**Role description**

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| **Role title:** | Chief of Mission |
| **Level of accountability:** | Director |
| **Mater Ministry:** | Executive |
| **Service Stream/Department:** | Mission |
| **Manager role title:** | Chief Executive Officer |
| **Date created/Reviewed:** | October 2019 |

**Role purpose**

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| The Chief of Mission is a group-wide role responsible for leading strategic and tactical services for Mater’s mission.  The Chief of Mission assists the ministry and senior leaders to sustain, deepen awareness of, and realise Mater’s identity as a healing ministry of the Catholic Church, and supports strategic and operational commitments to our Mission and Values. This senior executive role provides leadership ensuring integration of Catholic ministry identity in all aspects of strategic and operational activities, mindful of the heritage of the Sisters of Mercy, and in accordance with the teachings of the Catholic Church.  The Chief of Mission reports to the Chief Executive Officer and is a member of the Mater Executive team. This role collaborates closely with Mater executives, corporate portfolios and Ministries, to promote a values based organisational culture uniting people around Mater’s mission, vision, values and heritage. |

**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 strategy, described in the table below. Each Mater Person is held accountable for his or 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:

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| **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 (strategic objectives)** | |
| Safety | Every decision and every action taken has safety as its guiding principle. |
| Experience | Consistently seeks to meet or exceed each and every person’s service expectations, each and every time through the provision of differentiated customer service. |
| Quality | Consistently seeks to continuously improve the quality of our service, through contributing to delivering evidence based low variability healthcare |
| Efficiency | Seeks opportunities to deliver services for more people within existing resources, which means being innovative and focussed, and demonstrating strong stewardship of our finite resources. |
| Future viability | Consistently seeks to improve, innovate and evolve, through looking for new trends and opportunities which will ensure Mater can meet the challenges of the future by making sensible decisions today. |
| Internal alignment | Achieve greater alignment across our ministries to make the most of our combined talents and resources.  *Ask: Who else could I involve across Mater to deliver an improved service and better outcome?* |
| External partnerships | Partner with others for the mutual benefit of improving the health of the community.  *Ask: Are there potential partners outside of Mater that would help us to achieve greater things*? |
| Consumer engagement | Organise our services and people to ensure our Mater Moments are compelling and positive for our consumers, across all our services.  *Ask: How can I create a defining Mater Moment that provides a positive experience for our consumers?* |
| Growth and scale | Increase our positive influence on health outcomes by growing our social and geographical reach to consumers.  *Ask: Where can I see opportunities for Mater to grow and gain greater influence on health outcomes?* |
| Financial sustainability | Achieve a profit margin that enables us to invest in sustainable growth and community benefit.  *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?* |
| **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 healthcare. |
| Service and operational outcomes | Leads services and operations in a way that enables safe, highly reliable healthcare delivery, ensures an experience that is exceptional, every time, effectively manages compliance and risk, and achieves strong financial performance. |
| Financial outcomes | 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**

**Clinical and Strategic Outcomes**

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| * Collaborates with Mater executives and other leaders to integrate and steward ministry identity within all facets of strategic, operational and cultural decision-making by identifying the theological, ecclesial, moral/ethical, and social justice implications. * Collaboratively participates in the discernment, due diligence and assessment of new and existing partnerships and affiliations related to Catholic ministry identity, values and cultural compatibility. * Fosters a culture of discernment, identifying decisions appropriate for formal organisational discernment processes. * Leads the strategy and delivery of all Mission and Pastoral care services across Mater, to support and enable the provision of safe, quality, holistic, patient-centred healthcare. * Supports the evidence-based identification and prioritisation of improvements that ensure translation of research and evidence into practice, in order to deliver contemporary cost-effective, consistent, high-reliability clinical care and patient-centred outcomes. * Provides authentic and empowering leadership for shared responsibility in substantively knowing and applying Catholic Church teaching and the Code of Ethical Standards for Catholic Health and Aged Care Services in Australia, in relation to clinical, research, organisational and business ethics, and for discernment in decisions. * Supports clinical ethics consultations and stakeholder engagement, including with key clinicians on ethical issues. * Provides leadership in policies, processes and practices for community benefit, and its positioning within strategic, operational and financial planning of priorities and initiatives. |

**Service and operational outcomes**

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| * Leads the strategy and delivery of an innovative, transformative and cost effective plans for the delivery of mission based and pastoral care services across Mater. * Leads ministry commitment to excellence in pastoral care as a hallmark of spiritually-centred, holistic care and the approach of Catholic healthcare to the care of the human person. * Strategically guides advancement of a system model of pastoral care ensuring its strategic place within care delivery systems in support of person-centred care. * Supports the evidence-based identification and prioritisation of improvements in order to deliver contemporary cost effective, consistent, outcomes in relation to mission services across Mater. * Develops, implements and maintains mission services plans, frameworks, governance and policy. * Collaboratively designs, implements and maintains workforce support mechanisms that best meet the organisation’s requirements. * In collaboration with Mater executives, maintains and strengthens corporate strategic relationships to inform and enhance services. * Analyses business data to inform strategic decisions, respond to issues and trends and maintains and reports on metrics aligned with the Mater’s strategic and operational plans. * Recognises and addresses inefficiencies in service provision, and continuously improves people and organisation processes. * Manages external partners and relationships to ensure they are delivering and supporting Mater’s Mission. * Holds shared accountability for maintaining understanding of the ministry’s origins and heritage, including support for an archives and heritage centre function that facilitates access to accurate, conserved, preserved history of Mater. * Accountable for reporting to Mater Executive team and Board regarding key areas of mission integration, ethics, pastoral care, heritage, community benefit. |

**Financial outcomes**

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| * Demonstrates financial acumen: understands how the organisation works; knowledgeable in factors impacting ministry (governance, community, markets, technologies, competition); balances financial, operational, clinical and organisational perspectives. * Actively manages divisional strategic and operational budget, resource assets and leave requirements/liabilities to deliver strong financial performance. * Contributes to strategic decision-making and identifies strategic and operational opportunities for improved financial outcomes through optimised cost performance and controlled spend. * Identifies strategic and operational opportunities for improved financial outcomes through oversight of program and project delivery and commercially focused management, including disciplined and rigorous approaches to business cases, project cost and resource management and benefits realisation evaluation. * In collaboration with Finance, Strategy and other key stakeholders, ensures the establishment and implementation of processes and policies relating to monitoring, evaluating and reporting on community benefit. |

**Compliance and risk**

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| * Leads a consistent and disciplined approach to risk, including identifying and proactively managing strategic and operational risks related to mission services through effective governance systems and processes. * Oversees policies and programs at Mater to ensure the Mercy tradition and heritage, and Catholic teachings is reflected across Mater. * Manages compliance and risk, in part by ensuring direct reports fulfil mandatory and professional competency requirements, that audits are completed in a timely fashion and endorsed recommendations implemented, and that risks assigned to the mission division receive prompt and effective action. * Ensures all staff are aware of and adhere to work health and safety (WHS) policies and procedures. * Supports and participates in all matters of ethical clinical governance at Mater. |

**Interprofessional leadership**

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| * Sets a clear strategic direction for the function; constructs clear operational and action plans and translates these into concrete performance and development objectives that align with the delivery of Mater’s strategy. * Effectively represents, negotiates with and influences colleagues and peers to catalyse and embed change that reflects ministry identity and values and advances a transformational vision. * Effectively manages key relationships across peers and clients throughout Mater, across service streams and functions. * Collaborates in the development of policies and practices as an advisor and support to executives and leaders. * Ensures development and succession plans are in place and actioned for own role and those of direct reports where possible. * Collaborates with the Queensland Bioethics Centre in planning and assessment of ethics education, consultative services, development of ethics policies. * Fosters through ministry formation, the deepening of the identity as a healing ministry of the Catholic Church which extends the ministry of Jesus as healer, the Catholic social tradition, solidarity with those most vulnerable and affected by poverty, servant leadership, theological and spiritual reflection, ethics, and more. * Works collaboratively with Mater Education and Mercy Partners in strategic planning and fostering of ongoing ethics education and formation opportunities so that these elements are embedded in employee training and practices. * Supports Mater executives in fostering ongoing collegial relationships and communications with the local Diocesan Ordinary or his delegate, other diocesan leaders, and canonical sponsors, accurately identifying topics that should be brought to their attention. |

**Performance and accountability**

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| * Ensures direct reports have clear tasks and accountabilities associated with their roles and these are communicated and understood. * Guides, coaches and provides rapid, respectful, constructive feedback to direct reports in relation to their performance and behaviour. * Consistently and visibly applies the Mater Values, Code of Conduct and Performance frameworks to address inconsistencies in behaviour, practice or performance, including formal performance management of direct reports where required, in order to role-model and strengthen Mater’s cultural focus on accountability and feedback. * Identifies, reports, responds to and rectifies Work, Health and Safety (WH&S) concerns from within own reporting structure. * In collaboration and alignment with Mater executives, defines a comprehensive direction, priorities and accountabilities for ongoing ministry formation for leaders, employees, and governance. * Promotes a culture of diversity and inclusion, inviting appreciation for different faiths, traditions, beliefs and cultures. * Contributes to an organisational culture and environment in which all persons find meaning and purpose in work, to connect with their values, and to find fulfillment and strength for their commitment to serve. |

**Qualifications**

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| What qualifications does the incumbent need to do the job? |
| **Essential** |
| * Minimum of seven (7) years of experience in a significant leadership role with strategic decision-making responsibilities in a related field(e.g. pastoral care, healthcare management), including three (3) years of supervisory/management experience. * Well formed in the Catholic tradition, or experience working in a Catholic ministry. * Formal qualifications in healthcare management, theology, spirituality, behavioural or social science, ethics, or related field. * Evidence of authentic and mature personal spirituality. * Evidence of collaborative, influential and engaging servant leadership style. * Evidence of commitment to serving those who live in poverty and who are vulnerable. |

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| **Desirable** |
| * Preference for experience in healthcare. * Masters degree in healthcare management, theology, spirituality, behavioural or social science, ethics, or related field. |

**Clinical / technical competencies**

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| * Proven ability to provide an authoritative assessment and advice on all mission related matters. * Evidence of proven record of senior leadership, strategic level experience in a large, complex and geographically dispersed organisation. * Demonstrated ability to provide proactive and honest insight into people and organisational issues from the mission and pastoral care perspective. |

**Capabilities**

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|  | | **Required proficiency for role [[1]](#footnote-1)** | | | | |
| **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  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

   [↑](#footnote-ref-1)