

Mission Australia

About us:	<p>Mission Australia is a non-denominational Christian organisation that has been helping people regain their independence for over 155 years.</p> <p>We've learnt the paths to getting back independence are different for everyone. This informs how we help people, through early learning and youth services, family support and homelessness initiatives, employment and skills development, and affordable housing. Our nationwide team delivers different approaches, alongside our partners and everyday Australians who provide generous support.</p> <p>Together we stand with Australians in need, until they can stand for themselves.</p>
Purpose:	<p>Inspired by Jesus Christ, Mission Australia exists to meet human need and to spread the knowledge of the love of God.</p> <p><i>"Dear children, let us not love with words or speech but with actions and in truth." (1 John 3:18)</i></p>
Values:	Compassion Integrity Respect Perseverance Celebration
Goal:	To reduce homelessness and strengthen communities.

Position Overview:

Position Title: General Manager, Aged Care

Function: Service Delivery

Reports to: State Director (NSW, ACT and Victoria)

Direct Reports: 6 Direct reports (see below for details)

Position Purpose: Mission Australia operates three aged care facilities targeting people who are homeless or at risk of homelessness. These facilities provide stable accommodation, care and support to improve their mental health and well-being and their quality of life. Each facility caters for 60-72 residents and are located in Sydney and one in Orange.

Mission Australia is in the process of developing an Aged Care strategy which will provide a blue print for future development of aged care services. The General Manager Aged Care will lead this future development with a primary focus on quality, client centred approaches and resident satisfaction.

The General Manager is responsible for leading Mission Australia's aged care facilities and teams including business and workforce planning and systems to ensure effective service delivery and quality of care. This includes overseeing facility operations in all matters relating to standard of care, legislative requirements, certifications, licensing, staffing, finance, accreditation, business operations and safety systems.

This role is also responsible for providing aged care advice to the State Director and Executive, commissioning new services and building cross-functional and external stakeholder relationships.

Reporting lines:

- The General Manager, Aged Care reports to the Sate Director (NSW, ACT and Victoria)
- A total of 6 positions currently report to this role as follows:
 - three Directors of Care, two based in Sydney and one in Orange;
 - Business Manager
 - Project Systems Manager
 - Quality and Compliance Manager.
- This role is directly supported by HR and Finance Business Partners

Role Description

Key Result Area 1: Service delivery leadership and quality	
Key tasks	Position holder is successful when
<ul style="list-style-type: none"> • Work with the State Director and aged care senior leadership team to shape the future of aged care services in Mission Australia • Provide leadership and support to the Aged Care senior leadership team to maintain high quality aged care services and effective management of facilities and resources. • Oversee high level operational policy settings including to eligibility, assessment and intake policies. • Ensure full compliance with Aged Care Standards, funding agreements and relevant legislation. 	<ul style="list-style-type: none"> • Aged care direction and development aligned with Mission Australia’s strategic direction. • Directors of Care and other direct reports are supported and guided to manage the effective delivery of quality and compliant services to the target group. • Aged care facilities are fully occupied. • Mission Australia maintains a strong reputation in the delivery of quality aged care services. • Mission Australia aged care facilities maintain registration and full accreditation.

Key Result Area 2: Clinical care and operational leadership	
Key tasks	Position holder is successful when
<ul style="list-style-type: none"> • Lead the delivery of clinical care services within best practice clinical governance. • Ensure a high standard of care is maintained and work with Directors of Care to maintain safety and quality in the delivery of aged care services and to share ideas, knowledge and experience. 	<ul style="list-style-type: none"> • Aged care facilities maintain a strong quality improvement culture which maximises quality of life and care of residents and ensures compliance with accreditation standards. • A system is in place that promotes consumer-led decision making, co-design and on-going resident feedback and participation.

<ul style="list-style-type: none"> • Ensure an effective approach to the management of the Aged Care Funding Instrument. • Lead implementation and monitoring systems to ensure a high quality of care is maintained and compliance and accreditation is managed and delivered in line with aged care standards. • Ensure effective incident and complaints management systems linked to continuous improvement. • Commission new services and negotiate new partnerships to enhance services. 	<ul style="list-style-type: none"> • All safety standards are met. • Residents feel comfortable to voice their concerns/complaints and systems are in place to address concerns quickly and satisfactorily. • Quality improvement meeting structure is in place. • Data related to operations, incidents, complaints and feedback is regularly analysed and used to inform continuous improvement. • Workplace culture indicates openness to identifying systemic issues and commitment to continuous improvement.
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Key Result Area 3: Stakeholder and Relationship Management	
Key tasks	Position holder is successful when
<ul style="list-style-type: none"> • Establish and maintain high level external relationships including with Commonwealth and State Government, funder and corporate stakeholders and other not for profit organisations peak bodies. • Maintain collaborative relationships with internal stakeholders including service delivery, practice leadership, quality assurance, risk management and legal to shape services, ensure quality and compliance and meet budget and contract requirements. • Represent Mission Australia externally and through the media and promote and work within Mission Australia s client service delivery principles, ethics, policies and practice standards. 	<ul style="list-style-type: none"> • Evidence of collaboration and partnership with internal and external stakeholders. • Participation in at least two high level aged care related committees / advisory bodies. • Public representation is appropriate and aligned with Mission Australia position and values.

Key Result Area 4: People leadership	
Key tasks	Position holder is successful when
<ul style="list-style-type: none"> • Ensure effective workforce planning to ensure the capability and capacity of the aged care workforce enables quality and safe service delivery at all times. • Maintain a culture of staff engagement, learning, continuous improvement and collaboration across all Mission Australia aged care facilities. 	<ul style="list-style-type: none"> • Staff resources allocated efficiently and in line with needs of the target group and demand ebbs and flows. • Staff engagement survey results are analysed and issues addressed. • Staff feel supported and informed to perform their roles effectively.

- Supervise, motivate and support direct reports including providing regular constructive feedback, celebrating success, coaching and mentoring.
- Support people leaders to ensure effective human resource management in a fair and equitable fashion, in line with MA's policies and procedures.

- Grievances and performance issues are handled fairly and in a timely way.
- Staff participation in training to meet professional and personal development needs, relevant to their role.

Key Result Area 5: Resource and performance management

- Responsible for overall performance of aged care facilities at Mission Australia.
- Ensure effective resource planning and management is undertaken by Directors of Care.
- Oversees the development of aged care budgets and support Directors of Care to monitor their budgets and achieve financial viability of each aged care facility.
- Ensure effective systems are in place for appropriate and timely claiming to enable sufficient resourcing of required levels of care.
- Ensuring systems are in place for effective and efficient procurement and monitoring of catering, cleaning and other accommodation services.
- Track aged care program performance against targets.
- Identify and commission new business opportunities in line with Mission Australia's strategic goals.

- Aged care facilities and programs operate within approved budget.
- Aged care facilities are financially sustainable.
- Robust performance reporting system is in place, allowing performance issues to be identified and corrected promptly.
- Achievement of any future growth targets if required.

Work Health and Safety

- Oversee the implementation and continuous improvement of Work Health and Safety systems, policies, procedures and practice to ensure compliance with legislation and to promote the well-being and safety of staff, residents and visitors.
- Ensure effective management practices are implemented to mitigate risk and ensure the health and safety of self, workers, clients and visitors.
- Ensure consultation practices are in place to enable workers to be involved in risk management planning, incident reporting and safe work practice activities to improve work, health and safety
- To acquire and keep up to date knowledge of work health and safety matters.
- Lead and follow procedures to assist Mission Australia in reducing illness and injury including early reporting of incidents/illness and injuries.
- Follow reasonable directions given by the Company in relation to Work Health and Safety.

Leadership

- Set the Leadership standards through demonstration of values based leadership and actively promote values based behaviours within Mission Australia.
- Build and maintain an effective and skilled team by establishing role clarity at direct report level ensuring that performance expectations, development and accountabilities are clearly set and reviewed regularly.
- Establish and maintain team structure that ensures that the right people are in place to manage, develop, grow or maintain quality aged care to meet current and future resident needs.
- Drive a culture of openness, feedback and productivity by coaching and developing team members to achieve their full performance potential and conduct constructive and timely management of non-performance or team issues.
- Positively and constructively represent our organisation to external contacts at all opportunities.
- Lead by example behaving in a way that contributes to a workplace that is free of discrimination, harassment and bullying behaviour at all times.
- Actively support Mission Australia's Reconciliation Action Plan.
- Operate in line with Mission Australia policies and practices (EG: financial, HR, etc.).

Key challenges

The aged care system is currently undergoing significant change and reform. This is an exciting time as older people and their aged care needs receive more attention in a system that is under resourced.

This context also brings some challenges for this role including:

- Ensuring the timely implementation of new standards while maintaining business as usual service delivery.
- Keeping abreast of and implementing changes resulting from the Royal Commission into Aged Care.

Other challenges in this role include:

- Ensuring the financial viability of aged care facilities which target highly disadvantaged older people.
- Promoting collaboration and integration between facilities with regional and metro locations.
- Promoting collaboration with other aged care facilities to ensure seamless referral pathways in an environment which has become highly competitive.
- Modernising systems including moving from paper based to electronic client record management.

Role Capabilities

Competencies

To be successful in this role, the position holder needs to:

- Be passionate about improving the quality of life and well-being of vulnerable older people.
- Be results oriented taking pride in delivering high quality services to older people.

- Have strong leadership skills with an ability to harness the talents and strengthens of their teams.
- Demonstrate courage in leadership to confront issues and risks, and escalates as appropriate.
- Have good business acumen to manage resources efficiently and effectively as well as to identify future funding and partnership opportunities.
- Be action oriented and accountable to achieve results in line with set timeframes.
- Communicate effectively and be able to present information, decisions and reasons confidently, clearly and concisely.
- Build and maintains sustainable internal and external relationships.
- Work in partnership with other government and non-government organisations.
- Be innovative with an ability to lead change and to deal with ambiguity and complexity.

Selection Criteria

- Post graduate level qualification in health management, business or related field (a Registered Nurse with unrestricted AHPRA registration is preferred but not essential).
- Significant senior management experience in aged care or related residential clinical care management role.
- Strong track record in leading client-centred, quality and compliant services to improve the well-being of vulnerable people.
- Experience in funding negotiation, contract management and commissioning of new services.
- A track record in innovation, service design and improvement and leading change.
- Demonstrated ability to lead business and resource planning and deliver outcomes on time and within budget.
- Strong communication and interpersonal skills and experience, together with the ability to advocate and influence stakeholders to achieve desired outcomes.
- Experience in people management, coaching, mentoring and professional development of others.
- Understanding of homelessness and the special aged care needs of homeless older people.
- Demonstrated interest in the community and social outcomes and a personal alignment with the culture and values of Mission Australia (compassion, integrity, perseverance, respect and celebration).

Compliance checks required

National Police Check	x
Vulnerable People Check	x
Drivers Licence	x

Approval

Manager name

Approval date