

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

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

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**OUTLINE OF PROPOSAL**

It is proposed to appoint a Chair of Ophthalmology to provide academic leadership in the discipline of Anterior Segment Eye Disease at 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 a Professor and member of the Academic Board of the University of Melbourne, and will be located within the 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 (*Anterior Segment Eye Disease*)**

The Chair of Ophthalmology (*Anterior Segment Eye Disease*) will be the Head of the Anterior Segment Eye Disease Unit at the University of Melbourne Department of Ophthalmology and of the Corneal Unit and a General Ophthalmic Clinic within the Royal Victorian Eye and Ear Hospital and provide leadership to the clinical and research program at 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 anterior segment eye disease. 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), 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 was founded in 1863, 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 surgical 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; Broadmeadows Health Service; a pediatric hearing clinic 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. It 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 Corneal and General Eye Units*

##### **4.2.1** *Introduction*

The Corneal Unit was established in 1975. Since that time it has developed a world ranking reputation in service delivery, training and research related to anterior segment eye disease.

Cataract surgery has become a major service provided by the Hospital, and now about 7,000 procedures are performed each year. This surgery is conducted through the five General Eye Units in the Hospital

##### **4.2.2** *Mission of the Unit*

The Mission of the Unit is to ensure optimal outcomes for those patients with corneal and external disease problems through the provision of world class clinical care, education and research using evidence based clinical practice where possible.

**4.2.3** *The aims of the Unit are to:*

- Promote the teaching, research and practice of anterior segment eye disease at the Royal Victorian Eye and Ear Hospital;
- Provide specialist anterior segment eye disease outpatient and surgical services;
- Provide a specialist refractive surgery service;
- Provide education in anterior segment eye disease and its management;
- Provide research opportunities in anterior segment eye disease and its management;
- Act as the anterior segment eye disease referral centre for the state.

**4.2.4** *Medical Staffing*

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

**5. Credentials for the Chair of Ophthalmology (*Anterior Segment Eye Disease*)**

The Chair of Ophthalmology (*Anterior Segment Eye Disease*) 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 and completed subspeciality training in corneal and external disease.

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 (*Anterior Segment Eye Disease*)**

**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 will be responsible for advising the Executive of the Royal Victorian Eye and Ear Hospital through the Chief Medical Officer on issues affecting anterior segment eye disease.

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.

### **6.3 Key Effectiveness Areas (Attachment 1)**

### **7. Clinical Privileges**

The clinical privileges delegated to the Chair 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 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 OPHTHAMOLOGY (ANTERIOR SEGMENT EYE DISEASE)**

### **KEY EFFECTIVENESS AREAS AS HEAD OF ANTERIOR SEGMENT EYE DISEASE:**

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 (ANTERIOR SEGMENT EYE DISEASE)**

### **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 and completed subspecialty training in corneal and external disease.
- 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



- 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 CME and postgraduate education are available within the Unit;
- Encouraging the undertaking and presentation by staff of clinical research activities at professional meetings.

**Human Resources**

- Arranging for an appropriate medical staff configuration that is consistent with the clinical and budgetary needs;
- **The nomination of a Deputy/Acting Unit Head;**
- **Undertaking the performance development of all medical staff, with appropriate follow-through as needed;**
- **The appropriate management of leave;**
- **The completion of all medico-legal requirements.**
- The provision of staff rosters for normal and out-of-hours service.

**Sustainability**

- Contribution to greater hospital management;
- Involvement with SMS;
- Preparation of a "clinical budget" (including proposed numbers of operations, outpatient visits, procedures and EFT).

**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.

## **Performance Indicators (How will you tell if you are being effective?)**

### **Clinical Services**

- Waiting list management;
- Theatre utilization;
- Attendance by staff at clinics (regularity and length);
- Output KPIs for OP (discharge rates)

### **Teaching.**

- Volume of clinical teaching;
- Adequate supervision of Registrars (including theatre);

### **Research and Learning**

### **Human Resources**

- Annual Performance developments on members of staff.
- Adequate notification of leave

### **Sustainability**

- Preparation of an annual report;
- Meeting clinical budget targets for WIES and VACS within 5%;
- Extent of participation in hospital management (committees etc.);
- Same day theatre rates;
- Theatre Utilisation rates.

### **Quality and Clinical Risk**

- Undertaking clinical audit;
- Review and action in response to audits;
- Commentary on Quality and Clinical Risk indicators;
- Documented management of clinical risk.

<b>Qualifications, Key Skills, Competencies / Personal Attributes</b> <i>required for the effective performance of this position</i>	
<b>Working Relationships</b> <b>(Internal)</b>  <b>(External)</b>	
<b>Authorisations</b>  <b>Department Head</b>  <b>Position Holder</b>  <b>Date Written</b>	
<b>Date Revised</b>	