

CANDIDATE INFORMATION PACK
Executive Director Operations / Chief Nursing Officer

**EXECUTIVE DIRECTOR OPERATIONS / CHIEF
NURSING OFFICER**
THE ROYAL VICTORIAN EYE AND EAR HOSPITAL



CANDIDATE INFORMATION PACK
Executive Director Operations / Chief Nursing Officer

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Executive Director Operations / Chief Nursing Officer

EXECUTIVE SUMMARY

- Exceptional professional leader and influencer
- Strong executive presence

The Royal Victorian Eye and Ear Hospital (RVEEH) is internationally recognised as a leader in clinical service delivery, teaching, training, and research and is Australia's only specialist eye, ear, nose, and throat hospital providing services across Victoria. The hospital's key organisational values of Integrity, Care, Teamwork and Excellence are reflected in the world class care delivered at RVEEH.

At the heart of service delivery is the clinical care provided by dedicated nursing, medical and allied health staff. The care delivered is patient-centric and the team has a genuine passion and commitment to making a difference in the lives of the patients and families they serve. The RVEEH is also proud to support over 150 research projects and partners with key stakeholders including the University of Melbourne, Centre for Eye Research Australia, the Hearing Cooperative Research Centre and the Bionic Institute.

RVEEH is now seeking applications from suitably qualified nursing leaders for the role of **Executive Director Operations / Chief Nursing Officer (EDO/CNO)**. Reporting directly to the Chief Executive the EDO/CNO will lead the development, implementation, monitoring and evaluation of clinical services in line with the organisation's strategic direction.

Key responsibilities for this role include:

- Supporting the delivery of high-quality clinical care within budget parameters
- Contributing to the wider planning and change management initiatives of the organisation
- Working in close partnership with the Executive Director of Medical Services and Clinical Directors in the management of services, human and fiscal resources
- Professional leadership and upskilling of nursing staff

About you:

You will be an active, outcomes-focused member of the Executive leadership team with the ability to contribute to organisational wide objectives. You will be visible and accessible and will actively promote a positive, professional, and respectful workplace culture. You will have earned a reputation for your nursing and operational leadership and possess a genuine executive presence. You will be innovative in your approach and across the detail. Your written and verbal communication skills will be exemplary, and you will work collaboratively with your peers to maintain the high standard of care delivered at RVEEH.

Wish to learn more?

To learn more about this exciting opportunity, you are encouraged to contact Lynette Boerth, Executive Director Search and Recruitment, HardyGroup on (E) lboerth@hardygroupintl.com or (M)+61 (0)431 293 861.

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THE ROYAL VICTORIAN EYE AND HOSPITAL

“Our focus is on providing the very best patient care possible”

The Royal Victorian Eye and Ear Hospital (RVEEH) are Australia’s only specialist eye, ear, nose, and throat hospital. RVEEH have been caring for the community and improving wellbeing since 1863.

The Eye and Ear is a world leader in eye, ear, nose and throat services. RVEEH provide:

- A 24-hour emergency department for patients requiring urgent care and treatment
- over 60 different outpatient clinics for the diagnosis, monitoring and treatment of vision and hearing loss
- A state of the art hospital in East Melbourne, as well as services in convenient community settings across Victoria and via telemedicine facilities.

The Eye and Ear provides care annually for around 250,000 patients, with over 200,000 outpatients, nearly 40,000 emergency patients and over 14,000 inpatients.

Vision

A world leader providing exceptional care.

Mission

Aspire to be the world’s leading eye and ear health service through:

1. Outstanding patient experience
2. Exemplary leadership
3. Inspiring our people
4. Building a platform for the future

Values

1. **Integrity** – We act ethically, accept personal accountability, communicate openly and honestly, and treat everyone with trust and respect
2. **Care** – We treat patients with respect, are compassionate, thoughtful, and responsive to their needs and sensitive to diversity
3. **Teamwork** – We communicate openly, respect diversity of views and skills and work effectively with partners and in multi-disciplinary teams to deliver the best outcomes for patients
4. **Excellence** – We always give our personal best, deliver exemplary customer service, monitor performance, and seek leading edge ways to improve it

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Executive Director Operations / Chief Nursing Officer

EXECUTIVE DIRECTOR OPERATIONS / CHIEF NURSING OFFICER

POSITION PURPOSE

The Executive Director Operations reports directly to the Chief Executive Officer of the Eye and Ear and is responsible for the leadership and management of clinical services. The Executive Director Operations will lead and be responsible for the development, implementation, monitoring and evaluation of eye and ear clinical services consistent with the Eye and Ear Strategic Directions. The Executive Director Operations will ensure the effective leadership of service and program developments to support the delivery of high quality clinical care within budget parameters. Monitoring of day-to-day operations for the hospital and clinical services are also a feature of this position.

The Executive Director Operations is a key member of the Eye and Ear Executive team and significantly contributes to hospital wide planning, change management initiatives and organisational leadership.

This position works in close partnership with the Executive Director Medical Services and Clinical Directors of ENT and Ophthalmology Services in the management of medical staff and the development of effective and efficient clinical services, teaching, training and research at the Hospital. As Chief Nursing Officer, this position has responsibility for the professional leadership of the nursing staff.

Key departments within the Division:

- Ambulatory Services
- Cochlear Services-Balance Services & General Audiology
- Emergency Department
- Perioperative Services
- Inpatient services and short stay unit
- Pre-admission and Surgical Bookings
- Nurse Education
- Hospital Coordinators
- Pharmacy
- Emergency Management



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Executive Director Operations / Chief Nursing Officer

KEY DUTIES AND RESPONSIBILITIES

Work within an ethically and legally sound framework:

- Ensure responsibilities are undertaken in accordance with the Eye and Ear policies and procedures, Code of Conduct, and applicable legislation
- Information Technology (IT) skills that are commensurate with the requirements of the role

Management, Leadership and Stakeholder Relations:

- Effectively manage people within the Division, including selection, retention, appraisal recognition, training and development, consultation, communication, and provision of a safe workplace
- Provide leadership to all Nursing staff across the Eye and Ear and ensure appropriate education credentialing and scope of practice is in place for all nursing staff
- Ensure appropriate leadership and representation of the Division to meet the strategic and operational goals of the hospital
- Contribute to the recruitment and retention of staff, including the provision of effective coaching, development, and performance management to direct reports
- Actively participate in committee structure as a member or chair of committees
- Minimise the turnover and absenteeism within the Division
- Provide leadership and support for direct reports
- Represent the Eye and Ear at external forums as appropriate
- Ensure effective working relationships are developed across the hospital
- Establish and develop relationships with all stakeholders, partner organisations and specialists

Strategy and Planning:

- Establish a plan for the Division that meets the needs of the Hospital and promote efficiencies through better use of facilities, equipment, and human resources
- Develop and monitor services against key performance indicators
- Develop business plans for the Division that support the objectives of the Hospital
- Identify initiatives that improve organisational performance

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Executive Director Operations / Chief Nursing Officer

- Promote and improve efficiency by undertaking operational planning of services, facilities and equipment, involving medical staff in decisions and planning, to ensure an appropriate flow of patients throughout the clinical service
- Work with the relevant Directors and Managers to ensure that these services are patient centred, delivered safely and in a timely fashion, and within budget, and that they meet agreed organisational activity targets
- Identify priorities and negotiate the funding of capital equipment

Ensure utilisation of systems designed to support the provision of safe, quality care:

- Develop and maintain skills and competencies relevant to clinical scope of practice
- Work with the Executive Director Medical Services to lead operational policy development and provide expert advice for all of the Eye and Ear
- Ensure appropriate quality processes are in place for all Clinical Services, to comply with both Australian and international standards and benchmarks
- Monitor and review the Division's performance against quality indicators relating to clinical services provided
- Monitor and manage patient and doctor satisfaction results
- Escalate any hospital decisions that may have a significant impact on patient outcomes, medical, nursing, and allied health staff within the service, as appropriate
- Implement disciplinary processes for breaches of clinical practice

Organisational Performance:

- Ensure that RVEEH meets the relevant patient throughput targets for Clinical Services by providing appropriate, equitable access for patients requiring services through pharmacy, theatres, ambulatory services and wards.
- Monitoring of day-to-day operations of the Eye and Ear to ensure operational targets are met. Ensure appropriate admission and discharge strategies are implemented.

View the required skills, experience, and knowledge in the [Position Description](#).

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Executive Director Operations / Chief Nursing Officer

SELECTION CRITERIA

The Executive Director operations / Chief Nursing Officer will demonstrate skill and knowledge in the following criteria:

1. Demonstrated experience in management at a comparable level
2. Senior health sector management experience, with proven ability to develop and meet strategic, operation and budgetary objectives
3. Demonstrated experience in business and performance planning, implementation and monitoring in a clinical environment
4. Demonstrated ability to foster a culture that encourages sound patient care, financial responsibility, innovation, and productivity improvements
5. A strong record of motivating and developing employees through effective leadership
6. Proven ability to exercise sound judgement in ethical, clinical and management issues

QUALIFICATIONS

It is desirable that the incumbent must maintain current registration with relevant National Board in conjunction with the National Agency (AHPRA) or equivalent and qualification in nursing or allied health or equivalent hospital management

CHALLENGES

Major challenges currently associated with the role include:

- Driving activity and performance targets across all domains (Emergency, Surgery, Specialist Clinics)
- Addressing impacts of deferred care
- Working with the EDMS to change the surgical model to enable treat in turn principles to be met.
- Implementing innovative models of care to assist with addressing increased demand, including partnering with private providers
- Lifting internal staff capability and accountability



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Executive Director Operations / Chief Nursing Officer

REPORTING & KEY RELATIONSHIPS

The Executive Director Operations / Chief Nursing Officer reports directly to the Chief Executive.

Internal Key Working Relationships

- CEO
- Executive Directors
- Clinical Directors
- Direct reports

External Key Working Relationships

- Department of Health
- Health Service Partnership
- Other Health Services
- External Service providers
- Relevant peak bodies and unions

KEY DATA

Staffing

Organisation – 583 EFT 994 Headcount
EDO/CNO Directorate – 330 EFT 503 Headcount

Annual Budget

\$ 146.4M (Hospital)
(\$65.2M EDO/CNO Directorate)

Service Location

Melbourne

Useful Links

[Role Description](#)
[The Royal Victorian Eye and Ear Hospital](#)
[Organisational Structure](#)

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Executive Director Operations / Chief Nursing Officer

EMPLOYMENT TERMS & CONDITIONS

REMUNERATION

TRP \$241,000 + salary packaging options

CLASSIFICATION

Executive Contract – Fixed Term – Up to 5 Years

PRE-EMPLOYMENT PROBITY CHECKS

Information on a person's suitability for appointment is obtained for all appointments. Potential appointees will be asked whether there are any reasons why they should not be appointed such as: Information on a person's criminal history and other associated probity checks will be sought from those candidates whose application has progressed to shortlisting for interview.

Applicants unsure about the definition of disclosable criminal convictions or status of any criminal conviction may wish to seek legal advice in responding to the probity check questions. (A 'disclosable' conviction is one that is recorded by the court and has not been rehabilitated or spent under the Criminal Law (Rehabilitation of Offenders) Act 1986 and, in the case of Commonwealth convictions, the Crimes Act 1914 (Commonwealth), and does not breach the confidentiality provisions of the Youth Justice Act 1992.)



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Executive Director Operations / Chief Nursing Officer

HOW TO APPLY

The closing date for applications is **Wednesday, 14th of December 2022**

The reference number to include in your application is **H22_4240**

For a confidential discussion, please contact Executive Director Search and Recruitment:

Lynette Boerth

M: +61 (0)431 293 861

E: lboerth@hardygroupintl.com

Please submit application documentation to Executive Search Coordinator:

Rebecca Fischle

T: +61 (0)403 224 716

E: rfischle@hardygroupintl.com

It is standard practice for HardyGroup to acknowledge receipt of your application no later than the next business day. We request that if you do not receive the acknowledgement, you contact the search coordinator listed above as soon as possible after the 24-hour business period and arrange to resend your application if necessary.

Your application must include:

1. Completed HG Application Form
2. Cover letter addressed to the Principal Consultant
3. A written response addressing the key selection criteria, found on **page 8**
4. An up to date copy of your Curriculum Vitae

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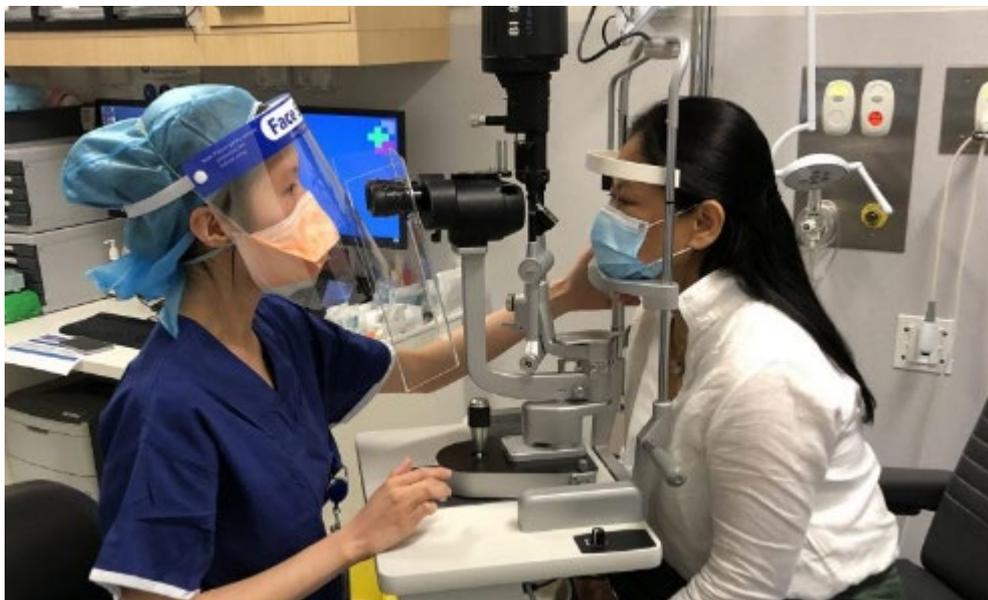
REFEREES

You will need to provide details of three (3) professional referees. To do so, complete the relevant fields in the Candidate Profile. You should carefully consider who you select to approach to provide reference advice. Your current manager must be included. It is customary for referee reports to be requested after interview and if you are the preferred candidate, your permission will be requested prior to contacting your referees.

PERSONAL INFORMATION

HG complies with the Privacy Act 1988 (Cth), all applications are treated by HG in strict confidence, however in submitting an application you are extending permission to share your application with the Selection Panel.

Personal Information will be used to assess your suitability for appointment to this Positions Health Services. As part of the selection process, personal information will be dealt with in accordance with HG's Privacy Policy and the Information Privacy Act 2009.



Position Description

Title	<i>Executive Director Operations / Chief Nursing Officer</i>	Position Reports to	CEO
Classification	<i>Executive Contract – Fixed Term</i>	Employment Status	38 hours. Full time

As Australia’s only specialist eye, ear, nose and throat hospital, The Royal Victorian Eye and Ear Hospital’s (the Eye and Ear) has been providing care for the senses for 150 years. The Eye and Ear has over 50 different outpatient clinics for the diagnosis, monitoring and treatment of vision and hearing loss and provides a 24 hour emergency eye and ear, nose, and throat service. The Eye and Ear provides care annually for around 250,000 patients, with over 200,000 outpatients, nearly 40,000 emergency patients and over 14,000 inpatients.

Vision Mission And Values

The Eye and Ear is a world leader providing exceptional care. We aspire to be the world’s leading eye and ear health service through; outstanding patient experience; exemplary leadership; inspiring our people and building a platform for the future. Our values of **Integrity, Care, Excellence** and **Innovation** are at the core of everything we do.

- **INTEGRITY** We act ethically, accept personal accountability, communicate openly and honestly and treat everyone with trust and respect
- **CARE** We treat patients with respect, are compassionate, thoughtful and responsive to their needs and sensitive to diversity
- **TEAMWORK** We communicate openly, respect diversity of views and skills and work effectively with partners and in multi-disciplinary teams to deliver the best outcomes for patients
- **EXCELLENCE** We give our personal best at all times, deliver exemplary customer service, monitor performance and seek leading edge ways to improve it

Please read our full Strategic Plan here:

https://www.eyeandear.org.au/page/About_Us/Our_Publications_and_DVDs/

The Eye and Ear is an equal opportunity employer and is committed to providing a work environment that is free from harassment or discrimination and promotes inclusion, equity, diversity and cultural awareness in the workplace. The Eye and Ear is a smoke free environment.

Position Summary:

Role Purpose:

The Executive Director Operations reports directly to the Chief Executive Officer of the Eye and Ear and is responsible for the leadership and management of clinical services. The Executive Director Operations will lead and be responsible for the development, implementation, monitoring and evaluation of eye and ear clinical services consistent with the Eye and Ear Strategic Directions. The Executive Director Operations will ensure the effective leadership of service and program developments to support the delivery of high quality clinical care within budget parameters. Monitoring of day-to-day operations for the hospital and clinical services are also a feature of this position.

The Executive Director Operations is a key member of the Eye and Ear Executive team and significantly contributes to hospital wide planning, change management initiatives and organisational leadership.

This position works in close partnership with the Executive Director Medical Services and Clinical Directors of ENT and Ophthalmology Services in the management of medical staff and the development of effective and efficient clinical services, teaching, training and research at the Hospital. As Chief Nursing Officer, this position has responsibility for the professional leadership of the nursing staff.

Key departments within the Division :

- Ambulatory Services
- Cochlear Services-Balance Services & General Audiology
- Emergency Department
- Perioperative Services
- Inpatient services and short stay unit
- Pre-admission and Surgical Bookings
- Nurse Education
- Hospital Coordinators
- Pharmacy
- Emergency Management

Key Responsibilities / Performance Outcomes:

Work within an ethically and legally sound framework.

- Ensure responsibilities are undertaken in accordance with the Eye and Ear policies and procedures, Code of Conduct and applicable legislation.
- Information Technology (IT) skills that are commensurate with the requirements of the role.

Management, Leadership and Stakeholder Relations.

- Effectively manage people within the Division, including selection, retention, appraisal recognition, training and development, consultation, communication and provision of a safe workplace.
- Provide leadership to all Nursing staff across the Eye and Ear and ensure appropriate education credentialing and scope of practice is in place for all nursing staff
- Ensure appropriate leadership and representation of the Division to meet the strategic and operational goals of the hospital

- Contribute to the recruitment and retention of staff, including the provision of effective coaching, development and performance management to direct reports
- Actively participate in committee structure as a member or chair of committees
- Minimise the turnover and absenteeism within the Division
- Provide leadership and support for direct reports.
- Represent the Eye and Ear at external forums as appropriate
- Ensure effective working relationships are developed across the hospital
- Establish and develop relationships with all stakeholders, partner organisations and specialists

Strategy and Planning

- Establish a plan for the Division that meets the needs of the Hospital and promote efficiencies through better use of facilities, equipment and human resources
- Develop and monitor services against key performance indicators
- Develop business plans for the Division that support the objectives of the Hospital
- Identify initiatives that improve organisational performance
- Promote and improve efficiency by undertaking operational planning of services, facilities and equipment, involving medical staff in decisions and planning, to ensure an appropriate flow of patients throughout the clinical service
- Work with the relevant Directors and Managers to ensure that these services are patient centred, delivered safely and in a timely fashion, and within budget, and that they meet agreed organisational activity targets
- Identify priorities and negotiate the funding of capital equipment.

Ensure utilisation of systems designed to support the provision of safe, quality care.

- Develop and maintain skills and competencies relevant to clinical scope of practice
- Work with the Executive Director Medical Services to lead operational policy development and provide expert advice for all of the Eye and Ear
- Ensure appropriate quality processes are in place for all Clinical Services, to comply with both Australian and international standards and benchmarks
- Monitor and review the Division's performance against quality indicators relating to clinical services provided
- Monitor and manage patient and doctor satisfaction results
- Escalate any hospital decisions that may have a significant impact on patient outcomes, medical, nursing and allied health staff within the service, as appropriate
- Implement disciplinary processes for breaches of clinical practice.

Organisational Performance

- Ensure that RVEEH meets the relevant patient throughput targets for Clinical Services by providing appropriate, equitable access for patients requiring services through pharmacy, theatres, ambulatory services and wards.

- Monitoring of day to day operations of the Eye and Ear to ensure operational targets are met. Ensure appropriate admission and discharge strategies are implemented.

Quality, Patient Safety And Risk Management

Ensure that the Eye and Ear Quality Clinical Governance Framework ([Link](#)) is in place with systems to ensure that the patient/consumer have a safe, high quality person-centred experience / care. This involves:

- Ongoing measurement of safety, risk management and quality performance, taking action in response to identified issues and establishing a culture of improvement.
- Facilitating consumer participation in safety and quality activities.
- Leading and / or contribute in gathering required evidence and participation in other activities required for accreditation reviews.
- Facilitation of the annual performance development cycle for all employees' staff within area of responsibility.
- Actively participating in an annual individual performance development plan that determines and evaluates key responsibilities, strategies and performance indicators, in line with the Eye and Ear's Strategic Plan.
- Managing rosters and leave in an equitable way that promotes staff to take leave and manage accruals in line with the organisations' standards.
- Facilitate relevant training to maintain an effective workforce.
- Ensuring that there is financial responsibility and accountability, including appropriate use of hospital resources across the functions under the positions control.
- Developing and monitoring financial strategies that will ensure budgetary targets and key performance indicators are met.
- Working within and ensuring staff are compliant with the Eye and Ear Data Accountability Framework ([link](#)).

Occupational Health And Safety

The Eye and Ear endeavours to provide a working environment for its employees that is safe and without risk to health. Executives are required to:

- Perform their work with due regard for their own safety and health and for the safety and health of other people who may be affected by their acts or omissions.
- Lead and actively promote and demonstrate the organisational values of integrity, care, excellence and teamwork.
- Lead and participate in wellness@work initiatives.
- Report any hazards, near miss and incidents (regardless of whether an injury occurred or not) via the Victorian Health Incident Management System (VHIMS) Riskman.
- Lead and adhere to emergency procedures.
- Actively discourage and where possible call out inappropriate behaviour that may pose a safety risk to others.

- Participate actively in return to work programs if injured, and supporting injured colleagues in their return to work.
- Take adequate steps to eliminate or minimise the risk of harm to employees, contractors, volunteers and students.
- Ensure appropriate resources are made available to manage those risks.
- Conduct scheduled Planned Safety Walks and implement required improvements.
- Ensure all hazards, near miss and VHIMS reports are reviewed, thorough investigations are carried out and appropriate controls implemented.
- Ensure consultation with Health and Safety Representatives and staff on matters relating to health and safety.
- Ensure staff understand and adhere to emergency procedures.
- Minimise WorkCover costs by actively assisting the return to work of any employee injured in the area they manage.
- Lead the implementation of health and safety policies and procedures.
- Perform their work with due regard for their own safety and health and for the safety and health of other people who may be affected by their acts or omissions.
- Ensure all staff perform their work with due regard for their own safety and health and for the safety and health of other people who may be affected by their acts or omissions.
- Building our 'safety culture' where occupational health and safety is considered part of everyday work.
- Understand and manage the challenges of managing a flexible and dispersed workforce including work from home psychological and safety considerations.

Selection Criteria: Qualifications, Experience And Competencies

	Essential	Desirable
Qualifications		Maintain current registration with relevant National Board in conjunction with the National Agency (AHPRA) or equivalent
		Qualification in nursing or allied health or equivalent hospital management
Experience	Demonstrated experience in management at a comparable level	
	Senior health sector management experience, with proven ability to develop and meet strategic, operation and budgetary objectives	
	Demonstrated experience in business and performance planning, implementation and monitoring in a clinical environment	
	Demonstrated ability to foster a culture that encourages sound patient care, financial responsibility, innovation and productivity improvements	
	A strong record of motivating and developing employees through effective leadership	
	Proven ability to exercise sound judgement in ethical, clinical and management issues	
Competencies	Strong relationship skills in influencing, consultation and conflict resolution	

Reporting Lines

Position Reports to – *Chief Executive Officer*

Key Working Relationships

Internal

- CEO
- Executive Directors

- Clinical Directors
- Direct reports

External

- Department of Health
- Other Health Services
- Relevant peak bodies and unions

All staff are required to have a satisfactory National Criminal Record Check. Direct patient care/clinical employees are required to have a valid Working With Children Check.

Author of Position Description or Manager of Position:

Name: Chief Executive Officer
Date : October 2022

The Eye and Ear reserves the right to modify this position description as required. The employee will be consulted when this occurs. Statements included in this position description are intended to reflect the duties and responsibilities of this position and are not to be interpreted as being all-inclusive.

Agreement

I have read, understood and agree to comply with the position description.

Name: _____

Signature: _____

Date: ____ / ____ / ____

Organisational Structure – October 2022

