



Director Medical and Chronic Disease Services

Information for Candidates

Introduction

On behalf of Mater I welcome your interest in the leadership position of Director Medical and Chronic Disease Services.

This strategic leadership role is a newly created position and is responsible for developing clinical policy, practice and governance while providing clinical and operational leadership for the Medical and Chronic Disease clinical stream across Mater Health.

Mater seeks to improve healthcare through the consistent and strategic integration of health, education and research with a strong commitment to the provision of safe, low-variability, evidenced-based healthcare in areas identified to meet community need.

The new position will drive excellence in clinical care, education and research focusing on medical and chronic disease. It is essential that you are recognised at a national level in your discipline and be able to facilitate linkages and partnerships with clinical leaders in Mater Health, Mater Research, Mater Education and stakeholders in government, higher education and the community. An MBA, FRACMA or equivalent qualifications and a higher research degree will also be highly regarded.

As a Mater leader you are accountable for clinical outcomes, service and operational outcomes, financial outcomes, compliance and risk, inter-professional leadership and management of performance and accountability for the service.

I invite you to consider the unique opportunity that this new appointment offers.

Dr Shane Kelly
Group CEO Mater



Our history

On 4 January, 1906 the Sisters of Mercy opened their first 20-bed private hospital, 'Aubigny', in a former residential home in Brisbane's North Quay. The Sisters of Mercy, founded by Irish woman Catherine McAuley, first arrived in Brisbane in 1861 led by Mother Mary Vincent Whitty and found themselves in a society in desperate need of community services. Although the Sisters were immediately busy with education and visiting the sick, Mother Vincent's main ambition was to build a hospital dedicated to caring for the poor.

Aubigny was a small fee-paying private hospital, caring for 141 patients in its first year of operation. This provided the much needed funds to help the Sisters realise their vision and provide free public healthcare. After years of community fundraising and the funds generated by the small private hospital, the Sisters of Mercy were able to build a new private hospital—opened in 1910—and a public hospital—opened in 1911—at the South Brisbane site.

As the population of Brisbane continued to grow, the Sisters recognised the need for a children's hospital—opened in 1931—and later a maternity hospital—opened in 1960.

In 2001, Mater was formally incorporated as Mater Misericordiae Health Services Brisbane, and the everyday running of the public and private hospitals was passed from the Sisters of Mercy to a Board of Directors.



On 23 April 2013, Mater Misericordiae Health Services Brisbane officially became a ministry of Mercy Partners, a Catholic Church entity established in 2008 following approval from the Vatican.

Today, the Board of Directors and all Mater People proudly uphold the philosophy and Mission of the Sisters of Mercy by continuing to articulate its identity as a proudly Catholic organisation within the Mercy tradition. Mater's Mission and Mercy Values guide all Mater People in making appropriate decisions for a sustainable, socially relevant health service for the benefit of the community.

There is a united commitment to meeting the healthcare needs of the community through an integrated approach to health, education and research focussing on delivering the highest quality of care for all patients every time.

history.mater.org.au



Our Mission

In the spirit of the Sisters of Mercy, Mater offers a compassionate service to the sick and needy, promotes an holistic approach to healthcare in response to changing community needs and fosters high standards of health-related education and research. Following the example of Christ the healer, we commit ourselves to offering these services without discrimination.

Our Mercy Values

Mercy, Dignity, Care, Quality and Commitment.

Mater Health

Mater is a private not-for-profit organisation that comprises a network of several hospitals, health centres, a world-class medical research institute and clinical teaching facilities, pathology and pharmacy businesses—all with one aim—to provide exceptional care every time.

Our concerted pursuit of innovation—to discover, improve, adopt and adapt—differentiates Mater as a leader in the areas of health, education and research. By integrating these fields into the delivery of exceptional healthcare services, Mater is committed to the development and maintenance of healthy communities. This aim is supported by Mater Foundation, linking community and philanthropic support to the efforts of both Mater Health and Mater Research.

For more than 100 years Mater has provided high quality healthcare for the community without discrimination. With experience in owning and operating privately licenced hospital facilities and managing Queensland state-based public contracts across multiple facilities Mater is one of the only private health service providers in Australia making significant commitment and investment into education and research to support improving the delivery of positive health outcomes for the community.



Our network of hospitals

- Mater Hospital Brisbane
- Mater Children's Private Brisbane
- Mater Mothers' Hospital
- Mater Mothers' Private Brisbane
- Mater Private Hospital Brisbane
- Mater Private Hospital Redland
- Mater Private Hospital Springfield

Mater's network of hospitals are at the forefront of clinical excellence and are continually developing new methods, practices and techniques for better patient outcomes. Mater clinicians are able to take advantage of on-site research and education facilities, and have access to some of the most advanced and innovative techniques to assist in the management of illnesses, chronic disease and acute care.



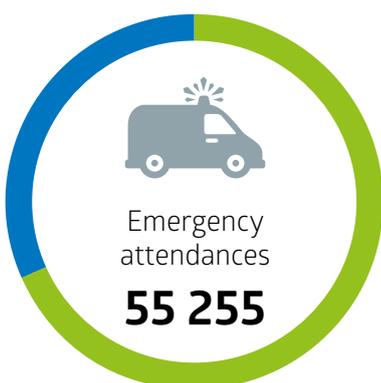
Mater hospital statistics



2015

	Patient discharges 	Patient days 	Theatre patients 	Beds
Mater Private Hospital Brisbane	32 436	98 388	19 969	310
Mater Private Hospital Redland	10 174	20 635	7 485	75
Mater Mothers' Hospital	16 737	41 909	4 452	124
Mater Mothers' Private Brisbane	9 127	31 899	2 188	121
Mater Children's Private Brisbane	4,578	6,225	3,603	25
Mater Hospital Brisbane	25 910	59 048	11 686	254
Mater Private Hospital Springfield*	431	592	414	74
TOTAL	99 393	258 696	49 797	983

*opened 28 October 2015



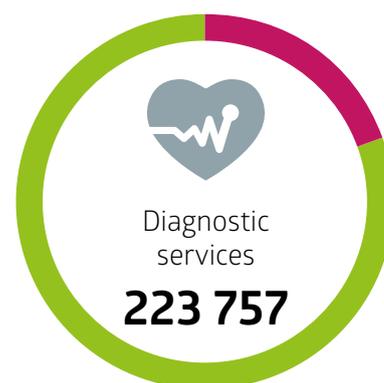
Mater Hospital Brisbane Emergency
37 832

Mater Private Emergency Care Centre
17 423



Mater Mothers' Hospital
101 764

Mater Hospital Brisbane
156 265



Mater Mothers' Hospital
43 827

Mater Hospital Brisbane
179 930

Clinical streams

An integral part of Mater's strategic direction is to further integrate health, education and research. In order to facilitate this there is need for a concerted effort to reorientate clinical leadership structures to align with clinical streams and empower clinicians through more direct reporting lines and defined, patient-centred accountabilities.

Mater Health, Mater Research and Mater Education have recently aligned strategies to allow a stronger focus on clinical streams to lead the provision of safe, quality, patient-centred care every time.

Mater's identified clinical streams

- Cancer Care Services
- Medical and Chronic Disease Services
- Mothers, Babies and Women's Health Services
- Neurosciences
- Surgical and Acute Care Services



Medical and Chronic Disease

Mater hospitals are tertiary level healthcare facilities committed to providing high quality patient-centred care for the people of Queensland, Northern New South Wales and the nearby Pacific. Under the leadership of this director position the newly formed Medical and Chronic Disease Services clinical stream will ensure best practice in medical standards, productivity and achievement of clinical outcomes in accordance with the philosophy and objectives of the organisation. By realigning identified medical and chronic disease services across the organisation—Health, Education and Research—the clinical stream will enable clinicians to provide safe, quality, evidenced-based, patient-centred care across all Mater facilities.

Currently Mater provides specialised care for a comprehensive range of medical and chronic disease states across an equally broad range of patient demographics and facilities, with approximately 27 000 medical and chronic disease inpatient separations per year.

In addition to the integration of health, education and research an important measure of success will be defining how Mater's identified clinical streams will work together in a consolidated and considered way to ensure the patient is at the centre of care at all times. Patients with medical and chronic disease states rely on high performing healthcare organisations to improve their overall quality of life which can move beyond the hospital environment to include their social and economic circumstances.

Our key performance areas

There are five aspects of focus at Mater and these are managed in priority order by all Mater People. They form the basis for all interactions, assessment and excellence across Mater, and help to ensure continuous improvement.



Our priorities

Safety: At Mater, there is nothing more important than safety.

Experience: Mater People value customer service and consumer experience as a crucial part of each and every interaction.

Quality: At Mater we believe that quality comes of consistently seeking to provide safe, people-focused healthcare experiences.

Efficiency: As a not-for-profit provider of health, education and research services, Mater People must seek opportunities to deliver services for more people.

Future viability: Consistently meeting the needs of the community means always seeking to improve, to innovate and to evolve.

Positive partnerships

At the highest level, Mater seeks to improve healthcare through the consistent and strategic integration of health, education and research. We see that Mater's contribution to a healthy community will come from our commitment to the provision of safe, low-variability, evidence-based healthcare which meets identified community need.

We intend to deliver this standard of care and service by enhancing and aligning existent capability and experience across Mater Health, Mater Education and Mater Research. These previously somewhat independent but soon to be highly integrated ministries will continue to drive toward a common purpose—a healthy community.

Although Mater Education and Mater Research play a critical role in supporting Mater Health, the entities must also retain a robust and contemporary external focus to ensure they bring the world's best practice and internationally credible insights to the provision of continuously improving clinical care at Mater.

Mater must ensure alignment and integration of our business strategies and practices to deliver on our commitment to our Mission.



Mater Research

Mater Research commenced operation in 1998 with ten staff, since then it has experienced significant growth, becoming an internationally competitive institute with many original programs attracting top scientists from around the globe.



Mater Research is a world-class, independent medical research institute which aims to discover, develop, translate, and commercialise medical research that integrates with relevant areas of excellence at Mater. In less than 20 years it has grown to include more than 200 laboratory and clinical researchers and expanded its reach across Mater's hospital and health services and further as a founding partner in the Translational Research Institute.

Mater Research is an internationally competitive institute with original programs attracting top scientists from around the globe. It has significant achievements in publications, patents, collaborations, student achievements, National Health and Medical Research Council (NHMRC) funding, peer-reviewed funding and other significant grants. In recent years, Mater researchers have published more than 350 research articles annually in clinical (e.g. NEJM, JAMA and Lancet) and biomedical (e.g. Nature Medicine, Cell) journals, progressively building Mater Research's national and international reputation.

Alignment with Mater's clinical services provides unique opportunities for collaborative research between biomedical and clinical researchers – a true bench to bedside approach. The genuine desire for collaboration led to a formal collaborative alliance with the University of Queensland, establishing the Mater Research Institute – UQ. This partnership merges the clinical expertise and high-quality healthcare of Mater with the academic strengths of UQ to support growth in research and improved health outcomes more broadly.

The Chronic Disease Biology and Care Program at Mater Research includes high-quality basic, clinical and translational research, focused on building a greater understanding of the biological basis of a broad range of chronic diseases, and developing preventative strategies and innovative treatments to improve patient outcomes. Working with Mater, the joint goal is to use insight into pathophysiology to prevent disease and shape better care as the key to reducing the burden of chronic disease.

The Chronic Disease Biology Care Program at Mater Research focuses on improving treatment outcomes and prevention of chronic disease.



Mater Education

Mater Education provides all Mater People, including clinical professionals, researchers and students with an opportunity to develop best practice knowledge, skills and expertise in a world-class clinical simulation facility.

Mater Education is a wholly-owned subsidiary of Mater and is a nationally accredited, hospital based independent Registered Training Organisation developing and delivering structured formal qualifications and courses for internal and external clients. Mater Education supports Mater in all endeavours and provides exceptional opportunities to lead and grow Mater staff, healthcare professionals, students and other external clients through high quality learning and development programs, including continuing professional development programs for multidisciplinary clinicians, simulation fellowships and a suite of research education programs. Mater Education also provides education programs direct to the community and other health professionals including general practitioners and other primary care providers.

It provides high quality learning experiences along the professional practice continuum that focus on the development of high performing inter-professional teams in the support of delivering high quality, safe patient-centred care. Their education delivery is innovative and integrates contemporary, evidence based practice development in diverse areas of clinical specialties and across key patient populations.

Mater Education prides itself on providing these opportunities in a world-class clinical teaching facility. Its strong focus on inter-professional education and practice development has led to a progressive model of postgraduate clinical education with a focus on design and delivery of contemporary, best practice experiential learning and simulation-based education programs.



Mater Education's strength in simulation is acknowledged through its position as the only Australian Affiliate Partner of the world-renowned Center for Medical Simulation in Boston (it's one of only four Affiliate Partners world-wide). Mater Education also had teaching affiliations with the Massachusetts General Hospital Institute of Health Professions and manages a number of local university partnerships and programs as well. Mater Education's clinical education programs enhance the technical and non-technical knowledge and skills, as well as team behaviours, communication and interprofessional practice of multidisciplinary clinical staff in a diverse range of clinical specialties.

In addition to its own student cohorts, Mater Education extends training opportunities to students from 17 different universities across 19 health disciplines including medicine, nursing, midwifery, pharmacy and allied health. Its strong integration with Mater Health and Mater Research and drive to develop and deliver improved education and training to the current and future clinical workforce more broadly is all in support of improving health outcomes for the community.

Mater Education prides itself on providing opportunities in a world-class clinical simulation facility.

Director Medical and Chronic Disease Services

The Role

The Director Medical and Chronic Disease Services is a newly created strategic leadership role within Mater Health. It will suit an individual with medical qualifications registrable in Queensland and with a relevant clinical specialty who can advise on policy and lead governance and practice development related to medical practitioners in the Medical and Chronic Disease Services clinical stream. The Director will also provide clinical and operational strategic leadership for the service through the integration of exceptional clinical care with research and professional education.

The role is fully accountable for the operational leadership in the provision of Medical and Chronic Disease Services across Mater Health including all aspects of patient care, quality, safety and experience, as well as the financial performance of the service. Mater's smaller community based facilities located in the suburbs of Cleveland and Springfield Central represent an exception, with the role managing policy and best practice, while facility Directors maintain operational accountability. The overall operational accountability for all Mater Health facilities is at the direction of the Chief Operating Officer (COO) Mater Health.

The Director Medical and Chronic Disease Services has responsibility for integrating health services with education and research activities and will provide strategic, medical support and advice to the COO. The role has direct reporting line responsibility for medical leaders within the Medical and Chronic Disease Services clinical stream and will build the engagement of the medical community—including our employed medical practitioners, Visiting Medical Officers (VMOs) and employed VMOs—within the organisation as well as relationships with other professional leaders.

The Director is a member of the newly formed cross-organisational Clinical Council. This council reports to the Mater Group Executive and provides a whole of organisation consistent standard for clinical practice. The relationships between Mater's clinical leadership teams, senior medical and nursing staff, Mater

Research, Mater Education, general practitioners and community will contribute to fostering an environment of clinical service excellence and innovation which will drive internationally recognised performance in the delivery of patient care.

This role is the clinical lead position in a triumvirate leadership structure. As the leader of a clinical stream, the position will have direct line responsibility for the Director of Nursing and Business Lead within the stream. Reporting to the Chief Operating Officer (COO), the role also has a professional reporting relationship with the Chief Medical Officer (CMO). The role works alongside the four other clinical stream leads and the Analytics and Performance team, who provide expert analysis of data and research outputs to support decision-making for clinical practice improvement initiatives to best translate research and evidence into practice across Mater Health.

Conjoint Appointment

This position may be suitable for a conjoint appointment with The University of Queensland's Faculty of Medicine and Biomedical Sciences or another affiliate educational institution, subject to the applicant's qualifications and experience. A conjoint appointee would be expected to meet the following criteria:

- Medical qualifications registrable in Queensland.
- A PhD or equivalent and extensive postdoctoral experience; and/or evidence of senior academic or professional leadership.
- Demonstrated teaching skills at undergraduate and postgraduate levels.
- Evidence of successful supervision of research higher degree students.
- Evidence of a significant contribution to research, including successful external grant applications.

Please note that Mater has IP provisions in place that adhere to national and international standards.

Accountabilities

There is a requirement for all Mater People to understand and deliver on a series of accountabilities linking to Mater's strategy. Every Mater Person is held accountable for their own behaviour, performance and development, and for positive contribution to the organisations strategic objectives.

As a Mater leader you are accountable for clinical outcomes, service and operational outcomes, financial outcomes, compliance and risk, inter-professional leadership and management of performance and accountability of direct reports.

You are required be clear on the behaviour, tasks and accountabilities that are associated with the role, fulfil mandatory and professional competency requirements, contribute to own performance development planning, proactively seek feedback, carry out individual development plans and actively contribute to those in your team.

Mater's Performance Areas

Mater has identified five components, 'Five points of Mater's Star Performance', to ensure a consistently exceptional experience. Everything we say and do at Mater should be related to the Star Performance and grounded in our Mission and Values.

As a senior leader at Mater you will be accountable for:

- Safety
- Experience
- Quality
- Efficiency
- Future viability

Responsibilities

The Director Medical and Chronic Disease Services is responsible for:

- Developing stream specific clinical policy, collaborating on the design of processes for translation into practice
- Designing and developing systems and processes for the identification of compliance with and deviation from clinical standards, outcomes and care

- Fostering a culture of research innovation and an environment that drives and actively encourages internationally recognised research
- Providing effective day to day decision making on operational service delivery with full accountability for financial and operational outcomes of the service
- Identifying and implementing strategies to ensure consistent growth across services
- Leading the evidence-based identification and prioritisation of clinical practice improvements that ensure translation of research and evidence into practice in order to deliver contemporary cost effective, consistent, high-reliability clinical care and patient outcomes
- Collaborating with Mater Education to support training and development programs and initiatives

Conditions of Employment

An attractive employment package will be negotiated which will include salary and conditions suitable for this senior leader appointment, appropriate administrative support and direct support for personal research programs as appropriate.

More information

For more information about this exciting new opportunity at Mater, please contact Sean Hubbard, Chief Operating Officer on (+617) 3163 8436 or sean.hubbard@mater.org.au

Brisbane, Queensland

Brisbane offers a range of lifestyle benefits including climate, culture, family fun and sport.

The perfect place to raise a family, Brisbane is one of the safest cities in Australia and boasts a wide range of cultural attractions, numerous theatres, art galleries and a world class museum, most of which are a ten minute stroll from the Mater central South Brisbane campus. The city is also well served by universities and a range of other educational facilities.

A relatively short drive from famed golden beaches of the beautiful Gold and Sunshine Coasts, Brisbane is one of Australia's most liveable and affordable capital cities.



Located in Queensland, Brisbane enjoys a subtropical climate providing sunny days almost all year round, with enough rainfall to keep the city and suburbs cool and green.

Mater's central campus is located in the suburb of South Brisbane within one kilometre from Brisbane's central business and shopping districts, and minutes from the cosmopolitan and cultural hubs of South Bank and West End. It is easily accessible by both public and private transport.

Brisbane is also the home for many of Queensland and Australia's major sporting events in rugby league, rugby union, AFL and cricket. We attract world class performers to our film, fashion, food and theatre festivals as well as host large music concerts. Brisbane really shines during the annual Brisbane festival, held in September.

www.mater.org.au

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