



Compassion, Hospitality, Respect, Innovation, Stewardship, Teamwork

POSITION

Title	Director, Quality & Improvement Health Services
Reports to	Executive Director, Transformation & Performance Improvement
Location	Richmond, Support Services office Melbourne. Travel to other sites will be a requirement of the role
Objectives	Provide leadership of Quality & Improvement Unit, which holds responsibility for partnering with Health Services operational teams to deliver and support: accreditation and compliance programs, clinical audit, clinical incident management, policies and procedures, clinical effectiveness, Quality & Improvement program, quality planning, clinical governance effectiveness, blood transfusion, clinical deterioration and other projects and initiatives to ensure clinical Quality & Improvement across Health Services (hospitals) Division of Mercy Health.
Direct reports	15 FTE (varies)

ORGANISATION

Mercy Health Group

Mercy Health is a Catholic organisation grounded in a 2,000-year tradition of caring for others. Founded by the Sisters of Mercy, Mercy Health is made up of more than 9,500 people who provide acute and subacute hospital care, aged care, mental health programs, maternity and specialist women's health services, early parenting services and home care services. Mercy Health services are delivered in accordance with the teachings of the Catholic Church.

In December 2021 the organisation entered a new phase with the establishment of the Mercy Ministry Companions, a new Church entity known as a 'public juridic person', which succeeded the Institute of Sisters of Mercy of Australia and Papua New Guinea as canonical stewards and members of the Mercy Health civil corporate entities. Mercy Ministry Companions has stewardship of ministries in education, health and aged care, and community services.

Mercy Health cares for communities in Victoria, southern New South Wales, northern Queensland, Western Australia and the Australian Capital Territory.

Mercy Health is committed to the safety of all children and vulnerable people across our services. We recognise the importance of listening to the voice of children and vulnerable people and have zero tolerance of any form of abuse and neglect.

ROLE OVERVIEW

The Director, Quality & Improvement (QI) is responsible for managing and overseeing the Quality & Improvement Program in the Health Services division of Mercy Health.

The Director Quality & Improvement works in collaboration with the Director Quality Assurance who is responsible for the design of the Mercy Health quality framework and overall direction of quality.



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The Director Quality & Improvement is a member of the Health Services Leadership Team and will work closely with the Chief Executive Health Services, Divisional Directors and Clinical Services Directors to implement and evolve an improvement focused approach to the management of quality outcomes to assure the highest degree of quality patient care in the Health Services (hospitals) division of Mercy Health.

The position is also responsible for the implementation of the Mercy Health clinical governance framework and quality framework. This is achieved in collaboration with Chief Executive Health Services, Director Quality Assurance, Health Services Operational Group (HSOG), key committees and other individual stakeholders.

KEY ACCOUNTABILITIES

Quality & Improvement Programs

- Implement and support the evolution of an integrated, high quality and proactive Quality & Improvement program across Health Services, ensuring it is aligned with organisational priorities and delivered to shared objectives.
- Implement and support the evolution of an effective clinical governance framework and committee structure that supports the provision of Care First.
- Participate in Health Services Clinical Governance Committee and Board Quality Committee.
- Champion and facilitate leadership across Health Services for all aspects of quality and improvement.
- Establish and maintain productive and collaborative partnerships with key internal stakeholders.
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- Ensure that all external reporting and legislative compliance requirements are met.
- Utilise the organisation framework and governance process that supports prioritizing, approving, and delivering Quality & Improvement.
- Support the development and utilise the organisation improvement methods and tools.
- Support the capability development for Quality & Improvement through stakeholder engagement, education, knowledge sharing and coaching.
- Engage in regular liaison with Mercy Health Leadership and staff to ensure that governance mechanisms are in place and there is shared understanding and capability for quality and improvement.
- Implement robust and proactive systems and processes that support clinical teams with the delivery of quality patient care.
- Implement systems and standardised reports to enable clinical teams to monitor and evaluate Quality & Improvement.

Consumer Experience & Feedback Programs

- Implement and support the delivery of the voice of the consumer framework across Health Services.



Compassion, Hospitality, Respect, Innovation, Stewardship, Teamwork

- Implement and support the delivery of a consumer centred experience and feedback framework and processes that strengthens the consumer experience and feedback program.

Clinical Incident Management

- Implement and support the delivery of robust and effective clinical incident management across Mercy Health, including systems that facilitate:
 - Reporting of incidents;
 - Triaging, investigation, and analysis of incidents;
 - Recommendations processes; and
 - Reporting and monitoring of clinical incident data.
- Ensure Health Services compliance with the clinical incident requirements as set out by the Department of Health (NSW), Victorian Department of Health and Human Services (DHHS) and Safer Care Victoria.
- Ensure medico legal requirements in relation to incident management are in place, including documentation requirements for incident investigations.

Accreditation & Compliance Programs

- Lead the delivery of robust systems and processes that meet accreditation and other compliance requirements, including:
 - Strategies that promote accreditation and ensure organisational preparedness;
 - ACHS accreditation cycle requirements, such as self-assessment and organisation wide survey; and
 - Oversight and/or project management of initiatives to address accreditation requirements.
- Support the Director Quality Assurance to develop and implement the following:
 - the organisation wide policy, procedure, and guidelines framework and associated systems
 - the organisation wide national standards audit framework and associated systems.

Provide direction for the development and maintenance of framework and associated systems related to the safe use of blood and blood products (blood transfusion).

Independence & partnering with operational functions

- Engage in regular liaison with Mercy Health Leadership teams to ensure that governance mechanisms are in place. Ongoing assessment and monitoring to ensure that there is shared understanding and capability for quality and improvement across the organisation.

People & Culture

- Recruit and manage a high performing, unified team with the skills, commitment, and motivation necessary to achieve the strategic objectives.
- Inspire and motivate the Quality & Improvement team, provide direction, and manage performance matters.
- Ensure that the Quality & Improvement team executes annual medium and long term operational plans that are aligned with Mercy Health's Strategic Framework and strategic direction.
- Lead staff development and human resource issues in a proactive manner.
- Embed cultural improvement methodologies throughout all areas of responsibility.
- Work closely with the Executive and management to ensure that a clearly articulated Succession Planning framework is in place for all areas of responsibility.



Compassion, Hospitality, Respect, Innovation, Stewardship, Teamwork

- Ensure people metrics are monitored and plans are in place to address variations and risks.

Financial, Legal & Business

- Lead operational and financial performance which is aligned to Mercy Health and its Mission.
- Provide effective stewardship in line with Mercy Health's mission and values.
- Ensure that all areas of responsibility comply with legislative, regulatory, commercial, professional and Catholic obligations.
- Ensure that the interests of Mercy Health are positively represented in all dealings with external parties.

Risk Management

- Take reasonable care to protect the health and safety of staff, patients and members of the public.
- Lead a culture whereby injured staff are assisted to return to work in a safe and timely manner.
- Identify and mitigate risks to reputation and assets.

Mission

- Role model the mission of Mercy Health as espoused by the Sisters of Mercy and as expressed through Mercy Health's ongoing relationship with its owners, Mercy Ministry Companions and the Catholic Church in Australia.
- Promote and continue to leverage Mercy Health's mission and values to inspire and lead Mercy Health Services workforce, build organizational integration, and develop a vibrant and engaged workforce.
- Maintain a Catholic identity within Mercy Health and in particular in the area of women's health.
- Create opportunities to celebrate and build on the Mercy Health Heritage.

EXPERIENCE, COMPETENCIES, VALUES AND QUALIFICATIONS

Experience

- Senior management experience within the Health Sector or human services sector within similar roles.
- Demonstrated experience and ability to develop and strategically analyse options for service improvement, development, and growth.
- Demonstrated experience and ability to actively contribute to the executive and strategic leadership of health, aged care, and community services.
- Demonstrated knowledge and understanding of legal compliance requirements and relevant quality standards (in particular ASNZ ISO 31000) and accreditation requirements.
- Knowledge of the Catholic Health sector.

Competencies

- Highly developed engagement and negotiation skills to foster purposeful relationships to enable service improvement, development and growth.
- Highly developed leadership capability which truly empowers teams.
- Highly developed skills in communication, report writing and change management.



Compassion, Hospitality, Respect, Innovation, Stewardship, Teamwork

- Manages complexity – making sense of complex, high quality, and sometimes contradictory information to effectively solve problems.
- Global perspective – taking a broad strategic view when approaching issues, using a global lens to cultivate innovation and create new and improved ways for the organisation to be successful through the provision of strategic advice.
- Resourceful – secures and deploys resources effectively and efficiently.
- Ensures accountability – holding self and others accountable to meet commitments.
- Drives results - strong financial acumen and commercial awareness.
- Interpersonally savvy and communicates effectively – relating openly and comfortably with diverse groups of people and communicating effectively by developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.
- Attracts and develops top talent – attracting and selecting the best talent to meet current and future business needs and developing people to meet both their career goals and the organisational goals.
- Drives engagement, vision and purpose – creating a culture where people are motivated to do their best by painting a compelling picture of the vision and strategy that motivates others to action.
- Instils trust – gaining the confidence and trust of others through honesty, integrity and authenticity.
- Situational adaptability – adapting approach and demeanour in real time to match the shifting demands of different situations.

Attributes

- Commitment to the mission and values of Mercy Health and Catholic Health – this includes a requirement to be highly principled and embrace the values of Mercy Health.
- Positive attitude – well-adjusted and self-aware. Relates well to a wide range of stakeholders including staff, Executive, Board and Catholic sector personnel.
- Striving – driven, reliable, persistent. Strong consistency between words and actions and with the confidence and persistence to achieve and exceed high standards.
- Collaborative – considerate, inclusive; a consultative and open style which builds trust, demonstrates humility and is open to differences.
- Agility – analytical, flexible, exploratory. Is sufficiently curious, adaptable and with an ability to manage ambiguity.

Mandatory Organisation Competencies

- Comply with all mandatory organisational competencies.
- Act professionally and in accordance with the Mercy Health Code of Conduct.
- Participate in annual performance development review (PDR) process.
- Must comply with mandatory vaccination requirements as directed by State and Territory public health orders.

Qualifications and Requirements

- Relevant tertiary qualifications.
- Quality Management and Improvement.



Compassion, Hospitality, Respect, Innovation, Stewardship, Teamwork

- Driver’s licence and preparedness to travel to interstate and regional sites.
- The position is predominantly based at Richmond Support Services with some travel to other sites within Health Services as required.

MERCY VALUES

Compassion, Hospitality, Respect, Innovation, Stewardship, Teamwork

VALUES IN ACTION	EQUITY AND INCLUSION	WORK HEALTH AND SAFETY
1. Ensure the values of Mercy Health are incorporated into daily work practices for all staff.	1. Harness the benefits of diversity by identifying and including underrepresented groups.	1. Actively review work procedures and supervise staff to ensure all work is performed in a safe manner.
2. Be compassionate and provide support to staff, residents, patients and clients.	2. Review gender equality indicators at the team level (see Gender Equality on MercyNet).	2. Ensure all new staff are provided with an induction/orientation to the work area.
3. Consistently shows respect and values each person’s dignity.	3. Implements actions to address any areas of concern.	3. Assist injured staff to return to work in a safe and timely manner.
4. Seeks opportunities to be innovative for improvement.	4. Critically reflects on own unconscious bias.	4. Risk assessments completed and controls implemented
5. Communicates openly and honestly as an effective team member.	5. Is a visible champion for diversity and inclusion	
6. Participates in Formation Opportunities.	6. Improved performance against gender equality indicators.	
7. Establishes processes for staff to attend Formation Opportunities.	7. Participation in diversity related initiatives.	