

POSITION DESCRIPTION – executives and senior managers

Position Title:	Executive Director of Strategy and Partnerships
Business Unit/Division:	Office of the Chief Executive
Classification:	GSERP
Reports To:	Chief Executive
Date Prepared/Updated:	1 May 2019

Position Purpose

The Executive Director of Strategy and Partnerships will lead and coordinate the systems for strategic planning and reporting against the Strategic Plan in Western Health and support implementation of major strategic initiatives. Key responsibilities include completion of key planning activities and documentation for Western Health, development and implementation of systems to support strategic and service planning and lead business planning with joint working with the Board Secretary, Corporate and operational management.

The Executive Director of Strategy and Partnerships is responsible for ensuring Western Health has clear direction and organisational goals and objectives that support the health and wellbeing of all Victorians. The position will ensure Western Health continues to build capabilities as a teaching hospital and medical research centre.

The Executive Director of Strategy and Partnerships has direct responsibility for Western Health's relationships with key stakeholders and oversight activities associated with the annual business planning cycle. The Executive Director will play a key part in challenging the models of care in the organisation to facilitate innovative and leading clinical and operational practice.

The role is ideal for a dynamic and strategic leader to provide expert leadership, advice and support on complex health planning, service and policy reform agendas and working across the numerous partnerships Western Health are involved with.

Business Unit Overview

The Business Unit will be a new unit created to meet the growing service portfolio that Western Health serves and services. At this exciting time there are new developments of strategic importance occurring through Community Hospitals, expanded Emergency Department, the development of the Joan Kirner Women's and Children's service and the New Footscray Hospital to name a few. The business unit will be responsible for the development, publication and monitoring of the new Western Health Strategic Plan.

The unit will also include Service Planning and Informatics & Performance Services. Both of these existing areas will be combined to create part of this new Division, and lead to exciting possibilities to create significant change for Western Health.

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Key Accountabilities	
Our Purpose	Leading the delivery of a connected and consistent patient experience and providing the best care to save and improve the lives of those in our community most in need.
Aim 1: Growing and improving care	<p><i>We drive consistency in providing safe care and have a clear service profile that best meets the needs of our catchment. Wherever possible, our actions are evidence-based and enable us to know we are providing the right care.</i></p> <p><i>To support the achievement of this Aim, all Executive and Senior Managers are required to ensure:</i></p> <ul style="list-style-type: none"> • Directorates identify and action areas for service growth, consolidation and/or alternative service delivery within operational constraints • Employees demonstrate an awareness of and engagement in a culture of patient safety and an obligation to report patient safety concerns • Directorates operate in a manner that effectively monitors and improves processes to safeguard against preventable patient incidents • Employees actively translate evidence to best practice to support operation within benchmarked patient outcome rates
Aim 2: Connecting care	<p><i>We connect our care with patients, their families and their health providers – so that everyone knows what’s next. We provide coordinated care, working as a team to provide the best outcomes for those who need it most. We drive reform to reduce the wait for ambulatory and emergency care.</i></p> <p><i>To support the achievement of this Aim, all Executive and Senior Managers are required to ensure:</i></p> <ul style="list-style-type: none"> • Directorates support seamless patient flow and safeguard against untimely access to patient care • Employees promote and act in a manner consistent with health equity and active engagement of patients and carers in the setting of care goals and care related decisions • Directorates support integrated care for those at risk of high acute service utilisation and safeguard against unplanned re-admissions or avoidable ED presentations • Community partners are engaged to support the application of shared care models of service delivery that promote integration and co-ordination of care
Aim 3: Communicating clearly	<p><i>We support person-centred care. We take the time to listen to our patients, their support networks and our partners. We respect what they say, are transparent in how we communicate what is happening and look for ways to improve how we engage with patients along the journey. We use technology to engage effective communication with each other and our partners, which include primary and community service providers with the ultimate goal of improving the health outcomes of our patients.</i></p> <p><i>To support the achievement of this Aim, all Executive and Senior Managers are required to ensure:</i></p> <ul style="list-style-type: none"> • Employees promote and act in a manner consistent with supporting a positive patient experience at all times • Employees actively seek patient feedback on care and service delivery and take frontline responsibility for addressing patient concerns • Directorates support timely information flow between WH and primary and community care to support patient care • Patient information flow is enhanced by the planned application of tools and technologies

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<p>Aim 4: Being socially responsible and sustainable</p>	<p><i>We partner with the community to develop a system-wide approach to health and wellbeing for the West. We are focused on operating sustainably in accordance with our social, environmental and economic responsibilities.</i></p> <p><i>To support the achievement of this Aim, all Executive and Senior Managers are required to ensure:</i></p> <ul style="list-style-type: none"> • Directorates carefully control costs and maximise revenue to operate within an approved budget • Employees operate in a manner that is consistent with providing and planned for best environmental practice • Partnerships with other agencies are developed to strengthen how we address core social determinants of community health and wellbeing • Service planning and capital development opportunities are pursued to enable the delivery of care in fit for purpose facilities that can accommodate demand
<p>Aim 5: Empowering our people</p>	<p><i>We have a capable, accountable and high performing workforce – we have the right employees in the right job. We foster learning and development, creating a culture where everyone feels supported to succeed.</i></p> <p><i>To support the achievement of this Aim, all Executive and Senior Managers are required to ensure:</i></p> <ul style="list-style-type: none"> • Reliance on contractors and agency staff due to staff vacancy or absenteeism is limited • Employees demonstrate the competency and capability required for their position and role and comply with WH policy and procedure • Employees promote and act in a manner consistent with WH values and positive workplace behaviours • Directorates operate in a manner that effectively monitors and safeguards against avoidable occupational health and safety incidents and hazards
<p>Occupational Health & Safety and Other Obligations:</p>	<p><i>Model proactive leadership, drive and commitment to ensure:</i></p> <ul style="list-style-type: none"> • Western Health’s obligations for Occupational Health and Safety (OHS) and Work Cover rehabilitation are met • Compliance with OHS and Work Cover legislation • Compliance with OHS policies and procedures • A safe and healthy environment for employees, contractors, patients and visitors • The key performance targets and objectives, detailed in the Western Health strategic OHS plan, are supported, promoted and achieved • Risks are identified, assessed and controlled as far as practicable with injury prevention being a high priority • Safe work systems and controls are in place, which are regularly monitored for effectiveness • The Western Health prescribed OHS training and education sessions are attended, including all personnel responsible for managing employees • A safety and wellbeing culture is embedded into normal business activities • Organisation wide strategic responsibility for record keeping is maintained including compliance with record keeping operations and standards
<p>Role Specific Responsibilities</p>	
<p>The Executive Director of Strategy and Partnerships is responsible for ensuring:</p> <ul style="list-style-type: none"> • Effective strategic, clinical and service planning is undertaken 	

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- Successful leadership and implementation of major strategic innovation initiatives across Western Health as agreed with the Chief Executive
- Partnering with the Chief Executive and Chief Financial Officer to create innovative opportunities for funding strategic developments and promoting these opportunities to the Department of Health
- Demonstration of the values of Western Health whilst working to fulfil Western Health's mission and strategic goals
- Demonstration of effective teamwork whilst working as a member of the Western Health Executive to achieve overall Health Service outcomes
- Active contribution to the Executive Committee in fulfilling its terms of reference
- Provision of high-quality advice and assistance to the Chief Executive and other senior Western Health staff
- Provision of high-quality reports to the Chief Executive and the Board and its committees as required
- Participation in Western Health and external committees/task forces that focus on strategic business and/or service planning activities
- Evidence of effective representation of Western Health in external forums as required
- Facilitating and enabling, with Executive Directors, the optimal configuration of models of care across Western Health to ensure appropriate level of service for the community
- Promotion of a culture and environment conducive to continuous improvement of patient care and service delivery
- Leadership and management of key planning activities, including the Western Health strategic plan, clinical service plan and service plans and the annual business planning process including aligning the statement of priorities
- Ensure service plans align within Divisional annual strategic and operating plans and reflect a whole of organisation view, and work with relevant directors to deliver the plans
- Development of mechanisms to ensure the ongoing monitoring and achievement of all Western Health objectives against the plans and ensure that a comprehensive reporting framework is in place
- Achievement of all targets across all areas of responsibility
- Acting as the Executive Sponsor for the Community Advisory Committee and ensure that Western Health has effective and meaningful consumer, carer and community involvement in decision making about health planning, care and treatment and other committees as required
- Management and leadership of the organisational system for improvement and performance excellence across Western Health
- Effective systems are in place to provide assurance that patient and other outcomes are realised
- Fostering a culture of innovation and transformation throughout the organisation
- Development and maintenance of key external relationships to enhance Western Health's profile with local professional and business communities
- Development of a management team that delivers the targets for the Division and Site
- Business cases reflect requirements and capacity of partner Divisions to deliver services
- Planning for service change and the recruitment of suitably qualified / experienced employees
- Desired organisational behaviour is driven and supported by organisational systems through planning, role description, performance management and feedback, recruitment, and good financial stewardship
- Demonstration of leadership and support to direct reports and evidence that they have received effective performance appraisal, feedback and development planning.
- Ongoing assessment of performance occurs within units and benchmarking is part of normal practice
- Employees within the division are competent to complete tasks and are compliant with all mandatory training requirements
- Overseeing the appropriate staffing and service provision across all areas of responsibility and promote staff retention and development of a recruitment strategy

Key Outcomes:

The key challenge/outcomes for this role will be identified in the incumbent's performance plan and should align with Western Health's Strategic goals, organisational business plan and directorial business plan.

A key focus is the delivery of outcomes as identified in the Statement of Priorities as agreed between Western Health and the Department of Health.

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Key Challenges of the Position:	<ul style="list-style-type: none"> • Work with and manage the numerous partners that Western Health is aligned with and review these to ensure they remain relevant partnerships • Ensure robust and comprehensive service, capital, human resource and financial planning occurs • Develop and support monitoring / reporting systems that assist devolved service management within the division • Participate in the Health Service corporate and clinical governance with a whole of organisational focus 	
Financial Management:	Annual Budget:	\$ Click here to enter text.
People Management:	Positions reporting to this role:	Director of Service Planning & Director of Informatics & Performance Services
Key Working Relationships:	Total employee management (EFT):	20? EFT
	Internal: <ul style="list-style-type: none"> • Chief Executive • Executive Directors • Divisional Directors • Directors of Nursing • Clinical Service Director • Clinical Leaders • Service Managers External: <ul style="list-style-type: none"> • Department of Health • Other Health Services • Community interest groups • Professional Associations and Colleges • University Partners e.g. Melbourne, Victoria & Deakin Universities • Local Authorities e.g. Maribyrnong, Brimbank • Primary Health Care Networks • Primary Care Provider organisations e.g. IPC & Co-Health 	
Key Selection Criteria:	Essential: <ul style="list-style-type: none"> • Executive level experience in strategy and planning in a health care organisation • Executive level experience in health service management Ability to engage board directors in strategic planning Tertiary qualification or equivalent experience • Highly formed analytical skills • High developed performance monitoring and reporting skills • Ability to communicate and work collaboratively with a wide range of people • Executive level experience in dealing with the complexities of a large diverse organisation • A strong record of motivating and developing employees through effective leadership, communication, consultation and development • Strong written, analytical and verbal communication skills, particularly in relation to consultation, influencing and conflict resolution • Demonstrated ability to foster a culture that encourages positive working relationships, a safe workplace, financial responsibility, innovation and productivity improvement • Proven ability to exercise sound judgement and provide leadership in professional standards and ethics • Capacity to be an effective member of the senior executive leadership team, stimulate constructive debate and support colleagues in the achievement of organisational objectives • Sound knowledge of quality and risk management and the relevant Accreditation processes and systems 	

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	<ul style="list-style-type: none"> • Ability to work at both strategic and operational levels within a complex organisation, including advanced change management skills <p>Desirable:</p> <ul style="list-style-type: none"> • A clinical background • Post-graduate studies in strategy, planning or business management <p>Someone well-suited to the role will place a high value on the following:</p> <ul style="list-style-type: none"> • Integrity within the organisation • Open discussion • Authentic leadership • Valuing the contribution of individuals • Pro-active management to achieve outcomes • Devolution of decision making • A commitment to contribute at a strategic level within the Health Service
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Additional Requirements

<p>All employees are required to:</p>	<ul style="list-style-type: none"> • Obtain a police / criminal history check prior to employment • Obtain a working with children check prior to employment (if requested) • Obtain an Immunisation Health Clearance prior to employment • Report to management any criminal charges or convictions you receive during the course of your employment • Comply with relevant Western Health clinical and administrative policies and guidelines. • Comply with and accept responsibility for ensuring the implementation of health and safety policies and procedures • Fully co-operate with Western Health in any action it considers necessary to maintain a working environment, which is safe, and without risk to health • Protect confidential information from unauthorised disclosure and not use, disclose or copy confidential information except for the purpose of and to the extent necessary to perform your employment duties at Western Health • Safeguard children and young people in our care, by ensuring that your interactions are positive and safe, and report any suspicions or concerns of abuse by any person internal or external to Western Health • Be aware of and comply with relevant legislation: Public Administration Act 2004, Victorian Charter of Human Rights and Responsibilities Act 2006, the Victorian Occupational Health and Safety Act 2004, the Victorian Occupational Health and Safety Regulations 2017 (OHS Regulations 2017), Fair Work Act 2009 (as amended), the Privacy Act 1988 and responsibilities under s141 Health Services Act with regard to the sharing of health information • Be aware of and comply with the Code of Conduct for Victorian Public Sector Employees and other Western Health employment guidelines
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General Information

	<ul style="list-style-type: none"> • Redeployment to other services and sites within Western Health may be required • Employment terms and conditions are provided according to relevant award/agreement • Western Health is an equal opportunity employer and is committed to providing for its employees a work environment which is free of harassment or discrimination. The organisation promotes diversity and awareness in the workplace • This position description is intended to describe the general nature and level of work that is to be performed by the person appointed to the role. It is not intended to be an exhaustive list of all responsibilities, duties and skills required. Western Health reserves the right to modify position descriptions as required. Employees will be consulted when this occurs • Western Health is a smoke free environment
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I confirm I have read the Position Description, understand its content and agree to work in accordance with the requirements of the position.

Employee's Name:

Click here to enter the Employee's name.

Employee's Signature:

Date:

Click here to enter a date.

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