

Eastern Health

POSITION DESCRIPTION

Position Title:	Operations Improvement Lead
Award Classification:	HS5 (Grade 5)
Award / Agreement Name:	Health and Allied Services, Managers and Administrative Workers (Victorian Public Sector) (Single Interest Employers) Enterprise Agreement 2021 - 2025
Position Reports to:	Deputy Director Operations, Care @ Home & Acute Specialist Clinics – Community & Integrated Care

EASTERN HEALTH – HEALTHIER TOGETHER

Eastern Health is one of Melbourne’s largest metropolitan public health services. We provide a comprehensive range of high quality acute, sub-acute, palliative care, mental health, drug and alcohol, residential care, community health and statewide services to people and communities that are diverse in culture, age and socio-economic status, population and healthcare needs



1. POSITION PURPOSE

The Operations Improvement Lead will work with the Deputy Director Operations and GP Clinic Manager to drive operational excellence, improvement and efficiencies within the Healesville GP Clinic. As part of this role, the Lead will:

- Partner with operational leadership to evaluate current processes, identify gaps, and streamline workflows.
- Lead end-to-end process improvement initiatives using best-practice change management and Eastern Health improvement methodology to reduce inefficiencies and uplift care delivery.
- Engage with the GP Clinic team and other Eastern Health stakeholders to understand frontline challenges and co-design practical, patient centred improvements, ensuring strong communication mechanisms are in place.
- Provide subject matter expertise on general practice operational processes and sector developments to inform decision-making and strategic planning.
- Leverage key performance indicators (KPIs) to assess GP Clinic operations and identify areas for improvement.
- Develop reports and performance metrics to track the effectiveness of operational changes and improvement initiatives.
- Assist with the coordination of RACGP Accreditation preparation activities, in liaison with the Deputy Director Operations, Associate Director Quality & Patient Safety and GP Clinic Manager.
- Provide leave backfill for the GP Clinic Manager, as required.
- Champion Eastern Health values, in particular Learning and Improving Every Day and Partnering in Care.

2. MAJOR DUTIES AND/OR RESPONSIBILITIES

2.1 Leadership

- 2.1.1 **Operations Leadership:** Lead the development of systems, processes and projects required to ensure efficient, effective and responsive operation of the Healesville GP Clinic.
- 2.1.2 **Representation of the GP Clinic:** Provide an expert resource for the Healesville GP Clinic at Eastern Health and advise and represent the Deputy Director Operations, as required, on matters relating to these services.
- 2.1.3 **Efficiency:** In partnership with the GP Clinic Manager, lead and implement measures that assist with the operational and financial management of the Healesville GP Clinic in line with agreed budgetary parameters and performance targets.
- 2.1.4 **Communication:** Ensures appropriate communication to promote regular and transparent communication within the department and with other key stakeholders and timely escalation of clinical and operational risks.

- 2.1.5 **Compliance:** In partnership with the GP Clinic Manager, ensures that the Healesville GP Clinic complies with relevant Acts, Accreditation Standards, Agreements, Commonwealth and State Government Guidelines and Eastern Health Directions, Policies, Procedures, Staff Handbook and Code of Conduct.

2.2 Improving Performance

- 2.2.1 **Continuous Improvement:** Work with the GP Clinic Manager to monitor standards of service and practice through the Care@Home and Acute Specialist Clinics Innovation and improvement Plan (IIP) and Improving Performance Together boards. Promote a culture of continuous improvement utilising appropriate performance improvement and innovation tools, underpinned by Lean Methodology adapted for healthcare and partnership with consumers.
- 2.2.2 **Key Performance Indicators:** Monitor relevant KPI's for the Healesville GP Clinic and report as required on variance. Work with the GP Clinic Practice Manager to manage service performance so that KPI's are met.
- 2.2.3 **Service Performance:** Undertake and lead service improvement projects as delegated by the Deputy Director Operations.

2.3 People and Culture Management

- 2.3.1 **Change management:** Utilises the Eastern Health change management framework to deliver change successfully in an inclusive and holistic manner.
- 2.3.2 **Strategic Workforce Management:** Assist the GP Clinic Manager with staff recruitment and retention strategies for the Healesville GP Clinic in accordance with Eastern Health policies and professional standards. Works with the GP Clinic Manager to ensure work practices are in accordance with industrial agreements (EBA), including but not limited to staff skill mix within the program matched to clinical need.
- 2.3.1 **Workplace Safety:** With the GP Clinic Manager, ensure staff are able to work in a safe and non-discriminatory and harassment free environment. Employ the skills of timely and effective communication with health service and community partner personnel to guide and achieve optimal patient/ performance outcomes.
- 2.3.2 **Workforce Development:** Actively participate in workforce planning and implement strategies appropriate to Eastern Health Care@Home and Acute Specialist Clinics services that align with Eastern Health objectives.
- 2.3.3 **Workplace Culture:** Role model and drive a values-based culture within the Healesville GP Clinic aligned with Eastern Health's values that foster respect, collaboration, innovation and patient-centred care.

2.4 Clinical Practice and Sector Expertise

- 2.4.1 **Sector Expertise:** Possesses extensive, current, sector knowledge and skills – or relationships with relevant stakeholders & resources - to lead and ensure the ongoing development of GP Clinic services. Act as a resource for the Deputy Director Operations and GP Clinic Manager with regard to sector developments and best practice processes and innovations. Engage with relevant professional stakeholders and networks to maintain contemporary business operations knowledge and intelligence.
- 2.4.2 **Governance:** In collaboration with relevant professional stakeholders, ensures that business practices are consistent with best practice, evidence-based care, and relevant Eastern Health policy and procedures, as well as relevant national and state guidelines.
- 2.4.3 **Management of Risks:** Work with the GP Clinic Manager to undertake investigation of operational incidents, complaints and risks that occur within the GP Clinic and provides timely completion of necessary reports against actions to minimise further events or risks.
- 2.4.4 **Service Access and Flow:** Drives effective and timely patient flow through GP Clinic by working collaboratively to optimise patient access initiatives.

2.5 Other

- 2.5.1 All other duties and responsibilities as appropriately delegated by the Deputy Director of Operations.

3 SAFE PRACTICE AND ENVIRONMENT

Occupational Health and Safety

Eastern Health is committed to provide and maintain a working environment for all staff that is safe and without risk to health. All staff are to take care of their own health and safety and the health and safety of any other person who may be affected by your acts or omissions at the workplace. Understand responsibilities and accountabilities to yourself and others in accordance with OH&S legislation and Eastern Health policies and promote a working environment that is congruent with these guidelines. This includes staff reporting of all clinical and OHS incidents and near misses, in particular those related to Occupational Violence, Manual Handling and Slips, trips and falls.

Staff are required to comply with all state legislative requirements in respect to the Occupational Health and Safety Act 2004 and the Workplace Injury Rehabilitation and Compensations (WIRC) Act 2013.

4 TRAINING AND DEVELOPMENT

Relevant, practical and timely education should direct, facilitate, enhance and support the professional growth and practice of employees in a health environment characterised by change. All programs should endeavour to promote evidence-based practice, a problem solving approach and to be competency based.

You are expected to participate in the personal development process on an annual basis.

5 QUALITY

As a staff member of Eastern Health staff are required to comply with Eastern Health performance standards and participate in continuous monitoring and improvement as part of your role. You are also required to comply with legislation, professional standards and accreditation standards.

As a staff member employed by Eastern Health services you must have and maintain the appropriate skills and knowledge required to fulfil your role and responsibilities within the organisation. In addition, you must ensure that you practice within the specifications of this position description, and where applicable within the agreed scope of practice.

You are responsible for ensuring safe high quality care in your work. This will include complying with best practice standards, identifying and reporting any variance to expected standards and minimising the risk of adverse outcomes and patient harm. In addition, you will ensure that service and care is consistent with the Eastern Health approach to patient and family centered care.

6. CONFIDENTIALITY

Any information obtained in the course of employment is confidential and should not be used for any purpose other than the performance of the duties for which the person was employed. Staff are bound by the Information Privacy Act 2000 and the Health Records Act 2001.

7. EQUAL EMPLOYMENT OPPORTUNITY

You agree to adhere to the Equal Employment Opportunity policies and practices of the Health Service. Discriminatory practices, including sexual harassment, are unlawful. The Health Service will not tolerate discriminatory behaviour and any such conduct may lead to the invoking of the Disciplinary Policy and Procedure, which may result in termination of employment.

8. PERFORMANCE DEVELOPMENT

A Performance Review, that includes agreed targets, will occur three (3) months from commencement and then annually on the basis of the duties and responsibilities outlined in this position description. This is an opportunity to review personal and the allocated work unit's service performance, facilitated by the setting of objectives/goals and ongoing evaluation of performance and achievement. Objectives will be developed annually, documented, discussed and agreed with the immediate line manager, who will act as the assessor. The incumbent is expected to demonstrate and show evidence annually of on-going self and allocated work unit's service development.

9. EASTERN HEALTH'S PROMISE

Our promise to our communities, patients, consumers and staff is that we will be **HEALTHIER TOGETHER**. Bolder than a vision for the future, our promise calls us to action. We know that working together is the only way we can achieve what is necessary for a healthier future.

Our values are ones in action and are the behaviours that matter most.

- Respect for all
- Safe always
- Partnering in care
- Learning and improving everyday

Learning from the challenges of the past and looking to the future, we understand that we are building towards a more engaged, more reliable, always safe health service in partnership with our people to improve every day.

10. ATTACHMENTS

- Attachment 1 Key Selection Criteria

11. NOTE

Statements included in this position description are intended to reflect in general the duties and responsibilities of this position and are not to be interpreted as being all-inclusive.

Prior to accepting any offer of employment, prospective employees will be required to read and commit to the Eastern Health Code of Conduct, including (but not limited to) issues of Occupational Health and Safety, Equal Opportunity and Confidentiality.

Vaccination against infectious disease is a mandatory requirement of this role. An offer of employment is conditional on you providing evidence that you are currently vaccinated against COVID-19, prior to commencing employment.

Signed: _____

Date: ____/____/____

INCUMBENT STATEMENT

I _____ (Incumbent Name) have read, understood and accepted the above Position Description and associated Attachments.

Signed: _____

Date: ____/____/____

ATTACHMENT 1

KEY SELECTION CRITERIA

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Essential:

- Previous experience leading high performing teams and/or multiple projects within complex healthcare environments.
- Demonstrated ability to lead and effect significant change in the healthcare environment, including project management, process improvement and/or change management.
- Demonstrated success in leading and working in high performing teams, facilitating sustainable changes with an emotionally intelligent approach.
- Strong understanding of primary care operations and local healthcare industry standards.
- Demonstrated budget management skills, including the ability to manage financial resources to ensure long-term service sustainability.
- Demonstrated high level of analytical thinking and investigative skills involving research, service activity data, benchmarking and resource identification, including innovative service delivery model.
- Demonstrated ability to leverage operational functions to identify and deliver strategic opportunities and outcomes at a local level.
- Demonstrated experience in leading and facilitating continuous improvement for interdisciplinary services using a variety of performance improvement and innovation tools.
- Demonstrated initiative, resourcefulness and commitment to ongoing self-development and learning.
- Demonstrated commitment to service co-design and continuous improvement in partnership with consumers, clinicians and a wide variety of stakeholders along the care continuum.
- Demonstrated ability to be a professional role model for staff and champion Eastern Health values at all times.

Desirable:

- Tertiary level qualification in business or practice management (or working towards)
- Experience as a Practice Manager within a large or multi-site General Practice operational footprint
- Broad health sector expertise and exposure to public health and hospital services, as well as primary care knowledge.
- Skills in using relevant software tools (e.g. Medical Director/Pracsoft, HotDoc, POLAR, Microsoft Office suite).

Aboriginal & Torres Strait Islander Candidates

Eastern Health's Aboriginal Workforce Plan 2023 – 2026 has recently been released. With a strong focus on cultural safety and belonging, actions included in the Workforce Plan provide practical supports for all Aboriginal and/or Torres Strait Islander staff.

An Aboriginal Employment Coordinator is available to ensure each person has culturally safe and positive employee experiences which foster belonging and access to diverse experiences and career pathways.

Should you require further information regarding this position or support to complete an application, please contact the Recruitment Manager for this position or Eastern Health's Aboriginal Employment Coordinator at Aboriginal.Workforce@easternhealth.org.au