Director, Renal Medicine, Alfred Health
Professor, Renal Medicine, Monash University

Position Description
Organisational Context

Alfred Health Beliefs

Our staff are expected to demonstrate and uphold Alfred Health beliefs, which are -

- Patients are the reason we are here – they are the focus of what we do.
- How we do things is as important as what we do. Respect, support and compassion go hand in hand with knowledge, skills and wisdom. Safety and care of patients and staff are fundamental.
- Excellence is the measure we work to everyday. Through research and education we set new standards for tomorrow.
- We work together. We all play vital roles in a team that achieves extraordinary results.
- We share ideas and demonstrate behaviours that inspire others to follow.

Alfred Health Overview

Alfred Health is the governance grouping of three health-care facilities: The Alfred, Caulfield Hospital and Sandringham Hospital. Alfred Health is a leader in health care delivery, improvement, research and education. It strives to achieve the best possible health outcomes for their patients and our community by integrating clinical practice with research and education.

Alfred Health, with a budget in excess of $1 billion and staff of over 8,000, serves a local catchment population of approximately 500,000 as well as the State of Victoria for selected services. Alfred Health treats in excess of 100,000 inpatients and around 100,000 emergencies and 200,000 outpatients annually. Alfred Health has a strong commitment to research and undergraduate and postgraduate training for medical, nursing, allied health and other support staff through its major partnerships with Monash and LaTrobe Universities. It has important research and development links with the Baker IDI, the Burnet Institute and Monash University as a partner in the Alfred Medical Research & Education Precinct (AMREP).

Alfred Health is recognised as a pacesetter in the national health care arena and has consistently been linked to progressive developments in health care and services, medical research and health care teaching. It is a member of Monash Partners Academic Health Science Centre, which was recognised in March 2015 as one of only four Advanced Health and Translation Centres in Australia. It has always been at the forefront of developments in clinical services to ensure patients have the best possible care. It has also been a leader in implementing new models of care to ensure greatest accessibility for patients and efficiency of service delivery, for example, the Timely Quality Care and Hospital at Night models.
Alfred Health consists of 7 main Divisions: Strategy & Planning (includes Infrastructure); People & Culture; Finance; Medical Services; Nursing Services; Operations; and Information Development, with research governance under the Alfred Health Director of Research.

Alfred Health clinical services are aligned to clinical programs, which may be dedicated to one site or across multiple sites of Alfred Health. The Programs are:

- Alfred Medical Specialties
- Psychiatry
- Emergency and Acute Medicine
- Surgical Services
- Pathology
- Alfred Brain
- Pharmacy
- Alfred Heart & Lung
- Alfred Brain & Lung
- Alfred Cancer
- Radiology and Nuclear Medicine
- Outpatients
- Rehabilitation, Aged and Community Care

The Alfred

The Alfred provides the most comprehensive range of specialist medical and surgical services in Victoria and accommodates more than 40 clinical units that offer every form of medical treatment with the exception of obstetrics and paediatrics.

The Alfred has a reputation as one of the Australia’s leading health care providers - largely attributable to its concentration of highly specialized services. Major state-wide services include Critical Care (Trauma Centre, Emergency Department, Intensive Care Unit, Hyperbaric Service); Heart and Lung Transplantation Service (including the national centre of Paediatric Lung Transplantation); Burns; Cystic Fibrosis; Haemophilia Service, HIV Service and Psychiatric Intensive Care.

Other significant specialty services include Haematology (including BMT), Allergy, immunology and respiratory medicine, Cardiology/cardiovascular services; Neurosurgery; Medical neurosciences (neurology, stroke, epilepsy & MSNI), Psychiatry services; Investigative services and clinical support services.

As one of Melbourne’s largest teaching hospitals, The Alfred provides research, undergraduate and postgraduate training for medical, nursing, allied health and other support staff.

The hospital has strong links to a range of organisations fostering professional training and research, including:

- Monash University - one of Australia’s leading tertiary medical schools which has its Central Clinical School and significant components of the School of Public Health & Preventative Medicine situated on The Alfred campus.
- The Baker Heart and Diabetes Research Institute - a pre-eminent heart research institute which carries out world leading research into heart disease.
- The Burnet Institute - a leader in infectious diseases research.
- Deakin and LaTrobe Universities - There are strong links between these two universities and nursing and allied health at the Alfred. The Alfred Deakin Nursing Research Centre and links with LaTrobe University aim to further the practice of nursing through ongoing clinical research. Links between allied health departments and their respective clinical schools provide a strong basis for teaching and research in all disciplines.
The Alfred Research Alliance Precinct unites research scientists, clinicians and students from The Alfred, the Baker Heart and Diabetes Research Institute, the Burnet Institute, Monash University and various other research organisations in a central complex, providing opportunities for shared resources and knowledge.

Caulfield Hospital

With more than 150 in-hospital and home based beds and a wide range of home and community care programs including transition care, Caulfield Hospital is one of Victoria’s largest service providers in rehabilitation, geriatric medicine, aged psychiatry and community care. The state-wide Acquired Brain Injury (ABI) service is in a purpose built, 42 bed facility. Caulfield is committed to supporting patients in the community and has developed its innovative “Better at Home” Program to facilitate this objective. The focus of the Caulfield rehabilitation program is to assist patients reach optimum health and quality of life by restoring independence. This is achieved through patient centred care from the treating team and involvement of family and significant others in the rehabilitation process. Treating teams comprise specialised medical, nursing and allied health staff including physiotherapy, occupational therapy, social work, speech therapy, dietetics and neuropsychology.

The rehabilitation and geriatric medicine services of Alfred Health, largely based at Caulfield Hospital, work in partnership with a range of local community and primary care services and are integrated into the patient care plan to ensure continued support, treatment and monitoring following discharge from Alfred Health.

Alfred Health has a strong association with Monash University with academic appointments with senior medical staff and is actively involved with medical students teaching. There are also strong links with LaTrobe University and the University of Melbourne. The Hospital also facilitates specialised postgraduate training in Geriatric Medicine, Rehabilitation and Aged Psychiatry.

Caulfield Hospital's aim is to provide high quality, compassionate care to all patients to enhance their quality of life, assist them to remain at home when possible rather than being admitted to hospital for treatment and assist with integration in the community. Over recent years Caulfield Hospital has established a number of multi-disciplinary subspecialist clinics to manage ambulatory patients with complex medical problems, including in the Medical Neurosciences (i.e. epilepsy, movement disorders, headache, neuromuscular, ataxia/neurogenetics and cognitive clinics).

There is a large Caulfield Satellite Hemodialysis service on campus at the Caulfield site. This service provides important support for dialysis dependent patients requiring rehabilitation for Alfred-based patients and for other Health networks.

Sandringham Hospital

Sandringham Hospital is a community hospital with 86 beds. It incorporates an emergency department, medical and surgical wards, an obstetrics and gynaecology unit & special care nursery (both operated by the Royal Women’s Hospital) and Hemodialysis Satellite centre. Surgical services include orthopaedics, gynaecology, ENT surgery, urology, general surgery and ophthalmology. Sandringham Hospital has an upgraded and expanded emergency department and integrated, privately operated urgent care centre. From 2020 a multi-disciplinary Neurology Clinic has been established, with sub-specialty interests in epilepsy and MSNI.
Monash University Overview

Monash University is an energetic and dynamic university committed to quality education, outstanding research and international engagement. A member of Australia’s Group of Eight research intensive universities, it seeks to improve the human condition and is committed to a sustainable future. Monash has six campuses in Victoria, a campus in Malaysia, a campus in South Africa, a centre in Prato, Italy, and numerous international partnerships and cooperative ventures.

Monash has over 62,500 equivalent full-time students spread across its Australian and off-shore campuses, and over 7,400 full time equivalent staff. Almost 3,500 of these staff members are academic staff.

Faculty of Medicine, Nursing and Health Sciences

The Faculty of Medicine, Nursing and Health Sciences is the University’s largest research faculty. World-class researchers work across disciplines including laboratory-based medical science, applied clinical research, and social and public health research.

The faculty is also home to a number of leading medical and biomedical research institutes and groups, and has contributed to advances in many crucial areas: in vitro fertilization, obesity research, drug design, cardiovascular physiology, functional genomics, infectious diseases, inflammation, psychology, neurosciences and mental health.

Courses offered by the faculty include medicine, nursing, radiography and medical imaging, nutrition and dietetics, paramedic studies, biomedical sciences, physiotherapy, occupational therapy, behavioural neurosciences and social work. A range of research and coursework postgraduate programs is also offered. The faculty takes pride in delivering outstanding education in all courses, in opening students to the possibilities offered by newly discovered knowledge, and in providing a nurturing and caring environment.

Further details may be found at: http://www.med.monash.edu.au/about.html

Central Clinical School

The Monash University Central Clinical School (CCS) is the FMNS’s leading clinical school for biomedical research and education, offering undergraduate and postgraduate study programs. CCS is located at the Alfred Research Alliance (ARA), Peninsula Health, Cabrini and Epworth Campuses. CCS, along with the School of Public Health and Preventative Medicine (SPHPM) form the Sub-Faculty of Translational Medicine and Public Health led by Foundation Dean, Professor Stephen Jane.

Translational and clinical research in CCS covers a great breadth of subject areas, with 16 different departments and centres, including The Departments of Medicine, Immunology & Pathology, Diabetes, Infectious Diseases, Respiratory Allergy and Clinical Immunology, Gastroenterology, Neurosciences, Psychiatry, Medical Oncology, Surgery, Anaesthesiology & Perioperative Medicine (APOM), Medical Education, Medicine Peninsula, Melbourne Sexual Health Clinic, The National Trauma Institute (NTRI) and Clinical Haematology / the Australian Centre for Blood Diseases. CCS encourages multidisciplinary research across discipline areas and attracts elite students, researchers and teachers to its well-equipped research laboratories and facilities. The school partners with industry to put research into practice and contribute to the treatment and cure of several specific diseases and conditions.
Further details can be found at: https://www.monash.edu/medicine/ccs

The Renal Medicine Unit and Alfred Specialty Medicine Program at Alfred Health

The Alfred Specialty Medicine program was established in 2018 as part of an Alfred Health organisational restructure to align specialist medical services.

The Alfred Specialty Medicine program provides services across seven medical specialties:

- Nephrology including Dialysis and Kidney Transplantation
- Infectious Diseases and HIV
- Endocrinology and Diabetes
- Rheumatology
- Gastroenterology
- Dermatology
- Sexual Health

These Renal services are provided across the acute inpatient, ambulatory and outpatient settings, across two wards at the Alfred Health, three dialysis units across four Alfred Health campuses.

The Alfred Renal Unit provides a comprehensive renal service including haemodialysis (in-centre, home and satellite haemodialysis), peritoneal dialysis, renal transplantation, both deceased and live donor.

It has strong links with Peninsula Health through a hub and spoke model and supports the satellite haemodialysis services at Frankston, Hastings and Rosebud Hospitals.

The Department of Medicine, Central Clinical School, Monash University

The Department of Medicine, based at the Alfred Research Alliance (ARA) Precinct, offers high-quality clinical and biomedical research and education related to a wide variety of medical disciplines. Many programs are integrated with clinical services at Alfred Health, which allows our findings to translate to therapeutics and health care. The Department’s research spans six laboratories working on society’s most crucial areas, from dermatology to pathology, and cardiology to skin cancer. We offer postgraduate, honours and research projects, including basic translational and clinical research-based projects.
Position summary

This position will be responsible for leadership and ongoing strategic development of dialysis renal services across Alfred Health. The position will also include full involvement in all the Renal Services within Alfred Health incorporate the clinical management of inpatients admitted under the care of the unit and outpatients referred to the service, a consultative service to other units/departments within the hospital, the provision of a comprehensive acute and chronic renal dialysis service and support for the multidisciplinary kidney transplantation program.

The appointee will be accountable to:

1. **Program Director, Alfred Specialty Medicine Alfred Health** for provision of clinical and consultative services in Renal Medicine, development and management of the operational plans of the service and patient safety, quality and professional issues.
2. **Head, Central Clinical School** for research, teaching and administrative duties relevant to Monash University.

Objectives

- Organisation and leadership of Renal Medicine services to achieve clinical excellence, optimal service provision, optimal use of facilities and resources, strengthening of patient safety & quality, professional, educational and research activities and increased operational efficiency and effectiveness; and
- Strengthening and expansion of research and teaching in Renal Medicine to achieve and maintain a world-class service.

Responsibilities

**Leadership and Management** - the Director will provide strong clinical leadership to the Unit/Department by;

- Leading the Alfred Health & Monash University Renal Medicine Department and the Department towards the achievement of clinical, operational and academic objectives.
- Organisation and management of Renal Medicine services to achieve the stated objectives of the role.
- Strengthening and expansion of research and teaching in Renal Medicine to achieve and maintain a world-class service.
- Demonstrating high standards of personal integrity, fairness and managerial competence in dealing with staff.
- Leading and continuing to develop the Department’s clinical governance program and ensuring the active participation of the Department in Ward Governance meetings and activities.
- Advancing Renal Medicine and its impact on the community by appropriate public statements on behalf of Renal Medicine.
- Representing or promoting the Department in internal and external fora, and/or to patients and community client groups, as required.
• Developing and maintaining active clinical links with other clinical services or other agencies for delivery of patient care and to provide clinical data, consultation, peer review and other audit data.
• Demonstrating outstanding communication skills, strong teamwork and the development of strong collaborations both within the Department and with other clinical and academic stakeholders.
• Managing departmental staff and allocating duties according to their skills and consistent with the needs of the patients and the Department.
• Ensuring that budgetary and service delivery targets are met.
• Participating in, and contributing to the administrative functions of the Hospital including –
  o Cooperating with People and Culture when counselling/disciplining staff to ensure adherence to natural justice, good industrial processes and the relevant EBA;
  o Putting systems and processes in place to ensure that staff take all their required leave while maintaining sufficient staff establishment to run the service and on-call safely;
  o Active participation in recruitment and retention of senior and junior medical staff.
• Anticipating potential problems, identifying solutions & assisting others to think through solutions.
• Appropriately delegating responsibilities for the further development of others.

**Planning & Service Delivery** – the Director will;

• Develop services in accordance with the strategic direction of Alfred Health.
• Promote and foster the reputation of the Renal Medicine Department.
• Develop renal transplantation in partnership other related disciplines.
• Support and enhance Hub & Spoke model.
• Facilitate the ongoing development of Renal Medicine services and the introduction of new technologies.
• Develop agreed clinical management protocols and models of care in conjunction with other related disciplines.
• Effectively adapt to new situations or uncertainty and promote and support required changes by describing the reasons for change and support others through the change processes.
• Set and agree clear objectives and expectations with team members.
• Consistently achieve the key outcomes/results within own area of responsibility and within agreed timeframes.
• Advise on the provision of replacement equipment to ensure that the Department is able to meet its workload safely and efficiently.
• Advise on the efficient & effective selection & use of relevant consumables.
• When required, participate in and contribute to the service review processes of Alfred Health.
Clinical Practice – the Director will

- Ensure timely, efficient and high quality clinical and consultative services in Renal Medicine.
- Maintain contemporary best practice, personal technical expertise, medical knowledge & clinical skills.
- Attend clinics, wards and other clinical duties as rostered; participate in on call roster.
- Discourage unnecessary clinical variation in practice within the discipline.
- Assume responsibility for clinical care of allocated patients and participate in setting the standards for high quality clinical practice within the Department.
- Develop policies, protocols & guidelines as appropriate.
- Ensure that accurate and timely patient records are maintained by all staff and that the electronic clinical information system is used to facilitate patients’ comprehensive clinical plans of care (unless there is an approved paper based alternative).
- Ensure that there is prompt communication with other relevant clinicians and health care providers.

Clinical Governance, Quality, Safety, Risk and Improvement – the Director will;

- Ensure compliance with the Alfred Health principles of patient centred and Timely Quality Care.
- Continually promote a culture of safety and transparency to all clinical staff.
- Ensure that staff promote and participate in prescribed Alfred Health monitoring and quality improvement activities including the Department’s clinical review and audit program.
- Ensure that consumers are actively engaged as partners in their healthcare by keeping them informed, involving them in decision making and encouraging their participation in key committees.
- Ensure that regular Departmental morbidity and mortality reviews are conducted in compliance with the Alfred Health Clinical Audit guidelines and that a copy of the minutes are lodged with the Alfred Health Clinical Governance Unit.
- Ensure that all the Department’s patient deaths are reviewed and categorised using the Alfred Health, Clinical Audit guidelines.
- Ensure that staff feel comfortable to escalate emergent safety, quality & risk concerns.
- Respond to concerns regarding safety & quality by taking action or escalating these.
- Participate in, or ensure appropriate delegation to progress the investigation and resolution of incidents and complaints.
- Ensure that staff are aware of, and actively comply with the requirements of the National Safety and Quality Health Service Standards.
- Ensure staff comply with organisational safety, quality & risk policies and guidelines including; infection control policies and procedures; hand hygiene; peripheral line guidelines; medication safety policies and procedures; and open disclosure.
- Ensure the Department’s participation in College, National Standards and other accreditation programs as required.
- Adhere to and ensure that staff adhere to scope of practice requirements.
**Professional Behaviour**

- Role model Alfred Health and Monash beliefs and question behaviours which are not consistent with these.
- Ensure compliance with relevant Alfred Health clinical and administrative policies and guidelines.
- Maintain a safe working environment for yourself, your colleagues and members of the public and comply with the relevant Alfred Health and Monash OH&S Policies & Guidelines.
- Maintain strong and effective communication with other staff.
- Support the Program Director in the daily work of the department.
- Resolve issues constructively and improve areas of poor communication.
- Maintain stable performance and a calm attitude under pressure.
- Actively participate in their own personal performance review and use this as a vehicle to improve their performance.
- Ensure compliance with relevant Alfred Health clinical and administrative policies and guidelines, including Alfred Health’s *Unacceptable Behaviour in the Workplace* policy
- Comply with relevant privacy legislation.
- Maintain confidential information and not use, disclose or copy confidential information except for the purpose of and to the extent necessary to perform your employment duties at Alfred Health.
- Commitment to child safety - Alfred Health has zero tolerance for child abuse and is committed to acting in the best interest of children in our care.
- Develop an awareness of family violence issues

**Research & Education**

- Establish a strong, personal program of research capable of attracting substantial external funding and being published in top tier journals.
- Foster and lead the acquisition of research funds from external grant allocating bodies.
- Initiate and coordinate appropriate research and development for the provision of the clinical services.
- Ensure convergence between hospital research activity and clinical activity.
- Further research collaborations between the health service and the Central Clinical School.
- Undertake the supervision of research students studying for postgraduate degrees.
- Promote research discussion and dissemination through the organisation of research meetings.
- Oversee appropriate scientific and educational activities for the Department of Renal Medicine at The Alfred and across Alfred Health;
- Ensure access to teaching programs of the Renal Medicine department to students, staff and clinicians.
- Ensure that appropriate staff of the hospital department under his or her direction participate in undergraduate teaching programs and other academic pursuits: continuing professional education, postgraduate education, community interaction, etc.
- Provide registrars and others working in Department/Unit with appropriate supervision, training and instruction in accordance with Alfred Health policies.
- Develop, coordinate and participate in teaching activities in Renal Medicine within the Faculty of Medicine, Nursing and Health Sciences.
- Participate in ongoing education to further develop their own clinical and managerial skills.
- Advise the Head, Central Clinical School on issues relating to medical education;
- Participate as required in the examination and assessment of students.
- Support and participate actively in the functioning of relevant Alfred Health committees, including the Research Advisory Committee and associated functions within The Alfred.
- Assist in the development of faculty policy in all matters relevant to Renal Medicine.
- Participate in relevant and appropriate faculty committees.

Performance Development

The performance of the appointee will be assessed annually and in accordance with the Alfred Health and Monash University performance development programs.

Alfred Health performance indicators are outlined in Attachment A.

Selection Criteria

Qualifications:

- Appointees must be legally qualified medical practitioners, registered or registrable with the Australian Health Practitioner Regulation Agency (AHPRA) without conditions, undertakings or reprimands that could impact on their clinical practice.
- Fellowship of the relevant college(s).
- Ability to meet Alfred Health credentialing and scope of practice requirements for Renal Medicine.
- Demonstrable extensive knowledge and experience in Renal Medicine.
- Demonstrated experience in teaching.
- A higher research degree, or equivalent research achievement as demonstrated by published work and research grant success.
Achievements, Qualities, Capabilities:

- Relevant experience in a major teaching hospital with substantial clinical experience in a specific area of Renal Medicine with demonstrated innovative capabilities and outcomes in that discipline.
- National and international recognition for academic excellence as evidenced by publications and other scholarly achievements.
- Demonstrated capacity to secure significant research funding.
- Demonstrated leadership in the delivery of clinical services and/or experience in successful health service management in a tertiary referral teaching hospital.
- Outstanding communication skills, including well-developed conflict resolution skills and ability to liaise well with other staff at all levels;
- Demonstrated flexibility in problem solving and the demonstrated capacity to develop and sustain highly collaborative relationships with others/other teams.
- Commitment to the development and promotion of a multidisciplinary approach to Renal Medicine.
- Strong team player.
- Ability to build, develop and motivate clinical, management and research teams and to introduce change.
- Experience in the development of strategic directions for research and in supporting research and teaching over the broad range of disciplines relevant to Renal Medicine.
- Record of successful supervision of postgraduate research students.
- Proven excellence in teaching
- Ability to manage financial, capital and human resources effectively and efficiently;
- Ability to optimise quality and service delivery within prevailing financial and work practice conditions.

Appointment

The appointment will be made by a joint Alfred Health/Monash University selection committee. The appointment will be for a period of up to three years.

Further information

Confidential enquiries regarding the position may be made to:

- Alfred Health Recruitment team: medicalrecruitment@alfred.org.au
- Professor Rowan Walker, Program Director, Alfred Specialty Medicine Alfred Health, telephone: +61 3 9076 2580, email: R.Walker@alfred.org.au
- Dr Lee Hamley, Chief Medical Officer Alfred Health, +61 3 9076 3332, email l.hamley@alfred.org.au
- Professor Terry O’Brien, Head of Central Clinical School, Monash University and Deputy Director of Research, Alfred Health, telephone: +61 3 9903 0855, email: terence.obrien@monash.edu
ATTACHMENT A

**Performance Indicators:** – the appointees’ managerial performance indicators will include -

- That medical staff at minimum, will have an annual performance review and that this will be documented either electronically through e-Hub or on the prescribed forms which are to be submitted as to the Medical Workforce Unit.
- That the unit/departmental audit, quality and/or mortality and morbidity meetings will be conducted at prescribed intervals and that these meetings will comply with the Alfred Clinical Audit Guidelines.
- That all medical staff submit time sheets/ Kronos information and leave requests within the various time frames required.
- That the allocation of medical staff leave is in compliance with the Alfred Health Leave Management Policy so that required leave is taken, while maintaining safe of patient care.
- That 100% of complaints will be investigated and resolved in compliance with Alfred Health policy.
- That 100% of deaths occurring under the purview of the unit/department will be reviewed and categorised in compliance with Alfred Health, Alfred Clinical Audit Guideline.
- That 100% of Sentinel Events or category 1 or 2 Clinical Incidents will be appropriately investigated in compliance with the Alfred Health Clinical Incident Guidelines.
- Foster the development of research programs, teaching and training, and research student supervision within the Department of Renal Medicine.
- Foster the translation of research outputs into advancing clinical care of renal medicine patients.

**Performance Indicators:** – the appointees’ personal performance indicators will include

- Participation in an annual performance review to be undertaken by the Program Director or delegate for Alfred, and Head of the Department of Medicine, CCS for Monash University.
- Meeting the Alfred Health requirements for appropriate credentialing and scope of practice in Renal Medicine.
- Providing documentation as requested by Alfred Health to facilitate review of credentials and scope of practice in accordance with Alfred Health, Department of Health policy and ACSQHC guidelines1.
- Submitting time sheets/ Kronos data and leave requests and ensuring leave entitlements are discharged within the various time frames required.
- Attending theatre/ procedure/ clinic and other sessions on time and as rostered so as to ensure that operations/procedures/meetings work efficiently.
- Ensuring that there is timely consultation on patients referred to the Unit, and scheduled in clinics.
- Lead a successful research program in Renal Medicine.
- Academic achievement evidenced by publication of peer reviewed papers, conference presentations and national and international indicators of recognition.
- Supervision of undergraduate and post-graduate research students.
- Securing of peer-review, commercial and/or philanthropic funding to support research in renal medicine at the Alfred/Monas

1 ACSQHC, **Credentialing health practitioners and defining their scope of clinical practice: A guide for managers and practitioners**, December 2015