

## **SCHEDULE A:**

**POSITION TITLE:** Chief Executive Officer, Boort District Health Service

**REMUNERATION:** In accordance with Government Senior Executive Remuneration Panel guidelines

**REPORTS TO:** Board of Boort District Health Service

### **POSITION PURPOSE**

It is the vision of the Board that the Boort District Health Service "BDHS" will be innovative, financially sound and committed to excellence in healthcare. BDHS aims to be a leading district health service dedicating its resources, talents and skills to improve the health status of the community. We will deliver comprehensive services of a high quality in a compassionate, efficient and affordable manner.

To achieve this vision, the Chief Executive Officer will:

1. Advocate and advance an integrated health care service model embracing acute, aged and community care, by working closely with relevant stakeholders including government agencies, clinicians, primary health care providers and the local community.
2. Provide leadership to implement innovative service models, taking into account population health and the Board's belief that the health of the community is best achieved through education, prevention strategies and wellness services.
3. Deliver leadership and direction to ensure BDHS continues to strive for best practice, encompassing provision of compassionate health services for all regardless of race, religion, creed, gender, age, national origin, disability or social and economic status.
4. Implement the strategic, annual and quality plans as approved by the Board.
5. Articulate the vision of BDHS to all relevant stakeholders (including its employees).
6. Make optimal use of human, material and financial resources and report to the Board on the overall management and administration of BDHS.

### **DIRECT REPORTS TO THE CEO**

#### **Executive Management Team**

- Director of Clinical Services
- Operational Services Manager
- Quality, Safety and OH&S Manager
- Corporate Services Manager
- Dentist

<b><u>Performance Objectives</u></b>		<b><u>Key Performance Indicators</u></b>
<b>Effective Governance</b>	1.1 Ensure the highest standards of professional ethics	1.1.1 Negotiate the Annual Health Service Agreement with the Department of Health
	1.2 In conjunction with the Board, provide leadership in setting and monitoring the mission, values, long-term strategic plan, performance objectives and operational policies of BDHS	1.2.1 Implement agreed Board Annual Work plan. 1.2.2 Regularly review operational business objectives, targets and KPI's with the Board. 1.2.3 Provide periodic reports to the Board on all relevant matters, including financial status, activities, services, legislation, changes in technology, local health service developments and requirements.
	1.3 Analyse economic, industry and market trends together with relevant Government policies and modify plans and strategies to ensure the interests of BDHS and its stakeholders are safeguarded and advanced	1.3.1 Provide periodic recommendations to the Board to ensure compliance with National Standards.
	1.4 Initiate, implement and coordinate Board policies	1.4.1 Attend and act as secretary (preparing agenda, disseminating papers, recording minutes) at all general and special meetings of the Board and its sub- committees.

	<p>1.5 Provide strategic leadership to the executive team</p>	<p>1.5.1 Monitor performance against performance objectives and plans and instigate corrective action where required</p> <p>1.5.2 Mentor and coach the executive team and foster this approach throughout BDHS</p> <p>1.5.3 Ensure BDHS is positioned with skills and resources to meet its mission, values, plans and objectives</p>
	<p>1.6 Develop, maintain and review of risk management</p>	<p>1.6.1 Report quarterly to the Board on the risks and mitigation strategies identified in the Organisational Risk Management Profile</p> <p>1.6.2 Report quarterly to the Board on the risks and mitigation strategies identified in the Legislative Compliance Profile</p> <p>1.6.3 Demonstrate that risk management principles and practices are applied to health and safety of employees and members of the public, clinical processes and procedures, non-clinical processes and procedures, the environment, physical security including theft and fraud risk, information security, regulatory and contractual issues and property assets.</p> <p>1.6.4 Maintain Disaster Management and Business Continuity plans including contingency plans and ensure staff are well trained for a disaster event.</p>

		<p>1.6.5 Ensure a system of legislative compliance for BDHS</p> <p>1.6.6 Ensure that BDHS's Fire Plan is current and that fire safety issues are addressed.</p>
<p><b>Sound Financial Management</b></p>	<p>2.1 Maintain BDHS sound financial position</p>	<p>2.1.1 Ensure the financial records and management of BDHS comply with professional standards and practices and Board decisions.</p> <p>2.1.2 Regularly review all revenue and expenditure projections</p> <p>2.1.3 Operational result reported monthly to the Board, with variance analysis for items of positive or negative variance greater than 10%</p> <p>2.1.4 Achieve budget, excluding any one off grants or income received after the budget approval process</p> <p>2.1.5 Report monthly to the Board on the Quick Asset Ratio against trend (with variance analysis) and any other relevant ratio's requested by the Board.</p> <p>2.1.6 Maintain an effective system of Internal Control and assuming a role in assisting the Audit Committee and Internal Audit function.</p> <p>2.1.7 Meeting legislated External Reporting requirements for the Health Service in particular the BDH Annual Report</p> <p>2.1.8 Consultation with the Trust on the appointment and dismissal of the CFO and that the CFO has direct responsibility to the CEO.</p>

		<p>2.1.9 Assuring the Trust of compliance with the Financial Management Compliance Framework and the relevant standing directions.</p> <p>2.1.10 Maintain an effective Asset Management Strategy</p>
	<p>2.2 Overview and evaluate all financial plans and projections, make budget presentations and provide accurate and timely financial reports to the Board</p>	<p>2.2.1 An annual budget process to be undertaken before being approved by the Board on an agreed date</p>
	<p>2.3 Budget, plan and provide accountability within departments for hospital expenditure and regularly review performance</p>	<p>2.3.1 Review program objectives/outcomes, structures and viability for each program and, with the responsible manager, implement an agreed business plan for that program or department by the agreed date.</p>
	<p>2.4 Actively seek opportunities for grants funding and other revenue sources and provide business plans supporting same to the Board.</p>	<p>2.4.1 Review and report to the Board on same.</p>
	<p>2.5 Ensure efficiency is promoted in the economic use of personnel, supplies and finance to achieve maximum patient benefits and cost reductions</p>	<p>2.5.1 Review and report to the Board on same.</p>
	<p>2.6 Identify and pursue merger and shared service opportunities to maximize the use of BDHS resources and maintain</p>	<p>2.6.1 Review and report to the Board on same.</p>

	services in the catchment area	
	2.7 Ensure BDHS optimizes information technology to drive improved business performance and minimize costs	2.7.1 Review and report to the Board on same
<b>Focus on People and Culture</b>	3.1 Focus on developing a culture balanced between care and business performance and based on initiative, accountability for performance, teamwork, cost effectiveness, service and respect for the individual	<p>3.1.1 Develop effective relations with staff, patients, residents and the Board</p> <p>3.1.2 Develop effective decision-making processes which encourage views to be heard and considered</p> <p>3.1.3 Maintain an Agreed Staff Absenteeism policy and process, as approved by the Board, and report quarterly to the Board on long term and short term rates.</p> <p>3.1.4 Undertake an organizational staff satisfaction survey annually with a minimum target of 35% participation and the results reported to the board</p>
	3.2 Strive for maximum personal development and improvement in knowledge, skills, communication and cooperation through participation in education, training and planning and review	<p>3.2.1 Report quarterly to the Board on education and professional development expenditure</p> <p>3.2.2 Report annually to the Board on the adequacy of BDHS's education programs and professional development programs.</p> <p>3.2.3 Demonstrate how each staff member is given opportunities for personal development and performance improvement through education, training, participation programs,</p>

		research and investigation.
	3.3 Ensure effective Human Resource strategies, plans, policies and processes are in place, which aim to improve the level of business performance and the quality of care	<p>3.3.1 Demonstrate how each department has established a system of periodic review of its individual members by way of employee performance reviews.</p> <p>3.3.2 Maintain and develop policies and procedures for recruitment, induction and personnel management through appointing qualified personnel.</p> <p>3.3.3 Monitor and report quarterly to the Board on staff turnover against trends and against industry benchmarks, including variance analysis</p>
	3.4 Ensure risk management principles and practices	3.4.1 All policies, practices and procedures are to be properly documented, readily available and clearly understood by Management and Staff.
	3.5 Provide and maintain a work environment that is conducive to the personal safety and wellbeing of all staff, patients, residents and visitors.	3.5.1 Demonstrate compliance with the Work Health & Safety Act and consequent codes of practice.
<b>Quality Service Delivery</b>	4.1 Ensure BDHS receives accreditation by the National Accreditation Body	4.1.1 The CEO shall present a bi-annual report to the Board of all activities that support the maintenance of accredited status.
	4.2 Maintain and improve services	4.2.1 Review and report to the Board on same.

	relevant to the catchments population	
	4.3 Maintain a complaints and compliments register	4.3.1 Review and report to the Board on same as necessary.
<b>Effective Public Liaison</b>	5.1 Strengthen the profile of BDHS as the preferred provider of healthcare services within the catchment area	5.1.1 Provide recommendations and subsequently implement proactive interface between BDHS and the community
	5.2 Ensure effective relations with stakeholders including DHS, private service providers, the general public and other government agencies.	5.2.1 Provide recommendations and subsequently implement proactive interface between BDHS and stakeholders
	5.3 Develop and grow community, regional and government relationships on behalf of BDHS	5.3.1 Represent BDHS and/or the health field on appropriate professional and other relevant bodies or organizations, in public forums, functions and speaking engagements in a way which enhances BDHS's standing and reputation.
	5.4 Monitor client satisfaction	5.4.1 Annually the CEO shall undertake a client satisfaction survey using agreed methodology and aiming for minimum 35% participation
<b>Innovative Policy Development and Planning</b>	6.1 Develop and maintain a culture of innovation and continuous improvement	6.1.1 The Quality Improvement Plan is presented to and approved by the Board annually. 6.1.2 Review and report to the Board on same.
	6.2 Provide transformational leadership in developing and	6.2.1 Provide an annual planning report to the Board that identifies community



	implementing innovative plans or strategies	<p>demographics, service mapping, gap analysis and service development opportunities. Recommendations are to inform the Board of service deficits and business opportunities to be incorporated within budget and business planning activities</p> <p>6.2.2 At least once per annum the CEO shall present to the Board an innovative strategy or technology to improve service delivery.</p>
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## **KEY SELECTION CRITERIA**

### *Minimum Qualifications*

- Must conform to the Department of Health guidelines for the appointment of a Chief Executive Officer.

### *Experience*

- Capacity to manage and provide leadership in a multidisciplinary service environment
- Substantial knowledge of and experience in public sector health services at a senior management level, including health administration, health law, hospital planning and organization, financial management and a broad understanding of principles of community health.

### *Technical Skills*

- Demonstrated skills and knowledge for the concepts and practices of strategic management and organizational change.
- Superior negotiation, consultative and interpersonal skills in an environment of change and evolution
- Substantial motivational, leadership, strategic awareness and management skills

### *Workplace competencies*

- Sound judgment and decision making
- Ability to lead and motivate teams
- Highest standards of professional ethics.