Job Description

JOB TITLE: Clinic Policy and Development Officer

DATE: May 1, 2017

REPORTS TO: Clinic Director

JOBS REPORTING: System Administrator and Financial Manager

LOCATION: Main Campus, Optometry Clinic

GRADE: USG 11

DEPARTMENT: Optometry Clinic

PRIMARY PURPOSE: The Clinic Policy and Development Officer is responsible for the effective management and growth of the Optometry Clinic, clinical quality assurance, including Accreditation, as well as for policy and strategy development and execution, with responsibilities extending to the School of Optometry and Vision Science (School). The Clinic Policy and Development Manager also serves as the Clinic’s Privacy Officer. They are responsible for human resources administration, strategic and financial planning and resource optimization, quality improvement, policy and program development, and protection of privacy. The Clinic Policy and Development Manager reports to the Clinic Director and the Associate Director for Clinical Programs, is regarded as one of the senior staff positions in the School, and provides continuity as academic leadership changes. The Optometry Clinic, an integral part of the University of Waterloo’s School of Optometry and Vision Science, is one of the largest vision care facilities in Canada, providing clinical experience to optometry interns, residents, and graduate students, and providing about 21,000 patient visits, per year.

KEY ACCOUNTABILITIES:

Include 3-4 key accountabilities of the role. These key accountabilities should reflect 80%-90% of “what the job does not the “how”.

1. Member of the Clinic Senior Management Team
   - The Clinic Policy and Development Officer is an active member of the Clinic senior management team, working with the Clinic Director, Associate Director for Clinical Programs, the Clinic Administrator, and other senior staff and faculty within the School - with collective accountability for the Clinic budget, staffing, operations, policy, and strategic/business plan.

2. Policy Development
   - To identify, recommend, research, and develop policies and procedures related to all aspects of the Clinic and School operations and management - to ensure consistent practice, and compliance with established standards, legislative requirements, and best practice.
   - To undertake research, review and analysis, and consultation to formulate policies and procedures.
   - To develop a system for timely and effective communication of policies and procedures to students, staff, and faculty.
   - To develop and implement a framework and system to standardize policy and procedure development, review, approval, and scheduled maintenance.

3. Privacy Protection
   - To serve as the Privacy Officer for the Clinic, exercising discretionary authority and sound judgement to make decisions and provide leadership and strategic advice on all matters relating to access and privacy - in accordance with privacy legislation, and Optometry practice regulations.
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- To monitor amendments in privacy legislation and related practice and ensure that the Clinic incorporates the required changes to ensure legislative compliance and to promote best practice.
- To coordinate and deliver Privacy training for students, staff, faculty, researchers, and others as required.
- To manage patient record access requests consistent with privacy legislation requirements.
- To consult with the University’s Chief Privacy Officer as required to ensure alignment with the University’s privacy practices.

4. Budget & Financial Resources

- Working in conjunction with the Clinic Director, Associate Director for Clinical Programs, Clinic Administrator, and the School, the Clinic Policy and Development Officer participates in budget development to optimize Clinic efficiency, effectiveness, financial health, and growth/service offerings.
- Reviews utilization of all Clinic resources (staff, budget, space, equipment, supplies and administrative systems) to maximize the teaching and patient care mandates of the Clinic.
- Monitors and manages Clinic income from products and services (e.g., exams, dispensing and over the counter products etc.) and makes recommendations for optimizing Clinic revenue.
- Develops and defines a clinic equipment renewal program. Prioritizes requests and investigates possible granting opportunities to fund new equipment purchases.
- Oversight for Health Sciences Optometry Clinic (HSOC) Kitchener satellite clinic operations.
- Provides back up for the Systems Administrator & Financial Manager in their absence, including performing daily deposit, and financial reconciliation/submission.

5. Human Resources Administration

- Supervises the Systems Administrator & Financial Manager, including oversight for cashiers and Health Science Optometry Centre (HSOC) staff (reception staff and Optometric Assistant).
- Manages the day-to-day operations of all financial personnel within the Clinic.
- Generates and administers staff performance evaluations for the Systems Administrator and Financial Manager, including providing performance evaluation input to direct reports of the Systems Administrator and Financial Manager.
- In conjunction with the Clinic Administrator provides support for the payroll of all part-time and or casual optometrists, staff and students when required.
- Participates in staff recruitment and selection for the Clinic, including development of interview tools, as required.
- Provides oversight for Clinic staff (16) and day to day operations in the absence of the Clinic Administrator, requiring working knowledge of all personnel, facility, and other operations issues to ensure effective response and issue management, and staff support.

6. Strategic Planning

- Actively participates in strategic planning for the Clinic and the School, in the context of and in support of the University’s Strategic Plan.
- Develops a business plan for the Clinic that informs, aligns with, and supports the execution of strategic plan priorities for the Clinic and the School.
- Provides and develops strategies, management, structure and process for the assessment, planning and provision of services, programs and initiatives that support the mandate and future vision of the Clinic and School.
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- Active member of the School’s Clinic Committee; provides administrative and strategic support.

### 7. Quality Assurance, Continuous Improvement & Risk Management

- Leads the identification, development and implementation of quality assurance/improvement initiatives and projects to improve service quality, stakeholder satisfaction, Clinic performance (effectiveness and efficiency), and student and patient care outcomes.
- Leads accreditation, to ensure the timely and effective completion of all accreditation project process milestones (e.g., self-assessment and gap analysis, implementing initiatives to address the identified gaps, participating in the on-site survey process, etc.), in order to achieve ACOE accreditation status, a strategic and mission critical priority for the Clinic and the School.
- Develops and leads staff/patient safety and risk management initiatives.
- Develops and implements an enterprise risk assessment and management program to identify, assess, and manage business and patient care risks.

### 8. Service Delivery & Business Processes

- To provide analysis, recommendations and future implementation for all clinic system management processes. This may include, but is not limited to financial processes (including billing and coding), patient flow, patient safety, patient experience, Health Sciences Optometry Clinic (HSOC) - Kitchener satellite clinic operation, management of usage of clinic TPAs, etc.
- Working with the School’s in house IT, the Clinic Manager will act as the liaison between the software company and our IT personnel to ensure that Electronic Medical Record (EMR) upgrades are completed in a timely manner, to identify and advocate for software enhancements to support business requirements, and to ensure that Clinic business processes are developed and revised to support staff and day-to-day operations, in keeping with the software changes.

### 9. Data Management, Planning & Evaluation

- Analyses, measures and reports service and quality data to identify trends; works with IT to extract service delivery data and to develop statistical reports/analysis to support decision-making, operations, program development and evaluation, and strategic planning.
- Coordinates patient and staff satisfaction/experience surveys and undertakes related data analysis.
- Undertakes analysis to maximize clinic efficiencies and effectiveness, optimize patient flow, patient experience, and quality of care.

### 10. Strategic Communication

- Responsible for the generation and execution of all clinic publicity. Will work with the Information Associate and the Associate Director of Development & Alumni Affairs to ensure that the clinic is widely publicized within the community, and to develop strategic relationships with stakeholders to advance the profile of the Clinic.
- In conjunction with the Clinic Director, the Associate Director for Clinical Programs, the Clinic Administrator, and Clinic Heads, develop and implement a Clinic communications strategy.
- May be asked to lead or participate in projects or initiatives that advance the priorities of the Clinic, School, and University.
- Clinic representative for University wide Business Impact Analysis (BIA) to support business continuity planning and emergency preparedness
- Vision Screening Outreach – team member
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POSITION REQUIREMENTS:
If hiring today, what would be the minimum requirements?

Education: MSc in Business Administration. Specialization in healthcare preferred.

Experience: This position requires 5-7 years of progressive management and executive administrative experience working in a senior role in a health care setting. Knowledge of health policy and management, and Privacy legislation. Multi-tasking, concurrent task and problem management are essential assets with the ability to assess, analyse and resolve issues. Extensive experience and demonstrated competencies in leadership, strategic thinking, budget/operations management, human resource management, policy and program development/evaluation, and project/change management. Expertise in quality assurance/continuous quality improvement and accreditation/certification systems.

Technical: Job specific experience, computer skills

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NATURE AND SCOPE:

- **Interpersonal Skills:** Within the School, communicates with all employees in all groups and areas to deal with, influence and motivate others, to promote, justify and settle highly sensitive matters pertaining to the clinic operation, and more broadly, with the University community as required. Externally, this position will have contacts with optometrists in the community, some contact with professional associations and regulators, possesses strong written and verbal presentation skills, and promotes a continuous improvement culture and mindset.

- **Level of Responsibility:** One of the senior staff positions in the School.

- **Decision-Making Authority:** Has signing authority on all Clinic operating account. Decision making authority is consistent with the accountabilities set out for the position as one of the senior staff positions in the School.

- **Physical and Sensory Demands:** Must be sensitive to the needs of all staff, faculty and interns working in the clinic. In addition must be able to, when needed, deal with the patients who come to the Optometry Clinic for their optometric needs.

- **Working Environment:** Exposure to regular disagreeable situations typical of a senior staff position. Normal stress and pressure associated with this level of position.