

THE UNIVERSITY OF MELBOURNE
FACULTY OF MEDICINE, DENTISTRY AND HEALTH SCIENCES

PROPOSAL FOR THE APPOINTMENT OF A CHAIR OF
OPHTHALMOLOGY BASED AT RVEEH

OUTLINE OF PROPOSAL

It is proposed to appoint a Chair of Ophthalmology to provide academic leadership in the discipline of Glaucoma in the University of Melbourne Department of Ophthalmology and the related services at the Royal Victorian Eye and Ear Hospital. Subject to the approval of the University, the appointee will be granted the status of Professorial Fellow within the University of Melbourne, Department of Ophthalmology at the Royal Victorian Eye and Ear Hospital (RVEEH). The appointment will be full time for an initial period of five years with a right to apply for a subsequent appointment.

1. Introduction

Chair of Ophthalmology (Glaucoma)

The Chair of *Ophthalmology (Glaucoma)* will be the Head of the Glaucoma Unit within the Royal Victorian Eye and Ear Hospital and provide leadership to the clinical and research programs at the University of Melbourne Department of Ophthalmology and the Royal Victorian Eye and Ear Hospital as required.

The new appointee will be expected to provide leadership and promote excellence in the field of Glaucoma. Collaboration with other disciplines and other Departments and research institutes associated with the University of Melbourne is essential.

There is an expectation that teaching programs will be enhanced across the Royal Victorian Eye and Ear Hospital.

2. The University of Melbourne Medical School

The University of Melbourne was founded by an act of Victorian Legislature in 1853 and commenced teaching its first students in 1855. It now has over 33,000 students.

The University of Melbourne Medical School was founded in 1862, and the Faculty of Medicine in 1876. The Faculty has been reorganised into the Faculty of Medicine Dentistry and Health Sciences, comprising the School of Medicine, School of Dental Science, School of Physiotherapy, School of Behavioural Science, School of Nursing, School of Rural Health, and School of Population Health.

The School of Medicine has the following departments: Anatomy and Cell Biology, Biochemistry and Molecular Biology, Clinical and Biomedical Sciences (Barwon Health), General Practice, Medical Biology, Medicine (Austin and Repatriation Medical Centre and Northern Hospital), Medicine (Royal Melbourne and Western Hospitals), Medicine (St. Vincent's Hospital), Microbiology and Immunology, Obstetrics and Gynaecology (Royal Women's Hospital/Mercy Hospital for Women), Ophthalmology, Otolaryngology,

Paediatrics, Pathology, Pharmacology, Physiology, Psychiatry, Radiology, Surgery (Austin and Repatriation Medical Centre), Surgery (Royal Melbourne and Western Hospitals) and Surgery (St. Vincent's Hospital).

2.1 Department of Ophthalmology

The Department of Ophthalmology is a clinical, teaching and research Department within the Faculty of Medicine, Dentistry and Health Sciences at the University of Melbourne. It is situated at the Royal Victorian Eye and Ear Hospital in East Melbourne, a specialist hospital servicing the ear, nose and throat (ENT) and ophthalmic needs of Victoria and southern New South Wales.

The Head of the Department also holds appointments as Director of Eye Services and Director of the Clinical School of the Royal Victorian Eye and Ear Hospital, and Director of the Lions Eye Bank of Victoria. The Head of the Department is also a member of the Board of Trustees of the Ansell Ophthalmology Foundation. The Department is a World Health Organisation Collaborating Centre for the Prevention of Blindness.

3. Centre for Eye Research Australia

The Centre for Eye Research Australia (CERA) is a centre for excellence established to undertake research into the increasing problems of eye disease, vision impairment and blindness.

CERA was established as a collaborative undertaking between the University of Melbourne, Royal Victorian Eye and Ear Hospital, the Royal Australian and New Zealand College of Ophthalmologists, the Royal Victorian Institute for the Blind, Vision Australia Foundation, the Lions Clubs of Victoria, Christian Blind Mission International and the Ansell Ophthalmology Foundation. It is located at the Royal Victorian Eye and Ear Hospital, East Melbourne. CERA has developed around the research activities of the University of Melbourne Department of Ophthalmology. The Managing Director reports to the Board of Directors and a Research Committee oversees all research activities.

The Eye Research Australia Foundation was established to raise funds to support CERA and although it is a separate legal entity, it forms an integral component of the work relating to CERA

4. The Royal Victorian Eye and Ear Hospital

The Royal Victorian Eye and Ear Hospital is a tertiary referral teaching hospital affiliated with The University of Melbourne. The Hospital provides statewide patient care, teaching, training, research and health promotion services specialising in eye, ear, nose and throat medicine. The Hospital has been proudly serving Victorians for 140 years and is Australia's only specialist eye and ear hospital and one of some 30 worldwide. The Hospital, primarily an ambulatory and elective surgery centre, is one of Victoria's busiest hospitals. It undertakes half of the State's public general eye surgery, up to 90% of special eye surgery, and coordinates all of Victoria's cochlear implant surgery.

In 2003/04, the Hospital provided 221,888 occasions of service to patients, of which 179,175 were delivered in outpatient clinics (medical and allied health) and 42,713 in the Emergency Department. The Hospital admitted 13,149 inpatients. Based at East Melbourne, the Hospital also operates four satellite services: Maroondah Hospital in Ringwood; Broadmeadows Health Service (a division of Northern Health); a paediatric hearing clinic and oral language centre for deaf children at Taralye, Blackburn; and a cochlear implant surgical service at the Royal Children's Hospital.

4.1 *Research Departments and Institutes*

The Hospital houses the University of Melbourne Departments of Ophthalmology and Otolaryngology. The Royal Victorian Eye and Ear Hospital has an international reputation in research through its close association with those departments, and their associated academic and clinical research enterprises. In addition the hospital provides accommodation for the following:

- Centre for Eye Research Australia (CERA); which includes
 - The Vision Cooperative Research Centre (Vision CRC);
 - The Lions Corneal Donation Program Melbourne;
 - W.H.O. Collaborating Centre for Prevention of Blindness; and
 - McComas Family Laboratory;
- The University of Melbourne School of Audiology;
- The Cooperative Research Centre (CRC) for Cochlear Implant & Hearing Aid Innovation; and
- Child Deafness Research Laboratories.

Close by are the main campuses of the University of Melbourne with its many departments, St Vincent's Hospital, St Vincent's Institute of Medical Research and the Peter McCallum Cancer Institute.

4.2. *The Glaucoma Unit*

4.2.1 *Introduction*

The Glaucoma Investigation Research Unit (GIRU) was established in 1957. Since that time it has developed a world ranking reputation in service delivery, training and research related to glaucoma.

4.2.2 *Mission of the Unit*

The Mission of the Unit is to be a centre of excellence for research, teaching and professional service in the disciplines of Glaucoma.

4.2.3 *The aims of the Unit are to:*

- Promote the teaching, research and practice of glaucoma at the Royal Victorian Eye and Ear Hospital;
- Provide specialist glaucoma outpatient and surgical services;
- Provide education in glaucoma and its management;
- Provide research opportunities in glaucoma and its management;
- Act as the glaucoma referral centre for the state.

4.2.4 *Medical Staffing*

Medical staff in the Glaucoma Unit have appointments at the Royal Victorian Eye and Ear Hospital. There are a number of Senior Medical Staff as well as a Registrar and Fellows, scientific and secretarial support.

5. Credentials for the Chair of Ophthalmology (*Glaucoma*)

The Chair of Ophthalmology (*Glaucoma*) must be eligible for full medical registration in the State of Victoria and must also possess a postgraduate qualification appropriate to the position, such as Fellowship of the Royal Australian and New Zealand College of Ophthalmology or an equivalent qualification. The appointee should also possess a higher degree by research.

It is anticipated that the appointee, as well as having relevant qualifications, would have had appropriate clinical, research, and teaching experiences, as well as experience in managing staff in a multi-disciplinary environment.

6. Role Specification for the Chair of Ophthalmology (*Glaucoma*)

6.1 *The University of Melbourne*

The position is responsible to the Head of Department of the Department of Ophthalmology University of Melbourne. Duties include teaching undergraduates across the new curriculum, conducting examinations as directed by the University, providing research supervision to advanced medical science undergraduates and to postgraduate higher degree students, and performing such administrative duties as may be required from time to time within the University. The Chair will contribute in particular to medical undergraduate teaching in ophthalmology. In addition it is important to link with the University in organising and fostering the research environment of the University.

6.2 *Royal Victorian Eye and Ear Hospital*

The Chair of Ophthalmology (*Glaucoma*) will be responsible for advising the Executive of Royal Victorian Eye and Ear Hospital through the Chief Medical Officer on issues affecting Glaucoma at the Royal Victorian Eye and Ear Hospital.

The successful applicant will be:

- . Responsible for supervision and maintenance of appropriate standards of all services and activities undertaken within the service and the overall direction of the service;
- . Expected to develop research proposals and obtain funding to support the Unit's activities from various sources;
- . Expected to participate in teaching activities of the Hospital in conjunction with the University at both undergraduate and postgraduate level;
- . Expected to enhance postgraduate training with the recruitment of the highest level trainees and supervision of such trainees;
- . Expected to participate in hospital quality improvement activities and work with the Hospital and University and associated research institutes;

- . Responsible for participation in the wider activities of the Hospital as required from time to time.

(Key Results Areas – Attachment 1)

7. Clinical Privileges

The clinical privileges delegated to the Chair of Ophthalmology (*Glaucoma*) are in line with the responsibility for all aspects of care for the patients admitted under his or her care, including both public and private patients. Clinical responsibilities will be arranged through discussions with relevant clinical leaders in the Royal Victorian Eye and Ear Hospital.

Rights to private practice will be afforded to the Chair of Ophthalmology (*Glaucoma*) in accordance with guidelines agreed to in the contract of employment and pertaining to members of the University of Melbourne.

8. Other Conditions

- 8.1** The appointee will be a member of the Senior Medical Staff of The Royal Victorian Eye and Ear Hospital.
- 8.2** The academic appointment will be within the University of Melbourne Department of Ophthalmology at the Royal Victorian Eye and Ear Hospital. The appointee will be responsible to, with respect to University matters, the Head of the University Department of Ophthalmology. The appointee will be eligible for election to the Faculty of Medicine, Dentistry and Health Sciences of the University.
- 8.3** The appointment will be full time for an initial period of five years with a right to apply for a subsequent appointment.
- 8.4** Key Selection Criteria (Attachment 2)

CHAIR OF OPHTHALMOLOGY

KEY EFFECTIVENESS AREAS AS HEAD OF THE GLAUCOMA UNIT:

The Key Effectiveness Areas will involve the delivery of clinical services, teaching and learning, research, human resources, and sustainability (both clinical and financial).

Clinical Services

- The organisation and administration of a unit that will undertake the investigations and treatment of patients attached to it, and patients referred from other medical staff;
- The appropriate investigation and treatment of patients attached to it and referred from other units;
- The maintenance of the highest technical, ethical and clinical standards by all clinic members;
- The provision of the highest quality of clinical care;

Teaching and Learning

- Encouraging continuous education of the staff attached to the unit to ensure that a high quality of treatment is provided to the patients;
- Ensuring that the highest quality of training is delivered to undergraduate medical, postgraduate medical, optometry and allied health students and continuous education of staff.

Research

- Ensuring that appropriate avenues that meet professional needs for Continuing Medical Education and postgraduate education are available within the Unit;
- Encouraging the undertaking and presentation by staff of clinical research activities at professional meetings.

Sustainability

- Contribution to greater hospital management;
- Involvement with the Senior Medical Staff Association;

Quality and Clinical Risk

- Provision of Quality and Clinical Risk indicators;
- Regular planned clinical audits provided by each Unit;
- Participation of clinical risk management by auditing cases supplied by CRM Registrar.

CHAIR OF OPHTHALMOLOGY

SELECTION CRITERIA

- Eligible for full medical registration in the State of Victoria and must also possess an appropriate postgraduate qualification, such as Fellowship of the Royal Australian and New Zealand College of Ophthalmology or an equivalent qualification accepted by the National Specialist Qualifications Advisory Committee of Australia. The appointee should also possess a higher degree by research.
- Proven teaching abilities at undergraduate and postgraduate level
- Proven track record in research, including publications
- Demonstrable skills and expertise in:-
 - Leading a multi-disciplinary team
 - Policy formulation
 - Strategic thinking and planning abilities
 - Conceptual and analytical thinking
 - Negotiation and liaison with internal and external stakeholders
 - Understanding financial / budget management
 - Understanding of resource management
 - Understanding of managing human resources
 - Obtaining competitive national and international grant funding
- Knowledge and experience in quality improvement process and management
- Experience in the implementation of change in a large complex organisation
- Ability to work co-operatively and collaboratively across a multi-disciplinary team
- Proven ability to negotiate with internal and external stakeholders
- Mentoring trainees in the discipline

POSITION DESCRIPTION

Position Title (RVEEH) Specialist in Charge of the Glaucoma Unit

Supervisor's Title: Executive Director, Clinical Services

Department: Medical Services

Cost Centre

Key Purpose of Position (Why does my job exist? What is the purpose of my position?):

To act as the head of the Glaucoma unit, and to provide clinical leadership in accordance with the RVEEH Mission, Vision and Values.

Key Effectiveness Areas (KEAs) (In what key areas must results be produced in order to be effective):

- Delivery of Clinical Services
- Teaching and Learning
- Research
- Human Resources
- Sustainability (clinical and financial)
- Quality and Clinical Risk

Performance Objectives (What are the key objectives for each Effectiveness Area):

Key Effectiveness Areas (KEAs):

Clinical Services

- The organisation and administration of a unit that will undertake the investigations and treatment of patients attached to it, and patients referred from other medical staff;
- The appropriate investigation and treatment of patients attached to it and referred from other units;
- The maintenance of the highest technical, ethical and clinical standards by all clinic members;