

## **POSITION DESCRIPTION AND KPIs**

**POSITION TITLE:** Chief Executive Officer, Heathcote Health Service

**POSITION TENURE:** HEER contract

**REMUNERATION:** In accordance with HEER policy

**REPORTS TO:** Board of Directors

### **POSITION PURPOSE**

It is the vision of the Board that Heathcote Health (HH) will be innovative, financially sound and committed to excellence in healthcare. HH aims to be a leading small rural health service dedicating its resources, talents and skills to improve the health status of our 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, primary care and prevention 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 community health is best achieved through education, prevention strategies and wellness services.
3. Deliver leadership and direction to ensure HH 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 HH to all relevant stakeholders (including its employees).
6. Make optimal use of human, material and financial resources and report to the Board of Directors on the overall management and administration of HH.
7. Undertake the role of Chief Finance and Accounting Officer (CFAO) for HH.

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

#### Executive Management Team

Director of Clinical Care  
Director of Medical Services

#### Other Reports

Customer and Consumer Relationship Manager  
Executive Assistant  
Maintenance Supervisor

<b><u>Performance Objectives</u></b>		<b><u>Key Performance Indicators</u></b>
<b>Effective Governance</b>	<p>1.1 Ensure the highest standards of professional ethics.</p> <p>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 HH.</p> <p>1.3 Analyse economic, industry and market trends together with relevant Government policies and modify plans and strategies to ensure the interests of HH and its stakeholders are safeguarded and advanced.</p> <p>1.4 Initiate, implement and coordinate Board policies</p> <p>1.5 Provide strategic leadership to the executive team</p> <p>1.6 Develop, maintain and review risk management.</p>	<p>1.1.1 Negotiate the Annual Statement of Priorities with the Department of Health and Human Services.</p> <p>1.2.1 Implement agreed Board Annual Operating Plan.</p> <p>1.2.2 Regularly review operational business objectives, targets and KPIs with the Board.</p> <p>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.</p> <p>1.3.1 Provide periodic recommendations to the Board to ensure compliance with National Safety and Quality Health Service Standards.</p> <p>1.4.1 Attend all general and special meetings of the Board and its sub-committees.</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 HH.</p> <p>1.5.3 Ensure HH is positioned with skills and resources to meet its mission, values, plans and objectives.</p> <p>1.6.1 Report quarterly to the Board on the risks and mitigation strategies identified in the Organisational Risk Register.</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</p>

		<p>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 HH.</p> <p>1.6.6 Ensure that the HH Fire Plan is current and that fire safety issues are addressed.</p>	
<b>Sound Financial Management</b>	2.1	Maintain HH in a sound financial position	<p>2.1.1 Ensure the financial records and management of HH complies 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 Current Ratio against trend (with variance analysis) and any other relevant ratios requested by the Board.</p>
	2.2	Overview and evaluate all financial plans and projections, make budget presentations and provide accurate and timely financial reports to the Board.	2.2.1 An annual budget process to be undertaken before being approved by the Board on an agreed date.
	2.3	Budget, plan and provide accountability within departments for health service expenditure and regularly review performance.	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.
	2.4	Actively seek opportunities for grants funding and other revenue sources and provide business plans supporting it to the Board.	2.4.1 Review and report to the Board on it.

	<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>2.6 Identify and pursue merger and shared service opportunities to maximize the use of HH resources and maintain services in the catchment area.</p> <p>2.7 Ensure HH optimizes information technology to drive improved business performance and minimize costs.</p> <p>2.8 Ensure financial management leadership as CFAO and that the financial information presented in financial reports is endorsed as to its completeness, reliability and accuracy.</p>	<p>2.5.1 Review and report to the Board on it.</p> <p>2.6.1 Review and report to the Board on it.</p> <p>2.7.1 Review and report to the Board on it.</p> <p>2.8.1 Endorse financial reports submitted to senior management in any public sector agency, including reports submitted to the Responsible Body, and peak boards and management groups.</p>
<b>Focus on People &amp; Culture</b>	<p>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> <p>3.2 Strive for maximum personal development and improvement in knowledge, skills, communication and cooperation through participation in education, training, planning and review.</p>	<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> <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 HH 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,</p>

	<p>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> <p>3.4 Ensure risk management principles and practices.</p> <p>3.5 Provide and maintain a work environment that is conducive to the personal safety and well being of all staff, patients, residents and visitors.</p>	<p>training, participation programs, research and investigation.</p> <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> <p>3.4.1 All policies, practices and procedures are to be properly documented, readily available and clearly understood by Management and Staff.</p> <p>3.5.1 Demonstrate compliance with the Work Health &amp; Safety Act and consequent codes of practice.</p>
<b>Quality Service Delivery</b>	<p>4.1 Ensure HH receives accreditation by the National Accreditation Body.</p> <p>4.2 Maintain and improve services relevant to the catchment's population</p> <p>4.3 Maintain a complaints &amp; compliments register</p>	<p>4.1.1 The CEO shall present a bi-annual report to the Board of all activities that support the maintenance of accredited status.</p> <p>4.2.1 Review and report to the Board on it.</p> <p>4.3.1 Review and report to the Board on same as necessary.</p>
<b>Effective Public Liaison</b>	<p>5.1 Strengthen the profile of HH as the preferred provider of healthcare services within the catchment area.</p> <p>5.2 Ensure effective relations with stakeholders including DHHS, private service providers, the general public and other government agencies.</p> <p>5.3 Develop and grow</p>	<p>5.1.1 Provide recommendations and subsequently implement proactive interface between HH and the community.</p> <p>5.2.1 Provide recommendations and subsequently implement proactive interface between HH and stakeholders.</p> <p>5.3.1 Represent HH and/or the health field on</p>

	community, regional and government relationships on behalf of HH.	appropriate professional and other relevant bodies or organizations, in public forums, functions and speaking engagements in a way that enhances the standing and reputation of HH.
	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 &amp; Planning</b>	6.1 Develop and maintain a culture of innovation and continuous improvement.	6.1.1 The Quality Plan is presented to and approved by the Board annually. 6.1.2 Review and report to the Board on it.
	6.2 Provide transformational leadership in developing and implementing innovative plans or strategies.	6.2.1 Provide an annual planning report to the Board that identifies community 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. 6.2.2 At least once per annum the CEO shall present to the Board an innovative strategy or technology to improve service delivery.
<b>Prevention and Health Promotion</b>	7.1 In consultation with the Bendigo Loddon Primary Care Partnership Integrated Health Promotion Working Group lead the development of a strategic prevention plan for HH that drives multi-organisation engagement, establishes priorities and achieves improvement in the health of the population of the Heathcote and district community in line with the DHHS Public Health and Wellbeing Plan 2015-2019, the Municipal Public Health and Wellbeing Plan and locally determined needs.	7.1.1 Develop an annual strategic prevention plan for HH.
	7.2 Work with relevant	

	<p>organisations to drive, facilitate, monitor, review and evaluate the implementation and effectiveness of the HH strategic prevention plan.</p>	<p>7.2.1 Review and report to the Board on the HH strategic prevention plan.</p>
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## KEY SELECTION CRITERIA

### *Minimum Qualifications*

- Must conform to the Department of Health and Human Services guidelines for the appointment of a Chief Executive Officer.
- Should hold at least tertiary level accounting qualifications and membership of the Institute of Chartered Accountants in Australia (ICAA), CPA Australia, National Institute of Accountants (NIA), or equivalent.

### *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.
- Substantial knowledge of and experience in prevention and health promotion strategies relevant to the community served by HH.

### *Technical Skills*

- Demonstrated skills and knowledge for the concepts and practices of strategic management and organizational change.
- Proven ability to understand and analyse business information.
- Experience in budget management.
- 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.