

Role description

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| Role title: | Executive Director Mater Foundation |
| Level of accountability: | Director |
| Mater Ministry: | Executive |
| Service Stream/Department: | Mater Foundation |
| Manager role title: | Chief Executive Officer and Mater Foundation Board |
| Date created/Reviewed: | 24/02/2020 |

Role purpose

The Executive Director Mater Foundation has responsibility for leadership and management of Mater's philanthropic ministry, including the fostering and maintenance of relationships and partnerships within and external to Mater to ensure ministry success.

The ED Mater Foundation leads planning, governance, stewardship and partnership accountabilities to progress Mater's philanthropic standing and credibility in the fundraising market.

As a member of the Mater Executive, the ED Mater Foundation will contribute to the achievement of Mater strategic goals and deliver a stable yet innovative culture within the Mater Foundation team.

Behavioural standards

This role requires the incumbent to adhere to the Mater behavioural standards including the Mater Mission, Values, Code of Conduct, Mater Credo as well as any other relevant professional and behavioural standards, translating these into everyday behaviour and actions, and holding self and others to account for these standards.

Accountabilities

Mater requires every Mater Person to understand and deliver on a series of accountabilities that are linked to the Mater strategy, described in the table below. Each Mater Person is held accountable for his or own behaviour, performance and development, and for contribution to five strategic objectives: Safety, Experience, Quality, Efficiency and Future Viability and five strategic priorities: Internal alignment, External partnerships, Consumer engagement, Growth and scale and financial sustainability. In addition, Mater managers and leaders are accountable to different extents for clinical outcomes, service and operational outcomes, financial outcomes, compliance and risk, interprofessional leadership and management of performance and accountability.

This role of is responsible for fulfilling the following accountabilities:

| In this role | |
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| Role requirements | Is clear on the behaviour, tasks and accountabilities that are associated with the role, fulfils mandatory and professional competency requirements, contributes to own performance development planning, proactively seeks feedback, carries out individual development plan and actively contributes to own team/s |
| As a Mater person (strategic objectives) | |
| Safety | Every decision and every action taken has safety as its guiding principle. |
| Experience | Consistently seeks to meet or exceed each and every person's service expectations, each and every time through the provision of differentiated customer service. |
| Quality | Consistently seeks to continuously improve the quality of our service, through contributing to delivering evidence based low variability healthcare |
| Efficiency | Seeks opportunities to deliver services for more people within existing resources, which means being innovative and focussed, and demonstrating strong stewardship of our finite resources. |
| Future viability | Consistently seeks to improve, innovate and evolve, through looking for new trends and opportunities which will ensure Mater can meet the challenges of the future by making sensible decisions today. |
| Internal alignment | Achieve greater alignment across our ministries to make the most of our combined talents and resources. <i>Ask: Who else could I involve across Mater to deliver an improved service and better outcome?</i> |
| External partnerships | Partner with others for the mutual benefit of improving the health of the community. <i>Ask: Are there potential partners outside of Mater that would help us to achieve greater things?</i> |
| Consumer engagement | Organise our services and people to ensure our Mater Moments are compelling and positive for our consumers, across all our services. <i>Ask: How can I create a defining Mater Moment that provides a positive experience for our consumers?</i> |
| Growth and scale | Increase our positive influence on health outcomes by growing our social and geographical reach to consumers. <i>Ask: Where can I see opportunities for Mater to grow and gain greater influence on health outcomes?</i> |

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| Financial sustainability | Achieve a profit margin that enables us to invest in sustainable growth and community benefit. <i>Ask: How can I manage Mater resources to reduce cost or gain profit, so we can further invest in improving the health of the community?</i> |
| As a Mater Executive / Director / Manager (more detail below) | |
| Clinical outcomes | Responsible for leadership and direction, policy and governance that enables Mater People to deliver safe, highly reliable healthcare. |
| Service and operational outcomes | Leads services and operations in a way that enables safe, highly reliable healthcare delivery, ensures an experience that is exceptional, every time, effectively manages compliance and risk, and achieves strong financial performance. |
| Financial outcomes | Budget accountability and organisational management of operational budget and resources to deliver strong financial performance. |
| Compliance and risk | Responsible for determining and implementing policy and governance, identifying and proactively managing strategic risks. |
| Interprofessional leadership | Leads, develops and manages direct reports in a manner that deepens interprofessional integration and professional performance. |
| Performance and accountability | Builds accountability within team for continuously improving standards, processes and systems that are critical to success and where applicable, holds direct reports accountable for high performance. |

Role specific expectations

Clinical outcomes

- Leads the strategy and delivery of innovative, transformative and cost-effective fundraising and relationship building activities to ensure the resources for Mater to provide evidenced based, high quality health care
- Through fundraising, provides support to patients and their families in their time of need

Service and operational outcomes

- Develops, implements and maintains systems, frameworks, governance and policy within the operational performance of Mater Foundation
- Collaboratively identifies, forges and maintains relationships, partnerships, and processes that best meet the organisation's requirements
- Develops, implements and maintains governance, leadership, systems, frameworks, policies, tools and services to ensure that Mater Foundation's program delivery operates in a robust but agile manner and meets the needs of Mater
- Actively partners with donors, supporters, consumers and patients, as well as interprofessional colleagues, to determine service and operational objectives and the design of policy and governance that provide an exceptional experience and outcomes, every time
- In collaboration with Executive colleagues, maintains and strengthens strategic relationships with community, universities, professional bodies, commercial entities and government and non-government agencies to inform and enhance services
- Analyses business data to inform strategic decisions, respond to issues and trends, and maintains and reports on metrics aligned with the Mater's strategic and operational plans
- Recognises and addresses inefficiencies in service provision and continuously improves business processes
- Manage external vendors and partners to ensure they are delivering contractually and when required, provide remedial action.

Financial outcomes

- Actively manages ministry strategic and operational budget, resource assets and leave requirements/liabilities to deliver strong financial performance
- Understands and operates with in-depth understanding of issues facing fundraising organisations with a strong solution's focus
- Contributes to strategic decision-making and identifies strategic and operational opportunities for improved financial outcomes through optimised cost performance and controlled spend
- Identifies strategic and operational opportunities for improved financial outcomes through oversight of program and project delivery and commercially focused

management, including disciplined and rigorous approaches to business cases, project cost and resource management and benefits realisation evaluation

Compliance and risk

- Leads a consistent and disciplined approach to risk, including identifying and proactively managing strategic and operational risks related to Mater Foundation and its activities through effective governance systems and processes
- Manages compliance and risk, in part by ensuring direct reports fulfil mandatory and professional competency requirements, that audits are completed in a timely fashion and endorsed recommendations implemented, and that risks assigned to the Ministry receive prompt and effective action
- Provides and monitors insightful and reliable data, reporting and analysis as a basis for informed organisational decision making

Interprofessional leadership

- Sets a clear strategic direction for the Ministry for a 3-to-5 year period, constructs clear operational and action plans for work within a 1 year period and translates this into concrete performance and development objectives that align with the delivery of Mater's strategy
- Effectively represents, negotiates with and influences colleagues and peers to catalyse and embed change
- Effectively manages key relationships across peers and clients throughout Mater, across service streams and functions
- Collaborates in the development of policies and practice as an advisor and support to Executives and leaders with service delivery responsibilities as well as other clinical and non-clinical support services
- Ensures development and succession plans are in place and actioned for own role and those of direct reports if applicable

Performance and accountability

- Ensures direct reports have clear tasks and accountabilities associated with their roles and that these are communicated and understood
- Guides, coaches and provides rapid, respectful, constructive feedback to direct reports in relation to their performance and behaviour
- Consistently and visibly applies Mater frameworks to address inconsistencies in behaviour, practice or performance, including formal performance management of direct reports where required, in order to, role-model and strengthen Mater's cultural focus on accountability, professional behaviour and feedback
- Identifies, reports, responds to and rectifies work health and safety (WHS) concerns from within own reporting structure and participates in work health and safety practices as part of the group
- Operates and leads with a culture of belonging

Capabilities

| Mater's core capabilities | Elements | Required proficiency for role ¹ | | | | |
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| | | Foundation (Team Member) | Proficient (Team Leader) | Skilled (Manager) | Expert (Director) | Mastery (Executive) |
| Building high-performance interprofessional teams: Builds high performance interprofessional teams by developing talent and building trust | Vision and direction Implementation of strategy Interprofessional practice and education Team leadership Team development Identifying and nurturing talent Building trust | [] | [] | [] | [] | [✓] |
| Accountability: Role models respectful accountability, effectively holds self and others to account through constructive feedback and dialogue | Holding to account Feedback and dialogue Drive for results | [] | [] | [] | [] | [✓] |
| Learning Agility: Is comfortable with complexity and ambiguity, rapidly learns and applies new skills and is successful in first time challenging situations | Comfort with ambiguity Applies learning to achieve success in challenging first-time situations Critical thinking | [] | [] | [] | [] | [✓] |
| Enacting behavioural change: Skilled at enacting sustainable behavioural change in people (through workflows, habits and clinical practice) to achieve improvements | Influencing perception Generating emotional responses (tempered by rational responses) Shaping behavioural decision making Mobilising and sustaining behaviour change | [] | [] | [] | [] | [✓] |

¹ Proficiency descriptors

- **Foundation:** demonstrates application of capabilities for performing core requirements of the role **and**
- **Proficient:** demonstrates application of capabilities to others in team **and**
- **Skilled:** developed capability in others in a proactive and structured manner **and**
- **Expert:** mobilises collective capability across teams **and**
- **Mastery:** is a role model within and outside the organisation and expertise as a leader in field is sought out