

## POSITION DESCRIPTION

<b>Position:</b>	Executive Director Patient Experience
<b>Directorate:</b>	Chief Executive Office
<b>Division</b>	Office of the CEO
<b>Business Unit:</b>	Patient Experience
<b>Reports to:</b>	Chief Executive Officer



### MILDURA BASE PUBLIC HOSPITAL

Mildura Base Public Hospital (MBPH) was established as a new entity in September 2020. From day one, MBPH has aspired to provide exceptional patient care and be a leading healthcare provider in the north west of Victoria, known for its high level of professionalism, quality care and community engagement and positive and aligned workplace culture.

MBPH employs over 1,000 staff and has 172 beds and provides a range of acute services in emergency, maternity, intensive care, rehabilitation, community services, psychiatric in and out patient care, palliative care, renal dialysis and chemotherapy service to the people of North West Victoria. The hospital also provides medical imaging and pathology services.

### VISION

Mildura Base Public Hospital – providing exceptional care.

### PURPOSE

To improve health outcomes for our tri-state communities by creating partnerships, leading culture and building our team to deliver sustainable services.

### VALUES

All employees of the Mildura Base Public Hospital are required to uphold the HEART values of our organisation. For information on our **HEART** values and the expectations to uphold the values, please refer to **page 8** of this document.

### STRATEGIC PRIORITIES

MBPH’s strategy aligns over four pillars:

Our Vision **Mildura Base Public Hospital – providing exceptional care**

<p>Strategic pillars</p> <p>We achieve this by...</p>	<p><b>Caring for our community</b></p> <p>Ensuring our focus is on person centred care.</p> <p>Using best evidence-based practice to deliver exceptional care.</p> <p>Empowering our communities to manage and improve their health and wellbeing.</p>	<p><b>Aspirational through our culture</b></p> <p>Leading a values based, accountable, quality &amp; safety culture.</p> <p>Continuous improvement of service delivery and provision of care. Operating safely and efficiently with a skilled and effective workforce.</p> <p>Being an employer of choice, enabling our staff to be at their best.</p>	<p><b>Trusted in our relationships</b></p> <p>Community have an understanding of our role and confidence in our services.</p> <p>Partnering across sectors to strengthen our services.</p> <p>Addressing our communities shared challenges in partnership by applying innovative solutions.</p>	<p><b>Sustainable in our Services</b></p> <p>Reinvesting in the community and its wellbeing through sustainable models of operations.</p> <p>Delivering and supporting shared services to improve access to the best and right care.</p> <p>Strengthening our planning approach with the patient at the centre.</p>
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## **POSITION SUMMARY**

The Executive Director Patient Experience (EDPE) is an integral role to ensure MBPH achieves its overall vision and purpose by ensuring the patient is at the centre of everything MBPH does. It also forms part of the MBPH's overall senior management team reporting to the CEO and working alongside six (6) other Executives and Directorates who share the importance of understanding that patient experience is everyone's objective at MBPH. The EDPE provides strong leadership, having professional leadership responsibility of the nursing and midwifery functions and allied health disciplines across MBPH.

The EDPE has strategic and operational oversight and line management responsibility and accountability for the following divisions:

- Professional nursing and midwifery and allied health leadership
- Patient Safety and Improvement;
- Aboriginal Health Unit;
- Allied Health, Community and Day Services; and
- Clinical Learning and Development.

The EDPE is an outcome focused individual who is accountable for the provision of exceptional patient care within MBPH, ensuring that patients are undergoing appropriate and safe treatment that is applied at a consistent level and that is patient-centric.

It also plays an important role in contributing to the development and implementation of strategies to meet the health needs of the community and that are consistent with MBPH's strategic and operational plans as well as the Department of Health plans including the Statement of Priorities and relevant targets and key performance indicators.

The EDPE works closely with the Executive team and other operational Directors and leaders in the management of the health service. They also play an integral role in contributing to and building MBPH's organisational culture and role modelling the HEART values to ensure that we maintain our values led and aligned culture.

All staff at Mildura Base Public Hospital must have the personal qualities, knowledge and skills as described in the Mildura Base Public Hospital Heartbeat Guideline (Code of Conduct) and uphold and model these behaviours in and outside of our health service.

## **KEY RESPONSIBILITIES AND DUTIES**

### **Strategic Leadership**

- Significantly contributes to the MBPH strategic planning, consistent with strategic and operational objectives and the Northern Mallee Integrated Partnerships and the Department of Health Statement of Priorities;
- Setting and monitoring team workplans and clearly identifying targets and ensuring that projects are linked to the goals of the organisation's strategic plan;
- Leading and sponsoring Executive projects and portfolios as allocated and directed by the CEO;
- Providing strong leadership for the nursing profession across MBPH, fostering an environment that inspires staff to set direction for and continually improve services;
- Contributing to and participating in MBPH Executive Committee/s;
- Ensuring effective stakeholder relationships within and external to MBPH by initiating, developing and maintaining appropriate working relationships with staff and key stakeholders.

- Leading and sponsoring the implementation of major organisational changes in partnership with other MBPH senior managers including assisting in the development and implementation of workforce programs and planning such as Heartbeat, Patient Safety and Improvement etc
- Enhancing and maintaining MBPH effectiveness as a teaching hospital in relation to Nursing and Midwifery by developing and fostering effective working relationships with universities and educational institutions and other government and non-government agencies
- Identify innovative nursing and midwifery approaches to improve the provision of patient outcomes within our health service;
- Ensuring appropriate clinical governance within Nursing and Midwifery align with corporate governance across the MBPH in conjunction with Director Strategy and Governance;
- Providing leadership for the development and implementation of enterprise bargaining arrangements for all nursing staff across MBPH;
- Providing a standard of excellence in customer service. This will be measured internally via staff surveys and externally via customer and community feedback to ensure that the organisation is delivering professional and efficient customer service;
- Actively participate as a key member of the MBPH Executive Team and support colleagues in ensuring high performance of the Executive as a functional unit.

### **Patient Experience**

- Provide effective leadership, management, direction and development of quality activities across MBPH to ensure the patient receives a positive experience and exceptional patient care;
- Developing and implementing effective policies, strategies, protocols and mechanisms for consumer participation in health service planning and decision-making in the community;
- Ensuring consumers have ready access to mechanisms for complaint and compliment through an effective complaints management system.
- Building organisational capacity to enhance patient (consumer) experiences and respond effectively to consumer feedback.
- Reviewing consumer complaints and ensuring they inform service planning and delivery and continuous improvement across MBPH.
- Ensuring consumer complaints are investigated including assessment of potential for litigious action / clinical risk and corrective action implemented.
- Coordinating specific projects relating to Consumer participation which support open decision-making.
- Attendance at Community Collaborative Committee as the Executive Sponsor.

### **Workforce and Nursing Leadership**

- In nursing and midwifery teams foster a culture of leadership, accountability, innovation, continuous improvement and respectful behaviour aligned to MBPH HEART values;
- Nursing and Midwifery governance covering credentialing, standards of practice, education policy and advanced practice;
- In nursing and midwifery teams foster a culture of leadership, accountability, innovation, continuous improvement and respectful behaviour aligned to MBPH HEART values, code of conducted and professional standards of practice;
- Leading the development of workforce plans to ensure a skilled, qualified, and competent nursing and midwifery workforce aligned with MBPH future clinical directions and models of care in conjunction with and support from Executive Director People and Culture;
- Leading the change management processes relating to the development and implementation of new work roles and work practice change within nursing and midwifery consistent with the MBPH strategic plan, future clinical directions and models of care;
- In conjunction with the Executive Director People and Culture, leading the development and implementation of recruitment and retention strategies for the nursing and midwifery staff at MBPH;
- Ensuring that a safe and healthy work environment, free from discrimination is provided for employees;
- Providing for the achievement of high quality, contemporary nursing and midwifery practices across MBPH by ensuring professional leadership and vision to all nurses and midwives and promoting the ongoing professional development of nurses and midwives;
- Promoting the provision of clinical training and education programs that will enable the effective delivery of services by MBPH, and being a contributing member of the Learning and Organisational Development Committee;
- Encouraging clinical research generally and facilitating research into nursing and midwifery practice
- Fostering a conducive learning environment where innovation is encouraged;
- Provide regular supervision, training opportunities, coaching, mentoring and guidance to direct reports.

### **Financial accountability**

- The financial, operational and strategic performance of the division and each of its directorates ensuring all operate within the approved budget.
- Contribute to all clinical/ non-clinical reporting including qualitative and quantitative analysis as required accurately and within time constraints.

- Comply with all delegated authorities and limits and actively communicate any problems, changes or issues that senior management should be aware of. It will also be conscious of the quality, risk, OH&S and other legislative requirements when implementing systems, processes and practices.
- Demonstrate strong problem-solving skills, including the ability to develop new processes and make improvements to processes and services.

### Other Accountabilities

- Ensuring adequate reporting to the Board of Directors, Executive in relation to quality, patient experience and any other matters pertinent to the delivery of safe and effective healthcare.
- To work in partnership with other Executive Directors, managers and staff to ensure appropriate continuity of care and linkages both within and outside MBPH and contribute to the performance of the Executive as an effective team.
- Ensuring operational risks are identified, documented and actively managed.
- Providing mentorship for senior staff and managers.
- Promoting nursing and midwifery staff satisfaction and skills, and ensure the most efficient utilisation of resources in the provision of high quality patient care.
- Remaining informed of current workplace concerns and, with relevant managers, work to effect a resolution which is satisfactory to the organisation whilst providing industrial relations support.
- Promoting multidisciplinary quality improvement initiatives aimed at the enhancement of clinical practice.
- Quality and Risk including management and oversight of all clinical governance systems and accreditations.
- Oversees compliance of organisational wide National Safety and Quality Health Service Standards and required activities to ensure MBPH is compliant and is everyday accreditation ready.

### GENERAL RESPONSIBILITIES

Employees are required to comply with the **Victorian Government's Code of Conduct**. All staff must ensure they comply with **policies, procedures** and standard ways of work practices when carrying out their work.

Employees are responsible to take reasonable care of their own **health and safety** and the safety of others, to cooperate with the group's OH&S policies and to participate in appropriate safety education and evaluation activities. All staff are expected to participate in reporting any health, safety and wellbeing issues. All staff must adhere to the policies and procedures as set out in the hospital's **infection control** manuals.

All information concerning Mildura Base Public Hospital, its patients, clients, residents and staff should remain strictly **confidential**. Any unauthorised disclosure of such information may result in disciplinary action. As a Mildura Base Public Hospital employee you have a responsibility to participate in and commit to ongoing **quality improvement** activities using the framework of the NSQHSS (National Safety and Quality Health Service Standards).

Any breach in compliance to any of the above general responsibilities may result in disciplinary action.

### KEY SELECTION CRITERIA

### Qualifications / Certificates

- Current registration as a Registered Nurse with the Australian Health Practitioner Regulation Agency and preferred postgraduate qualification in health, business or management.
- A minimum of at least 8-10 years' experience in a senior leadership role.

### Specialist Expertise

- **Leadership and People Management:** extensive experience in a senior management position in healthcare with demonstrated success in nursing and midwifery leadership; capacity to communicate a vision that generates enthusiasm and commitment to build a high performing team; proven ability to align teams with the organisational values and goals through effective people management and modelling; a style that encourages new and different approaches and solutions to deliver benefits beyond consumer or stakeholder expectations. Demonstrated commitment to the education, development and well-being of staff and ability to build leadership capacity within a large complex health workforce.
- **Policy Skills:** a thorough understanding of contemporary nursing, midwifery and health policy issues; understanding of healthcare standards and compliance frameworks and how they apply to the provision of safe and high quality healthcare services; proven ability to build trusting relationships with stakeholders to inform policy development and gain commitment to implementation.
- **Communication Skills:** able to clearly and confidently communicate with people at all levels in both the public and private sectors as well as with Government and media; able to handle difficult and sensitive communications well; strong written skills to produce documentation with key messages and information required for decision making; proven ability to deliver clear, sequential and succinct presentations.
- **Change Management and Influencing Skills:** ability to effectively negotiate with consumers/ stakeholders to achieve desired outcomes; experience in promoting and driving change using broad influencing skills to overcome barriers and gain support, and experience in leading services or organisations through times of extensive change.
- **Organisational and Strategic Thinking:** demonstrated record of achievement within a complex health care environment; able to formulate and establish an integrated approach to achieve organisational objectives based on an in-depth understanding of strategic directions; effective at using references and networks to gather strategic information from local, national and overseas resources; ability to focus on activities and projects that will bring the best long-term return for the organisation.
- **Financial and Resource Management:** demonstrated record of managing resources and meeting financial targets; able to guide and challenge others to seek more efficient ways of doing things.

### Personal Qualities, Knowledge and Skills

- **Relationship Building:** forges useful partnerships with people across business areas, functions and organisations; builds trust through consistent actions, values and communication.

- **Conceptual and analytical ability:** Deals with concepts and complexity comfortably; uses analytical and conceptual skills to reason through problems; has creative ideas and has the energy and drive to project how these can link to innovations.
- **Customer Focussed:** actively seeks to meet consumer needs and ways to improve services; is committed to delivering high quality outcomes for consumers.
- **Integrity:** committed to the public interest; operates in a manner that is consistent with the organisation's code of conduct; inspires trust by treating all fairly.

## MANDATORY REQUIREMENTS

### National Police Record

A current and satisfactory National Police Record Check must be presented to Human Resources by all new staff prior to commencement at Mildura Base Public Hospital.

### Registration with Professional Association

For example, AHPRA, AHRI, etc. The work to be performed is set out in this position description and, where relevant, any professional standards and codes of conduct and ethics issued by the relevant professional association.

### Immunisation Requirements

As part of your employment conditions, you may be asked to provide documented evidence of healthcare worker immunisation or immunity to communicable vaccine-preventable diseases prior to commencing employment with MBPH. Each staff member has a responsibility to comply with the MBPH's various infection control policies and procedures. All staff are required to have a current influenza vaccination prior to commencement at MBPH.

### Drivers Licence

A current Victorian driver's licence is required for this position.

*All Mildura Base Public Hospital sites, workplaces and vehicles are smoke free.*

*This position description is intended to describe the general nature and level of work that is to be performed by the person appointed to the role. It is not intended to be an exhaustive list of all responsibilities, duties and skills required. Any elements of this document may be changed at Mildura Base Public Hospital's discretion and activities may be added, removed or amended at any time.*

## ACKNOWLEDGEMENT BY EMPLOYEE

I acknowledge having received and read the content of this position description (including but not limited to aspects of the role contained within) and understand the requirements of the position.

Employee Name: \_\_\_\_\_

Employee Signature: \_\_\_\_\_

Date: \_\_\_\_\_



## Happy WE ARE POSITIVE

### As an organisation

We aspire to be happy in all our dealings with people. Everyday we strive to be the best version of ourselves, and we seek to continuously improve our organisation, ourselves and each other through personal and professional growth. We believe that happy people do their best work. We know that joy in our journey is invaluable to a sustainable and lasting success.

### Individually

- Use positive language in interactions with staff, patients and community
- Honour the work we do and choose candour, respect and kindness everyday
- Focus on the positive aspects of a situation, what is going well and what can be learned
- Share in moments of joy
- Welcome others to MBPH
- Bring an energy to work that is infectious to others
- Provide growth opportunities and effective feedback to staff to ensure they are supported to achieve their best



## Empathetic WE ARE CARING

### As an organisation

We put our patients first, and we listen and deal with their needs. We are compassionate people who make MBPH a place for healing, growth and success for patients, their families and our staff.

### Individually

- Make time to actively listen and understand one another
- Walk in others' shoes
- Consider an individual person's needs when making decisions and recommendations
- Treat others how I would like to be treated
- Recognise and support one another
- Make decisions based on patient's needs and in consultation with others involved in care



## Accountable WE ARE COMMITTED

### As an organisation

We take ownership of the actions and decisions made. We do the right thing in all our interactions. We reward based on great outcomes, and we are transparent in both our successes and failures. We use good judgement and everyday we make our patients' journey better.

### Individually

- Be courageous in challenging the process to get a better result
- Ensure the project is clear on roles, responsibilities and timeframes
- Be engaged throughout
- Keep a 'whole of life' picture
- Comply with Code of Conduct; company policies and procedures; industry standards and legislation
- Be responsible for monitoring the right way to do things.



## Respectful WE ARE OPEN TO OTHERS

### As an organisation

We build effective relationships and emphasise the importance of diversity and inclusion in our workplace. We recognise and value the views and the experiences our staff and patients bring to our organisation.

### Individually

- Show pride in our roles and our workplace
- Recognise and understanding the influence of a person's situation, background and beliefs and how they can be shown due respect
- Include all backgrounds – gender/age/sex/abilities/race/religion/sexual orientation/culture
- Be aware of assumptions and biases when making decisions
- Take care of and sustain our workplace, equipment and environment
- Embrace awareness for other perspectives and experiences



## Team-based WE ARE ONE TEAM

### As an organisation

We do our best work when we collaborate within and across teams. Everyday we strive to be our best selves. We know that individual differences can strengthen teams and we trust and respect each others' contribution. We make sure we have the right people in the right jobs with the right tools, resources and equipment. And we know, no single person is bigger than the team.

### Individually

- Acknowledge contributions of team members
- Seek to understand the bigger picture, collaborate with others openly and honestly
- Lend a hand, always
- Encourage connections with relevant internal and external stakeholders to meet patients' needs
- Collaborate and share knowledge within and across teams
- Connect with exceptional industry leaders to build capabilities
- Recognise and foster talents in others

## LANGUAGE WE USE

- "I choose..."
- "I care..."
- "I prefer..."
- "I will..."
- "I can..."
- "Can we explore that more so I can understand it better?"
- "We will...us...we can..."
- "Is there a better way to do this?"

## LANGUAGE WE DON'T USE

- "I have to..."
- "I must ..."
- "If only..."
- "Ah well, that is because of XYZ..."
- "Our processes do not let us do it"
- "Things have always been done this way"
- "Them and us"

## THINGS WE DON'T DO

- Negativity, sledging, rumours or gossip
- Unprofessional, inconsistent or showing lack pride in our work
- See only problems, block progress
- Wait for others to do the work
- Do nothing
- Find fault, see obstacles
- Victim mentality
- Lack of understanding for others' needs
- Emphasis on status, hierarchy, egos
- Ignore, disregard and show lack of appreciation for a person's situation, background and experience when making decisions and reacting to situations
- We will not waste others' time or keep people waiting
- Dismiss the efforts of others to achieve an outcome

