

<b>Position Title:</b>	Executive Director Operations (Chief Nursing Officer)
<b>Reports to:</b>	Chief Executive Officer
<b>Department:</b>	Executive – Central Highlands Rural Health
<b>Classification:</b>	As per qualifications and experience
<b>Employment Conditions:</b>	Victorian Public Health Sector (Health and Allied Services, Managers and Administrative Workers) single interest enterprise Agreement 2016-2020
<b>Qualifying Period:</b>	6 month period from commencement date

## Role Statement

This role is responsible for the professional, strategic and operational leadership of clinical services within CHRH, as well as the leadership of quality management and compliance with the various accreditation bodies and standards. The position will also assume responsibility for campus Director of Nursing at Kyneton Health. In collaboration with CEO, peer Executive Director, Directors and direct reports this position is responsible for the leadership, policy and professional development, patient care, and service delivery issues including the ongoing implementation and development of evidence based practice and quality management. The delivery of clinical services is supported by organizational wide services including: administration, finance, payroll, people and culture manager and systems, corporate and support services. The position reports to the CEO and is a member of the CHRH executive.

## Key Responsibilities, Duties and Performance Indicators

### Key Responsibilities

#### Leadership and Management

- Lead the development and implementation of the model of care changes in inpatient and RAC services.
- Provide operational leadership on executive management assignments and projects.
- Contribute to the Executive Management teams' efforts to ensure ongoing strategic implementation and organisational development and improvement at CHRH.
- Manage resources within budget for the department and service as a whole.
- Work within "Delegations of Authority" and statutory requirements consistent with the role.
- Facilitate and maintain effective communication with internal and external consumers.
- Ensure the delivery of safe and high standard clinical services.
- Develop lead and facilitate change that supports an organisational culture of constant innovation and quality improvement.
- Contribute to the Executive Management teams' efforts to ensure ongoing organisational development and improvement at CHRH.
- Provide the CEO and Board of Management with accurate, meaningful and timely reports relating to Nursing, Quality Management, Proposals and recommended changes.
- Promote the goals, services and aspirations of the Health Service to employees and the public and represent the Health Service at functions and meetings as required.
- Liaise with government agencies and departments, local government bodies, other health care providers, and the community on matters relating to the Division.

#### Quality and Risk

- Guide the development and implementation of the CHRH Quality Framework and Plan (Best Care Plan) and develop a staged approach ensure full implementation.
- Support and actively participate in improvement activities to meet the operational plan and other identified service gaps.
- Report improvements against operational plans every 90 days.
- Development of a risk register for the Clinical division in partnership with the Director Quality & Clinical Safety and actively minimize risks.
- Oversee function of the Quality system in conjunction with the Director Quality & Clinical Safety to ensure appropriate outcomes.

- Actively monitor achievement against National and Aged Care Accreditation Standards in preparation for organisational accreditation surveys.
- Assist in the development and review of policies and procedures to ensure that CHRH maintains current and required policies and procedures to meet industry standards and legislative requirements.
- Monitor employees incident report data via VHIMS to identify trends and ensure appropriate action is taken.

## Strategic and Business Planning

- In conjunction with the COO further develop the CHRH community engagement plan and support its implementation.
- Participates with the Executive in the strategic planning process for the Health Service in order to improve its programs, services and facilities and ensuring its relevance to the community.
- Advise and assist with planning and development of physical facilities and new services for the Division.
- Initiate planned change and monitor performance to ensure that clinical services are innovative in approach and responsive to community needs.
- Oversee, direct and lead the development of business plans and service level agreements for clinical services.

## Human Resources and Industrial Relations

- Develop teamwork through leadership, role modelling and effective communication processes.
- Facilitate the performance development and management of employees in collaboration with the Clinical Managers.
- Ensure employees are recruited, selected, orientated and managed to meet Health Service objectives and in accordance with CHRH policy.
- Ensure the professional development of employees is consistent with organisational requirements.
- Oversee and participate in the annual performance appraisal process at CHRH. Coordinate the performance review programs for employees within the division, monitor and review the process.
- Assist Director People & Culture in undertaking Workforce Planning.
- Liaise when required with Union representatives on an operational basis, to develop and maintain healthy, proactive and positive relations between the Health Service, employees and Unions.
- Attend relevant briefings regarding legislation changes and provide advice to executive management on required changes or developments.

## Financial Risk Management

- Ensure sound business practices are observed and systems and procedures are in place to protect the interests and reputation of the Health Service.
- Oversee and assist with preparing and control of clinical divisional budgets and targets, to fulfill operating objectives and capital requirements, and monitor such areas in terms of performance versus budget.
- Maintain an efficient reporting system for the division that meets internal and external reporting requirements (i.e ACFI & other clinical income streams).
- Participate in the development of capital and minor works proposals for equipment and facilities.

## Service Delivery

- Investigate alternative models of service delivery where appropriate to make recommendations to Executive on same.
- Ensure that service provision meets the differing cultural, social, and spiritual needs of consumers and contributes to the health and wellbeing of the community.
- Ensure that the quality of service to clients is objectively monitored and continuously improved.
- Ensure consumer care, service and safety is maintained and of a high standard.
- Participate in continuous improvement projects.
- Undertake special projects as directed from time to time relevant to expertise and experience.
- In conjunction with the DMS ensure delivery of quality services provided by contracted VMO's

## Regulatory Compliance

- Comply with, and oversee employees compliance of professional registration, code of ethics and code of conduct.

- Monitors employees compliance with annual mandatory educational requirements in collaboration with Clinical Managers.
- Oversee relevant clinical documentation systems and standards.
- Ensure the development, implementation and maintenance of systems and policies and procedures that support the efficient operation of the organisation.
- In collaboration with the Director People and Culture, promote and meet employee relations legislation and CHRH code of conduct requirements.
- Maintain infection control standards. Reviews Infection Control plans in consultation with Infection Control Coordinator. Acts as Executive Sponsor for the Infection Control Coordinator

## Improving Performance

- Facilitate an environment in which employees contribute to improving performance and promote a quality driven culture within the Clinical services division.
- Maintain and promote Accreditation Standards and other relevant Standards.
- Oversee the implementation and evaluation of quality systems in conjunction with the management team to ensure client care is of a highest standard.
- Contribute to the expansion of knowledge and ideas within the rural health sector.

## Information Management

- Ensure procedures for systematic retention, retrieval, transfer and disposal of client and other records are maintained, in accordance with regulatory requirements.
- Utilise information technology effectively to support role.
- Maintains confidentiality and privacy of clients and business of the Health Services

## Development and Education

- Lead the full implementation of the Victorian Department of Health's Best Practice Clinical Learning Environments (BPCLE).
- Support the orientation of employees as directed by the Chief Executive Officer and in collaboration with the Education team.

## Quality Manager

- Oversee the efficient, effective and reliable operation of the CHRH Quality systems in conjunction with the CHRH Director Quality & Safety.

## Performance Indicators

Agree performance indicators on an annual basis with Executive. These will be set within first 3 months of appointment. The incumbent can expect to be allocated duties, not specifically mentioned in this document, but within the capacity, qualifications and experience normally expected from persons occupying positions at this classification.

## Behavioural Competencies

- Managing Vision & Purpose
- Informing
- Integrity & Trust
- Developing Direct Reports
- Person Centred Care – CHRH Values
- Motivating Others
- Personal Learning
- Conflict Management
- Priority Setting
- Strategic Agility

## Inherent Requirements

CHRH has a duty of care to all employees. The purpose of this section is to ensure that CHRH employees understand and are able to perform the inherent requirements of the role (with reasonable adjustments if required) and that CHRH employees are not placed in an environment or given tasks that would result in risk to your safety of the safety of others. Should an employee not be able to undertake any of the listed inherent requirements, they must notify their line manager immediately, and CHRH will assess the situation to ensure the employee is not at risk of injury.

## Key Selection Criteria

### Mandatory Requirements

Hold qualification as a Registered Nurse currently registered with the Australian Practitioner Regulation Agency (AHPRA).

The Executive Director of Operations – Chief Nursing Officer at Central Highlands Rural Health will hold:

- A current Victorian Driver's License
- A current National Police Check or ability to obtain a satisfactory check
- A current Working with Children Check or ability to obtain a satisfactory check
- Ability to comply with the "Behavioural Outcomes" for this role.
- Registration with the Nursing and Midwifery Board of Australia as a registered nurse/midwife and a current annual practicing certificate.

### Essential

1. Demonstrated experience in a senior role relating to managing people and leading culture with proven well developed leadership and management skills in a complex and changing environment.
2. Demonstrated knowledge regarding the contemporary issues impacting healthcare service provision in a rural environment along with the ability to develop and implement strategic and operational clinical policies and initiatives.
3. Proven strong interpersonal skills and a high level of oral and written communication skills, including the ability to respond quickly and flexibly to environmental drivers and to lead change fairly, sensitively and effectively with people of diverse backgrounds and cultures.
4. A working knowledge of acute, aged care and community health funding principles in the Victorian Public system setting.
5. Demonstrated experience in the process of quality systems for clinical improvement, safety and accreditation processes.
6. Ability to deliver strategic outcomes for this role whilst meeting developed KPIs.
7. Ability to respond to regulatory requirements and legislative changes as related to clinical practice, whilst operating effectively in an industrial sensitive environment.

### Preferred

- Demonstrated skill and knowledge of the concepts of strategic management, financial management and organisational change.
- Previous experience as a Quality Manager would be very desirable.
- Relevant postgraduate or tertiary qualification or willingness to work towards same.
- Strong knowledge and understanding of the legislative and policy framework which underpins clinical service delivery in the public sector.
- Exposure to the implementation of new clinical technology platforms.
- Post graduate qualification in related field is desirable
- Contemporary quality and clinical risk management knowledge with preference given to applicants with experience in and a working knowledge of health and aged care accreditation processes.

## Organisation Environment

Central Highlands Rural Health Service is a values based organisation. Our workforce is expected to demonstrate these values in interactions with each other, consumers and the community. Expected behaviours are outlined in the soon to be ratified CHRH Behavioural Competency Framework. Our culture reflects the commitment to being a learning based organisation, underpinned by continuous quality improvement with a focus on safety and risk management.

Being a person-centred service we expect our workforce to treat each person as an individual, recognising their unique needs and experiences. A key component of this is involving consumers and their support people in decisions about the service they receive and promoting their participation.

CHRH is a Health Promoting Health Service which focuses on preventative healthcare practices. Promotion of wellbeing is a key objective of every position. Every health care contact is seen as a health improvement opportunity.

## Key Relationships:

**Internal:** CEO, Director of Medical Services, Chief Financial Officer, Director of Corporate Services, Director People and Culture, Director of Quality and Safety, all direct reports.

**External:** Professional bodies, peers in other Rural Health Services, community, Department of Health, ANMF.

## Our Diversity Commitment

Central Highlands Rural Health Service recognises, supports and celebrates the diversity of the communities within which we work. Our services are delivered to people of all ages and health status with a focus on care of the aged and disadvantaged. We work with individuals and groups from a wide range of backgrounds, interests and experiences. We acknowledge the first peoples of Australia and their unique role in our history and society. We recognise the important attributes that those who followed from culturally and linguistically diverse backgrounds have brought to our communities. We welcome people of different sexual orientations and gender identities, who are a significant portion of our population and who have helped shape our local culture. We appreciate the challenges experienced through financial disadvantage and endeavour to consider the impact it has upon people, when providing services.

## Annual Appraisal and Individual Development Work Plan

This will be established at the time of the first appraisal (6 months) and reviewed at least annually thereafter. The position description will be reviewed at the time of the annual appraisal, when the position becomes vacant or when there are any changes to the role.

Central Highlands Rural Health Service Requirements	
<p>All nursing employees of Central Highlands Rural Health are guided by the organisations values, policies and guidelines and are required to abide by the Australian Nursing and Midwifery Council Scope of Practice*, National Competency Standards and Code of Conduct.</p> <p>*(As per the CHRH Credentialing Scope of Practice Policy).</p>	
<p><b>Best Care at CHRH</b> – Quality Management Plan</p>	<p>Further develop and consolidate systems that are in place to ensure full implementation and continuous review to support quality management: CHRH is committed to “Best Care”, which includes:</p> <ul style="list-style-type: none"> <li>• Achieving the Best Outcomes – Care that is Effective and Safe</li> <li>• Working together to provide the Right Care – Care that is Appropriate and Integrated</li> <li>• For Every Person, Every Time – Care that is Person-centred</li> </ul> <p>Our purpose is to provide a consumer experience that is Personal, Connected and Right and Safe for every person, every time.</p>
Behaviour	The expectations that CHRH has of its employees are outlined in the CHRH Code of Conduct and Behavioural Competency Framework
Confidentiality	The employee is to maintain strict confidentiality with reference to all matters relating to the clients/patients/residents/employees of the Health Service. Failure to observe this requirement may be regarded as misconduct warranting termination and incur liability to penalty pursuant to Section 141 of the Health Services Act 1988.
Cessation of Employment	Written notice is required as per the relevant award, and is to be provided to the relevant Executive Director or Director.
Contract of Employment	Your appointment is subject to your acceptance of the terms and conditions as laid out in your Contract of Employment which will apply unless you agree with CHRH in writing to alter or replace them.
Infection Prevention & Control	The employee is required to adhere to infection prevention & control standards and protocols designed to prevent infection transmission in the workplace and to participate in annual infection control education.

# Position Description: Executive Director Operations (Chief Nursing Officer)



Information Technology Services	The employee is expected to engage with and use Information Management & Technology Services at a level of competency commensurate with their role.
Key Responsibilities	This Position Description details the key performance outcomes of your role. On occasion CHRH may reasonably direct you to undertake additional tasks.
No Smoking Policy	CHRH is a smoke free environment in all areas. Consumers, employees and volunteers that smoke are encouraged and supported to quit. It is the responsibility of all CHRH employees to play an active role in monitoring smoking behaviour on site and encouraging consumers and visitors to cease smoking.
Occupational Health & Safety	The employee is required to take all reasonable care to ensure personal safety and the safety of others who may be affected by acts or omissions of the employee in the workplace. (Occupational Health and Safety Act 2004, section 25). The employee is also required to undertake annual OH&S related training as per policy 16.03.36 Minimum Annual Education Requirements.
Performance Plan	Performance Plans will be conducted in accordance with the CHRH Employees Review policy
Police Record Check	Appointment and ongoing employment is subject to a satisfactory police records check ( <i>This will include 'Working with Children's Check' for applicable roles as directed</i> ).
Policies & Procedures	The employee is to be familiar with and abide by the CHRH Policies and Procedures as located on the CHRH Intranet.
Qualifying Period	The qualifying period of six months as per the Fair Work Act applies.
Quality Improvement & Risk Management	The employee is required to participate in the CHRH Quality Improvement and Risk Management Programs to encourage excellence of care and cost containment.
Employees Development	The employee is required to attend an Induction Day as close to their employment commencement as possible, participate in the CHRH Professional Development Program and to undertake annual education as outlined in Mandatory Annual Education Requirements.

## Executive Approval

Name: Maree Cuddihy

Title: Chief Executive Officer

Date: 8/12/2019

# Position Description: Executive Director Operations (Chief Nursing Officer)



## Employee Acknowledgement

I acknowledge:

- That I have read and fully understand the Position Description and Inherent Requirements of the position.
- I agree that I have the physical ability to fulfil the inherent requirements of the position, and accept my role in fulfilling the responsibilities, activities and duties.
- I understand that the information provided is a general outline and may not encompass every aspect of the position.
- That CHRH may alter the duties of this position description if and when the need arises. Any such changes will be made in consultation with the affected employee(s).
- I understand that this is separate to the employment agreement that I will sign, outlining the terms and conditions of my employment.

**Employee:** \_\_\_\_\_  
(Signature)

Date: \_\_\_/\_\_\_/\_\_\_\_\_

\_\_\_\_\_  
(Print Name)

**Manager:** \_\_\_\_\_  
(Signature)

Date: \_\_\_/\_\_\_/\_\_\_\_\_

\_\_\_\_\_  
(Print Name)

Document Control	
<b>Executive sponsor:</b> Chief Executive Officer	
<b>Manager responsible:</b> Chief Executive Officer	
<b>Author(s):</b> Narelle McBride	
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