



POSITION DESCRIPTION

POSITION TITLE:	Operational Director Performance Improvement
DIVISION:	Clinical Services
CLASSIFICATION:	Based on experience/qualifications
AWARD:	Nurses and Midwives (Victorian Public Sector) (Single Interest Employers) Enterprise Agreement 2016 -2020.
RESPONSIBLE TO:	Executive Director Clinical Services
DIRECT REPORTS:	Quality Coordinator Education and Research Team
PRE-REQUISITES:	Registered Nurse Division 1
Essential:	Current RN registration with APHRA Current Police Check Current Working with Children's Check
Desirable:	Post graduate qualifications in Education and/or Clinical Governance or working or willing to work towards same. Extensive experience in health education Extensive experience in quality and / or clinical governance

KEY SELECTION CRITERIA

- Proven commitment to excellence, accountability and consistency in practice.
- Demonstrated ability to instil trust and to inspire and motivate others to achieve common goals
- Demonstrated ability to work as a member of a team at a strategic level
- Demonstrated ability to lead and manage change and innovation in service provision
- Demonstrated knowledge and understanding of clinical governance, patient safety, and clinical risk management.
- Demonstrated understanding and experience in applying the principles of curriculum planning and learner centred educational theory and practice.
- Demonstrated understanding and experience in public health including understanding of health reform agenda, health funding, quality standards and accreditation, key legislation, regulation and statutory obligations.
- Demonstrated capacity to analyse data including benchmarking, trends and predictive modelling.
- Evidence of well-developed communication, interpersonal and computer literacy skills

OUR PURPOSE:

The purpose of Benalla Health is to facilitate a healthy and resilient community through the provision of integrated, lifelong healthcare services.

OUR VALUES:

Compassion, Empathy, Accountability, Respect and Excellence.

POSITION SUMMARY:

The Operational Director – Performance Improvement (DPI) is recognised as a key member of Benalla Health's Clinical Services Leadership Team.

The ODPI supports the values of the organisation through their commitment to achieving a shared vision, mission and strategic goals; their effective management and oversight of performance improvement services; and their strong and inspired leadership in championing, monitoring and advancing performance improvement initiatives. Simultaneously the incumbent supports excellence in clinical governance and clinical risk management; facilitates advancement and innovation in both models of service and workforce development; and, provides oversight of organisational compliance with quality standards, provision of a comprehensive staff training calendar and suite of professional development resources, and of the facilitation of educational and other performance improvement partnerships, collaborations and agreements. The DPI is accountable for the education, research and quality services budget including reconciliation of training and quality related grants; and in collaboration with Human Resources, implements strategies to support workforce capacity, capability and consistency in practice.

Under the direction of the Executive Director of Clinical Services and in collaboration with the senior leaders within the directorate, the ODPI has responsibility for the development, provision and advancement of Benalla Health's Performance Improvement programs and services including leading and facilitating the hardwiring excellence coaching program and the maintenance of quality improvement databases and reporting.

RESPONSIBILITIES:

Clinical, Educational and Research Leadership

- Ensures effective liaison occurs between health care professionals to facilitate and enhance the provision of high quality and reliable services.
- Ensures care delivery is safe and undertaken in accordance with professional standards and supported by the best available evidence.
- Ensures effective processes are in place to optimise consumer outcomes.
- Monitors staffing levels and skill mix across cost centres to ensure safe delivery of performance improvement services.
- Leads and role models the application of Studer Hardwiring for Excellence principles.
- Identifies and supports innovative models of care and workforce development appropriate to achieving the goals of relevant National and Jurisdictional Service Plans as well as Benalla Health's Clinical Services, Strategic and Operational Plans.
- Ensures effective communication processes to optimise consumer outcomes.
- Effectively plans, prioritises actions and communicates expectations to facilitate solutions to complex problems
- Promotes, facilitates and leads research and critical analysis in order to ensure service and practice benchmarks are achieved.
- Facilitates and monitors partnerships to support innovation, collaboration and /or integrated educational and quality improvement services
- Leads, supports, mentors and holds to account the education program coordinators in the provision of high quality, consistent, evidence-based schools based, professional entry, graduate, post graduate, staff professional development and research services.

Client Support

- Role models cultural awareness, sensitivity and respect for diversity.
- Applies AIDET in practice and role models commitment to consumer service and quality outcomes
- Acts as an advocate for clients and staff. Ensures the rights of consumers are protected in all activities, including teaching and research, in accordance with legislation and professional codes of conduct.
- Role models best practice in applying principles of person centred care and interprofessional learning and practice.

- Fosters and promotes the philosophies of lifelong learning and continual performance improvement
- Supports and promotes a culture of open disclosure
- Conducts and reports on feedback from regular consumer rounding

Standards, Policies and Procedures

- Complies with monthly accountability reporting and meeting requirements.
- Ensures outcome standards related to staff conduct and practice with particular reference to the assessment, planning, implementation and evaluation of care are clear, consistent and complied with.
- Monitors and reports on service activity and outcomes
- Reinforces, promotes and complies with the values of Benalla Health.
- Ensures the development and compliance with evidence based guiding documents to support safe, appropriate and effective care.
- Ensures guiding documents are current and in accordance with legislative requirements, contemporary professional practice and accreditation standards.
- Promotes and provides leadership in the advancement and extension of clinical, educational and quality improvement practice
- Monitors incident reports and changes to clinical practice that indicate a need for the development of new, reviewed or the withdrawal of guiding documents.
- Represents Benalla Health in/on local, state and/or national forums

Financial Management

- Collaborates in the development of a financial strategy to meet the organisation's budgetary and financial goals.
- Monitors, analyses and reports on compliance with approved budget initiatives.
- Contributes to the annual organisational review of services.
- Contributes to forward planning of services and activities to maximise the effective use of current and future resources.
- In collaboration with Clinical Leadership Team and the Executive Director of Finance and Corporate Services coordinate's financial activities of performance improvement programs to ensure funding opportunities are maximised.
- Supports and mentors direct reports with budget management and reporting.

Human Resource Management

- Demonstrates capacity to support and promote diversity of thinking in the workplace.
- Facilitates effective teamwork through professional leadership and mentorship.
- Meets regularly with staff to provide guidance, support and direction.
- Assists with and provides oversight of staff recruitment and retention strategies and performance management across all performance improvement programs and services.
- Manages work practices in accordance with award agreements and entitlements.
- Ensures all staff comply with competencies and performance requirements as determined by the organisation.
- Approves all staff leave in consultation with performance improvement Managers and Team Leaders. Determines the allocation and replacement of staff in response to approved leave.
- Assists with the monitoring and analysis of staff incidents and accidents.
- Implements strategies to maximise staff engagement and to monitor staff's job satisfaction.
- Supports, promotes and participates in succession planning initiatives.
- Leads and supports the implementation of change in the workplace.
- In collaboration with Executive, Human Resource Department and other operational directors develops, implements, monitors and evaluates workforce development and training initiatives to maintain and/or advance workforce capacity and capability.

Risk Management

- Leads clinical risk management approaches to ensure accountability for professional practice and client safety.

- Ensures risk management strategies are appropriate and in place which are monitored and evaluated regularly.
- Promotes and leads a culture of safety and an environment conducive to reporting incidents and near misses.
- Develops, implements and monitors a comprehensive training calendar to support safe practice and the mitigation of risk.
- Leads and supports the timely and appropriate management of complaints, including follow up and feedback.
- Consults with staff on matters of health and safety.
- Provides leadership and accountability for effective clinical, corporate, research and workforce development governance.
- Provides leadership and accountability for medico-legal risks in collaboration with the broader leadership team.
- Ensures all practices are in accordance with Infection Control Standards.
- Ensures workplace is safe and practices comply with OH&S standards.
- Complies with Benalla Health's guiding documents regarding the reporting of actual and near-miss events and implements appropriate investigations and follow up actions.
- Is actively involved in the preparation, maintenance, implementation and training of Disaster Response Plans and together with other emergency control personnel, is responsible for the coordination of staff and patient movement in the event of an emergency during own rostered shift.

Quality Improvement

- Supports service leaders to identify areas that require improvement and develop and implement improvement initiatives accordingly.
- Provides oversight and coordinates service-based quality improvement programs in accordance with relevant National Standards, Aged Care Standards and Accreditation Guidelines.
- Provides leadership in and oversight of the monitoring, evaluation and collated reporting of quality activity database and dashboard.
- Facilitates and supports data collection, analysis and reporting to support service monitoring, improvement and advancement.

Communication

- Consults with and provides timely reports on performance improvement programs, projects and new initiatives to the Director of Clinical Services.
- Collaborates with managers and team leaders in the development, implementation and evaluation of clinical, professional and performance improvement initiatives.
- Serves as a consultant on service development and improvement matters.
- Provides verbal and written reports that demonstrate ability to influence, negotiate and communicate strategy and outcome.
- Builds and maintains effective relations with key stakeholders.
- Supports achievement of organisational communication goals including completion and reporting on feedback from regular staff rounding and contribution to initiatives such as the staff newsletter

Professional Competence and Career Development

- Provides leadership and support in health education and career development to achieve evidence based health practice including
- Implements strategies to assess and respond to the learning and development needs of staff.
- Facilitates entry level career pathways and support systems to recruit and/or support students, new graduates, new staff and other vulnerable individuals in the workplace.
- Promotes and supports the professional development of staff including providing career counselling.

- Demonstrates own commitment to lifelong learning through continuous professional development including attends at least one Continuing Professional Development program on emergency or disaster management procedures

SAFETY MANAGEMENT SYSTEMS

In accordance with the current Victorian OH&S legislation and infection control standards, each employee has the responsibility to take reasonable care of their own health and safety by:

- Adhering to Benalla Health's OH&S policies and procedures
- Reporting hazards and injuries
- Participate in OH&S consultation and OHS training
- Cooperate with managers and supervisors to ensure that OH&S responsibilities are met by all
- Not wilfully interfere with or misuse anything provided in the interest of health and safety or wilfully put anyone at risk.
- Each Employee is responsible for ensuring that they are fit to perform their duties without risk to the safety, health and well-being of themselves and others within the workplace. This responsibility includes compliance with reasonable measures put in place by the Employer and any related occupational health and safety requirements.
- Consult with OH&S representative on any proposed changes to the workplace.
- Consult with representative on major items being purchased.
- Permit OH&S representatives to attend training.
- Provide facilities and assistance to OH&S representative to ensure they can perform their function and duties.

Each employee has the responsibility to minimise exposure to incidents of infection/cross infection of residents, staff, visitors and the general public. Please refer to Benalla Health's Occupational Health & Safety Responsibilities Guideline.

QUALITY & RISK

Benalla Health is accredited by an independent Accreditation Agency. All staff are required to actively participate in quality improvement activities.

POLICY & PROCEDURES

It is every employee's responsibility to access and have knowledge of relevant policies and procedures that relate to their employment. All organisational-wide policies and procedures can be accessed on the BH Intranet site.

CONFIDENTIALITY

Any information obtained in the course of employment is confidential and should not be used for any purpose other than in the performance of duties for which the person is employed. The employee is bound by the Information Privacy Act 2000, Aged Care Act 1997 and the Health Records Act 2001.

MANDATORY ORGANISATIONAL COMPETENCIES

In accordance with current legislative requirements, all employees have a responsibility to ensure they successfully complete the following competencies as prescribed (on commencement, annually, every two years or as otherwise stated):

- Attend orientation on commencement
- Emergency Response and Fire Extinguisher Training (both theory and practical sessions)
- Manual Handling
- Human Rights, Equal Opportunity Prevention of Workplace Bullying and Managing Diversity in-service.
- Hand Hygiene Training.
- Reporting Elder Abuse.
- Person & Family Centred Care

Refer to the organisations mandatory training policy for full details.

CONSUMER ENGAGEMENT

Benalla Health employees are responsible for meaningful consumer participation so that consumers, carers and community members are active participants in the planning, improvement and evaluation of health services.

This will be demonstrated by:

- New staff attending staff induction forum where the value of partnering with consumers/carers and community members is discussed.
- Evidence that consumers and their significant others are involved in the development of their own care plans and
- Completion of annual competencies that includes the importance of partnering with consumers/carers and community members.

PREVENTION AND RESPONSE TO FAMILY VIOLENCE

It is a basic human right to be respected as an individual. Benalla Health supports this fundamental right through advocacy for the prevention and awareness raising of family violence. Benalla Health is committed to the elimination of Violence.

Each employee at BH will be expected to demonstrate their commitment by:

- Gaining knowledge and the ability to implement a brief intervention to identify and respond to family violence, underpinned by principles of sensitive practice.
- Actively participate in education and events supporting 'the prevention and response to family violence in our organisation and the community.
- Positively contribute to workplace safety and moral.
- Be able to confidently address issues that arise regarding Family Violence for clients and colleagues.

PERFORMANCE REVIEW & DEVELOPMENT

A performance review & development plan will be carried out three months post appointment and thereafter at least once a year. The position description will form the basis for the review. If performance does not meet expectations or additional staff development/guidance is required, performance reviews will be carried out more frequently. The employee can request additional performance reviews at any time in writing.

This document provides a summary of the role and duties of the position and forms the basis for periodic review of departmental and individual performance.

As an occupant of this position, I have noted this statement of duties and agree to perform the duties indicated and observe all requirements of the organisation's Policies and Procedures.

EMPLOYEE'S NAME: _____

EMPLOYEE'S SIGNATURE: _____

DATE:/...../.....

DIRECTOR'S NAME: _____

DIRECTOR'S SIGNATURE: _____

DATE:/...../.....

CREATED: April 2018 Executive Director Clinical Services **Reviewed:** November 2020 EDCS

Benalla Health

Aligning behaviours to our Values and Code of Conduct

Compassion

Empathy

Accountability

Respect

Excellence

In our team we ...

<p>are kind to each other</p> <p>are forgiving</p> <p>respect personal space</p> <p>seek clarity where there is uncertainty</p> <p>maintain confidentiality for those in our care and those we work with</p> <p>encourage and support each other to discuss issues</p> <p>ensure open consultation and two-way communication</p> <p>use eye contact and our tone of voice to demonstrate we are actively listening to the others perspectives</p> <p>we see the person as being separate from any unacceptable behaviour</p>	<p>ask others 'how can we help'</p> <p>act to include each other</p> <p>seek to understand the facts</p> <p>will support those who admit errors</p> <p>pull together especially in tough times</p> <p>have patience for those who are learning</p> <p>are safe to question and be inquisitive</p> <p>report incidents and mistakes recognising we work in a 'just' culture</p> <p>promote a culture of continuous improvement</p> <p>summarise what we have heard to demonstrate our understanding</p> <p>have fun</p>	<p>are honest and reliable</p> <p>do what we say we will do</p> <p>are honest with each other</p> <p>call below the line behaviour</p> <p>reflect on our own behaviour</p> <p>acknowledge problems and seek and/or offer a solution</p> <p>have the courage to speak up and use our voice</p> <p>will comply with reasonable directives</p> <p>follow policies and procedures including rostering rules</p>	<p>acknowledge the views, opinions, beliefs and ideas of others</p> <p>say thank you</p> <p>manage each other up</p> <p>encourage robust discussion</p> <p>smile and greet each other</p> <p>acknowledge people from culturally diverse backgrounds</p> <p>turn up on time</p> <p>apologise when we have hurt others and/or have been below the line in our behaviour</p> <p>model and demonstrate polite behaviour</p> <p>use AIDET when we communicate</p> <p>follow our organisation's dress code and dress appropriately</p>	<p>have a 'can do' attitude</p> <p>work hard</p> <p>choose our attitude</p> <p>encourage innovation</p> <p>lead by positive example</p> <p>work as a team</p> <p>acknowledge when we are wrong</p> <p>encourage each other to be the best we can be and celebrate each other's achievements</p>
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In our team we do not ...

<p>accept negative comments about others efforts</p> <p>withhold or deliberately make information inaccessible</p> <p>use or threaten to use violence - even in jest</p>	<p>say this is the way we have always done it</p> <p>judge a book by its cover</p> <p>tolerate angry, aggressive behaviour</p> <p>negatively criticise and judge another's performance</p> <p>actively avoid the reporting of events, incidents or issues</p> <p>actively or passively resist change</p> <p>misrepresent or selectively interpret facts</p>	<p>waste time</p> <p>turn a blind eye to poor practice</p> <p>expect other people to clean up our mess</p> <p>openly complain to everyone else except the most appropriate person who could fix the problem or issue</p>	<p>participate in, contribute to or encourage the rumor mill and gossip</p> <p>dismiss other people's opinions and contributions or put down their ideas</p> <p>manage each other down</p> <p>tolerate sexist behaviour or language</p> <p>use unprofessional or inflammatory language such as swearing</p> <p>raise our voices in patient care areas</p> <p>see ourselves as being more important than someone else</p> <p>respond with negative body language such as rolling eyes, huffing/puffing, negative tone of voice, crossing arms or shrugging shoulders</p> <p>talk down and be condescending to others</p>	<p>watch the clock</p> <p>ignore call bells or ringing phones regardless of who is allocated what duties</p> <p>blame others for our actions</p> <p>put our personal likes or dislikes above the needs of the team and our professional responsibility</p>
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Our standard is what we choose to walk past ...