Clinical Strategist, Electronic Medical Record (EMR) Program – Monash Health

- A unique opportunity to lead clinical transformation in Victoria’s largest public health care organisation
- Play a key role in delivering the strategic benefits of this EMR enabled Clinical Workflow Transformation
- Be a part of the new world at Monash Health, improving the quality and safety of our patient care

This is an exciting opportunity for an experienced Clinical Strategist to influence the future of Monash Health and how we deliver care to our community. You will help us achieve our vision of ‘exceptional care, outstanding outcomes’.

Reporting to the Chief Medical Information Officer, this role is ideal for someone wanting to play a key role in driving the clinical transformation that will help to improve the delivery of public health care in Victoria. As the Clinical Strategist, you will ensure that the design, build, test and implementation for the various clinical domains within the EMR Program are clinician and patient oriented and supported by a top class program of clinical transformation activities. You will work with a wide variety of staff to drive and support the clinical governance, change management, process definition and training development required across all levels at Monash Health in relation to the EMR Program. You will support the Chief Medical Information Officer and work with the Chief Nursing Information Officer, Program Director and the broader EMR Program team to deliver the Monash Health EMR Program to plan.

You will do this by providing leadership and domain knowledge around clinical transformation, and work as a team player to facilitate the development lifecycle of the EMR platform so that it meets Monash Health’s requirements and directly contributes to the quality and safety of patient care. This will include determining and prioritising the clinical transformation activities required within each of Monash Health’s Stage 1 deployment sites in line with the Program schedule. This will be done while working closely with the vendor team to build, test, deploy and support the solution. You will manage staffing, budget, issues and risks and escalate to the Chief Medical Information Officer and Program Director when required. To effect this, you will develop excellent partnerships with clinical units and related functions across Monash Health such as Innovation and Quality and Business Intelligence, and collaborate with external stakeholders.

Your track record demonstrates that you have clinical transformation leadership experience in a complex public health care setting. You deliver value through setting strategy and leading teams to deliver to the scope, time and cost in the Program plan. You understand good governance and have the ability to build solid working relationships and to identify and influence stakeholders at all levels. Your leadership, teamwork and ability to lead physically distributed teams to deliver clinical transformation on time and to budget will support the objective of a smooth transition to an EMR world for Monash Health staff, consumers and the community.

We would like to hear from applicants who also possess the following:

- Direct experience as a clinician in a tertiary public hospital system
- Deep knowledge of clinical transformation methods, approaches and best practises
- High level experience in and knowledge of delivering strategic EMR technology driven clinical transformation
- High degree of understanding of health delivery, legislative, information and reporting systems
- Superior self-direction, initiative and motivation
- Excellent communication skills
- Highly developed problem solving and stakeholder management skills
- Highly self-managing and able to set and work towards deadlines/milestones
- Ability to work under pressure and deliver to tight timeframes, including ability to work overtime as required
- Demonstrated ability to liaise with clinical and non-clinical staff at all levels
This is a role that will offer you the chance to advance your career in an exciting and rapidly growing area. For further information please contact Lauren Welsh, EMR Program Administrator on lauren.welsh@monashhealth.org.
Monash Health Position Description
Electronic Medical Record (EMR) Clinical Strategist
Last Updated: February 2017

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<thead>
<tr>
<th>Position Title:</th>
<th>Electronic Medical Record (EMR) Clinical Strategist</th>
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<tr>
<td>Classification:</td>
<td>TBC</td>
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<tr>
<td>Reports to:</td>
<td>Chief Medical Information Officer</td>
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<tr>
<td>Department:</td>
<td>EMR Program, Monash Health</td>
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About Monash Health
Monash Health is an impressive organisation of six public hospitals, 21 community health sites, five aged care facilities, university affiliated international research and tertiary education. We provide health care for the entire lifespan from pre-birth to palliative care and all stages in between, and will be opening our new 230-bed Monash Children’s Hospital in early 2017.

We are world leaders looking after a wonderfully diverse patient population in the south eastern suburbs of Melbourne, Victoria. Each year within our catchment of 1.392 million people, more than 16,000 staff across more than 40 sites deliver 3.1 million episodes of care. We work together to admit 238,000 hospital patients, respond to 206,000 emergency presentations, deliver care through 375 outpatient clinics and bring 9,400 babies into the world.

EMR Program
Monash Health plans to implement an integrated EMR system and intends to have the first go live event for the foundations of this EMR system take place in late-2018.

Monash Health is planning a multi-year staged implementation, bringing us to a level 6+ on the HIMSS EMRAM scale of EMR adoption. A large team will be hired and mobilised to plan and deliver a huge scope of technical and clinical work to support this implementation and to ensure the achievement of the detailed milestones and timelines once defined. The milestones will include, among other things, a high grade technical infrastructure, clinical data repository, multiple points of system integration, electronic orders and results, clinical documentation, medication management and a single clinical portal for viewing this information.

This Program will transform how clinical care is provided to the patients and communities that we serve. It is a Program led by clinicians, for clinicians, ultimately for patient benefit.

Job Summary
Purpose

- To lead the Clinical Transformation (CT) effort of the EMR program
- To support the design and build of the solution and to assist in establishing an optimum environment within which the EMR solution is deployed at Monash Health
- To emphasise Clinical Governance and Leadership, Change Management (including physician engagement), Communications, Process flows and Training Preparedness
- To drive the development of collateral (methodologies and tools) to underpin the CT effort and to oversee CT activities
- To act as a CT Consultant as and when necessary
To direct CT resources on the Program and ensure successful collaboration and liaison with each Hospital and the key staff assigned to work on the CT components

Key result Areas

- Determine the activities of the CT resources within each hospital to deliver the CT components of the EMR Program Scope of Work, in support of the EMR deployment
- Ensure risk and issues related to the CT components are managed or escalate to the CMIO and Program Director as required
- Oversee the activities of the CT Leads in each hospital to ensure delivery within Program scope
- Work with the CT Leads in each hospital to ensure tasks are defined and completed on time
- Report CT status on a weekly basis to the CMIO and Program Director
- Chair and manage bi-weekly meetings of CT Leads
- Attend hospital meetings as required
- Support knowledge transfer to local staff when opportunities arise

Scope

<table>
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<th>Dimensions</th>
<th>Budget</th>
<th>Equivalent Full Time Staff</th>
<th>Direct reports</th>
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<td>TBC</td>
<td>N/A</td>
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Key relationships

**Internal**
- Program Leadership
- Clinicians or all levels
- Administration and management
- People and Culture
- Procurement
- Information Technology

**External**
- Primary EMR vendor and related vendors
- Department of Health
- Other hospital/health systems
### Responsibilities/Accountabilities

#### Operational / Clinical Quality and Safety
- Manages multiple concurrent and consecutive CT activities from beginning to end
- Monitors and reports on performance against specified goals & objectives
- Executes domain vision and business strategies internally & externally
- Manage in a weak-matrix environment to drive CT activities for on-time delivery without sacrificing high quality standards
- Provide timely communication of status to appropriate stakeholders
- Promotes, utilizes, and contributes to knowledge transfer forums
- Builds and maintains relationships both internally & externally
- Seeks continuous improvement in processes, procedures and outcomes
- Perform other responsibilities as needed
- Works in accordance with corporate and organizational security policies and procedures.
- Understands personal role in safeguarding corporate assets
- Takes appropriate action to prevent and report any compromises of security within scope of role
- Follows Monash policies, upholds professional standards, and performs all work in a manner respectful of others
- Consults to develop and apply appropriate policies and procedures
- Mentors CT resources as required; assesses skill level and provides knowledge transfer and guidance
- Effectively balances competing priorities, delegating as appropriate.

#### Financial Management
- Understand and manage any CT relates costs for the approved scope
- Track approved costs and report based on agreed frequency

#### Workforce
- Participate and co-operate in consultative processes to improve health and safety
- Observe safe working practices
- Complete all necessary personal training and professional development requirements
- Develop and maintain positive relationships in the workplace with your team, peers, managers and key service partners
- Lead by example appropriate workplace behaviours and conversations, and actively discourage inappropriate behaviours and conversations
- Participate in the recruitment and selection process of EMR staff as required
Person Specification

### Qualifications/ Registrations/ Licenses *(italics indicate desirable)*
- Recognised experience in EMR led clinical strategy and transformation
- MBBS
- A minimum of 6 years’ experience

### Technical Skills/ Knowledge / Experience *(italics indicate desirable)*
- Direct experience as a clinician in a tertiary public hospital system
- Deep knowledge of Clinical Transformation methods, approaches and best practises
- High level experience in and knowledge of delivering strategic EMR technology driven clinical transformation
- High degree of understanding of health delivery, legislative, information and reporting systems
- Superior self-direction, initiative and motivation
- Excellent communication skills
- Highly developed problem solving and stakeholder management skills
- Highly self-managing and able to set and work towards deadlines/milestones
- Demonstrated leadership and coaching experience
- Ability to work under pressure and deliver to tight timeframes, including ability to work overtime as required
- Ability to work collaboratively across organisational boundaries and build strong working relationships with internal partners, vendors and team members
- Demonstrated ability to liaise with clinical and non-clinical staff at all levels

### Capabilities (as per the Monash Health Capability Framework)
- Building Relationships and Partnerships
- Cooperating With Others
- Resource Management
- Self-Management
- Services Delivery
- Safety Leadership
- Innovation
- Problem Solving

### Monash Health Values

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<tr>
<th>Value</th>
<th>Description</th>
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<tbody>
<tr>
<td>Integrity</td>
<td>Honesty, open and transparent, admit mistakes, maintains confidentiality, fairness, builds trust.</td>
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<tr>
<td>Compassion</td>
<td>Empathy, sensitivity, concern for others, interacts with dignity, tolerance, anticipates needs</td>
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<tr>
<td>Accountability</td>
<td>Understands roles, uses resources wisely, delivers on time, timely decision making, achieves stretch goals, takes responsibility for performance</td>
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<td>Respect</td>
<td>Builds relationships, courteous, listens and understands, gives &amp; receives feedback, sensitivity &amp; understanding, values difference &amp; individual worth</td>
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<td>Excellence</td>
<td>Supports creativity &amp; innovation, proactive &amp; solution focused, seeks out opportunities, embraces quality improvement, professionalism</td>
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### Other Position Requirements
- Driver’s license and ability to work across Monash Health sites as required

| Approved (Job title): | Program Director |
| Date:                | February 2017    |