



Position Description

Head of Hospitals

Wesley Hospitals
February 2021

Agreement

Signed – Manager

Signed – Employee

Date

Date

Do all the good you can
because every life matters



Head of Hospitals

Wesley Corporate

1 Overview of Wesley Mission

Wesley Community Services Limited, a company limited by guarantee pursuant to the Corporations Act 2001, is a Public Benevolent Institution operating as Wesley Mission to deliver services and programs to provide direct relief of poverty, sickness, suffering, distress, adversity, disability, destitution, and helplessness in New South Wales and other parts of Australia as inspired by the work of Jesus Christ in word and deed. Our vision is to:

“Do all the good you can, by all the means you can, in all the ways you can, in all the places you can, at all the times you can, to all the people you can, as long as ever you can”.

Out of Christian love and compassion we are driven by Christlike servant hood, unfailing integrity and courageous commitment.

The organisational plan is based on four key result areas, namely:

- our patients
- our people
- our operations
- our financials.

Our position descriptions and performance plans are aligned with these four key result areas.

2 Overview of Wesley Hospitals

Wesley Hospitals believe in providing every opportunity for people to live happy and fulfilled lives. We are committed to finding innovative and flexible ways to provide quality treatment programs and support for people to ensure positive outcomes for patients, families and carers.

3 Overview of role

The Head of Hospitals has the responsibility for ensuring that the delivery of residential and day programme mental health services meets the expectations of our patients and other stakeholders through a model of patient centric care. This will be achieved through leading a focus on embedding a culture within the Hospital teams that reflects the vision and values of Wesley Mission. Overseeing the implementation of the Wesley Mission Clinical Governance Framework will be critical to the success of the role. The role requires a sound working knowledge and understanding of how to create high performing teams and influence for change

As a member of Wesley Corporate, the role will contribute to the strategic direction of the portfolio.



4 Relationships

Reports to: General Manager, Wesley Corporate

Direct reports: Director of Clinical Services, Wesley Ashfield Hospital
Director of Clinical Services, Wesley Kogarah Hospital
Quality, Risk and Compliance (QRC) Specialist
Business Manager
Medical Officers

5 Major role responsibilities

5.1 Our clients

- ensure Wesley Hospitals assists all our patients at the highest standards of support and care supported by contemporary mental health and addictions practice guidelines
- be able to demonstrate, through measuring and reporting, the impact of the services provided on the wellness of our patients
- ensure that the number of patients or occasions of service meets business plan expectations
- works collaboratively with the QRC Specialist to ensure that there are appropriate mechanisms for patients to provide feedback on the services they receive
- ensure that mandatory reporting guidelines are understood by all workers and adhered to
- provide clinical leadership in Root Cause Analysis (RCA) activities as required
- works collaboratively to ensure that the portfolio proactively supports the Wesley Mission strategic objectives
- be a strong ambassador for the Wesley Corporate team.

5.1.1 Performance Measures

- regular reporting of agreed indicators
- high patient satisfaction as measured and benchmarked through regular surveys
- year on year growth in number of patient services

5.2 Our people (our team)

- provide leadership in implementing change management strategies to develop patient focussed teams within the hospitals
- oversee the recruitment, development and retention of effective and motivated workers across all areas of the hospitals
- create a team culture of inspiration and passion for Wesley Mission
- promote and ensure adherence to Wesley Mission brand by all members of the team
- monitor and manage allocation of activities and resources to support delivery of Wesley Hospitals' Business Plan



- ensure all Human Resource (HR) policies and procedures are understood and adhered to, and seek consultation with the HR department as required
- set KPIs by department and for individual workers and document within Employee Contribution and Development Plans
- on a regular basis, conduct and document individual meetings with direct reports and facilitate feedback to ensure employee satisfaction and performance in line with Wesley Mission's ECD process
- ensure position descriptions for all staff are kept up-to-date and provide staff with clear role expectations, career training and development and career growth opportunities.
- regularly report to your manager on team issues such as resourcing needs, performance, training/development, disciplinary action, leave, Work, Health & Safety issues etc
- identify and recommend opportunities to increase team engagement
- attend all scheduled meetings and conduct regular meetings with your team.

5.2.1 Performance Measures

- 80% worker retention rates
- high worker engagement as measured through the VOICE surveys, including pulse surveys
- reduced number of worker grievances and incidents including Workers Compensation claims
- reduced reliance on casual and/ or agency workers year on year

5.3 Our operations

- ensure a strong quality and continuous improvement focus within the hospital teams
- ensure that the Wesley Mission Clinical Governance Framework is embedded into day to day practise models reflected through policy, procedures and reporting processes
- develop and implement strategies designed to meet business growth targets, including identifying new and emerging market streams that are aligned with the hospitals' purpose
- actively engage with the marketing team to ensure appropriate and effective marketing of the hospital's services
- develop and monitor progress of an annual Business Plan
- ensure sufficient numbers of psychiatrists are recruited so that occupancy targets are met
- participate in regular forums and meetings relevant to the management of a hospital i.e. Medical Advisory Committee, Patient Safety Committee etc
- work collaboratively with all relevant stakeholders to ensure compliance against the National Safety and Quality Health Service (NSQHS) Standards
- ensure hospital registration and licensing requirements are being met
- participate in identifying funding opportunities and the preparation of funding applications
- ensure that all service agreements, purchasing agreements and contracts related to the delivery of services are executed within the Wesley Mission Chart of Delegations



- be an advocate of the Wesley Mission brand, ensuring brand compliance and use of correct templates.

5.3.1 Performance Measures

- accreditation and registration are maintained
- continuous service delivery improvement is actively demonstrated

5.4 Our financials

- negotiate new Hospital Purchaser Provider Agreements (HPPAs) with private health fund insurers prior to their expiry
- ensure sound financial stewardship within the approved budgets
- in consultation with the relevant teams, develop and manage budgets and forecasts, ensuring that budgets meet the strategic objectives
- ensure that there is capital expenditure / maintenance programme to maintain the hospitals at a standard appropriate to the private health industry
- ensure that all direct reports have a thorough understanding of the financial levers within their budget
- review income and expenditure statements on a monthly basis and develop and implement strategies to address any concerns or anomalies.
- participate in the monthly review of financial results with the finance team

5.4.1 Performance Measures

- achieve budget
- year on year income growth

6 Professional responsibilities

- as directed, other activities to support the delivery of the Wesley Hospital Business Plan and Wesley Mission Strategic Plan, as requested by your manager
- as a worker, be responsible under the Work Health & Safety Act for the health and safety of all persons they come into contact with, during employment. All hazards and injuries must be reported through the normal process as set out in Wesley Mission's Work Health, Safety and Rehabilitation Quality Management System and site procedures
- participate in the review and maintenance of industry specific and internal audit processes, as per Wesley Mission's standard policy and procedures
- in relation to Wesley Mission and the Uniting Church in Australia, attend such functions, meetings, seminars, training courses as directed by your supervisor
- in relation to Wesley Mission attend worship services as encouraged by your supervisor
- participate on a quarterly basis in Wesley Mission's Employee Contribution and Development (ECD) process
- take responsibility for personal career development and training



- participate in Wesley Mission's Orientation and ongoing learning and development program, so as to gain an understanding of, and promote, the application of the EEO, Affirmative Action, Privacy Act, Work Health & Safety Act and other relevant legislation
- administer Wesley Mission's philosophy of care and other relevant policy documents as appropriate
- demonstrate responsible stewardship of all resources, and willingness to report impropriety in keeping with the values of Wesley Mission
- ensure the reputation and integrity of Wesley Mission is maintained at all times
- maintain confidentiality.

7 Selection criteria

To be successful in this position, candidates must possess the following:

Demonstrated behaviours

- experience in a senior management role within the mental health sector, preferably within private health services
- willingness to affirm Wesley Mission's vision, mission and values and enthusiastically advocate our Word and deed ministry
- ability to engage and inspire a passionate team through clear decision making and the provision of a supportive and collaborative leadership style
- demonstrated ability to work unsupervised as well as an effective team player with a positive can-do attitude
- relates well to a range of people with sound listening and problem solving skills
- confident professional with strong initiative and business acumen
- displays emotional maturity and resilience.

Essential skills/knowledge

- current registration in an appropriate clinical discipline with AHPRA
- tertiary qualification in business and/or management
- thorough understanding of the National Safety and Quality Health Service (NSQHS) Standards
- demonstrated understanding of the NSW Mental Health Act 2007 and Regulation 2019
- experience in managing internal and external stakeholders to achieve set objectives
- proven organisational skills, ability to multi-task, prioritise workloads and meet deadlines and budgets
- demonstrable skills in conflict resolution, change management and financial management
- experience in managing a team and developing team for superior performance
- thorough attention to detail
- excellent written and oral skills, public speaking and presentation capabilities



- outstanding interpersonal skills, flexible, patient and ability to relate well to all levels of society that Wesley Mission interacts with
- proficient computer skills in Microsoft Office.

Desirable skills/knowledge

- not for profit or cause related management experience
- an appreciation of the challenges involved in managing a diverse workforce within a not for profit environment.