

Position Description

Title	Manager, Clinical Improvement Unit	Position Reports to	Executive Director, Medical Services
Classification	Admin Officer HS6	Employment Status	Full Time Ongoing
Enterprise Agreement	HEALTH AND ALLIED SERVICES, MANAGERS AND ADMINISTRATIVE WORKERS 2021 - 2025		

As Australia’s only specialist eye, ear, nose and throat hospital, The Royal Victorian Eye and Ear Hospital (the Eye and Ear) has been providing care for the senses for more than 160 years. The Eye and Ear has over 90 different outpatient specialist 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 190,000 patients, with over 130,000 outpatients, nearly 44,000 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. We encourage applications from Aboriginal and Torres Strait Islander people, people from culturally and/or linguistically diverse backgrounds, all members of the LGBTQI community and people with disability.

We work collaboratively with hospitals to deliver the right care, in the right place, at the right time. The Eye and Ear is committed to the [Child Safe Standards](#). The Eye and Ear is a smoke free environment.

Position Summary:

The Manager, Clinical Improvement Unit is a pivotal leadership role supporting the Eye and Ear's Strategic Plan. Reporting to the Executive Director of Medical Services, this position is responsible for partnering with clinical Divisions to lead the design, implementation and evaluation of strategies that enhance operational performance and optimise the delivery of safe, high-quality clinical services, with a particular focus on ambulatory and acute services.

The Manager provides strategic leadership for the development of new patient pathways and service models across Ophthalmology, ENT and the Emergency Department, ensuring these models of care are evidence-based, efficient, and responsive to patient and community needs. Working through the Clinical Improvement Unit, the Manager builds organisational capability and empowers Divisions to lead and sustain improvement in their areas.

The role applies contemporary clinical improvement methodology, including the Plan-Do-Study-Act (PDSA) cycle, lean thinking and data-driven decision making, to test, implement and embed sustainable improvements. The Manager will champion continuous improvement, build capability across teams, and foster a culture of innovation, accountability and collaboration that supports the delivery of outstanding patient outcomes.

Key Responsibilities / Performance Outcomes:

Leadership and Strategic Direction

- Provide visible, proactive leadership of the Clinical Improvement Unit, including line management, mentoring and professional development of unit staff.
- Define and maintain the strategic direction of the Clinical Improvement program in alignment with hospital priorities.
- Advise senior leaders and clinical Divisions on improvement priorities, methodologies and evidence-based approaches, exercising independent judgement in scoping and sequencing work.
- Build organisational capability in improvement science and project management, equipping clinical and corporate staff with tools and frameworks to support local improvement work aligned with the Change Roadmap.
- Oversee budgetary and human resource management for the Clinical Improvement Unit.

Clinical Improvement and Service Redesign

- Lead the design, implementation and evaluation of patient-centred improvement initiatives, including new service models and patient pathways across Ophthalmology, ENT and the Emergency Department.
- Apply established improvement methodologies (including PDSA cycles, lean thinking and process mapping) to support evidence-based redesign and the embedding of sustainable, measurable improvements.
- Review and analyse financial, performance and quality data to identify and prioritise improvement opportunities, drawing on diagnostic tools and benchmarking as appropriate.
- Develop project plans consistent with RVEEH formats, with clear milestones, accountabilities and evaluation frameworks.
- Ensure appropriate consumer engagement in service redesign and improvement activities.
- Track and report progress on the Change Roadmap and other improvement projects to relevant governance forums.

Engagement and Change Management

- Establish and coordinate cross-divisional working groups and facilitate workshops to support change activities, ensuring participation reflects appropriate clinical, operational and consumer perspectives.

- Develop and implement clear communication strategies to engage all levels of the organisation in improvement initiatives.
- Partner with the Communications team to increase the visibility of improvement tools, progress and outcomes across the organisation.
- Contribute to quality and improvement initiatives in the annual Quality Plan, working collaboratively with the Manager of Quality and Safety to ensure Divisions have clear actions and accountability.
- Support organisational participation in the Department of Health Safer Together program, including coordination of reporting requirements.
- Build and maintain productive relationships with key external partners including Safer Care Victoria, Parkville Local Health Service Network, the Department of Health, and other stakeholders relevant to the clinical improvement agenda.

Quality, Patient Safety And Risk Management

Ensure that the Eye and Ear Quality Clinical Governance Framework 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.

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. Employees 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.
- Actively promote and demonstrate the organisational values of integrity, care, excellence and teamwork.
- 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.
- Understand 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.
- Encourage participation in wellness@work initiatives.
- Taking 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	Tertiary qualifications in a health related discipline.	Postgraduate qualifications in health services management, quality improvement, or a related field
Experience	<ul style="list-style-type: none"> • Demonstrated track record in clinical improvement and service redesign, including application of established improvement methodologies • Formal experience in project management • Demonstrated change management capability in a complex health or clinical setting • Experience managing or leading a team 	Familiarity with Victorian health system improvement programs, including Safer Together Program
Competencies	<ul style="list-style-type: none"> • Highly developed verbal and written communication skills, including the ability to present complex information clearly to diverse audiences • Comprehensive understanding of hospital and health service operations and priorities • Strong organisational and time management skills, with the 	

	<p>ability to manage competing priorities</p> <ul style="list-style-type: none">• Demonstrated negotiation and influencing skills, with the ability to lead staff and engage stakeholders through improvement and change• Ability to work at a strategic level while maintaining oversight of operational delivery	
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Reporting Lines

Position Reports to – Executive Director Medical Services

Number of Direct reports - 2

Key Working Relationships

Internal

- Executive Directors
- Clinical and Operational Directors
- Heads of Units
- Manager, Quality and Safety Unit
- Marketing and Communications Team

External

- Safer Care Victoria
- Parkville Local Health Service Network
- Department of Health
- Relevant professional bodies and health networks

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.

Position Description Author

Name: Dr Birinder Giddey

Date: 27 April 2026

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: ____ / ____ / ____