**Position Description**

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| **Position Title:** | **Finance and Operations Manager** | | | **Agreement:** N/A | |
| **Location:** Mater Private Hospitals of Central Queensland | | | | **Classification:** N/A | |
| **Ministry/Business Stream:** Health | | | | **Reports Authority:** in accordance with the organisational structure | |
| **Original Date:** 03/21 | | **Version No:** 2 | **Revision Date:** 09/22 | **Position No.:** Not Unique | Page 1 of 2 Page/s |

**1.0 Behavioural Standards:**

The Finance and Operations Manager shall adhere to the Mater behavioural standards that include the Mater Mission, Values and Code of Conduct as well as any other relevant professional and behavioural standards, translating these into everyday behaviour and action, and holding self and others to account for these standards.

**2.0 Position Statement:**

The Finance and Operations Manager, as part of the relevant Mater Private Hospital Leadership team, is responsible for planning, reporting and analysis on the use of financial resources, monitoring of Hospital budget and key performance indicators, including performance and management reporting to the Mater Misericordiae Limited (“Mater”) Health Executive in accordance with Mater and Hospital financial management policies, procedures and work instructions. The Finance and Operations Manager is also responsible for some non-clinical operational functions of the Hospital, including, but not necessarily limited to, patient administration and hotel services (collectively referred to as “Operational Services” throughout). 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.

The role reports to the Executive Officer of the Hospital and has a dual reporting line to the Director of Enterprise Performance Management in the Mater Finance Team enabling reciprocal financial influence and stewardship in strategic and operational planning and implementation for the Hospital and Mater that supports business growth, change and/or sustainability. The identification and development of operational and clinical service growth, infrastructure planning and commercial opportunities shall be managed in collaboration with the Executive Officer and the State Health business development and performance Directors.

**3.0 Key Effectiveness Areas:**

3.01 Mission & Values

3.02 Financial and Business Management Outcomes

3.03 Interprofessional Leadership

3.04 Service Outcomes

3.05 Operational Outcomes

3.06 Quality, Risk Management and Governance

3.07 Other Responsibilities

1. **Key Position Responsibilities:**
   1. **Mission and Values**

* Promote and adhere to the Mission and Values of Mater Misericordiae Limited;
* Participate in Mater celebration and traditions; and
* Attend Mission formation as required.

**4.2 Financial and Business Management Outcomes**

* 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.
* Ensure effective financial and management accounting is consistently applied to all levels of the organisation and that financial accountability and cost centre budgetary controls exist, are monitored and achieved.
* Set the accountability to meet organisation-wide and facility strategic objectives including performance and efficiency targets and other relevant measures to create more effective planning and management.
* Ensure the business has the best insights from the data in multiple systems in the health organisation, including producing dashboards to interpret performance indicators, insightful analysis around performance, and forward-looking predictors or results (both financial and non-financial).
* Support Service Line Management to ensure cost centre managers have a full understanding of the costs and resources for which they are responsible, building accountability and ownership.
* Undertake analysis in conjunction with operational staff to identify duplication of effort or unnecessary costs, inefficient costs, inefficient processes or waste.
* Lead the establishment and maintenance of effective financial management controls; and implement financial risk management and governance frameworks to measure, minimise risks and ensure compliance with relevant reporting requirements and standards.
* In conjunction with Mater Financial Shared Services team, ensure regulatory responsibilities with respect to GST, FBT and medical indemnity are satisfied and adhere to Mater Financial policies and procedures and Australian Accounting and International Financial Reporting standards.
* Support the Mater Procurement and Supply Service team(s) as required to ensure optimal practices are adhered to locally in accordance with Mater policies, procedures and other guidelines;
* Undertake an analysis of purchase of high-value or high-volume supply items in collaboration with Mater Procurement as required;
* Lead and direct improvements in
  + productivity/efficiency;
  + revenue generation and optimisation;
  + value-based investment/disinvestment decisions;
  + financial accountability and budget compliance;
  + application of Mater finance and procurement policies and guidelines;
  + improving value for money and effective use of cash;
  + implementing monitoring tools to measure these strategies.
* Support audit reviews and manage implementation of audit outcomes related to financial and relevant operational service delivery;
* Ensure all operational performance of operational services reporting locally meet agreed service levels and is within operating and capital budgets.
* Support effective resource allocation and ensure staffing models are reviewed and adapted where necessary to ensure service levels are met within financial parameters;
* Asset management, procurement and stock control are planned and coordinated within operating budgets in collaboration with Mater business/ministry leads responsible for service delivery; and
* Annual capital expenditure planning, submission for capital allocation and business cases are prepared for Executive Officer approval.

**4.3 Interprofessional Leadership**

* Support the local leadership team in enhancing their commercial development skills and mindset;
* Integrate values throughout the Operational Services who report locally, daily practices, interactions and decision making;
* Lead the local operational services management team as a role model, mentor and coach, including managing performance and development of operational services staff;
* Positively promote the Hospital and the Mater organisation both internally and externally;
* Develop and strengthen the relationship between the local facility and Mater in the areas of finance, hotel services, and administration services to ensure consistent approach and benefits shared across the Mater;
* Incorporate patient centred care, quality improvement, risk management and governance initiatives into operational practices align with the Operational Services service delivery objectives and goals;
* Develop, implement and achieve the Hospital’s annual operational plan ensuring that it quantifies resourcing, forecasts and business development objectives to meet utilisation KPIs, accreditation and compliance standards;
* Ensure staff are engaged with and have understanding of the clinical, cultural and business performance objectives of Operational Services and understand how each, individually, works towards the delivery of these results; and
* Foster a performance culture of Operational Services that provides a safe environment for people to share information and ideas, report and address risks, and proactively share feedback. This includes open and supportive processes for discussions about care quality and improvement.

**4.4 Service Outcomes**

* Continually monitor opportunities for service improvement with Operational Services and implement action whilst fostering a culture of continuous quality improvement;
* Promote the Hospital’s Services through establishing and maintaining positive working relationships with diverse groups of service partners and the wider community;
* Coordinate the annual review and updating of the Hospital’s facility service plan ensuring patient demographic trends are analysed and service opportunities identified for implementation;
* Review systems, structures, rosters and resourcing of hotel services to optimise cost effectiveness and meet compliance measures; and
* Collaborate with non-clinical service leads from other ministry/business streams to ensure optimal service delivery standards are embedded into the operations of the Hospital and expected outcomes are met.

**4.5 Operational Outcomes**

* Manage and maintain systems to improve services delivery across the Hospital ensuring best practice healthcare, acting on patient reported experience and outcome measures;
* Coordinate development, review and maintaining of Hospital workforce plan in collaboration with Human Resources;
* Assist with the attraction and recruitment of visiting medical specialists to ensure expansion and growth of the Hospital’s clinical services;
* Develop and maintain relationships with the management of local HHS’s and promote opportunities for integration and collaboration between public and private health services;
* Ensure communication within Operational Services and other stakeholders is collaborative, demonstrating genuine engagement and is outcome focussed;
* Performance expectations are embedded at the individual and work area level with clear pathways for support and guidance established and utilised;
* Ensure 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;
* Develop and maintain staffing forecasts, including volume and skills mix measures, at least 3 months in advance; and
* Meet enterprise agreement and other legislative obligations and organisational objectives with regards to rostering, leave management and payroll activities.

**4.6 Quality, Risk Management and Governance**

* Ensure the clinical and professional governance framework for all Operational Services is embedded in all operational practices;
* Ensure work health and safety leadership is embedded throughout the Operational Services with staff safety and incident reporting a standing agenda item for staff meetings; and
* Ensure incident reporting and resolution is monitored and informs quality improvement activities in accordance with procedural requirements.

**4.7 Other Responsibilities**

* Accept, adhere and promote workplace safety in accordance with the relevant legislation, standards, policies, procedures and model guidelines that promotes ‘zero harm’ for staff and ‘zero preventable harm’ for patients;
* Participate in creating an environment that strives for customer satisfaction;
* Participate in meetings and forums as required;
* Foster a cooperative work environment and maintain open communication through effective interpersonal skills and appropriate forums;
* Participate in and recommend quality activities aiming to improve work practices to exceed customer expectations;
* Fulfil required corporate, mandatory and other education and/or professional development and competency requirements within stipulated timelines;
* Accept individual responsibility and accountability for own performance and professional development;
* Accept and adhere to all policies and procedures of Mater and your employment location; and
* Undertake other duties/responsibilities as directed by your direct Reporting Authority or other designated authority(s).

1. **Qualifications and Experience:**

### Essential qualifications

5.1 Relevant tertiary and/or postgraduate qualifications in accountancy, economics, commerce, finance or a related discipline; and

5.2 Professional standing for current membership or eligibility for membership of a recognised Australian accounting body.

**Desired qualifications**

5.3 Masters of Business Administration.

**Experience**

* 1. Extensive experience in budget management, financial management and development and implementation of financial management policy, systems, controls and reporting arrangements at a senior level;
  2. Extensive experience in preparing and evaluating complex submissions, developing and negotiating pricing and funding models, and providing high level strategic advice on budgeting, pricing and economic appraisals at executive level;
  3. Ability to ensure that all functions within their responsible services achieve standards and meet key performance indicators;
  4. Experience in leadership and management of operational service managers and their teams; and

5.8 Experience in quality improvement and meeting national standards.

**Skills & Knowledge**

* 1. Previous management experience in a private hospital setting;
  2. Knowledge of healthcare funding models for private and public hospitals;
  3. Have a strategic outlook;
  4. An ability to engage with operational staff;
  5. Good communication skills;
  6. A deep and thorough knowledge of the business and what drives value;
  7. Creativity and innovation; and
  8. Being agile, open to change and a continuous learner.

**6.0 Capabilities**

|  |  | **Required proficiency for Position** | | | | |
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| **Mater’s Core Capabilities** | **Elements** | **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; and * 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; and * 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; and * 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; and * Mobilising and sustaining behaviour change |  |  | 🗸 |  |  |

**Proficiency descriptors**

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

**7.0 Acceptance:**

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| **I have read and understood the stated responsibilities of the position and agree to adhere to same:**  (Signed)  (Name)  \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ (Date) |