



Position Description

General Manager

Agreement:	
Classification:	Dependant on qualifications and experience
Directorate:	Clinical Governance & Business Development
Reports to:	CEO
Direct Reports:	>50 and <200
Budget:	< 20,000,000
Delegations:	TBA

DPV HEALTH VALUES

It is a requirement of all DPV Health positions that work will be undertaken in line with the DPV Health values as follows:

Persistence	Integrity	Compassion	Respect	Responsiveness
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Role Description

The General Manager Clinical Governance & Business Development will provide strategic and operational executive leadership for the organisation's medical, dental, strategy, quality, risk and business development programs.

This leadership role will identify and implement initiatives which positions DPV Health as an industry leader in the provision of high quality, competitive, innovative, sustainable medical and dental businesses that effectively integrate with and support other DPV Health programs and services.

As a commercially astute leader with significant experience across the Primary Care sector, the General Manager will identify and leverage industry trends to ensure DPV Health is well placed to attract new clients and optimise existing client relationships in a complex and evolving industry environment.

Identifying and implementing initiatives to create a customer centric culture that supports business growth and development is integral to the success of this role. Working closely with clinical Directors, GP's, Dentists along with other internal and external stakeholders to realise business development opportunities is imperative.

The capacity to identify and execute strategies to grow revenue and reduce costs are key imperatives for this role.

The meticulous and successful oversight of DPV Health's strategy, quality and risk frameworks such that the client/patient's experience and safety is optimised whilst ensuring strategic outcomes are achieved and organisational risks are mitigated are essential components of the role.

The incumbent will work with the CEO, Executive team and Board to ensure all strategic and operational initiatives are in synergy with the overall strategic directions of the organisation. Being a part of the executive team will also provide broader opportunities within the organisation to contribute to initiatives aimed at strengthening DPV Health's capability to ensure the health well-being of the communities it supports.

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Effective:	Review Due:	Version No V1

Specific Role Accountabilities

Strategy and Planning

- Provide strategic and operational management for DPV Health's medical, dental, strategy, quality, risk and business development programs.
- Identify and leverage industry trends, to implement change management and improvement strategies to optimise the customer experience, maximise revenue, reduce expenditure, mitigate risk and/or stream line processes.
- Research, scope and implement technological solutions to ensure DPV Health is well placed to offer innovative, competitive and sustainable medical and dental programs
- Facilitate partnerships that support improved client outcomes, are mutually beneficial and support DPV Health's strategic and operational objectives

Service Delivery and Development

- Introduce and embed after hours and weekend service provision to meet community needs and optimize revenue opportunities
- Effectively partner with external agencies to maximise medical and dental activity including but not limited to acute hospitals, other primary care providers and Dental Health Services Victoria
- Successfully implement all improvement initiatives including recommendations in the Independent External Review of DPV Health GP Clinics (March 2019)
- Identify, plan, research and prepare successful tender submissions for DPV Health programs.
- Manage the achievement of annual revenue, expense, wages and net profit budgets for assigned programs
- Ensure programs are delivered in accordance with Government and/or other agency requirements
- Develop, maintain and implement systems, processes, policies and infrastructure that deliver the strategic objectives of DPV Health.
- Establish consistent contractual arrangements and performance standards that adhere to the values of DPV Health.
- Successfully engage with key government and industry stakeholders to enhance the reputation and capacity of DPV Health.
- Actively contribute to the broader Primary Care sector on related issues and opportunities

Quality, Risk and Compliance

- Foster a culture that celebrates the pursuit of excellence, innovation and continuous improvement
- Lead and manage the achievement of all accreditation programs across DPV Health.
- Oversee the Risk Management framework so that all risks are identified, controlled and mitigated in timely and effective manner.
- Ensure all consumer feedback is managed as per DPV Health Policy and Procedure.
- Oversee DPV Health's knowledge management system include the development and renewal of policies and procedures

Workforce

- Implement strategies to attract and retain high quality medical and dental staff to support growth targets.
- Establish and maintain GP registrar and other clinician training programs

- Ensure an agile, client centred and skilled workforce is maintained with an appropriate mix full time, part time and casual staff.
- Oversee the delivery of effective staff rostering systems that align with budgets and industry standards.
- Facilitate the sharing of human resources (i.e. staff) and expertise across the directorate.
- Ensure staff are appropriately qualified and/or trained to deliver their roles.

Client Experience

- Lead and manage a customer centric culture which optimizes the client experience.
- Oversee the development of a client framework which ensures the maintenance and enrichment of caring, supportive and mutually beneficial client/carer/family relationships.
- Ensure all customer feedback received is acknowledged, addressed and resolved as per DPV Policy and Procedure

Other duties consistent with the position where required and/or requested by the CEO and Board

CORE GENERAL MANAGER COMPETENCIES:

Service Delivery

- Strategically plan and manage the implement of all services within the Directorate.
- Drive the long term growth and strategic development of the Directorate.
- Ensure DPV Health Annual and Strategic Plan outcomes relevant to the Directorate are achieved
- Drive an ambitious client centric approach and culture.
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- Ensure managers and leaders are supported and empowered to develop their teams and effectively lead services.
- Represent DPV Health and develop and sustain positive relationships with funding bodies and external suppliers, contactors and other relevant organisations and stakeholders.
- Identify, contribute to and respond to key policy directions of governments which impact on services.

Reporting, System and Analytics

- Provide high quality, timely and concise reports for the Board, Sub Committees, CEO, Executive, and External parties
- Ensure the successful & timely coordination of all management requirements to support Board and/or Management Committees as delegated by the CEO, including but not limited to preparation of Agenda's, Minutes and relevant papers
- Be the strategic and authoritative voice on matters as they relate to the Directorate
- Ensure all reporting is accurate and comprehensive
- Meet all contractual reporting requirements
- Promote an outward looking organisational culture, respond to external opportunities and trends with capacity for analysing and forecasting the organisations external environment.
- Actively use and promote the use of DPV Health systems such as VHIMS, MyBookings, Folio, ESS, e3, Gemba, Trim and others.

Financials, Budgets, Target, Funding

- Achieve targets / budgets for your Directorate and negotiate budgetary issues with relevant managers.
- In consultation with the CEO develop and report on an annual framework of key performance indicators for the Service and report against those KPIs on a timely basis.

- Contribute to budget preparation, track and manage expenditure against budget, and actively participate in forecasting
- Identifying opportunities to enhance the financial sustainability and growth of the Directorate.
- Identify opportunities for other funding sources including the preparation of tenders. Work with the CEO and the Executive team to develop costing for tenders and submissions.
- Ensure that all financial transactions are undertaken in line with approved DPV Health policy and delegations.
- Ensure that all contractual requirements are met including budget parameters, service targets and quality expectations.

Clinical Expectations (If applicable)

- Ensure all clinicians and clinical supervisors have appropriate registrations, skills, expertise and experience relevant to their roles.
- Foster a culture of clinical excellence, innovation & research.

Culture, Engagement, Diversity – People Experience

- Demonstrates behaviours aligned with DPV Health Values, Code of Conduct & the DPV Way
- Create and implement a culture of trust, collaboration and ownership
- Initiate, complete and promote the value of regular supervision, annual work plans and undertake annual performance reviews
- Actively participate in and promote all required training, inductions and development. Including ensuring your team completes all required training and demonstrates skills learnt.
- Initiate team meetings and attend organisationally required meetings in a positive constructive manner. Offering balanced views and seeking solutions.
- Develop team members by taking a genuine interest in their career goals.
- Manage the team to ensure productivity is maximised include work force planning, employment arrangements and leave
- Actively supports and demonstrates inclusive behaviour with a zero tolerance for any bullying, harassment and inappropriate conduct
- Act as a role model for the successful implementation and establishment of the Studer Group Hardwiring Excellence Framework “The DPV Way” and other cultural change initiatives.

Health and Safety

- Take reasonable care to ensure no risk of harm to self and others in the workplace. This includes immediately reporting any incidents, near miss, hazards and injuries.
- Comply with relevant Occupational Health and Safety laws, standards, safe work practices, policies and procedures and attend all safety initiatives, improvements & training.
- Act as a role model by demonstrating safe work behaviours and conducting work in accordance with our safety management system.

Risk Management and Compliance – Quality and Accreditation

- Ensure documentation supports organisational standards
- Provide useful performance data and feedback to direct reports and relevant committees and engage staff in identifying and taking appropriate action in response
- Actively identify, monitor and manage areas of key risk and lead appropriate escalation and response
- Actively monitor and improve the quality and safety of their care and services
- Identify risks as they emerge and proactively addressed new and known risks.
- Foster and implement a commitment to continuous improvement within the Directorate

DPV Health Annual Performance Review

Subject to Annual Review by CEO and/or delegate

This position description contains the key responsibilities and associated performance indicators for this position. The list of key requirements is not intended to be complete. Other tasks will be assigned from time to time to meet the needs of the organisation.

Specific actions and objectives of this role will be outlined through the goal setting and review process.

DPV Health Requirements

- Current Victorian Drivers Licence
- Disability Worker Exclusion Check
- Travel and working at DPV Health sites is required
- Valid Working With Children Check
- Satisfactory Policy Check

Authority

The occupant of this position has authority as per the delegation manual.

Key Selection Criteria

Qualifications

- Postgraduate qualifications in Leadership, Health, Human Services or similar.
- Demonstrated extensive experience in a senior health service leadership role
- Demonstrated track record in implementing successful organisational change strategies

Experience & Skills

- Demonstrated extensive executive experience leading primary, allied health or community services in health

Quality and Commercial Focus / Planning and Being Organised

- Strong business/commercial acumen
- Excellent understanding and knowledge of the funding changes impacting the health sector
- Analyse and present complex information in an easily understood and accessible format
- Knowing the most effective and efficient processes to get things done. Speaking up and making suggestions when things can be done better for the client.
- Success in attracting funding for new and existing programs
- Demonstrated experience managing large scale projects and planning timelines, activates, resources and costs.
- Understand the challenges and complexity of providing consistently high-quality support through a culture of safety, transparency, accountability, teamwork and collaboration.

Leading a team

- Demonstrated experience managing health and community services in a not-for-profit primary care setting
- Substantial experience in a senior management role
- Evidence of successful team development and building

- Ability to collaboratively lead a team to success within agreed timelines
- Provide clear direction and support. Manages time, resources, tasks and competing priorities
- Creates a culture and team environment where people are motivated to be their best and help the organisation achieve.
- Ability to set measurable objectives. Planning well in advance and effectively manage timelines, resources, and costs to execute

Leading Change and innovation

- Creates a culture where change is normalised and appreciated.
- Creates new and better ways for the organisation to be successful.
- Not content with the status quo and see barriers as opportunities for innovation.
- Uses initiative in identifying continuous quality improvement opportunities

Client, Quality and Commercial Focus

- Builds client relationships and demonstrated responsiveness to client needs and wants. (Internal and external)
- Ability to understand the client needs and delivery the required service considering costs and funding/revenue
- Demonstrated knowledge and application of quality improvement, risk management and accreditation processes and reporting requirements

Communication and an Interpersonal Approach

- Excellent written and verbal communication skills that communicates with a diverse range of audiences in an informative, engaging and persuasive manner.
- Excellent at developing, establishing and sustaining interpersonal relationships.
- Ability to work under pressure, remain calm, and work and motivate people through ambiguity and the stages of change
- Utilises interpersonal skills and tools to establish constructive rapport with clients from a variety of cultures, religions and socio economic circumstances.