has rapidly expanded. The brand of SPORTSMED•SA is highly regarded with a reputation for service excellence in the South Australian health setting.

The services offered under the SPORTSMED•SA brand include world leading clinics ranging from sports medicine, medical, physiotherapy, podiatry and orthopaedic clinics, operating in the largest purpose built facility in the southern hemisphere located at Stepney. Growth and expansion has resulted in clinics opening across the metropolitan areas of South Australia and a clinic in Darwin, Northern Territory.

In addition to leading outpatient clinics, SPORTSMED•SA operates a day surgery facility and a private orthopaedic hospital, co-located at Stepney. A number of the SPORTSMED•SA orthopaedic surgeons also operate at other private hospitals in South Australia and interstate, as well as hold positions in the public sector.

SPORTSMED•SA employs more than 300 staff and is privately owned by 24 practitioners. The Day Surgery, Orthopaedic Hospital and Orthopaedic Clinics are separately owned and operated by a subgroup of practitioners - 10 equity orthopaedic surgeons and two non-equity orthopaedic surgeons (Orthopaedic Partnership). The overall affairs of SPORTSMED•SA are regulated by an Agreement with all partners.

The affairs of the Orthopaedic Partnership are regulated by a separate Partnership Agreement binding both equity and non-equity partners. The Orthopaedic Partnership and interests are managed through a managing partner (Chairman) who reports to an elected Board Management Committee of five (Board of Directors). Day-to-day management of the orthopaedic business and achievement of strategic objectives is led by a CEO and a team of clinicians, management and administrative staff.



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Position summary

The Director, Nursing & Clinical Services is responsible for the leadership and management of all aspects of SPORTSMED•SA's clinical services across the business divisions of the Orthopaedic Outpatient Clinics, the Orthopaedic Hospital and Day Surgery. This position has overall responsibility for the provision of professional leadership, development and maintenance of standards and education of the nursing workforce within these business areas, and will lead the clinical governance, service strategies, administrative requirements, clinical and quality performance including the compliance with accreditation requirements across relevant standards.

As part of the executive management team, the Director, Nursing & Clinical Services will strategically plan, delegate and evaluate services to ensure delivery of quality patient care within the allocated areas of responsibility, will uphold the values and promote the organisational philosophy of a centre of excellence and quality care.

Key areas of responsibility and accountability

The Director, Nursing & Clinical Services will provide overall effective management of the nursing, care, physical, financial and human resources of all clinical operations by:-

Service development and planning

- providing assistance to the CEO in developing the organisation's strategic and operational business plans;
- coordinating the development of the annual financial, resources and capital budgets for the clinical service operations in consultation with the leadership team and clinical service managers, for review and approval by the CEO;
- contributing as an active member of the executive management team and presenting clinical/nursing services plans requiring approval from the Board;
- providing leadership for the ongoing development and implementation of care service business plans and the evaluation and monitoring of such plans and service delivery outcomes, including the documentation of nursing services and care, incorporating quality improvement, OHS&W and clinical risk management programs;
- ensuring that the clinical, nursing and care services meet the changing needs of patients, surgeons and strategic business goals through effective planning and monitoring;
- coordinating the implementation and management of change consistent with the organisation's corporate values and objectives to achieve efficiencies and a positive cohesive organisational culture;
- promoting and leading quality and risk programs, supporting and participating in research activities, patient safety/care programs to achieve accreditation standards and compliance with relevant regulations and legislation;
- actively contributing to and participating in the development of comprehensive, organisation-wide policies and procedures to ensure best practice and commitment to service excellence are reflected;
- leading specific projects including the development of business cases for approval which support operational improvements and changes;
- other duties as directed by the CEO.



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Service management and performance

- planning and managing for clinical and nursing services to effectively facilitate high standards of care, compliance with legislation, safety and employee health regulations and relevant codes of conducts, emerging technologies, industry developments and other factors relevant to the organisation, supported by nursing knowledge, research and reflective contemporary practice;
- embodying the practice of nursing across all clinical areas in accordance with professional values and moral principles and maintaining confidentiality as appropriate;
- providing timely and accurate reports to executive, CEO and Board against agreed parameters and frequency and manage the oversight, collection and analysis of information related to the clinical operations;
- informing and advising the Board, CEO and executive on current issues, clinical practice, policy, and trends;
- ensuring that all clinical services are achieved in accordance with budget;
- monitoring, evaluating and reporting budget variances and implementing effective remedial strategies;
- developing the clinical service's annual goals and objectives with direct reports and ensuring they are communicated to the clinical services staff;
- managing day-to-day operational flow issues including high demand and hospital congestion;
- developing and overseeing operational contingency plans for managing patient flow, demand/capacity and related issues;
- ensuring that the quality standards of all operational areas meet the requirements of business policies, funding agreements, contracts of operations, government legislation and contribute to the quality assurance and continuous improvement requirements for compliance with accreditation standards;
- ensuring the achievement and maintenance of standards and criteria for accreditation through monitoring progress against recommendations and facilitating the collection of evidence to support outcomes;
- leading the quality improvement and clinical risk management across all clinical service areas ensuring compliance with accreditation standards and enabling superior standards of care to be provided to patients;
- working collaboratively with the executive management team members to implement, manage and maintain effective prevention and control of infection in all clinical service areas through a systematic approach to the management of infection control;
- participating in committees to implement clinical service functions and maintain the necessary reports and records related to the work of these committees;
- monitoring the internal audit process to ensure appropriate standards are maintained;
- managing and coordinating medico-legal claims and the management of adverse clinical events and patient safety initiatives;
- planning and managing the human resource requirements through ongoing workforce planning, monitoring and management of work hours to meet productivity targets;
- contributing to the establishment of Key Performance Indicators (KPIs) for clinical service staff, that relate to the operational business plans;
- participating in taking regular rounds at the hospital/wards and outpatient clinics;
- evaluating direct reports and senior nurses as required, and guiding them in the process of performance management;
- reviewing monthly ward activity reports, statistical data and annual reports and submit to CEO and Board of Directors;
- ensuring that benchmarking of the operations of all sites with both local and interstate 'similar facilities' is undertaken;
- in conjunction with direct reports, ensuring building and equipment are kept in a sound states of repair by developing a comprehensive preventative maintenance program;



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- ensuring current knowledge of existing medical products and equipment and make recommendations as required and within financial budget;
- ensuring appropriate risk management plans are in place for all service areas and actively participating in risk management plans and undertaking a leadership role in provision of services within an emergency or disaster situation.

People and culture

- creating vision and directing and fostering a consistent and unified culture of achievement, innovation, process improvement, flexibility and growth;
- leading, supporting and guiding senior management and staff to gain their support and commitment in achieving the organisation's objectives, set clear performance expectations for the clinical services management team, and provide appropriate mentoring, development and feedback to enable them to perform productively;
- communicating in a manner that builds rapport, stimulates collaboration and cooperation, fosters a cooperative approach and is effective;
- ensuring that the nursing activities are congruent with the corporate values and objectives;
- delegating responsibilities, duties and projects to nursing personnel as appropriate to their level of knowledge, skills and abilities, offering support and guidance accordingly;
- ensuring that the training and education of staff leads to ensuring that quality care, nursing and support services meet the patient, surgeon and organisational needs;
- working collaboratively with the human resource team to implement and manage professional development programs for clinical staff, including continuing education programs and mentoring programs which support succession planning, and provide support, direction, organisation and a safe system of work utilising progressive management best practice;
- ensuring nursing personnel complete competencies in line with national competencies, policies and relevant legislation;
- ensuring staff grievances are addressed and with the support of human resource team, manage grievance and disciplinary processes accordingly in a timely manner, and take appropriate actions as recommended;
- acting as an advocate for patients and nursing staff by identifying and resolving services issues at an operational and administrative level while ensuring a safe, healthy environment;
- maintaining own personal and professional development for leadership, managerial and clinical competence through training and continuing education;
- participating in the evaluation of own performance at least once per year.

Customer service and relationship management

- developing and maintaining cooperative and productive relationships with government, business, peak bodies, universities, and other stakeholders in relation to policy, funding, planning, service and clinical governance issues, and negotiate effectively, advocate and influence at all levels as appropriate;
- cooperating with colleagues, surgeons, external stakeholders and other health care professionals at all times;
- proactively initiate and participate in meetings, in-service programs and projects as needed and required;
- managing the investigation of complaints resultant from all clinical service areas in a timely manner and provide appropriate reports and recommendations for corrective action;
- conducting regular meetings with nursing supervisors, charge nurses and nursing personnel on all shifts.



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Health, safety and environment

- supporting and abiding by the aims, objectives and policies of SPORTSMED•SA;
- maintaining and protecting the confidentiality of patients and company information at all times;
- maintaining appropriate risk registers for areas of responsibility;
- continually review and reflect on work practices and processes and identify and implement improvement processes where appropriate;
- contributing to SPORTSMED•SA's continuous quality and risk management programs by :-
 - complying with corporate and site specific quality management system requirements, including relevant policies and procedures;
 - reflecting continuous improvement principles in work plans and practices;
 - demonstrating a patient and clinical care focus in all work activities;
 - participating actively in quality and risk management activities and in the maintenance of the quality management and continuous improvement system goals, including the identification, analysis, reporting risks, hazards, etc;
 - supporting and participating in accreditation requirements.
- contributing to SPORTSMED•SA's Occupational Health Safety and Welfare (OHS&W) policies and programs by :-
 - understanding rights and responsibilities under OHS&W Act 1986 and meeting the requirements of SPORTSMED•SA's OHS&W policies and programs;
 - participating in OHS&W training programs.
- achieving required accreditation standards.



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Context/Scope

The Director, Nursing & Clinical Services is responsible for providing leadership and oversight for the clinical services for all SPORTSMED-SA's operations including Outpatient Clinical activities, Theatre, Day Surgery and wards, and effectively managing the financial, administrative, and resource requirements for these areas.

Organisational Relationships

Reporting to the CEO, the Director, Nursing & Clinical Services works collaboratively with the executive management team to set organisation-wide outcomes, monitor and report results, lead clinical excellence, and ensure viability and sustainability of the organisation. Key interactions will occur with the General Manager - Human Resources, General Manager - Support Services, Manager Risk, Safety & Quality, Manager - Marketing, Facilities Manager, Hotel Services Manager and ICT Manager.

Decision Making Authority/Discretion

The position of Director, Nursing & Clinical Services will operate within defined designated delegated authority.

Educational/vocational qualifications

- Registered Nurse with current Practicing Certificate with the Nursing & Midwifery Board of Australia;
- Post graduate qualifications in health care discipline or business management is highly desirable.

Experience, knowledge, skills and abilities

- previous senior management and leadership experience in health care or surgical setting;
- high level operational and management experience with proven ability to think strategically and execute objectives;
- knowledge and understanding of private sector health funding models;
- experience leading and managing hospital related quality, risk and accreditation requirements;
- experience managing and reviewing rosters;
- solid knowledge and understanding of health care regulations, legislation, and standards;
- demonstrated knowledge and skills in contemporary nursing and human resources planning and management;
- ability to mentor, coach and develop a team, inspire enthusiasm and a positive culture;
- high levels of energy, initiative and drive;
- possess a consultative and cooperative style;
- sound financial, commercial and business acumen;
- high level analytical abilities;
- high level report writing abilities;
- strong communication skills both written and verbal;
- high level organisational and prioritisation skills;
- critical thinking skills;
- strong relationship management skills;



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- solid computer literacy skills;
- strong influencing and negotiation abilities;
- ability to delegate appropriately;
- demonstrated problem solving abilities;
- possess a strong customer service ethos.

Special Conditions

Work outside core hours will be required in keeping with the seniority of the role, and some travel within the State and interstate will be essential.



HOW TO APPLY

Applications should be forwarded to Heidi Jones by e-mail 13027@hender.com.au

Telephone enquiries may be directed to Heidi on (08) 8100 8807 or to Julie Fleet on (08) 8100 8806.
Applications close Friday 6 August 2010.

Please Note

Your application will be automatically acknowledged by a return e-mail.