

### Our Organisation

Springs Medical is a privately owned organisation governed by a board of GP Associate Directors operating from sites in Daylesford, Kyneton and Trentham.

We employ and subcontract over seventy personnel on a day to day basis across GPs and GP Registrars, practice nurses, medical specialists, students, allied health professionals and administrative staff. We deliver over 75,000 occasions of patient care per year, from three clinical campuses at Daylesford, Kyneton and Trentham.

### Our Vision

**To achieve the optimum health of our community**

Our community is Daylesford, Trentham and Kyneton and surrounding areas. Although we have no immediate plans to expand beyond these communities, we provide specialist primary care services (for example HIV care, gender clinic) to an even broader geographic area. In addition to the provision of primary healthcare services we are involved in preventative activities, health promotion, and public health. Health includes physical, psychological, cultural and social well-being

### Our Mission

To improve the health of the rural communities of Daylesford, Hepburn Springs, Kyneton, Trentham and surrounding districts through comprehensive and sustainable primary health care by:

- Leading, engaging and collaborating with our community;
- Providing timely access to primary health care services including general medical practice, acute care and after hours services;
- Having a systematic approach to health promotion, disease prevention and chronic disease management;
- Providing a multidisciplinary team approach;
- Embracing education for the current and future needs of our communities.

### Our Values

Reflect our purpose in delivering excellence in primary health care services and our commitment in meeting the complex health needs of our rural communities now and into the future including:

#### PERSON FOCUSSED CARE

We provide accessible care by being open for extended hours; by being affordable; and by offering telephone, video and face to face appointments. We provide home visits and aged care visits so that those not able to access our premises are serviced

We provide continuity of care by encouraging every patient to have a 'home doctor' who knows them well. Better health outcomes are achieved through continuity of care

● 10 Hospital Street  
Daylesford 3460  
t:03 5348 2227  
f:03 5348 1447

● 22 Victoria Street  
Trentham 3458  
t: 03 5424 1602  
f: 03 5424 1851

● 89 Piper Street  
Kyneton 3444  
t: 03 5422 1298  
f: 03 5422 1307

We provide 'patient-centred medicine'. Decisions about care are made with our patients. We always consider what is most important to them.

We provide evidence-based care. We practice in accordance with accepted guidelines and standards for high-quality and safe care

We maintain a team with a broad range of skills so we can respond to the needs of our patients and community

#### **PRIVACY, RESPECT, AND INTEGRITY**

We acknowledge the traditional owners of the lands on which we work

We acknowledge First Nations people we work with and care for

We maintain privacy of patient health information

We have respectful interactions and communication with our patients, community, and other health care organisations. We do not accept abusive or aggressive behaviour.

We honour our commitments

We are transparent and honest about our intentions with our patients, our staff, other healthcare organisations, and business partners.

#### **COMMUNITY ENGAGEMENT, DIVERSITY, INCLUSIVITY,**

We work with other healthcare organisations (e.g. Central Highlands Rural Health, Primary Health Network) to meet the needs of our community

Wherever possible, we work collaboratively because the outcomes are superior to those achieved when operating alone.

We engage with our community by considering and responding to suggestions for changes to our services

We ensure that the services we provide are well understood by the community.

We support local organisations through sponsorship and involvement in community events.

We celebrate the diversity of our community

We aim to be a welcoming, friendly safe and respectful environment for all who visit our sites or work in our teams

#### **TEAMWORK**

Our team is our greatest strength

Better outcomes for the health of patients and the efficiency of our business happen through systemisation.

We aim to develop business and healthcare systems to enable consistent and efficient care. While being systematic we maintain the focus on very individual's unique health and wellbeing needs. We encourage, listen, and respond to the ideas of our team.

We acknowledge that often the best ideas come from those who are most closely involved in the day-to-day work

Springs Medical is owned by people who are part of the team meaning they are also invested in having an optimal work environment.

We want the experience of working for Springs to be enjoyable and fulfilling.

We encourage staff to gain new skills and explore opportunities for their professional development.

We aim to maintain staff – continuity of staff not only enhances patient outcomes but improves business outcomes

● 10 Hospital Street  
Daylesford 3460  
t: 03 5348 2227  
f: 03 5348 1447

● 22 Victoria Street  
Trentham 3458  
t: 03 5424 1602  
f: 03 5424 1851

● 89 Piper Street  
Kyneton 3444  
t: 03 5422 1298  
f: 03 5422 1307

We recruit excellent healthcare practitioners and staff to meet the needs of our community

#### SUSTAINABILITY

We consider our environmental impact and try to reduce it.

We strive to reduce our use of fossil fuels

We strive to reduce our production of non-recyclable or non-reusable waste

#### GOOD GOVERNANCE

A board of directors/owners has oversight of the operation of Springs Medical, setting strategic direction and priorities. A management team is supported to act in accordance with the direction set by the owners

We have clear definition of roles and responsibilities within our organisation

We act ethically and avoid or declare any conflicts of interest

We have prudent financial reporting, delegation, and auditing of funds to ensure we meet all our legal obligations.

We aim to run a profitable business, as without profitability the business cannot continue to operate and provide services to the community and employment for our staff.

#### GROWTH AND INNOVATION

We aim to grow our business. To do this it needs to be profitable and to invest for the longer term

We learn from mistakes and utilise quality improvement approaches

We mine the wisdom of our team and seek the expertise of outside consultants

We are an innovative practice; willing to provide new health services and develop new systems of healthcare delivery as the community needs.

#### EDUCATION

We value education and are an academic primary healthcare organisation

Education increases community awareness which increases self-determination that then optimises an individual's health and wellbeing

Education keeps us up-to-date, and the presence of learners adds a vibrance to our business. Being involved in education is an investment in the future healthcare of our community

We are engaged in undergraduate education, postgraduate education, and continuing education.

We are involved in primary healthcare research

### Your Role

Reporting to the General Manager, the Operations Manager is primarily responsible for managing the physical assets and resources at the three clinical sites at Daylesford, Trentham and Kyneton. The role includes leading the daily functions of the administration and reception team, providing leadership and coaching to facilitate all members to achieve their maximum potential in their respective roles. The Operations Manager is responsible for ensuring the clinical requirements of the medical workforce and patients alike are met and functions as the OH&S Coordinator for Springs Medical.

● 10 Hospital Street  
Daylesford 3460  
t:03 5348 2227  
f:03 5348 1447

● 22 Victoria Street  
Trentham 3458  
t: 03 5424 1602  
f: 03 5424 1851

● 89 Piper Street  
Kyneton 3444  
t: 03 5422 1298  
f: 03 5422 1307

The role will also work as a member of the Springs Medical Leadership Team (comprising the General Manager and Clinical Manager) to ensure all clinical staff, associates and students are resourced and supported on a daily basis within a well-defined clinical governance and administrative framework.

### Your Team

The Springs Medical administration and reception team ensures that all client services, including to patients and clinical staff alike, are delivered in a courteous, friendly, seamless and efficient manner, consistent with the highest levels of quality primary care practice that would meet and occasionally exceed RACGP standards.

The aims of the team include:

- Delivery of quality reception/ patient services
- Delivery of administrative support services to drive innovative clinical systems that ensures clinical staff are focussed on clinical responsibilities with a minimal burden of administrative tasks
- Supports new initiatives that are considered best practice in primary care health service delivery
- Supports and promotes the strengthening of a patient centred customer service approach to reception services
- Operate within and promote Springs Medical policy, procedures and relevant guidelines
- View all Springs Medical staff and associates including clinical and allied health professionals as clients requiring timely and quality support, advice and information
- Actively working within an agreed annual budget for staff wages and resources.

#### KEY RESPONSIBILITIES:

##### HR and People Management

- Provide coordination, performance management and direct line supervision Reception and Administration Coordinators and other support roles from time to time
- In collaboration with the General Manager and GP Director Medical Workforce, oversee room and location allocation of all employed and contracted doctors and allied health professionals
- Oversee appropriate induction and orientation programs for all new SM staff and contractors (clinical and non-clinical)

##### Team Work, Leadership and Collaboration

- Work collaboratively with all members of the clinical and administrative teams
- Develop and strengthen relationships with key stakeholders and partners including Central Highlands Rural Health to support the work of SM
- Coordination of the 'SM Supervision and Teaching Plan' including the annual weekly shared learning calendar and equitable management of teaching load across all Directors and three

● 10 Hospital Street  
Daylesford 3460  
t:03 5348 2227  
f:03 5348 1447

● 22 Victoria Street  
Trentham 3458  
t: 03 5424 1602  
f: 03 5424 1851

● 89 Piper Street  
Kyneton 3444  
t: 03 5422 1298  
f: 03 5422 1307

campuses

- Attend and lead relevant staff and team meetings
- Contribute to the development and implementation of highly effective business strategies that focus on revenue development, cost controls and new business developments

#### Clinical and Administrative Systems

- Oversee effective rostering systems across the whole of SM
- Contribute to and lead improvements in clinical resources with a focus on business sustainability
- In collaboration with Director Clinical Systems develop new and innovative systems to improve patient appointments/ patient flow through building/ time spent waiting/ patient satisfaction etc.
- Enthusiastically promote and embrace innovations that seek to improve the patient services of SM.
- Oversee maintenance schedules for SM sites
- Management on Non-clinical complaints

#### Other

- Other duties as directed by the General Manager or SM Board of Directors as required.

## 4. Risk, Accreditation and Occupational Health and Safety

4.1 Comply with Springs Medical O&HS policies and procedures

4.2 Take reasonable care for the safety of your own health and safety and that of other people who may be affected by your conduct in the workplace

4.3 In conjunction with Springs Medical Leadership team coordinate and implement best practice in OH&S policy and procedures

4.4 Together with Springs Medical Leadership team lead and participate in meetings, training and other occupational health and safety activities

4.5 Manage the maintenance and implementation of standard and customised risk management and occupational health and safety policies and procedures

4.6 Together with Springs Medical Leadership team, contribute to the development and maintenance of effective systems, policies and procedures to ensure SM maintains RACGP Accreditation

4.7 In conjunction with the Clinical Manager maintain awareness of current and new Clinical

● 10 Hospital Street  
Daylesford 3460  
t:03 5348 2227  
f:03 5348 1447

● 22 Victoria Street  
Trentham 3458  
t: 03 5424 1602  
f: 03 5424 1851

● 89 Piper Street  
Kyneton 3444  
t: 03 5422 1298  
f: 03 5422 1307

legislation to ensure the Practice is compliant with all statutory and regulatory obligations. Ensure relevant personnel are kept informed and changes made to systems and procedures as required. Contribute to the conduct of program reviews in order to enable SM continuous quality improvements

## 5. Key Selection Criteria / qualifications, experience, knowledge and skills:

### Essential:

- 5.1 Relevant tertiary qualifications or equivalent training and experience in business systems, preferably in the primary health care sector or health and medical services sector
- 5.2 Demonstrated capacity to supervise, direct and performance manage administration support, reception and IT staff
- 5.3 Evidence of relevant budget and financial management experience
- 5.4 Ability to report to and take direction from supervisors while still maintaining the ability to work autonomously and function effectively as a member of a multi-disciplinary team including well developed time management and organisational skills
- 5.5 Demonstrated ability to lead innovative policies and practices including ongoing commitment to personal and professional development.
- 5.6 Outstanding interpersonal and communication skills including written, verbal and negotiation skills with demonstrated ability to provide leadership to the organisation, both internally and with external stakeholders.
- 5.7 Advanced skills in and ability to use IT systems and relevant operating systems and desk top programs (Medical data bases, Windows, MS Office, Outlook etc.)
- 5.8 A commitment to and experience in a continuing quality improvement approach to all organisational activity. As well as the ability to empower the organisation to achieve and maintain accreditation including a demonstrated patient focussed approach to service provision. This would include demonstrated ability to apply quality improvement activities, research and evidence based findings to the primary care setting.
- 5.9 Training and/or experience in coordinating complaints handling policies or ability to

● 10 Hospital Street  
Daylesford 3460  
t:03 5348 2227  
f:03 5348 1447

● 22 Victoria Street  
Trentham 3458  
t: 03 5424 1602  
f: 03 5424 1851

● 89 Piper Street  
Kyneton 3444  
t: 03 5422 1298  
f: 03 5422 1307

acquire same.

### **ADDITIONAL KEY SELECTION CRITERIA REQUIREMENTS:**

**5.10** Availability for weekend and evening work or training as required.

**5.11** Current Victorian Driver's Licence and access to a private vehicle (approved private vehicle use for SM business will be reimbursed by SM at published ATO km rates)

**5.12** Appropriate qualification for CPR and basic first aid or ability to acquire same.

#### **Preferred:**

**5.13** Extensive experience, track record and knowledge in general practice and or clinical systems in a health/ medical service environment and the day-to-day operations or demonstrated capacity to acquire same including demonstrated ability to work collaboratively with a range of health care professionals

**5.14** Demonstrated understanding and sound knowledge of the general practice environment, the key principles of primary care and its relationship to the broader health sector and local community.

**5.15** Training and/or experience in coordinating of emergencies, basic infection control and safe handling & disposal of medical waste

**5.16** Completion of Certificate IV in Medical Administration/ Diploma of Practice Management or equivalent

● 10 Hospital Street  
Daylesford 3460  
t:03 5348 2227  
f:03 5348 1447

● 22 Victoria Street  
Trentham 3458  
t: 03 5424 1602  
f: 03 5424 1851

● 89 Piper Street  
Kyneton 3444  
t: 03 5422 1298  
f: 03 5422 1307