

GENERAL MANAGER, MATER HOSPITAL - BRISBANE

Role Description

DIVISION / MATER MINISTRY	Mater Health
LOCATION	South Brisbane
REPORTING RELATIONSHIPS	Reports to: Executive Director, Mater Hospitals Direct Reports: Director of Clinical Services, Medical Directors, Finance & Operations Manager (see 'Key relationships' for more detail)
LEVEL OF ACCOUNTABILITY	Director
EMPLOYMENT STATUS	Common Law Contract
TRAVEL REQUIREMENTS	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If required <input type="checkbox"/> Frequently <input checked="" type="checkbox"/> Infrequently
EMPLOYMENT CONDITIONS	<input checked="" type="checkbox"/> Vaccination Category 1A
DATE CREATED	October 2024

POSITION SUMMARY

The General Manager, Mater Hospital Brisbane (GM-MHB) is accountable for Mater Health's facility-based acute care services. The GM-MHB will ensure Mater services are delivering optimal patient outcomes, creating safe, high quality patient experiences, and always meeting all performance indicators.

Working collaboratively with their Executive Director, the GM-MHB is responsible for leading and managing the public-funded health operations of the facility to ensure the effective and efficient provision of coordinated, safe, high quality health care in accordance with Mater's strategic direction, objectives, policies, and plans. This will include accountability for operational and financial performance and the continuous improvement of services to ensure that they are patient and outcomes focused, financially sustainable and operating with the highest quality standards. Additionally, the GM-MHB will be expected to help break down operational and cultural siloes and enhancing collaboration across South Brisbane facilities.

This role is accountable for People Leadership and operational performance and as the escalation point for their direct reports. The role is accountable for monitoring

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and managing patient activity in line with Mater Health service strategies and service agreements. In doing so, they will work closely with the Executive Director Mater Hospitals and Executive Director Health Integration and Community Care to ensure the right care is provided in the right place, at the right time - every time. This includes improving and operationalising strategies that promote Hospital in the Home (HITH) and contemporary approaches to care that best support patients' needs, while considering the effective utilisation of health services.

Together with their peers in the broader Health Leadership Team, including the General Managers / Directors of Clinical Services across all Mater Hospitals, the GM-MHB works collaboratively with other Mater ministries to strengthen Mater as a whole, including Mater Education and Mater Research. They provide strategic, operational support and advice to leaders who have a responsibility for health service delivery and corporate services across Mater. They also strive to work in partnership with team members to drive a culture of continuous learning and improvement to maintain Mater's delivery of quality, safe, patient-centred, and efficient care.

ORGANISATIONAL OVERVIEW

Mater is Queensland's largest and most innovative not-for-profit healthcare service, providing care for almost 700,000 patients a year across a network of 11 hospitals. We are a leader in healthcare, education, and research — and that's because we employ exceptional people.

Delivering quality, compassionate care, in line with Mater's Mission and Values, we aim to be an employer of choice, committed to enabling our people with the supports they need to deliver a world-class service for our patients. They are at the heart of what we do, and we recognise they are what differentiates the Mater experience within our community.

MISSION, VISION, AND VALUES

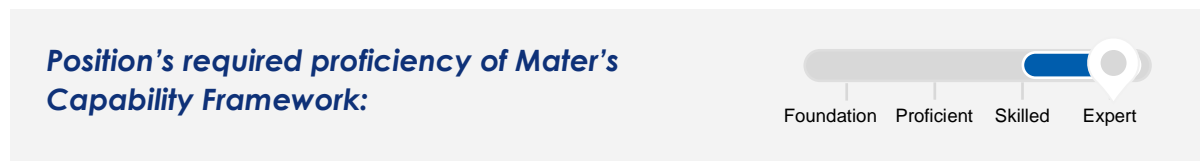
We are our Mission. For more than a century, we have existed to respond to unmet community need; to provide compassionate care to those who need it most. Our Mission, Vision and Values are our constant guide to make appropriate decisions for a sustainable, socially relevant service that is genuinely committed to the delivery of a healthy community for everyone.

All Mater team members are required to adhere to relevant professional standards and the Mater behavioural standards, including those that support the Mater Mission, Vision, and Values, and promote an ethical environment in accordance with the Code of Conduct. In doing so, it is expected team members will hold both themselves and others to account for these standards, with a focus on maintaining the quality and safety of services in which we provide across the state.

<i>Our mission</i>	We serve together to bring God's mercy to our communities through compassionate, transforming, healing ministries		
<i>Our vision</i>	To empower people to live better lives through improved health and wellbeing		
<i>Our values</i>	 We honour and promote the dignity of human life and of all creation	 We act with compassion and integrity	 We strive for excellence

ORGANISATIONAL ALIGNMENT

The Mater Capability Framework consists of six core capability groups, which encompass the individual capabilities and behaviours essential to driving performance excellence across our organisation: Personal Attributes, Build Relationships, Results Focused, Mission Drivers, Business Enablers, and Leadership and People Management. Each Mater team member is accountable for consistently performing, promoting, and developing the capabilities and behaviours within the Capability Framework - as individuals and as a team.



Our six core capability groups

Leading self -

Personal Attributes	Individual behaviours influenced by our values and ethical compass
Build Relationships	Shape and maximise relationships with colleagues, patients and the community
Results Focused	Drive and influence successful organisational outcomes
Mission Driven	We serve together to bring God's mercy to our communities through compassionate, transforming, healing ministries

Leading others -

Business Enablers	Boost effective service delivery and champion change management
Leadership & People Management	Inspire, engage and develop our people

KEY PERFORMANCE REQUIREMENTS

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 below. Each Mater Person is held accountable for their own behaviour, performance, and development, and for contribution to the strategic objectives and priorities. 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 is responsible for fulfilling the following accountabilities.

Position-specific responsibilities

Clinical outcomes

- Responsible for the implementation of the Mater Health Service Plan and Clinical Service Plans
- Responsible for the evidence-based identification and prioritisation of improvements that ensure translation of research and evidence into practice, to deliver contemporary cost-effective, consistent, high-reliability clinical care and patient outcomes across portfolios
- Support and work with other health leaders in the maintenance of quality operations, prioritisation of improvement initiatives, and management of effective organisational performance in relation to clinical environments, standards, outcomes, and care across portfolios

Service and operational outcomes

- Responsible for the overall operational performance of Mater Hospital Brisbane including leadership and management, implementing agreed performance goals, standards, measures and outcomes of all acute care facilities and services within their portfolio, including workforce and clinical safety and governance requirements
- Contribute to the integration of clinical and non-clinical operational functions to ensure there is consistency, alignment and synergies realised where appropriate
- Enable and advocate change management initiatives designed to support large and/or complex operational improvements across the portfolio
- Build an effective and efficient leadership and management structure across the portfolio that reduces duplication and improves outcomes and performance and ensures robust succession planning
- Where appropriate, escalate large, high impact and/or complex strategic and operational opportunities, risks, and issues to their Executive Director for their information and support

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- Meet operational requirements, including all clinical and non-clinical key performance indicators set by Mater Health, Mater Misericordiae Ltd (MML), and State and Federal health agencies. This includes, but is not limited to emergency, medical, and surgical performance; clinical governance (including sentinel events); and formal correspondence with State and Federal health authorities
- Promote and maintain maximum utilisation of all resources and assets with opportunities to rationalise and/or integrate services across the system
- Ensure that Mater Health maintains all standards as defined by governing bodies, including but not limited to the: Australian Commission on Safety and Quality in Health Care (ACSQHC), Australian College of Medicine, RACS, RACP, ANZCA, and Australian Health Practitioner Regulation Agency (AHPRA)
- Actively identify, respond to, and implement opportunities to pursue new and innovative models of care to support the continued delivery of quality, efficient and consistent patient care, supporting the operationalisation of any changes as required
- In collaboration with other health leaders, maintain and strengthen strategic relationships with Visiting Medical Officers, interprofessional health leaders, the community, universities, professional bodies, government, and non-government agencies to enhance services and grow and develop the business
- Working in collaboration with Mater People and Learning, support professional development and education, innovative workforce models, career progression processes, contemporary remuneration models, and strategic workforce planning
- Analyse business data relevant to clinical policy and practice to inform strategic decisions, respond to issues and trends, and report on operational performance; this includes patient and consumer data, clinical outcomes and incident data, service delivery and operational activity data, financial data, compliance and risk data, workforce data and others
- Recognise and address inefficiencies in service provision, staffing, and asset utilisation, and continuously improve business processes

Financial outcomes

- Prioritise the outcomes, safety and experiences for all patients and staff, strive to improve the commercial viability of operations and services
- Responsible for managing the MHB operational budget, resource assets and leave requirements/liabilities to deliver strong financial performance, including achieving high operational performance to help the organisation meet the annual operating budget as a minimum requirement, and all activity targets
- Undertake and be accountable for the regular reporting on performance, outcomes, and risk where applicable, and other relevant business measures
- Identify strategic and operational opportunities for improved financial outcomes through oversight of program delivery and commercially focused management,

including disciplined and rigorous approaches to business cases, project cost and resource management and benefits realisation evaluation

Compliance and risk

- Manage and support the identification, reporting, response and resolution of workplace health and safety (WHS) incidents and concerns in line with contemporary practice and Mater policies and procedures
- Responsible for managing compliance and risk, in part by ensuring fulfilment of mandatory and professional competency requirements, that audits are completed in a timely manner, and that risks assigned to MHB receive prompt and effective action

Interprofessional leadership

- Role model interprofessional leadership and promote multidisciplinary care; foster strong partnerships with colleagues; and build cohesion and engagement across Mater Health facilities and services
- Maintain and support transparent leadership, including personal visibility and accessibility, and site attendance for all Mater Health facilities and services
- Drive optimal staff care and experiences, ensuring wellbeing and safety is maintained at the highest standard; working closely with other health leaders to attract, develop, retain, and support staff
- Set clear strategic direction for direct reports over a two to three-year period; construct clear operational and action plans for work within a one-year period and translate this for individuals as performance and development objectives that align to the delivery of the Mater Health Strategy and, more broadly, the Mater Strategy

Performance and accountability

- Ensure direct reports have clear tasks and accountabilities associated with their roles and that these are communicated and understood; actively manage individual and team performance through regular check-ins and an annual performance review as a minimum requirement
- Consistently and visibly apply the Mater Code of Conduct and Behavioural Standards to address inconsistencies in behaviour, practice, or performance, including formal performance management of direct reports where required, to role model and strengthen Mater's cultural focus on accountability
- Where required, participate in cases related to staff performance, conduct, clinical competence, registration and/or practice

KEY RELATIONSHIPS

Internal	External
<ul style="list-style-type: none"> ● Reports to Executive Director, Mater Hospitals ● Direct reports: Director of Clinical Services, Medical Directors, Finance and Operations Manager (FOM) ● Working closely with the FOM, Revenue Team, and Director Business Services on managing the financials and operational performance ● Working closely with the General Manager Pathology, Director Pharmacy, Director Clinical Governance, Director Allied Health, Director Nutrition, Dietetic & Food Services, Director Mater at Home for the delivery of quality, safe and efficient care ● Peers as GM Mater Private Brisbane, GM Mater Mothers' and Mater Mothers' Private Hospital Brisbane; GM/DCS Mater Private Hospital Redlands; GM Mater Private Hospital Rockhampton; GM Mater Private Hospital Springfield; GM Mater Private Hospital Townsville; GM/DCS Mater Private Hospital Bundaberg; GM Mater Private Hospital Mackay ● Mater Ministries and corporate support services 	<ul style="list-style-type: none"> ● Professional bodies, including AHPRA ● Universities and professional colleges ● Primary Health Networks and General Practitioners ● Government and non-government agencies, including but not limited to: Australian Government Department of Health and Aged Care, ACSQHC, Department of Health, Queensland, and Independent Health and Aged Care Pricing Authority ● Other key external stakeholders and bodies as appropriate

SELECTION CRITERIA

Qualifications

- Tertiary qualifications in business related, healthcare management or human behaviour discipline
- Significant experience in leading:
 - A large integrated workforce comprising of both clinical and non-clinical team members; and
 - Multiple acute care facilities and/or a state-wide hospital network
 - Significant experience in leading both private and public acute services

Skills, knowledge, and experience

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| <ul style="list-style-type: none"> ● Deep understanding of Mater's identity and a strong commitment to lead and role model the Mater Mission, Vision and Values ● Effective understanding of Australia's public and private health system, and the opportunities and challenges facing it - domestically and globally ● Strong skills as a contemporary leader, and a demonstrated ability to build and maintain high performing, cohesive and collaborative teams where team members are supported to maximise their potential ● Successful history in working closely with a range of internal and external stakeholders, including clinicians, to achieve common goals | <ul style="list-style-type: none"> ● Awareness of, and experience in, developing public funding and service agreements, including negotiation with HHS, Department of Health and other government bodies ● Demonstrated experience in leading major change and achieving cultural alignment in a healthcare environment ● Highly developed communication (written and oral), interpersonal, strategic planning, negotiation, risk management, data, and research interpretation skills ● Skills, experience and accreditation in process and service improvement methodologies, such as Lean Thinking and Six Sigma |
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