

# Austin Health

## Position Description



### Position Title: Director of Emergency Medicine

Classification:	Medical Specialist
Business Unit/ Department:	Emergency Services
Work location:	Austin Health <input checked="" type="checkbox"/> Heidelberg Repatriation <input type="checkbox"/> Royal Talbot <input type="checkbox"/> Other <input type="checkbox"/> (please specify)
Agreement:	AMA Victoria - Victorian Public Health Sector Medical Specialists Enterprise Agreement 2022-2026
Employment Type:	Full-Time
Hours per week:	38 hrs Clinical and Non-Clinical hours will be negotiated
Reports to:	Divisional Medical Director and Divisional Director, Access, Critical Care, Imaging & Ambulatory Services
Direct Reports:	Deputy Directors Emergency Physicians, ACEM Trainees, JMS Director, Short Stay Director, Quality and Research Director, Paediatrics Director, Education Directors, Emergency Medicine Training Director, Toxicology ED Secretary
Financial management:	Budget: ED Medical Budget (SMS and Registrars) \$26.5M ED overall budget \$62.8M
Date:	September 2024

## About Austin Health

Austin Health is recognised for high-quality, person-centred care. We're renowned for our specialist work in cancer, transplantation, infectious diseases, obesity, sleep medicine, intensive care medicine, neurology, endocrinology, mental health and rehabilitation.

We're the largest Victorian provider of training for specialist physicians and surgeons, and internationally recognised as a centre of excellence in hospital-based research.

Our services are delivered to patients across four main sites in Melbourne, in locations across our community, in people's homes, and within regional hospitals across Victoria.

We aim to provide an inclusive culture where all staff can contribute to the best of their ability and strive to develop further. We recognise that our people are our greatest strength. We want them to thrive, be their best selves and feel engaged, safe and empowered. To achieve this, diversity and inclusion is essential to our culture and our values. You can view our current Diversity and Inclusion Plan [here](#).

## Commitment to Gender Equality

Austin Health is committed to gender equality in the workplace. In developing our Gender Equality Action Plan we have been guided by the gender equality principles set out in the Gender Equality Act 2020 (Vic). We believe that everyone should live in a safe and equal society, have access to equal power, resources and opportunities and be treated with dignity, respect, and fairness.

## Position Purpose

The Director of Emergency (in collaboration with the Divisional Management Team) leads all strategic and operational facets of the service to ensure the efficient management of resources and effective provision of patient-centered services within a complex and dynamic health service.

As a member of the Senior Medical Staff (SMS) Leadership Group, the role of Director is to provide professional leadership and promote excellence in clinical care, governance, research and teaching in the field of Emergency Medicine at Austin Health.

The appointee will report to the Medical Director of the Access, Critical Care, Imaging & Ambulatory Services Division as well as the Divisional Director for administrative matters, and professionally to the Chief Medical Officer as they oversee the delivery of high-quality patient-centered care.

The Director is accountable for standards of care and patient outcomes within their department. They provide professional leadership to clinical and non-clinical team members and promote the delivery of exceptional patient care.

As part of a major teaching and training hospital, the Director will work closely with the Clinical Education Unit, Emergency Medicine trainees, and their supervisors to provide a comprehensive and supportive teaching environment providing emergency care in both inpatient and outpatient contexts:

- Be responsible for clinical service delivery in Emergency in partnership with the clinical leadership team

- In collaboration with the Divisional Manager & Nurse Unit Manager(s), implements strategies to support the timely assess to care for emergency patients
- Supervise Emergency registrars and the junior medical staff where appropriate
- Manage and develop specialty programs within the unit
- Teach medical student

## About the Department

The Access, Critical Care, Imaging & Ambulatory Division is part of the Chief Operating Directorate. Key goals are to provide efficient and coordinated patient focused service across the following specialties:

- Emergency Medicine and Emergency Short Stay Unit (SSU)
- Intensive Care Unit
- Care Coordination
- Non-Emergency Patient Transport (NEPT)
- Hospital Wide Access & Bed Resource Management
- Specialist Clinics
- Radiology
- Molecular Imaging Therapy (MIT)
- Hospital in the Home (HITH) inclusive of Virtual Care (VC)
- Ambulatory Care Centre & Transit Lounge

The Department of Emergency Medicine is a busy tertiary department with an annual attendance of 90,000 patients and with a broad spectrum of emergency presentations. There is a 28-bed integrated short stay unit which provides observational care to adults, children and mental health patients.

The Department is accredited for two years advanced training with the Australasian College for Emergency Medicine. The Department offers a range of rotations to eligible trainees: ICU, anaesthetics, obstetrics and gynecology, toxicology, general medicine, ambulatory care, psychiatry, paediatric medicine as well as portfolios in education, research and quality. The Department is collocated with the Victorian Poisons Information Centre.

The Emergency Department's vision is a culture of excellence that values and empowers our staff and to provide compassionate, ethical, safe & timely emergency care for all patients in an environment that promotes respect, quality, safety and learning. The unit has strongly embedded culture of clinical research and teaching with strong links to The University of Melbourne.

## Purpose and Accountabilities

### Role Specific:

### Clinical Care:

The Director will be responsible for the delivery of Emergency Medicine services, including

ensuring services are delivered to the highest quality to support the provision of exceptional, patient-focused care.

- Ensure efficient resource allocation of Emergency physicians and trainees in the delivery of medical services across all areas of the department matched to demand across each 24-hour period, seven days a week.
- Manage and participate in the clinical consultant roster and on-call roster.
- Regularly review and revise models of care to optimise bed capacity utilisation within Emergency that are consistent and aligned with the organisational goals for quality of care and access.
- Support the Divisional Medical Director with achieving a process for timely notification, cover and general management of medical staff leave.
- The Director is required to be actively involved in service delivery, including clinical duties and support the optimisation of revenue generation for the Emergency Department.
- Works with the clinical team to implement strategies that promote timely access to care through innovation and exploring alternate models of care.

#### **Teaching, Training, Research and Quality:**

- The Director will participate in undergraduate and postgraduate clinical teaching activities.
- The Director will promote and provide leadership in Emergency Medicine to facilitate research.
- Develop, maintain and monitor a regular clinical audit framework across Emergency Medicine that is consistent and aligned with the organisational goals as they pertain to Safety, Quality and Risk.
- The Director or delegate will participate in Austin Health quality, safety & risk activities and attend relevant clinical and quality committees as required including Medical Grand Round, and the Divisional Quality, Safety & Risk Committee
- Participate and foster participation in hospital accreditation activities.
- Ensure that all relevant college accreditation requirements are achieved.
- Contribute to the supervision, education and training of junior medical, nursing and other clinical staff, including participating in their performance appraisal and feedback processes.

#### **Management Roles:**

- Provide visible leadership and engagement in partnership with the nurse unit manager (NUM) to ensure consistent delivery of high quality, accessible patient care
- Contribute to the development of position descriptions, duty rosters and rostering of unit medical staff to ensure the service meets the requirements of Austin Health.
- Assist with coordinating annual leave, conference leave, long service and sabbatical leave planning for medical staff; in particular minimizing excess leave and promoting timely notification of leave to enable uninterrupted service provision.
- Adhere to and promote Austin Health policies, such as the organizational Code of Conduct,

- Occupational Health and Safety and Incident management.
- Performance management of medical staff, including evaluation, feedback and the development and monitoring of performance development action plans when behavioural issues arise.
- Reviewing and establishing appropriate processes for the monitoring and authorization of all overtime and recall claims for medical staff in the unit taking account of the resources available to the unit.
- Taking responsibility for managing the workloads of individuals and groups of staff such that the skill, knowledge and expertise are optimized to service demand.
- Ensuring that work requirements of medical staff are within acceptable industrial limits.
- Ensure clear accountability for quality and safety within the department.
- Ensure policies and procedures are maintained and embedded in local work areas.
- Develop work plans for continuous improvement of systems and care for inclusion in business improvement plans.
- Ensure incident management systems are applied and a response to local issues and performance improvement occurs; ensure the risk management system is functional.
- Mandatory Training - upon commencement of employment ensure new employees in your department complete all mandatory e-learning training on the following:
  - Emergencies, Fire & Sustainability
  - Bullying, Harassment, Equal Opportunity & Anti-Discrimination
  - Aggression Management & Prevention
  - Hand Hygiene
- At any given time, ensure 85% of employees (including locum staff) in the emergency department have completed the mandatory training.
- Ensure that employees responsible for acting as Fire Wardens complete Fire Warden training annually and within one month of commencing as Fire Warden.
- Ensure any additional training for specific clinical staff is completed (e.g. BLS, ALS, MoveSmart, Cerner).

**Business management:**

- Participation in the development of strategic plans for the Directorate and the Division.
- Development and implementation of relevant policy and procedures.
- Working closely with the Divisional Manager and Divisional Medical Director and Divisional Director to constantly assess performance, including clinical activity indicators and expenditure to optimize utilization of resources.
- Work with the clinical leads in Emergency Medicine to establish a clear definition of expectations of their roles in relation to the Director role.
- Maximise bed utilisation through ensuring that all staff in the unit participate actively in effective flow management and discharge planning.
- Promote and participate in the management of emergency access issues supporting working towards the achievement of the National Emergency Access Targets.

- Assist in the development of business cases to introduce new or varied service models.

#### **Financial:**

- Participate in the monthly review of the Emergency Department budgets with the Divisional Director, Divisional Managers and Finance Business Partners. Identify reasons for variances to budget and take agreed actions to control any variance.
- Participate in building the annual budget for the Department in line with the strategies and guidelines of the organisation.
- Support the maximisation of revenue generation for the Emergency Department service.

#### **Other:**

- The Director will ensure a high level of work quality, develop, implement and monitor quality improvement activities within Emergency, in accordance with Austin Health Policies as varied from time to time.
- Ensure successful achievement of organisational wide accreditation processes (National standards).
- The Director will ensure safe work practices and environment in the Emergency Department in accordance with Austin Health Policies as varied from time to time.
- Demonstrate a commitment to working as a team member with peer medical, junior medical, nursing and other clinical staff to provide efficient, safe and quality patient care.

#### **All Employees:**

- Comply with Austin Health [policies & procedures](#) as amended from time to time.
- Comply with the Code of Conduct and uphold our values, and diversity and inclusion commitments.
- Maintain a safe working environment for yourself, colleagues and members of the public by following organisational safety, quality & risk policies and guidelines.
- Escalate concerns regarding safety, quality and risk to the appropriate staff member, if unable to rectify yourself.
- Promote and participate in the evaluation and continuous improvement processes.
- Comply with the principles of person centred care.
- Comply with requirements of National Safety & Quality Health Service Standards and other relevant regulatory requirements.
- Comply with Austin Health mandatory training and continuing professional development requirements.
- Work across multiple sites as per work requirements and/or directed by management.

#### **People Management Roles:**

- Maintain an understanding of individual responsibility for safety, quality & risk and actively contribute to organisational quality and safety initiatives

- Ensure incident management systems are applied and a response to local issues and performance improvement occurs
- Support staff under management to comply with policies, procedures and mandatory training and continuing professional development requirements

## Credentialing and Scope of Clinical Practice

### Core Scope of Clinical Practice

Procedures, therapies and competencies that a Fellow from the respective specialist medical college would be competent in practicing. This only applies to practice at Austin Health and its campuses.

Emergency Medicine Physicians should be competent in the following:

- Arterial line insertion
- CVC cannulation
- Endotracheal Intubation
- Basic and Advanced Life Support for all ages
- Chest drain - thoracostomy
- Surgical/needle cricothyroidotomy
- Airway procedures - Indirect laryngoscopy
- Airway procedures - Laryngeal mask insertion
- Conscious/Procedural sedation
- Foreign body removal - ENT
- Foreign body removal - Eye
- Gastroenterology procedures - Insertion of nasogastric tube
- Lumbar puncture
- Nasal packing for epistaxis - anterior and/or posterior
- Nerve block - Biers block
- Nerve block - femoral nerve block
- Orthopaedic procedures - Application of Plaster-of-Paris
- Orthopaedic procedures - Arthrocentesis
- Orthopaedic procedures - Reduction of fractures
- Orthopaedic procedures - Reduction of major joint subluxation or dislocation
- Surgical procedures - Incision and drainage - of abscess
- Surgical procedures - Incision and drainage - of subchondral haematoma
- Suturing - simple skin closure
- Thoracocentesis - Micro-catheter aspiration/drainage of pneumothorax
- Thoracocentesis - Needle aspiration of pneumothorax
- Urinary catheterization - urethral
- Urinary catheterization - Suprapubic aspiration (paediatric bladder tap)
- Vascular access - Intraosseous
- Vascular access - large bore intravenous:  $\geq 16G$
- Vascular access - Paediatric venous access: age  $< 2$  y.o

- Vascular access - Venous cutdown

*This will be assumed if the Emergency Physician has a Fellowship of the Australasian College for Emergency Medicine or equivalent and an ongoing continuous practice in this specialty.*

By the mutual agreement of the appropriate authority, emergency physician clinical privileges may extend outside the ED and may include but are not limited to:

- Transporting patients outside the hospital premises such as inter facility transports.
- Clinical work in the Intensive Care Unit.
- “Prescribed Medical Officer” as defined by the relevant local Child Protection Legislation to issue an involuntary emergency hospital admission order for children who are suspected victims of child abuse or neglect in order to protect the safety of the child at risk.
- The collection of medico-legal specimens or performing forensic medical examinations.
- Duties under the local Mental Health Legislation.
- Other duties mutually agreed upon to be necessary or appropriate.

#### **Extended Scope of Clinical Practice**

Procedures, therapies and competencies that a Fellow from the respective specialist medical college would be competent in practicing after additional training, qualifications and experience as determined by the Head of Unit\* has been completed. This only applies to practice at Austin Health and its campuses. \*The Head of Unit is expected to apply guidelines from the respective specialist medical college and appropriate state, national and international guidelines.

1. Diagnostic or procedural ultrasound
2. ACEM Use of Bedside Ultrasound by Emergency Physicians

**Emergency/Life threatening situation** - In a medical emergency situation, any medical staff member who is credentialed at Austin Health is permitted to provide necessary patient care, as best able, and outside their defined scope of clinical practice in order to provide life-saving measures and/or to prevent serious harm.

**Please note** - Recognising the dynamic and rapidly advancing nature of medical practice, if you believe a novel competence, practice or procedure should be included within your specialty’s scope of clinical practice, please speak to your Head of Unit and refer to the

‘Introduction of a New Technology / Clinical Practice’ policy on the HUB (<http://eppic//Document/1193>).

#### **For general accreditation the following need to be satisfied**

- Demonstrated continuing professional development
- Regular attendance at audit
- Participation in one or more of the following



- Teaching or research
- Organising audit
- Clinical governance
- Other role within Austin Health but outside of the unit/specialty
- College role

**For each area where special expertise** needs to be demonstrated some or all of the following criteria will be used to assess accreditation

- Specialist training or a specific fellowship
- Significant accumulated total experience in the field
- Recent experience (adequate number of cases per year in previous years)
- Satisfactory completion of an acceptable outside organisations credentialing requirements.

## Selection Criteria

### Essential Knowledge and skills:

- A commitment to Austin Health values and able to demonstrate the use of the values in leadership capability
- Must be a registered Medical Practitioner in Australia with the Australian Health Practitioner Regulation Agency (AHPRA).
- Current Fellowship of the Royal Australasian College for Emergency Medicine
- Demonstrated advanced leadership capabilities including the ability to lead in a clinical and non-clinical context.
- Clear ability to manage the complex issues that pertain to bed access, patient flow and discharge practice across all aspects of patient care.
- Demonstrated academic excellence, including excellence in research in the field of Department/Unit.
- Demonstrated teaching ability at undergraduate and postgraduate levels.
- Superior understanding of Clinical Governance and a passion for providing exceptional patient care.
- Demonstrated excellent organisational and management skills.
- Evidence of advanced communication skills including the ability to influence and liaise with a wide range of stakeholders.
- A commitment to excellence and in developing and improving performance in Department/Unit at Austin Health.
- A clear focus on engagement, teamwork and collaboration.
- Active involvement in professional Colleges and Societies, Associations and National/International bodies.
- Previous leadership experience at a senior level within a clinical unit.

### Desirable but not essential:

- A sound understanding of information technology including clinical systems and risk management reporting or as required for the role and/or department.

## General Information

### Austin Health is a Child Safe Environment

Austin Health is committed to child safety. We want children to be safe, happy and empowered. We support and respect all children, as well as our staff and volunteers. Austin Health has zero tolerance of child abuse, and all allegations and safety concerns will be treated seriously in line with legal obligations and our policies and procedures.

### Equal Opportunity Employer

We welcome applications from Aboriginal and Torres Strait Islander people. For any support throughout the recruitment process or further information about working at Austin Health, please follow this link to Aboriginal Employment on our [website](#)

## Document Review Agreement

Manager Signature	Robynne Cooke
Employee Signature	
Date	30/09/2024

## People Management Role-Direct Reports

