

Role description

Role title:	Financial Operations Manager – Mater Hospitals Brisbane, Springfield and Mothers
Level of accountability:	Director
Mater Ministry:	Health
Service Stream/Department:	SEQ
Manager role title:	Chief Operating Officer (COO) - Mater Hospitals Brisbane, Springfield and Mothers
Date created/Reviewed:	November 2021

Role purpose

- The position supports Mater Hospitals Brisbane, Springfield and Mothers to provide strategic and operational leadership in the development and delivery of services within SEQ Health, particularly in relation to matters of financial and activity management, and identification of opportunities for business improvement.
- The role supports and influences Mater Health and Corporate functions and strategies that are accountable to authorities outside of the local Hospital structure, such as, but not limited to, Digital Technology Information and Health Information Management and finance.

Behavioural standards

This role requires the incumbent to adhere to the Mater behavioural standards including the Mater Mission, Values, Code of Conduct, Mater Credo 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 Group 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 & 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 Executive / Director / Manager (more detail below)	
Clinical outcomes	Responsible for leadership and direction, policy and governance that enables Mater People to deliver safe, highly reliable health and wellbeing services.
Service and 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 and 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 and 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

- Lead and direct the delivery of high quality, strategic and operational financial performance reporting and analysis, to underpin effective business planning, forecasting, budgeting, cost reporting and resource management across the organisation.
- Acts as a member of the Regional Executive Team which creates, implements and delivers against SEQ Health operational plans with a focus on the key commercial elements.
- Provide senior leadership and support to the COO - Mater Hospitals Brisbane, Springfield and Mothers and to drive optimal performance improvement and commercial growth.
- Act as key interface between SEQ Health and Mater finance and the Director of Operational Performance Mater Health.
- Assist the COO - Mater Hospitals Brisbane, Springfield and Mothers to formulate annual budgets and monitor performance against budget.
- Collaborate and align SEQ operational performance initiatives to the Mater Health State Operational Performance plan.

Clinical outcomes

- Act as a business leader to support excellent clinical outcomes and patient recorded experience measures.

Service and operational outcomes

- Holds operational and leadership responsibility for administration services and other areas as directed by the COO - Mater Hospitals Brisbane, Springfield and Mothers.
- Provide a formal link between Group Finance and the Mater Health management structure during annual budget process.
- Liaise with the Management Accountants (who will build the mechanical budget models) to ensure all Mater Health services and processes are represented in the model.
- Provide expert advice on private health finance related issues to the business.
- Liaise with the FOMS of Mater Private Hospital and Redland Private Hospital, to ensure the annual budget is realistic and consistent with strategy.
- Work collaboratively with the Director of Operational Performance Mater Health to achieve standardisation of operational works for the health cost centre managers. Develop and maintain relationships with the management of local HHS's and promote opportunities for integration and collaboration between public and private health services.
- Communication with stakeholders is collaborative, demonstrating genuine engagement and is outcome focussed.
- Department of Health and HHS contracts management and communications with HHS/Department in consultation with the COO – Mater Hospitals Brisbane, Springfield and Mothers.

- Performance expectations are embedded at the individual and work area level with clear pathways for support and guidance established and utilised.
- Staff actively participate and are engaged with development programs, in-service sessions and informal on-the-job mentoring that is aligned with staffing/skills mix forecast needs and succession plans.

Financial outcomes

- Lead Mater Brisbane, Springfield and Mothers hospitals to develop reporting and forecasting capabilities to ensure that performance meets or exceeds budget.
- Provide in-depth activity and financial analysis for health business cases and propose actions to improve results.
- Provide strategic advice to the COO - Mater Hospitals Brisbane, Springfield and Mothers to ensure that financial performance targets and other KPIs are met.
- Plan monitor and report activity levels for all services within the portfolio across both public and private parts of the business.
- Ensure purchasing practices are consistent with MML policies, procedures and guidelines for goods and services, inventory management controls working with the MML procurement and Supply Services State Teams support the analysis of purchase of high-value or high-volume items to identify spending patterns to inform better contract terms or arrangements.
- Lead and direct improvements in
 - productivity/efficiency,
 - revenue generation and optimisation, procurement,
 - value-based investment/disinvestment decisions,
 - financial accountability and budget compliance,
 - consistent with MML policies and guidelines,
 - to improve value for money and effective use of cash,
 - implement monitoring tools to measure these strategies.
- Mentorship to Department Heads in financial and service management
- Support audit reviews and manage implementation of audit outcomes related to your service.

Compliance and risk

- Ensure appropriate internal audit controls are in place working with the Management Accountant and Internal Audit Teams.
- The clinical and professional governance framework is embedded in all operational practices.
- Work health and safety leadership is embedded with staff safety and incident reporting a standing agenda item for staff meetings.
- Incident reporting and resolution is monitored and informs quality improvement activities.

Interprofessional leadership

- Work in conjunction with the COO - Mater Hospitals Brisbane, Springfield and Mothers to promote constructive and professional internal and external working relationships.
- Works with Director Operational Performance (this is a State Health Executive Role) to align Mater practices (where appropriate) across the state.
- Lead teams as a role model, mentor and coach.
- Positively promote the Hospital and the Mater Health organisation both internally and externally.
- Establish and maintain strategic relationships with internal and external stakeholders. Work collaboratively with key stakeholders to strengthen outcomes and sustain long term networks and partnerships within and outside MHS.
- Engage, lead and influence stakeholders to successfully implement change initiatives, reforms and programs that deliver value.
- Represent the SEQ Health on significant committees, and similar bodies, both internal and external to the organisation.
- Maintain an up to date knowledge of national and international developments as well as state policies, directives and initiatives in performance management, planning, health information and benchmarking.
- Utilise ethical decision making in the achievement of organisational goals.

Performance and accountability

- Ensure the COO - Mater Hospitals Brisbane, Springfield and Mothers is provided with information on the performance of the Mater Health services as required.
- Provide high quality and expert leadership in the delivery of key business improvement strategies that drive a performance culture.
- Lead the preparation of proposals for new/additional work within the portfolio.
- Provide expert analysis and advice to the COO - Mater Hospitals Brisbane, Springfield and Mothers and other leaders within the portfolio to support timely decision making relevant to the portfolio's performance.
- Provide information and strategic advice to increase the commercial focus of the management and decision making within the Mater SEQ Health.
- Identify critical success and risk factors and establish a decisive course of action, within agreed controls, to respond to the associated issues and achieve effective solutions within Branch and departmental budget allocations.
- Support the delivery of reform strategies aimed at enabling the achievement of portfolio targets and Key Performance Indicators (KPI's)
- Ensure the budgeted financial performance targets are monitored and reviewed in collaboration with SEQ health leaders and appropriate actions plans in place to achieve health budget for Mater Hospital Brisbane, Springfield and Mothers hospitals.
- Other as reasonably directed by the COO - Mater Hospitals Brisbane, Springfield and Mothers.

Qualifications

What qualifications does the incumbent need to do the job?

Essential
<ul style="list-style-type: none">Relevant tertiary qualifications – in Business or Health Administration
Desirable
<ul style="list-style-type: none">Masters in Business Administration

Clinical / technical competencies

- Demonstrated commercial leadership at senior manage level with a minimum of 5 years' experience.
- Demonstrated and proven experience in a large private public healthcare organisation.
- In-depth understanding and experience in business systems, commercial and contractual arrangements, finance, health system funding and accounting systems and processes.
- Highly developed and proved negotiation, consultative and interpersonal skills with a strong capacity to communicate complex issues such as relevant funding models, performance management and planning issues.
- Demonstrated high level ability to ensure resources are strategically planned, allocated and evaluated to meet health service agreements and related financial requirements and targets.
- Demonstrated ability to establish clear strategic and operational planning frameworks and performance standards to manage service demands and measure delivery of performance outcomes that contribute to high quality health care.
- Open and honest communicator with outstanding written and oral skills and an ability to influence others.
- Demonstrate a personal commitment to currency of skills and technical knowledge.
- Demonstrate foresight, sound judgement and decisiveness in decision making.

Capabilities

Mater's core capabilities	Elements	Required proficiency for role ¹				
		Foundation (Team Member)	Proficient (Team Leader)	Skilled (Manager)	Expert (Director)	Mastery (Executive)
Building high-performance interprofessional teams: 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			✓		
Accountability: 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			✓		
Learning Agility: 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			✓		
Enacting behavioural change: 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			✓		

¹ 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