

# Position Description

<b>Position Title:</b>	Manager Chronic and Complex Care Redesign		
<b>Reports to</b>	Executive Director Integrated Care		
<b>Directorate:</b>	Integrated Care		
<b>Business Unit</b>	Redesign		
<b>Number of Direct Reports</b>	2	<b>Budget Responsibilities</b>	To be confirmed

<b>Reviewed by:</b>	Megan McCreddie & Rita Lambros	<b>Date:</b>	22/04/2020
<b>Approved by:</b>	Harry Patsamanis – Executive Director Integrated Care	<b>Date:</b>	4/05/2020

## About EMPHN

With our partners, we will facilitate health system improvement for people in eastern and north eastern Melbourne. In doing this, our five key strategic priorities will be:

1. **Addressing health gaps and inequalities**
2. **Enhancing primary care**
3. **Leveraging digital health, data and technology**
4. **Working in partnership to enable an integrated service system**
5. **A high performing organisation**

Our four organisational values will underpin all work undertaken by EMPHN and our employees.



<b>Leadership</b>	<i>We champion innovation and embrace change which improves our work. We celebrate and build upon our achievements in health care.</i>
<b>Understanding</b>	<i>We listen and respect all perspectives and seek evidence for a deep understanding of each other and our community.</i>
<b>Outcomes</b>	<i>We are accountable for ensuring value for money for our communities, stakeholders and funding bodies. We focus on high impact, equitable health care solutions that increase efficiency and reduce waste</i>
<b>Collaboration</b>	<i>We enable those who touch the system to design the system through sharing knowledge, evidence</i>

## Purpose of Position

The purpose of the position is to provide expertise, strategic leadership and engagement in the areas of chronic and complex care. The Manager will develop effective relationships with critical stakeholders to facilitate the development and implementation of initiatives that transform and improve the efficiency and effectiveness of chronic and complex care services within EMPHN catchment. In doing this, the Manager will provide program level expertise for EMPHN and effectively lead, manage and coach the Redesign team to drive commissioning of initiatives that improve care and support people with chronic disease and/or complex health needs. The Manager will look to enhance primary care and address health gaps within our catchment with a focus on better care integration.

## Key Relationships and Stakeholders

### *Internal*

- Board of Directors
- CEO and Executive Management Team
- Senior Leaders at EMPHN
- Employees and Contractors
- Consultants

### *External*

- Health Care Providers and General Practice
- Collaborative, Clinical Council & Community Advisory Committee
- Representatives of Local Hospital Networks
- Suppliers and Health Care Representatives
- Government and Community Stakeholders

## Accountabilities

### Strategy

- Lead the development and implementation of a strategic framework that aligns to EMPHN's transformational agenda, focusing on "addressing health gaps in inequalities"; integrating health care and improving patient experience and health outcomes and on those with chronic or complex care needs.
- Manage, lead and coach the Redesign team to build capacity to implement key initiatives and commissioning activities that will redesign care in alignment with EMPHN's transformation agenda.
- Champion and lead integration and improvement activities across EMPHN and enable cross-functional teams to contribute to the strategic direction of chronic and complex initiatives.
- Participate in, and where appropriate lead the commissioning cycle including problem definition, diagnostics, designing solutions, performance monitoring along with improvement and evaluation.
- As a senior leader, actively contribute to broader organisational issues and ensure that an improvement and integration perspective is provided on important matters.
- Lead and support the development and ongoing participation of EMPHN in the Primary Care Collaboratives across the catchment.

### Innovation

- A strong understanding of new and emerging models of care and how they become meaningful for the EMPHN population and service system.
- Identify priority areas within the catchment and utilise this to define redesign and improvement opportunities.
- Proactively approach and secure new opportunities within the EMPHN catchment with partners, stakeholders, community groups/individuals to improve chronic and complex care initiatives within the catchment.
- Be a strong advocate for change and innovation in this space across the catchment.
- Actively seek innovation funding from a variety of sources as deemed necessary.
- Be a strong advocate for change, both internally and externally, for new health initiatives with the quadruple aim of improving patient and clinician experience, improve health outcomes, and increase value.

### Stakeholder Engagement

- A subject matter expert in chronic disease and complex care with the ability to effectively engage stakeholders.
- Foster strong partnerships between EMPHN and local communities, health professionals, health care service providers, consumers and patient groups.
- Drive effective relationships and communications ensuring EMPHN remains a trusted advisor to stakeholders.
- Champion the central role of Chronic and Complex Care to achieve overall health system improvements.
- Maintain strong strategic relationships with delivery partners, commissioning agents, funding entities and Health Networks in delivering innovative solutions for the catchment in chronic and complex care.

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- Communicate and consult widely with key stakeholders across the catchment to ensure health initiatives are leveraged and health gaps are addressed particularly in the areas of chronic and complex care.
- Build effective partnerships to improve the readiness of stakeholders to engage in EMPHN led initiatives.
- Obtain regular feedback from internal and external sources to identify areas for improvement.
- Work with internal and external stakeholders, using a co-design methodology, to develop solutions.
- Represent the organisation effectively by actively promoting and developing the identity of EMPHN to all stakeholders including local and regional health related organisations and the broader community.

### Financial

- Effectively manage budgets to ensure the short and long-term viability of the function.
- Ensure the overall efficient and cost-effective use of team resources to achieve business and financial outcomes.
- Developing and implementing strategies for identifying and obtaining additional funding sources.
- Ensuring the team's commissioning activities achieve value-for-money.
- Assist in the development of annual budgets that support the initiatives and commissioning activities of the redesign team.
- Work with the finance business partner to manage the budget.
- Ensure delivery of Annual Work Plan to time and budget.

### Contract Management, Procurement, Compliance and Reporting

- Ensure effective working relationships are developed and maintained with the relevant teams to enable effective procurement, contract management and commissioning process are completed annually.
- Ensure procurement and contract management of services/initiatives by the Redesign team are undertaken in accordance with EMPHN policies and procedures.
- Oversee the monitoring and evaluation of service providers in accordance with contractual arrangements.
- Ensure contracted providers comply with EMPHN's clinical governance, quality and safety requirements.
- Providing timely reporting, along with strategic and tactical advice to the Executive Director relating to operational and financial performance, program delivery planning and management responsibilities in accordance with agreed performance measures.
- Providing timely and accurate reporting to key stakeholders as required, including the Board, the Executive Team and other internal and external stakeholders including the Australian Government's Department of Health, in compliance with regulatory requirements.

### Leadership

- Take a proactive approach to health, safety, wellbeing and environment initiatives at EMPHN.
- Model behaviours consistent with EMPHN values and enable a workplace culture of high performance.
- Work towards the achievement of EMPHN Mission and Vision and the attainment of our key Strategic Priorities.
- Provide inspirational leadership that builds a positive team culture and motivates individuals to achieve.
- Lead the team with innovative approaches to delivering on business imperatives and programs enhancing EMPHN as a leader in the delivery of chronic disease and complex care across the catchment.
- Participate in regular performance reviews and demonstrate a willingness to close learning and capability gaps.
- Participate in regular team meetings and other organisational and stakeholder meetings as required.

## Qualifications

- Relevant tertiary qualifications in a clinical or allied health qualification or discipline is essential
- Post Graduate qualifications in Redesign, or Project Management are desirable but not essential

## Knowledge, Skills & Experience

### Leadership, Management and Strategy

- Proven experience in building high performance teams across not-for-profit organisations.
- Previous success as a seasoned leader and functional manager in the sector.
- Models behaviours that represent a genuine intention for equity, diversity and inclusion.
- Proven experience in managing change, organisational leadership and innovation.
- Strong leadership, coaching and mentoring skills with the ability to build the capability of a team.
- Ability to develop and lead the implementation of a strategy in a collaborative manner.
- Proven experience in leading change management initiatives in a not-for-profit organisational environment.

### Business Improvement and Innovation

- A proven track record in operational and financial management, business planning, and continuous improvement.
- Ability to identify and operationalise development opportunities, taking into account core issues that exist within the health sector.
- Ability to identify and prioritise issues when leading transformative change.
- Experience in commissioning services and contract management is highly desirable

### Stakeholder & Relationship Management

- Significant demonstrable experience in building partnerships with government, stakeholders and internal managers to enable delivery of organisational priorities to be achieved.
- Strong influencing skills with a proven ability to build effective relationships across a broad range of stakeholders.

### Engagement and Communication

- Superior verbal and written communication skills to enable ideas and opinions to be expressed clearly and effectively, including the preparation of well-structured, accurate and concise communications.
- Strong interpersonal and influencing skills to gain the acceptance, support and cooperation of others to further strategic opportunities in health system redesign

### Health system knowledge

- Proven knowledge and demonstrable experience of the health sector, as it relates to chronic disease management including funding models, service pathways and acute/primary care interface
- Experience working in a health environments (acute, primary care, community health) or similar services dealing with people with chronic and / or complex needs is highly desirable.