

Title	Head of Unit – Ocular Oncology Clinic	Position Reports to	Chief Medical Officer
Classification	dependent upon experience of appointee	Employment Status	As Contracted
Enterprise Agreement	<i>AMA Victoria – Victorian Public Health Sector Medical Specialists Enterprise Agreement 2022 - 2026</i>		

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 Guiding Principles of **Integrity**, **Inclusive and Accessible Care**, **Collaboration**, and **Excellence** 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.
- **Inclusive and Accessible Care** – We are compassionate, thoughtful and responsive to the needs of our consumers
- **Collaboration** – We communicate openly, respect diversity of views and skills, and work effectively with partners and in multidisciplinary teams to deliver optimal outcomes
- **Excellence** – We give our personal best at all times, deliver exemplary care and experience, monitor performance, and seek continuous improvement through innovation.

Please read our full Strategic Plan here:

https://www.eyearandear.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.

Role Purpose:

The Ocular Oncology Clinic Head of Unit (HOU) is responsible for the effective professional and clinical leadership to the Ocular Oncology Clinic while meeting agreed operational, service delivery and financial performance targets. The HOU is responsible for leading their Unit and team to provide high-quality and timely patient-centred care across the Eye and Ear.

As a member of the Eye and Ear Senior Leadership Team, the HOU is responsible for providing leadership to achieve and uphold the Eye and Ear's vision, mission and values, while implementing plans to meet the Strategic Plan. The Ocular Oncology Clinic HOU will have extensive leadership experience within the Unit's specialty area, including high-level skills and

knowledge across all aspects of the specialty. The HOU is also responsible for supervision and training of staff to maintain an effective workforce.

The Eye and Ear leadership excellence accountabilities

The Ocular Oncology Clinic Head of Unit will be expected to demonstrate the following leadership excellence capabilities defined by the Eye and Ear Executive Team and Heads of Unit/Clinical Leaders.

Table 1. The Eye and Ear leadership excellence accountabilities

Clinical	• Demonstrate excellence in clinical care supported by research, data and benchmarked against centres of excellence worldwide • Provide provision of best-practice clinical care (patient outcomes, skills and knowledge) and innovation (digital health, emerging technologies and clinical trials) with efficient support and enabling systems • Deliver consistent evidence-based clinical care to the Eye and Ear patients at the right time and in the right place, supported by key outcome measures • Provide leadership excellence through clinical teaching and training • Ensure the highest quality clinical and surgical care.
Strategic	• Deliver a combined research and clinical service, underpinned by key success measures (e.g. KPIs) • Empower clinical leaders to engage in setting hospital direction and strategy • Train the next generation of clinicians in specialty care, both nationally and internationally, to increase Eye and Ear's reputation internationally, and foster opportunities for collaboration and research • Deliver a tertiary service, with a commitment to teaching beyond the organisation, through a network of collaborative care and shared learning • Develop streamlined processes for patient workflows and protocols to maximise efficiencies • Build strong relationships with relevant clinical and research institutions.
Operational	• Gain oversight of core performance metrics within specific units (including but not limited to access, quality and safety, financial, staffing and clinical outcomes measures) • Access ICT systems that promote efficiency for administrative and clerical staff • Deliver a positive working environment to medical staff who can in turn deliver the highest possible standard of care to patients • Maintain timely standards for regular performance appraisals and training • Leverage the collaboration opportunities available within and beyond the organisation • Ensure efficiency and effectiveness in staff and resource allocation.

Community/ sector-wide accountabilities	• Provide accessibility for tertiary eye care whilst supporting primary care networks • Seeking opportunities to network for the sub-specialty across the local community and internationally • Deliver a centre of excellence that extends into the community and provides services into expanded settings of care (e.g. mental health, aged care) • Foster a broadly recognised collaborative teaching and training environment • Increase government accountability where funding directly relates to poorer patient outcomes • Promote the position of the Eye and Ear to enhance funding capacity opportunities within Department of Health Victoria and federally • Explore options for decentralisation of services through a hub and spoke model of care.
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Position duties

Responsibility area 1: Quality, Patient Safety and Risk Management

- Promote the delivery of high-quality Unit service, including the provision of safe, person-centred services that minimise harm in partnership with patients, carers and their families
- Ensure mechanisms are in place to monitor that the clinical workforce are working within their agreed scope of practice and with full current registration
- Develop and maintain their skills and competencies relevant to their clinical scope of practice
- Promote a culture that supports learning and encourages reporting of errors
- Provide ongoing measurement of safety, risk management and quality performance, taking action in response to identified issues and establishing a culture of improvement
- Regularly review and revise models of care to optimise bed management/utilisation within the Unit and that are consistent and aligned with the organisational goals for quality of care and access
- Facilitate consumer participation in safety and quality activities
- Work within an ethically and legally sound framework
- Ensure that the delivery of clinical services within the Ocular Oncology Clinic is in line with best practice and in adherence with relevant standards (e.g. College, Society, Association and the National Safety and Quality Health Service Standards)
- Carry out treatment of patients within the limits of policy as defined by the Unit in conjunction with the Credentialing Committee
- Lead and/or contribute in gathering required evidence and participation in other activities required for accreditation reviews
- Promote participation in multidisciplinary clinics/meetings for optimum planning of patient management and treatment with other health professionals in the hospital
- Work within and ensure staff are compliant with the Eye and Ear Data Accountability Framework.

Responsibility area 2: Financial Management

- Participate in planning for the Ocular Oncology Clinic in line with the strategies and guidelines of the Eye and Ear
- Ensure that there is financial responsibility and accountability, including appropriate use of hospital resources across the functions under the positions control
- Monitor EFT and expenditure to ensure spending remains within budget allocation

- Develop and monitor financial strategies that will ensure budgetary targets and key performance indicators are met
- Support the maximisation of revenue and reduction of unnecessary expenses for the Ocular Oncology Unit

Responsibility area 3: People Management

- Complete performance appraisals for JMS and SMS within the Ocular Oncology Clinic as requested by the Medical Workforce Unit
- Lead the performance management of staff, including evaluation, feedback and the development and monitoring of performance development action plans when behavioural issues arise
- Manage rosters and leave in an equitable way that promotes staff to take leave and manage leave accruals in line with the industrial (i.e. EBAs) and organisations' standards
- Provide suitable unit cover for clinics during peak leave periods by managing leave requests for Senior Medical Staff
- Complete or arrange for the completion of medico-legal reports on hospital patients as requested by the Director of Medical Services or Chief Medical Officer
- Ensure there is an appropriate after-hours on-call cover for senior and junior staff for the Ocular Oncology unit as appropriate
- Maintain compliance by ensuring all employees in the Ocular Oncology Clinic complete mandatory training
- Attend Senior Medical Staff and Eye section meeting
- Monitor punctual and professional attendance at Clinic and/or Theatre for all staff
- Ensure workplace planning (including succession planning) is regularly undertaken and implemented to provide for the ongoing resource need.

Responsibility area 4: Education and research

- Contribute to the overall professional standing of the Ocular Oncology Clinic and the Eye and Ear
- Support and implement teaching and research activities across the unit
- Supervise and arrange instructions for all junior doctors (especially registrars) and other staff working in the Ocular Oncology Clinic
- Train attending medical/nursing/technical staff as required by the Eye and Ear and the Director of Medical Services or Chief Medical Officer
- Assist in undergraduate and postgraduate teaching and training
- Commit to facilitate, conduct, participate and grow clinical and/or translational research
- Promote research activities and ensures that research opportunities are actively sought for junior and senior medical staff
- Assist in ensuring all accreditation assessments for training positions are successful.
- Demonstrate ongoing commitment to evidence-based practice, research, and continuing education
- Establish and manage effective working relationships between the Unit and other Units, affiliated research bodies and external academic institutions and groups.

Responsibility area 5: 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. The HOU is required to model proactive leadership and commitment in the following ways:

1. Perform 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
2. 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

3. Actively promote the organisational values of integrity, care, excellence and teamwork
4. Participate and encourage wellness@work initiatives
5. Report any hazards, near miss and incidents (regardless of whether an injury occurred or not) via the Victorian Health Incident Management System (VHIMS) 'Riskman'
6. Understand and adhere to emergency procedures
7. Actively discourage and where possible call out inappropriate behaviour that may pose a safety risk to others
8. Participate actively in return-to-work programs if injured, and supporting injured colleagues in their return to work
9. Taking adequate steps to eliminate or minimise the risk of harm to employees, contractors, volunteers and students, and ensure appropriate resources are available to manage those risks
10. Conduct scheduled Planned Safety Walks and implement required improvements
11. Ensure all hazards, near miss and VHIMS reports are reviewed, thorough investigations are carried out and appropriate controls implemented
12. Consult with Health and Safety Representatives and staff on matters relating to health and safety
13. Understand and adhere to emergency procedures
14. Minimise unnecessary costs by actively assisting the return to work of any employee injured in the area they manage
15. Lead the implementation of health and safety policies and procedures
16. Build our 'safety culture' where occupational health and safety is considered part of everyday work
17. Understand and manage the challenges of managing a flexible and dispersed workforce including work from home psychological and safety considerations
18. All clinical practitioners involved in medication management have an obligation to practice within legislation, the Poisons Control Plan, hospital policy and procedures.

Selection Criteria: Qualifications, Experience And Competencies

Essential registration, licence or qualifications requirements:	-Maintain registration with the Medical Board of Australia in conjunction with The Australian Health Practitioner Regulation Agency (AHPRA). -Hold a fellowship with the Royal Australian or New Zealand College of Ophthalmologists or with the Royal Australasian College of Physicians. -Maintain compliance with relevant CPD requirements -Hold a current and satisfactory working with Children's Certificate (if working with patients less than 18 years of age) -Hold a current and satisfactory Police Check
Essential experience and competencies:	-Extensive experience across the Ocular Oncology specialty -Broad knowledge in Ocular Oncology diagnosis, treatment and management -Highly regarded clinical leader with strong communication skills with both patients and colleagues -Demonstrated leadership and management experience across multidisciplinary teams within the healthcare sector -Demonstrated commitment to and participation in ongoing quality improvement in clinical, hospital services and business activities -Experience in providing strategic oversight and management of the Unit -Demonstrated ability to mentor and support staff -Well-developed interpersonal skills and the ability to facilitate groups of people with differing perspectives -Demonstrated ability to build and enhance internal and external partnerships/relationships -Demonstrated effective time management and prioritising skills -High-level of commitment to ethical practice.

Reporting Lines/ Key Working Relationships

Position Reports to:

Chief Medical Officer
Director of Medical Services

Internal

- Chief Medical Officer
- Director of Medical Services
- Medical Workforce Unit Manager
- Director of Surgical Services
- Director of Ambulatory Services
- Managers of Clinical Areas (Inpatients, Outpatients, Emergency Department, Theatre) Other Clinic Heads
- Medical students

External

- Referring Health Professionals
- Royal Australian and New Zealand College of Ophthalmologists
- Other ophthalmology units in Victoria, including regional and rural secondment hospital sites
- Department of Health
- Other Health Services and medical professionals

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:

Director Medical Services: Dr Nathan Vos

Date: 21st Oct 2025

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: ____ / ____ / ____