

## Role description

<b>Role Title:</b>	Director Physiotherapy
<b>Role Level</b>	Director
<b>Level of Accountability</b>	Leader of Leaders
<b>Mater Ministry/Division:</b>	Mater Health
<b>Service Stream/Division:</b>	Allied Health
<b>Manager Role Title:</b>	Director Allied Health Services
<b>Date Created/Reviewed:</b>	5 October 2021

### Role Context

Mater Health has provided compassionate healthcare for Queenslanders since 1906. Our proud legacy has been built on the dedication and enduring values of our founders, the Sisters of Mercy. Their example continues to inspire Mater People to empower others to live better lives through improved health and wellbeing.

The Physiotherapy Department is part of the Division of Allied Health Services and provides a broad range of public and private acute health services with adults, women's health, neonatology, children and young adults. Within the department, clinical teams provide a broad range of inpatient and outpatient services across clinical areas and functional teams in response to community need. The physiotherapy team encompasses 50 FTE, with almost 100 staff working in three teams, acute, mothers and musculoskeletal.

### Role Purpose

As Director Physiotherapy, you are responsible for the stewardship and delivery of consistent safe, high-quality, evidence-based physiotherapy services at Mater Health. Strategically and operationally, you will drive departmental performance and the delivery of quality, innovative, value based health services through leading and building team capability, partnering with consumers and clinical teams to design care and forging a quality improvement and research agenda in line with our Mater Health strategy.

As a member of the Allied Health leadership team, you will be a valued contributor to allied health divisional planning as well as its operationalisation and integration across Mater Health.

### Behavioural Standards

This role requires the incumbent to adhere to the Mater behavioural standards including the Mater Mission, Values, Code of Conduct as well as any other relevant professional and behavioural standards, translating these into everyday behaviour and actions, and holding self and others to account for these standards.

## Accountabilities

Mater requires every Mater Person to understand and deliver on a series of accountabilities that are linked to the Mater Strategy, described in the table overleaf. Each Mater Person is held accountable for his or own behaviour, performance and development, and for contribution to our five strategic priorities: internal alignment, external partnerships, consumer engagement, growth and scale, and financial sustainability. In addition, Mater managers and leaders are accountable to different extents for clinical outcomes, service and operational outcomes, financial outcomes, compliance and risk, interprofessional leadership and management of performance and accountability. This role of is responsible for fulfilling the following accountabilities:

In this Role	
Role Requirements	Is clear on the behaviour, tasks and accountabilities that are associated with the role, fulfils mandatory and professional competency requirements, contributes to own performance development planning, proactively seeks feedback, carries out individual development plan and actively contributes to own team/s
As a Mater Person	
Internal Alignment	Achieve greater alignment across our ministries to make the most of our combined talents and resources. <i>Ask: Who else could I involve across Mater to deliver an improved service and better outcome?</i>
External Partnerships	Partner with others for the mutual benefit of improving the health of the community. <i>Ask: Are there potential partners outside of Mater that would help us to achieve greater things?</i>
Consumer Engagement	Organise our services and people to ensure our Mater Moments are compelling and positive for our consumers, across all our services. <i>Ask: How can I create a defining Mater Moment that provides a positive experience for our consumers?</i>
Growth and Scale	Increase our positive influence on health outcomes by growing our social and geographical reach to consumers. <i>Ask: Where can I see opportunities for Mater to grow and gain greater influence on health outcomes?</i>
Financial Sustainability	Achieve a profit margin that enables us to invest in sustainable growth and community benefit. <i>Ask: How can I manage Mater resources to reduce cost or gain profit, so we can further invest in improving the health of the community?</i>
As a Mater Director	
Clinical Outcomes	Responsible for leadership and direction, policy and governance that enables Mater People to deliver safe, highly reliable health and wellbeing services.
Service & Operational Outcomes	Leads services and operations in a way that enables safe, highly reliable service delivery, ensures an experience that is exceptional, effectively manages compliance and risk, and achieves strong financial performance.
Strong Financial Stewardship	Budget accountability and organisational management of operational budget and resources to deliver strong financial performance.
Compliance & Risk	Responsible for determining and implementing policy and governance, identifying and proactively managing strategic risks.
Interprofessional Leadership	Leads, develops and manages direct reports in a manner that deepens interprofessional integration and professional performance.
Performance & Accountability	Builds accountability within team for continuously improving standards, processes and systems that are critical to success and where applicable, holds direct reports accountable for high performance.

## Role Specific Expectations

---

### Clinical Outcomes

- Lead the delivery of safe, reliable, integrated physiotherapy services and innovative healthcare models to achieve high quality clinical and patient outcomes and value based care
- Provide professional governance, advocacy and authoritative counsel for physiotherapy and represent Mater with peak professional bodies at state and national levels
- Undertake a small clinical caseload (2 hours/week) and provide advice and support to clinicians regarding complex clinical issues in area of expertise

### Service and Operational Outcomes

- Build departmental capability, performance and responsiveness by translating and implementing organisational and divisional strategy into departmental plans and outcomes, and driving a shared commitment to performance efficiency
- Analyse data, benchmark with like organisations and proactively respond to issues and trends

### Financial Outcomes

- Manage operational budget, oversee and manage contracts and activity levels, and deploy resources astutely to deliver strong financial performance
- Foster and actualise opportunities to grow financially viable service offerings including outpatient private services through Mater Health and Wellness

### Compliance and Risk

- Manage uncertainty by implementing risk mitigation/minimisation plans, allocating resources in a manner that delivers results and responding flexibly to changing demands
- Ensure workforce complies with mandatory organisational, professional and statutory requirements, and that breaches and/or risks are escalated to Director Allied Health Services
- Identify, report, respond to and rectify departmental workplace health and safety (WHS) concerns and consumer complaints

### Interprofessional Leadership

- Contribute to the strategic direction of allied health services as well as its operationalisation and integration across Mater Health
- Build and sustain collaborative interprofessional relationships, both internally and externally, to ensure the provision of high quality patient centred services

### Performance and Accountability

- Lead and build workforce capability and cultivate a cohesive, positive team culture
- Ensure role accountabilities are clearly articulated and understood and constructive coaching and feedback is routinely provided to staff through performance appraisals and supervision

### Education and Research Outcomes

- Foster a culture of quality improvement and create an environment that supports research to improve consumer health and wellbeing
- Collaborate with Mater Research to harness funding opportunities to drive research innovation
- Collaborate with Mater Education to foster continuing professional development and opportunities to develop education offerings

## Qualifications

---

### Essential Qualifications

- Bachelor of Physiotherapy
- Eligibility with AHPRA

### Desirable Qualifications

- Post graduate qualifications in business management, health leadership or similar

## Clinical / Technical competencies

---

- Demonstrated experience in strategically and operationally leading Physiotherapy services in an acute health setting in line with organisational strategic direction
- Demonstrated experience in budget and resource management
- Demonstrated experience in driving workforce productivity and leading change through the development of research, quality improvement initiatives and innovative models of care
- Exceptional communication and negotiation skills including experience in fostering engagement, influencing outcomes, addressing conflict and advocating with professional and multidisciplinary teams, consumers and other stakeholders

## Capabilities

Mater's core capabilities	Elements	Required proficiency for role <sup>i</sup>				
		Foundation (Team Member)	Proficient (Team Leader)	Skilled (Manager)	Expert (Director)	Mastery (Executive)
<b>Building high-performance interprofessional teams:</b> Builds high performance interprofessional teams by developing talent and building trust	Vision and direction Implementation of strategy Interprofessional practice and education Team leadership Team development Identifying and nurturing talent Building trust				✓	
<b>Accountability:</b> Role models respectful accountability, effectively holds self and others to account through constructive feedback and dialogue	Holding to account Feedback and dialogue Drive for results				✓	
<b>Learning Agility:</b> Is comfortable with complexity and ambiguity, rapidly learns and applies new skills and is successful in first time challenging situations	Comfort with ambiguity Applies learning to achieve success in challenging first-time situations Critical thinking				✓	
<b>Enacting behavioural change:</b> Skilled at enacting sustainable behavioural change in people (through workflows, habits and clinical practice) to achieve improvements	Influencing perception Generating emotional responses (tempered by rational responses) Shaping behavioural decision making Mobilising and sustaining behaviour change				✓	

### <sup>i</sup> Proficiency descriptors

- **Foundation:** demonstrates application of capabilities for performing core requirements of the role **and**
- **Proficient:** demonstrates application of capabilities to others in team **and**
- **Skilled:** developed capability in others in a proactive and structured manner **and**
- **Expert:** mobilises collective capability across teams **and**
- **Mastery:** is a role model within and outside the organisation and expertise as a leader in field is sought out