

## Role description

<b>Role title:</b>	<b>Private Practice Manager</b>
<b>Level of accountability:</b>	Team Leader
<b>Mater Ministry/Division:</b>	Mater Group
<b>Department:</b>	Mater Young Adults Services and Mental Health Services
<b>Manager role title:</b>	Operations Manager, Catherines House
<b>Date created/Reviewed:</b>	11/06/2024

### Role purpose

The Practice Manager plays a key role in the delivery of exceptional services to Mater Patients and their families and our staff. The core function of the role is to:

- The Private Practice Manager leads the delivery of exceptional administrative service and support to Mater patients, relatives and clinical and non-clinical staff.
- The core function of the Private Practice is to provide specialised knowledge in administration tasks and provide guidance to administration staff in Catherines House and Emotional Health Unit whilst managing day to day operational requirements. There is a specific focus on efficiency with private practice suites inclusive of practice management systems inclusive of software and optimising operational processes and optimal use of resources, both human and material to achieve revenue and sustainability of private practice.
- In this role, it is expected to not only manage the day to day administrative operational efficiently, but to contribute to the wider strategic direction decision making, foster collaborative relationships and ensure a high level of accountability and performance within the teams. Continuous improvement, compliance and financial acumen are also key aspects of this role.
- In summary this role involves overseeing various aspects of administration operations, focusing on financial and operational efficiency, resource optimisation, data quality, employee and private practitioner engagement and ensuring high quality work standards. Collaboration with other coordinator and manager roles is crucial for aligning strategies with the broader objectives of the organisation.

### 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.
External partnerships	Partner with others for the mutual benefit of improving the health of the community.
Consumer engagement	Organise our services and people to ensure our Mater Moments are compelling and positive for our consumers, across all our services.
Growth and scale	Increase our positive influence on health outcomes by growing our social and geographical reach to consumers.
Financial sustainability	Achieve a profit margin that enables us to invest in sustainable growth and community benefit.

## Role specific expectations

### *Leadership*

- Overseeing the delivery of services across Private Practice in Catherines House, Emotional Health Unit and other mental health services as they emerge.
- Recruit, onboard, lead, coach and provide feedback to new team members to promote an integrate high performing private practice.
- Manage and develop strategies to address issues, conflicts and facilitate the establishment of a contemporary multidisciplinary private practice.
- Foster a positive work environment and culture by engaging with employees and private practitioners and addressing their concerns, thus ensuring high levels of engagement.

### *Collaboration and Coordination*

- Develop and manage high level relationships with internal and external stakeholders to implement effective service objectives.
- Coordination and determine priorities and timelines to establish integrated systems across mental health private practice.
- Lead the development of contemporary practice management systems including administration, stakeholder engagement and human resource management.
- Flexibly approach tasks and accountabilities within the scope of the role
- Facilitate the onboarding of private practitioners inclusive of attraction and retention activities and contract management in supporting sustainable private practice.
- Managing staff schedules (rostering) and participation in recruitment and contractual arrangements of private practitioners inclusive of Medical and Allied Health staff
- Lead the implementation of practice management software to ensure contemporary approaches in delivering private practice with clients, their families and practitioners is facilitated to a high standard.
- Coordinate event management for professional development activities and integration private practice in the sector in promoting Mater and the private practice suites.
- Establish and maintain effective relationships with key stakeholders and the multidisciplinary teams both within Mental Health and across the organisation.
- Actively partner with consumers and patients as well as inter professional colleagues, to determine service and operational objectives that deliver exceptional patient experience and outcomes, every time

### *Continuous Improvement*

- Evaluation of employee performance, identifying areas of improvement and continuous quality enhancements to private practice in delivering contemporaneous private practice in mental health
- Use advanced knowledge of policies, procedures, work instructions and relevant legislation to provide expert advice to staff in maintaining efficient and effective administration functions.
- Use advanced technological systems that promote efficient administration systems including billing, scheduling and engagement with practitioners.
- Apply subject matter expertise in the development, review and implementation of policies and systems that support private and public practice in Mental Health care.

- Develop novel and contemporary solutions to ensure health services are meeting the organisational objectives.
- Supports the evidence-based identification and prioritisation of improvements that deliver cost effective, reliable and quality patient experiences.
- Lead a high level of workplace health and safety practices to promote a safe working environment.
- Effectively embeds change management practices and collaborates to develop contemporary administration systems that deliver on revenue imperatives and supporting patient access service objectives.

#### *Performance and Accountability*

- Act autonomously within guidelines, coordinating resources for strategic outcomes.
- Provide high level of administrative advice to stakeholders.
- Lead a team in line with business requirements, exercise judgement and initiative in problem identification and resolution.
- Apply lateral thinking to problem solving taking into account procedures, precedents, rules and guidelines.

#### *Financial Outcomes*

- Responsible for coordinating the effective delivery and sustainability of private practice within the allocated budget.
- Contribute to the Strategic decision making and identifying operational opportunities for improved financial outcomes.

## Qualifications and Experience

### Essential

- *Prior experience in working in a complex and busy clinical service that delivers both private and public mental health and or complex care*
- *Prior administration management in a health care practice*
- *High level office and administration systems management skills*
- *Financial acumen and detailed knowledge of health-related funding arrangements and terminology*

### Desirable

- *Minimum of two years' experience leading a large team within a health setting*
- *Qualification in Business Administration (or similar) highly regarded*

## Skills / technical competencies

- Proven experience managing a team within a medical/ health care service.
- Demonstrated experience in human resource management and leadership in a health setting.
- The ability to be agile, resilient and balance conflicting demands across services.
- Demonstrated ability to operate in a team environment and autonomously using initiative, sound reasoning and strong decision-making skills.
- Deliver a patient centric approach to service delivery.
- Demonstrated experience of utilising contemporary practice management software systems
- Possess excellent written and verbal communication skills.
- Support and coach team members through conflict resolution processes
- Display strong attention to detail with the ability to analyse information to identify problems and develop novel solutions across service streams

## 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