

## POSITION DESCRIPTION



Position: Service Manager

Reports to: Manager Care Delivery

Industrial Instrument: Individual Agreement

### Position Overview:

This position is responsible for overseeing the provision of holistic, contemporary care for residents and operational management and leadership for staff in an environment of professional and personal development in the care of aged residents.

The Service Manager is required to ensure that all services provided to residents, are provided in a way that are consistent with the Mission, Vision, and Values of Beaumont Care.

Staff Responsibility
<ul style="list-style-type: none"><li>• Direct:<ul style="list-style-type: none"><li>- Team Leaders at the facility</li><li>- All other staff at the facility</li></ul></li></ul>

Key Responsibilities	
Health and Personal Care and Lifestyle Support for Residents	<p>The Service Manager is accountable for ensuring that facility staff perform the following duties competently:</p> <ul style="list-style-type: none"><li>• Conduct comprehensive resident assessments.</li><li>• Ensure that resident admissions (assessments and care plans) are completed within 50 days of entry to the service.</li><li>• Convene case conferences with new or current residents, family and/or representatives. Annual case conferences are to be arranged for each resident.</li><li>• Care plans developed and reviewed with care staff, the resident, and significant others at least second monthly and via an annual case conference.</li><li>• Create a safe and pleasant living environment for residents.</li><li>• Appropriately assist residents and their families, supporting them in a caring manner (eg phone calls answered promptly, appointments kept, condition of residents observed, changes reported and actioned, etc).</li><li>• Appropriately assist residents in carrying out activities in daily living (eg eating, social outings and participation in activities, etc) according to the written care plan.</li><li>• Respond promptly to resident and relative requests.</li><li>• Encourage resident choice and decision making in all aspects of their care.</li><li>• Respond immediately to emergencies (eg. fire alarm/resident choking).</li><li>• Delegate clinical procedures to appropriately qualified staff, ensuring that care delegated aligns with scope of practice.</li></ul>
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	<ul style="list-style-type: none"> <li>• Implement directions and prescribed treatments from doctors, with any health changes in the residents promptly reported to the resident's GP.</li> <li>• Provide medication to residents according to charts as endorsed by the doctor and dispensed by the pharmacist.</li> <li>• Implement and maintain resident activities in accordance with the residents' individualized care plans.</li> <li>• Document flow charts, progress notes and care plans, and ensure that change-of-shift reports are passed on, actioned and followed up.</li> <li>• Research contemporary practices relating to optimal care management and incorporate improved practices into residents' care, where possible.</li> <li>• Ensure that resident incidents are documented and investigated effectively and that strategies are implemented to reduce incidents.</li> <li>• Implement the resident-focused Model of Care.</li> </ul>
Financial Management	<ul style="list-style-type: none"> <li>• Develop the budget for the service in consultation with the CEO.</li> <li>• Ensure staffing levels are congruent with Beaumont Care's Staffing Tool;</li> <li>• Ensure total salaries as a % of income are maintained at budgeted percentages;</li> <li>• Ensure ACFI income is maximized and ACFI claims are accurate and lodged on time;</li> <li>• Ensure residents demonstrating increased dependency are identified quickly and reclassified via ACFI;</li> <li>• Ensure rostered staff hours are consistent with paid staff hours;</li> <li>• Ensure expenses, including staff salaries, are in line with budget and promptly adjusted to correlate with income variations;</li> <li>• Maintain concessional ratio to at least 40.5 – 45%;</li> <li>• Ensure negative net financial variance is within 5% of budget target;</li> <li>• Ensure resident fees are optimized;</li> <li>• Ensure monthly government payments for residents' care correlate with funding claims;</li> <li>• Manage agency utilization to ensure that no more than 1% of staff shifts are filled by the use of Agency staff.</li> <li>• Ensure at least 93% occupancy for services.</li> <li>• Curtail total expenditure to no more than \$140 per resident per day.</li> </ul>
Management and Leadership	<ul style="list-style-type: none"> <li>• Perform management practices, such as planning, reporting and protocol development, in consultation with the MCD.</li> <li>• Perform a range of leadership practices, such as proactive problem solving; risk mitigation; promoting teamwork; encouraging consultation, collaboration and communication; ensuring a positive and harmonious working environment; role modelling, mentoring, and supporting of staff.</li> <li>• Ensure staff comply with their scope of practice.</li> <li>• Identify, implement and evaluate processes to ensure quality of care and quality of life for residents via effective change management practices and procedures if required.</li> <li>• Ensure that the facility is responsive to individual, facility and organisational needs.</li> </ul>

	<ul style="list-style-type: none"> <li>• Ensure 100% of complaints are acknowledged within 48 business hours of receipt and that 100% of complaints have an agreed action plan in place or are resolved within 30 days of receipt.</li> <li>• Maintain compliance with regulatory and legislative requirements.</li> </ul>
Administration	<p>The Service Manager is accountable for ensuring that facility staff competently and accurately perform the following duties:</p> <ul style="list-style-type: none"> <li>• Appropriate documentation is established, implemented and evaluated (eg. resident records, management reporting and compliance documentation).</li> <li>• Quality standards and systems established within Beaumont Care are developed and maintained.</li> <li>• Procedures, systems and records are administered, monitored and regularly updated.</li> <li>• Accreditation and statutory requirements for the facility are met.</li> <li>• Rosters are assessed for all relevant staff mix, forward planning for staffing needs and monitoring and approval of time sheets.</li> <li>• ACAT documentation for each resident is valid and current.</li> <li>• Ensure effective management of waiting lists.</li> </ul>
Human Resource Management	<ul style="list-style-type: none"> <li>• Manage recruitment and selection processes for positions for the facility with the assistance of the HR Officer.</li> <li>• Ensure that all facility staff and volunteers are selected, developed and supported in accordance with Beaumont Care's Human Resource policies and procedures.</li> <li>• Ensure that orientations for new staff are performed by competent, appropriately skilled staff, within one month of appointment.</li> <li>• Ensure 100% of staff attend annual mandatory training as identified by the organization.</li> <li>• Manage internal transfers and changes in hours for staff at the facility to meet operational requirements.</li> <li>• Facilitate and encourage the professional development of all interested staff.</li> <li>• Perform day-to-day supervision of all staff.</li> <li>• Develop succession plans for self and Registered Nurses.</li> <li>• Conduct performance management of staff, and ensure that a performance development program is operational for all staff at the facility.</li> <li>• Address industrial issues in conjunction with the MCD, HR Officer (eg. disciplinary procedures, agreements, awards).</li> <li>• Ensure that all facility staff are kept up-to-date with organizational and human resource policies, practices and procedures.</li> <li>• Ensure staff turnover is managed at 15% or less/annum.</li> </ul>
Training and Development	<ul style="list-style-type: none"> <li>• Ensure an annual staff training needs analysis is conducted at the facility.</li> <li>• Ensure staff attends organizational training programs.</li> <li>• Identify, plan, and implement staff training requirements to meet the needs of staff and residents.</li> <li>• Ensure that all appropriate staff at the facility attend in-service lectures/seminars, mandatory and compulsory training.</li> </ul>

	<ul style="list-style-type: none"> <li>Evaluate training and development activities conducted, making improvements where appropriate.</li> </ul>
Strategic/Business Planning and Reporting	<ul style="list-style-type: none"> <li>Provide input to the development of Beaumont Care's Strategic Plan.</li> <li>Develop the facility's Business Plan to align with the Strategic Plan, in consultation with the MCD.</li> <li>Identify, research, and recommend capital expenditure items supported by the facility's Business Plan (eg. furnishings, etc).</li> <li>Monitor and control expenses within approved budgets, with monthly reporting completed and provided to the CEO</li> <li>Report on outcomes of Business Plans on a quarterly basis, undertaking corrective actions to ensure goal achievement.</li> </ul>
Quality Improvement	<ul style="list-style-type: none"> <li>Foster an environment of continuous improvement, encouraging and actioning feedback from customers, staff and external stakeholders.</li> <li>Perform work in accordance with organisational policy and processes.</li> <li>Identify improvements to policy, processes, work instructions, or the work environment.</li> <li>Communicate improvement opportunities to the relevant responsible party.</li> <li>Ensure audits are conducted accurately and as scheduled and opportunities for improvement are actioned in a timely manner.</li> <li>Conduct improvements to work processes in a manner that is consistent with organisational policy and processes.</li> </ul>
Customer Service	<ul style="list-style-type: none"> <li>Implement a customer-focused culture.</li> <li>Identify the needs of internal and external customers.</li> <li>Develop strategies to meet customer needs.</li> <li>Evaluate the delivery of customer service.</li> <li>Use customer feedback and service delivery evaluation to improve services delivered.</li> </ul>
Work Health and Safety	<ul style="list-style-type: none"> <li>Adhere to safe work practices at all times.</li> <li>Report incidents and hazards immediately using established procedures.</li> <li>Ensure 100% of resident incidents are investigated and actioned within 3 days of occurrence.</li> <li>Ensure 100% of hazard reports are investigated and actioned within 3 days of identification.</li> <li>Follow legislation and organisational policies and procedures in relation to work health and safety.</li> </ul>

<b>Other Duties</b>
<ul style="list-style-type: none"> <li>Attend meetings as requested.</li> <li>Participate in professional development activities as required.</li> <li>Other activities as required by the MCD / CEO</li> </ul>
<b>Key Performance Indicators</b>
<ul style="list-style-type: none"> <li>At least 93% occupancy of facility</li> <li>Bed cost will be no more than \$140 per resident per day</li> <li>Meal costs no more than \$9 per resident per day</li> <li>Short term absenteeism reduced and offenders counselled</li> <li>All statutory requirements met or excelled and independent audits will occur</li> <li>All standard outcomes achieved with not less than 3 years accreditation status</li> <li>Staff capability will be enhanced via training</li> <li>Staff recognition program initiated embracing residents, relatives and staff input</li> </ul>
<p>I acknowledge that I have read and understood the key result areas described in this Position Statement and agree to carry out my duties to meet these outcomes to the best of my ability. I also understand that at times I may be required to undertake other duties relevant to the position that are not listed in this statement. I have received a copy of this Position Statement.</p> <p><b>Employee:</b></p> <p style="margin-left: 40px;">Name: .....</p> <p style="margin-left: 40px;">Signed: ..... Date: ...../...../.....</p> <p><b>Supervisor / Manager:</b></p> <p style="margin-left: 40px;">Name: .....</p> <p style="margin-left: 40px;">Signed: ..... Date: ...../...../.....</p>

Key Selection Criteria	
Position	Service Manager
KSC 1	Current registration with AHPRA as a general nurse.  Successful completion of a Criminal History Check, in accordance with the requirements of the Aged Care Act 1997.
KSC 2	Possess a business or general post-graduate management qualification (e.g Diploma or Graduate Diploma of Business).
KSC 3	Demonstrated experience in leadership in an aged care clinical setting, for a minimum period of 3 years.
KSC 4	Demonstrated ability to effectively communicate, both orally and in writing, with a range of persons in the Organization.
KSC 5	Applied knowledge of the accreditation system as well as funding and regulatory requirements for aged care facilities.
KSC 6	Ability to operate windows applications at an introductory level, or to rapidly acquire the skills to operate these applications. Applications include: Word and Outlook.
KSC 7	Demonstrated ability to identify problems, identify solutions and evaluate the effectiveness of solutions.
KSC 8	Highly developed decision making and negotiation skills.