

Service Group Director Mental Health

TOWNSVILLE HOSPITAL AND
HEALTH SERVICE



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EXECUTIVE SUMMARY

The Townsville Hospital and Health Service (Townsville HHS) is responsible for the delivery of healthcare services, education and research to a population of approximately 250,000 people. The Townsville HHS provides a large continuum of healthcare services, from advanced highly specialised tertiary-level healthcare at The Townsville Hospital, to secondary and primary level hospital and community healthcare across the region. The Townsville HHS comprises 20 health facilities, including The Townsville Hospital, which serves as the tertiary referral hospital for North Queensland.

The organisation is now seeking to appoint a Service Group Director Mental Health, reporting directly to the Townsville HHS Chief Operating Officer, for ongoing organisational performance, strategic advice and leadership in the delivery of this Service Group across the Townsville HHS. The Service Group Director will bring strong leadership and business management experience to the role and will possess a strong understanding of the clinical environment pertinent to mental health service provision. The role will be responsible for providing high level, expert advice to the Chief Operating Officer and members of the Executive Management team; will contribute to the development of the Townsville HHS's strategic vision and will be responsible for the development of the Service Group's annual operational and performance plan.

The successful candidate will need to demonstrate:

- Excellence in leadership and management of a large clinical division in a Hospital and Health Service
- Understanding of health service delivery in regional and remote environments
- Demonstrated capacity to develop and implement strategic and operational plans
- The ability to lead innovation and business reform to ensure sustainability in health service provision
- Appropriate qualifications in health or business

TOWNSVILLE HOSPITAL AND HEALTH SERVICE

Integrity | Compassion | Accountability | Respect | Engagement

The Townsville Hospital and Health Service (Townsville HHS) is responsible for the delivery of healthcare services, education and research to a population of approximately 250,000 people. The Townsville HHS provides a large continuum of healthcare services, from advanced highly specialised tertiary-level healthcare at The Townsville Hospital, to secondary and primary level hospital and community healthcare across the region. The Townsville HHS comprises 20 health facilities, including The Townsville Hospital, which serves as the tertiary referral hospital for North Queensland.

Covering an area of about 148,000 square kilometres, the HHS is home to a resident population of 239,241 or around 5.1 per cent of Queensland's overall population. The Australian Bureau of Statistics estimates that 7.1 per cent of HHS residents are of Aboriginal or Torres Strait Islander descent.



The health service has five clinical service groups and one non-clinical service group within the Chief Operating Officer's portfolio:

- Surgical
- Mental Health
- Rural Hospitals
- Medical
- Health and Wellbeing and

- Facilities, Infrastructure and Support Services

In addition, there are two other service groups managed by Executive members who report directly to the Health Service Chief Executive. These are:

- Allied Health and
- Aboriginal & Torres Strait Islander Health

Vision and Purpose

Townsville HHS is guided by:

- **Values:** Integrity, Compassion, Accountability, Respect and Engagement
- **Purpose:** To deliver excellent care, research and education to improve the health of the people and communities of northern Queensland
- **Vision:** To be the leader in health care, research and education for regional Australia.

The Townsville HHS has recently undertaken a review of its strategic plan. Effective from July 2018, the new strategic plan is aligned to four pillars:

- Provide high-quality, person-centred care for northern Queensland
- Ensure efficient and sustainable stewardship of resources
- Work collaboratively, embrace innovation and continuously improve
- Maintain an exceptional workforce and be a great place to work.

These pillars align with the Queensland Government's objectives for the community of delivering quality frontline services and building safe, caring and connected communities.

Person Centred Care is an essential part of Townsville HHS. Patients are central to everything done and the importance of their families and carers is recognised. Townsville HHS appreciates the importance of all staff and supports them to deliver person centred care.

Mental Health

The Mental Health Service Group is responsible for the provision of comprehensive, specialised mental health assessment and treatment services across the age-spectrum.

The Mental Health Service Group covers two catchment areas, one being the area of the Townsville HHS, and the other the contiguous Health Service areas which include North West HHS to the west, Cairns and Hinterland HHS to the north and Mackay HHS to the south.

In addition to the mental health acute centre, the service group also offers specialist clinics for Dementia, Eating Disorders, Neuropsychiatry, Rehabilitation and Alcohol, Tobacco & Other Drugs (ATOD) services. Please refer to the [weblink](#) for a full list of clinical programs/services offered by the Mental Health Service Group.

SERVICE GROUP DIRECTOR MENTAL HEALTH

POSITION PURPOSE

The Service Group Director will bring strong leadership and business management experience to the role and will possess a strong understanding of the clinical environment pertinent to mental health service provision. The role will be responsible for providing high level, expert advice to the Chief Operating Officer and members of the Executive Management team; will contribute to the development of the Townsville HHS's strategic vision and will be responsible for the development of the Service Group's annual operational and performance plan.

KEY DUTIES AND RESPONSIBILITIES

The Service Group Director is expected to:

- Provide executive level, strategic leadership to the Service Group ensuring that financial and human resources are effectively managed whilst maintaining the highest level of contemporary clinical practice for the service group
- Contribute to the development of the Townsville HHS's strategic vision by providing expert advice around emerging trends and practices in the clinical services.
- Develop and implement the Service Group's operational plan, reflecting the Townsville HHS's strategic vision
- Establish strong clinical and business governance frameworks to drive evidence based and transparent decision making, accountability of performance and optimal use of resources to deliver quality health outcomes, effectively manage risk, and ensure continuous improvement in patient-centred care
- As a member of the Senior Management Team, respond to Townsville HHS-wide issues in a manner which supports the development of a coherent organisational focus and shared vision
- Work in close partnership with the Chief Operating Officer to ensure expected performance outcomes within the Service Group Performance Agreement are achieved
- Develop, implement and drive organisational change including sponsoring major projects and change initiatives specific to their area of expertise and clinical practice
- Effectively plan for expected growth in the demand for health services within the region by developing and implementing strategies which transform service delivery to respond to increasing demands within a constrained resource environment
- Ensure the Service Group delivers culturally capable general health services that are complemented by targeted Indigenous-specific programs and services to improve Aboriginal and Torres Strait Islander health outcomes.

View the required skills, experience and knowledge in the [Position Description](#).

SELECTION CRITERIA

The successful candidate will have the required skills to:

- Develop strategic procurement plans; ensure the organisation has the health infrastructure to meet demand in growth areas
- Create strategic plans that meet hospital and whole of government priorities and position the Townsville HHS to meet future challenges
- Adopt appropriate strategies to gain support and influence others; communicate effectively in the public domain and with senior boards and external stakeholders
- Hold others to account for agreed targets and to be held accountable for delivering a high level of service
- Make service performance improvements and a determination to achieve positive service outcomes for users
- Develop, interpret, monitor and analyse trend data in organisational financial and establishment reports, and forecast, monitor and manage revenue and expenditure.

QUALIFICATIONS

There are no mandatory qualifications or professional registration. However, a business management degree or equivalent is desirable.

The successful candidate does not need to have a clinical background but will need to be able to demonstrate how they will deliver excellence in leadership and management of a large clinical division in a Hospital and Health Service.

CHALLENGES

Major challenges currently associated with the role include:

- Ensuring the Service Group delivers culturally appropriate general health services that are complemented by targeted Indigenous-specific programs and services to improve Aboriginal and Torres Strait Islander health outcomes
- Managing the Mental Health Service Group within an environment of financial constraints and ensuring the Service Group delivers quality outcomes within budget
- Ensuring adequate and appropriate mental health service provision across a rural and regional setting and managing the work pressures associated with this
- Maintaining an effective workforce and reducing reliance on external nursing
- Developing strategies to enhance the physical environment and implementing short term solutions, whilst focusing on a longer-term master plan for precinct redevelopment.

REPORTING & KEY RELATIONSHIPS

The Service Group Director reports directly to the Chief Operating Officer.

Reporting into the Service Group Director are up to 525 FTE working in clinical and administrative roles within the service group.

KEY DATA

Staffing	525 FTE
Annual Budget	Mental Health Service Budget: \$86 million HHS Budget: ~\$1 billion
Service Location	Townsville
Useful Links	Role Description Townsville HHS Organisation Chart Health Service Plan Annual Report

EMPLOYMENT TERMS & CONDITIONS

REMUNERATION To be discussed with the consultant

CLASSIFICATION HES2(L)

PRE-EMPLOYMENT PROBITY CHECKS

Information on a person's suitability for appointment is obtained for all appointments. Potential appointees will be asked whether there are any reasons why they should not be appointed such as: Information on a person's criminal history and other associated probity checks will be sought from those candidates whose application has progressed to shortlisting for interview.

Applicants unsure about the definition of disclosable criminal convictions or status of any criminal conviction may wish to seek legal advice in responding to the probity check questions. (A 'disclosable' conviction is one that is recorded by the court and has not been rehabilitated or spent under the Criminal Law (Rehabilitation of Offenders) Act 1986 and, in the case of Commonwealth convictions, the Crimes Act 1914 (Commonwealth), and does not breach the confidentiality provisions of the Youth Justice Act 1992.)

Vaccine Preventable Disease (VPD): Health Care Workers in Queensland Health whose occupation poses a potential risk of exposure to blood or body fluids are required to provide evidence of vaccinations or proof that they are not susceptible (due to prior exposure to the disease and therefore have natural immunity) to the following VPD's Hepatitis B, Measles, Mumps, Rubella, Varicella and Pertussis (diphtheria, tetanus and pertussis containing vaccine) according to the Queensland Health Policy.

HOW TO APPLY

The closing date for applications is Friday 22nd March 2019
The reference number to include in your application is H19_2990

For a confidential discussion, please contact Principal Consultant, Pete Carter:

M: +61 (0)448 729 077
E: pcarter@hardygroupintl.com

Please submit application documentation to Search Coordinator, Kaavya Nithi:

T: +61 (0)2 9900 0108
E: knithi@hardygroupintl.com

It is standard practice for HardyGroup to acknowledge receipt of your application no later than the next business day. We request that if you do not receive the acknowledgement, you contact the search coordinator listed above as soon as possible after the 24-hour business period and arrange to resend your application if necessary.

Your application must include:

1. [Completed HG Application Form](#)
2. Cover letter addressed to the search consultant;
3. A written response addressing the key selection criteria, found on **page 7**; and
4. An up to date copy of your Curriculum Vitae

REFEREES

You will need to provide details of three (3) professional referees. To do so, complete the relevant fields in the Candidate Profile. You should carefully consider who you select to approach to provide reference advice. Your current manager must be included. It is customary for referee reports to be requested after interview and if you are the preferred candidate, your permission will be requested prior to contacting your referees.

PERSONAL INFORMATION

HG complies with the Privacy Act 1988 (Cth), all applications are treated by HG in strict confidence, however in submitting an application you are extending permission to share your application with the Selection Panel.

Personal Information will be used to assess your suitability for appointment to this position. As part of the selection process, personal information will be dealt with in accordance with HG's Privacy Policy and the Information Privacy Act 2009.

Role Description

Service Group Director – Mental Health

Reference:	(H18_2990)	Position ID:	32014094
Role title:	Service Group Director – Mental Health	Classification:	HES2(L)
Employment status:	Contract – Full time	Salary:	\$155,440 to \$162,076 per annum
Unit/ Branch:	Mental Health Service Group Townsville Hospital and Health Service	Contact Name:	Pete Carter
		Contact Number:	0448 729 077
Location:	Townsville	Closing Date:	22 March 2019

The Opportunity

The Service Group Director reports to the Chief Operating Officer (COO) and is responsible for providing strategic leadership and overseeing the operation of the mental health service group within the THHS. The role represents a single point of accountability for achieving all outcomes expected of the service group to ensure that the Service Group contributes to the achievement of the THHS vision. The Service Group Director is a key member of the Senior Management Team and works in partnership with the COO, Executive Management and other Service Group Directors to support the delivery of safe, effective and sustainable care within the THHS, including changing clinical practice and strategic advice to the board.

The Service Group Director will bring strong leadership and business management experience to the role, and will possess a strong understanding of the clinical environment pertinent to mental health. The role will be responsible for providing high level, expert advice to the COO and members of the Executive Management team and will contribute to the development of the THHS's strategic vision and will be fully responsible for the development of the Service Group's annual operational and performance plan.

Reporting line, staffing, and budget responsibilities

- The Service Group Director reports operationally and professionally to the Chief Operations Officer.
- The Service Group Director is responsible for an approximate MOHRI FTE of 518.
- The Service Group Director is responsible for an approximate budget of \$84 M.

The role

Responsibilities:

- Provide executive level, strategic leadership to the Service Group ensuring that financial and human resources are effectively managed whilst maintaining the highest level of contemporary clinical practice for the Service Group.
- Contribute to the development of the THHS's strategic vision by providing expert advice around emerging trends and practices in Mental Health services.
- Develop and implement the Service Group's operational plan, reflecting the THHS's strategic vision.

- Establish strong clinical and business governance frameworks to drive evidence based and transparent decision making, accountability of performance and optimal use of resources to deliver quality health outcomes, effectively manage risk, and ensure continuous improvement in patient-centred care.
- Provide leadership in the delivery of care in our mental health services to ensure continuous improvement in service delivery and meeting of National MH Standards and adherence to The MH Act 2016
- Ensure that all services are planned and delivered across the clinical continuum, recognising the ongoing need for clinical redesign, the interdependency of service provision across other Service Groups, and in collaboration with internal and external service partners.
- Establish, monitor and evaluate the efficacy of Service Group systems and processes which provide feedback about standards of performance to ensure that key areas of risk and opportunities for performance improvement are identified.
- As a member of the Senior Management Team, respond to THHS-wide issues in a manner which supports the development of a coherent organisational focus and shared vision.
- Work in close partnership with the COO to ensure expected performance outcomes within the Service Group Performance Agreement are achieved.
- Develop, implement and drive organisational change including sponsoring major projects and change initiatives specific to area of expertise and clinical practice.
- Effectively plan for expected growth in the demand for health services within the region by developing and implementing strategies which transform service delivery to respond to increasing demands within a constrained resource environment.
- In partnership with the Senior Management Team, facilitate the implementation a learning culture within the Service Group and with internal and external partners, fostering research and education opportunities for staff and actively embedding education and research as a fundamental contributor to organisational performance and ensure ongoing professional development opportunities are made available to all staff within the Service Group.
- Develop and manage the Service Group and promote clinical engagement with the professional streams.
- Ensure the Service Group delivers culturally capable general health services that are complemented by targeted Indigenous-specific programs and services to improve Aboriginal and Torres Strait Islander health outcomes.
- All employees with the THHS are required to retake reasonable care for their own health and safety, including carrying out work in accordance with prescribed practices and procedures and in a manner that will not create health and safety hazards for either the employee or others in the workplace.

Additional:

- Fulfil the responsibilities of this role primarily in accordance with the Townsville Hospital and Health Service (HHS) core values, as outlined below, and in accordance with the [values outlined for the public service](#) with the Queensland Government.
- Ensure that service standards, safety and quality are maintained through adherence to defined service quality standards and relevant occupational health and safety policies, procedures and work practices.
- Implement and monitor the organisation's quality standards, occupational health and safety policies, procedures and programs and provide clinical governance in the relevant work area.
- Some roles within Queensland Health are designated as Vaccination Preventable Disease (VPD) risk roles.

This is a VPD risk role.

Work Health and Safety

Townsville HHS is committed to providing a safe workplace for all employees. This commitment includes a dedicated *People Focussed Safety* culture.

A *People Focussed Safety* culture commits to the health, safety and wellbeing of staff, volunteers and other persons, through the provision of a dynamic and comprehensive Health and Safety Management System (HSMS). The HSMS provides for proactive safety initiatives, early injury management practices with a strong focus on a safe and durable return to work.

The provision of a Health and Safety environment within Townsville HHS is everyone's responsibility.

Safety and Quality

Relevant to the position, participate in the ongoing education, implementation, monitoring and evaluation of safety and quality initiatives relevant to *The National Safety and Quality Health Services Standards and the Australian Council on Healthcare Standards (ACHS) Evaluation and Quality Improvement Program (EQulP)*.

For more information in regards to Work Health and Safety Accountabilities within the Townsville HHS please review [Workplace Health and Safety Act 2011 - Part 2, Health and Safety Duties](#).

Mandatory qualifications/ professional registration/ other requirements

- **Vaccine Preventable Disease (VPD):** Health Care Workers in Queensland Health whose occupation poses a potential risk of exposure to blood or body fluids are required to provide evidence of vaccinations or proof that they are not susceptible (due to prior exposure to the disease and therefore have natural immunity) to the following VPD's Hepatitis B, Measles, Mumps, Rubella, Varicella and Pertussis (diphtheria, tetanus and pertussis containing vaccine) according to the Queensland Health Policy.
- There are no mandatory qualifications or professional registration requirements, however, a business management degree or equivalent is desirable. The successful candidate does not need to have a clinical background, but will need to be able to demonstrate how they will deliver excellence in leadership and management of a large mental health service in a hospital and health service.
- A strong understanding of the mental health environment, with experience in complex interdependent systems, will be highly regarded.
- This position requires the incumbent to operate a class C motor vehicle and an appropriate license endorsement to operate this vehicle is required. Proof of this endorsement must be provided prior to the commencement of duty.
- Travel will be required in this position, both within the THHS and throughout Queensland. This may include travel by small aircraft.
- It is a requirement of the position to participate in on-call rostering, where necessary.

How you will be assessed

You will be assessed on your ability to demonstrate the following key requirements, knowledge and experience which is outlined under 'The role'. The ideal applicant will be someone who has proven ability and can demonstrate the following:

- Professional Capability:
 - Professional standards: Creates and sustains professional standards of excellence in service delivery and patient care.
 - Drive for results: A strong commitment to making service performance improvements and a determination to achieve positive service outcomes for users.
- Research Capability:
 - Research culture: Creates and sustains a culture of world class research and innovation.
 - Collaborative research: Leads a department which supports integrated research across professional disciplines.
- Leadership Capability:
 - Self-awareness: Knowing your own strengths and limitations and understanding your own emotions and the impact of your behaviour on others in diverse situations.
 - Holding to account: The strength of resolve to hold others to account for agreed targets and to be held accountable for delivering a high level of service.
 - Effective and strategic influencing: Being able and prepared to adopt a number of ways to gain support and influence diverse parties, with the aim of securing health improvements.
- Management Capability:
 - Communication: Adopt appropriate strategies to gain support and influence others, communicate effectively in the public domain and with senior boards and external stakeholders.

- Business planning: Create strategic plans that meet hospital and whole of government priorities, and position the hospital to meet future challenges.
- Financial management: Develop, interpret, monitor and analyse trend data in organisational financial and establishment reports; forecast, monitor and manage revenue and expenditure; develop strategic procurement plans and ensure the organisation has the health infrastructure to meet demand in growth areas.

Your Application

Please provide the following information to the panel to assess your suitability:

- Your current CV or resume, including referees. You must seek approval prior to nominating a person as a referee. Referees should have a thorough knowledge of your work performance and conduct, and it is preferable to include your current/immediate past supervisor. By providing the names and contact details of your referee/s you consent for these people to be contacted by the selection panel. If you do not wish for a referee to be contacted, please indicate this on your resume and contact the selection panel chair to discuss.
- A short response (maximum of two pages) on how your experience, abilities, knowledge and personal qualities are relevant for the role, taking into account the key responsibilities and key attributes of the position.
- Applications will remain current for 12 months after they have been submitted.
- Future vacancies of a similar nature throughout the Townsville Hospital and Health Service may also be filled through this recruitment process.

Once completed, your application should be submitted online – visit www.smartjobs.qld.gov.au. If you have difficulties please contact Recruitment Services on 1300 193 156.

About the Townsville Hospital and Health Service

The Townsville Hospital and Health Service (HHS) is responsible for the delivery of healthcare services, education and research to a population of approximately 250,000 people. The Townsville HHS provides a large continuum of healthcare services, from advanced highly specialised tertiary-level healthcare at The Townsville Hospital, to secondary and primary-level hospital and community healthcare across the region. The Townsville HHS comprises 20 health facilities, including The Townsville Hospital, which serves as the tertiary referral hospital for the whole of northern Queensland.

The Townsville HHS is the largest tertiary health service in northern Australia. The Townsville Hospital provides, complex, high level services across a wide range of specialities including cardiothoracic, neurosurgery, adult and paediatric ICU, general surgery, medicine, radiation and medical oncology, transplant haematology, paediatrics, obstetrics and neonatology to the North Queensland region. Uniquely, The Townsville Hospital is the only tertiary facility in Queensland to offer all of these services within the one hospital.

In addition to The Townsville Hospital, the Townsville HHS delivers clinical services in eight locations over 149 500 square kilometres. Our services include rural hospitals, health centres, multi-purpose health services, mental health rehabilitation, clinics and aged cared, supported by our innovative telehealth services.

The Townsville Hospital facility is located adjacent to one of Queensland's leading tertiary education facilities, James Cook University. We are a major provider of undergraduate/postgraduate clinical placements and education across all health services and disciplines. James Cook University and the Townsville Hospital and Health Service collaborate to conduct research within the organisation making a substantial contribution to the development of research and education policy.

Person Centred Care is an essential part of Townsville HHS. Our patients are central to everything we do and we recognise the importance of their families and carers. We appreciate the importance of all our staff and support them to deliver person centred care.

Our Vision: **To be the leader in health care, research and education for regional Australia**

Our Purpose: **To deliver excellent care, research and education to improve the health of people and communities of northern Queensland**

Our Values:



Integrity



Compassion



Accountability



Respect



Engagement

Please visit our website for additional information about the [Townsville Hospital and Health Service](#)

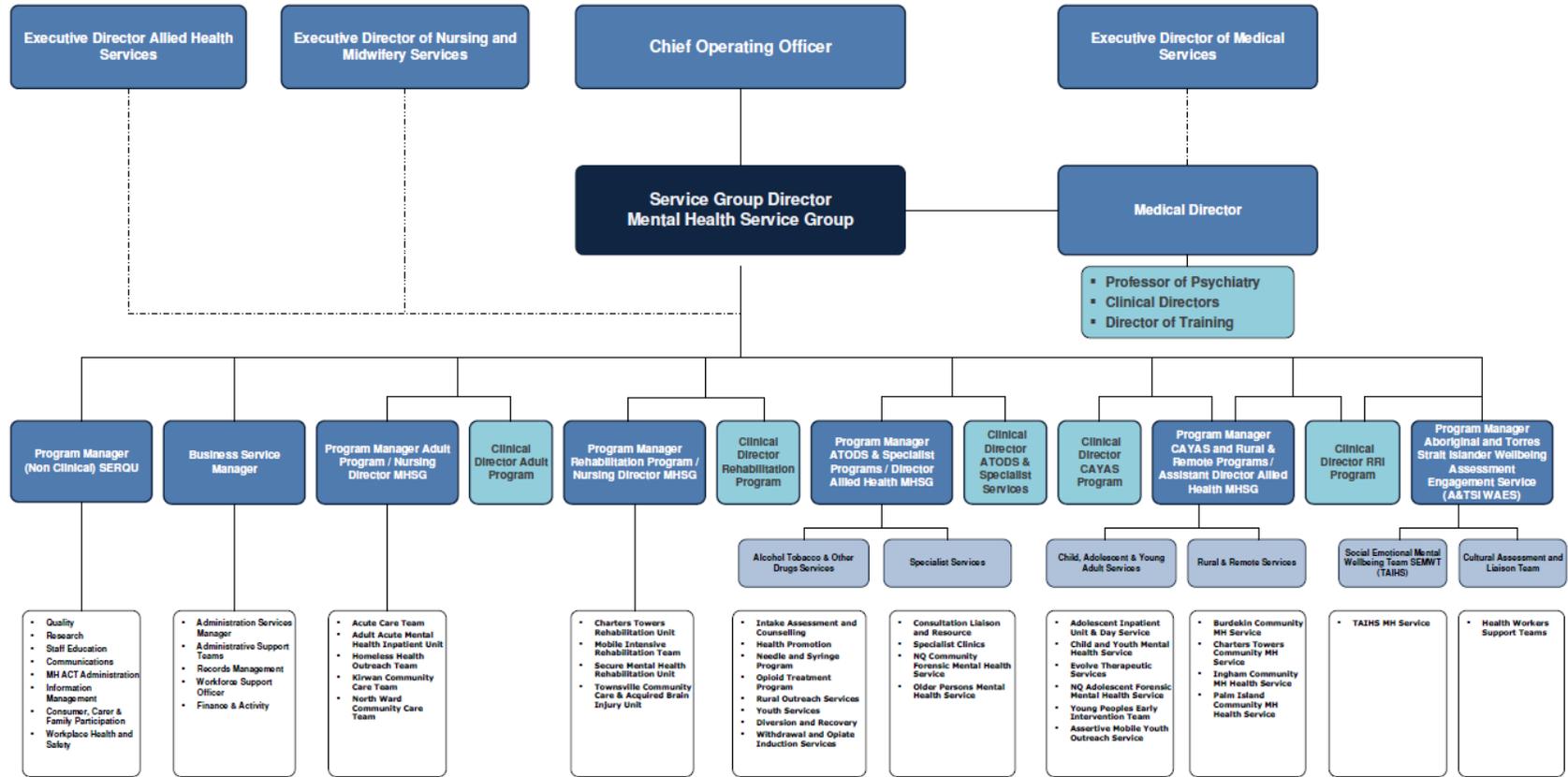
Additional Information

- Pre-employment screening, including criminal history, aged care checks, and discipline history checks, may be undertaken on persons recommended for employment. Roles providing health, counselling and support services to children will require a 'working with children check' from the Blue Card Services Department of Justice and Attorney-General prior to appointment, unless otherwise exempt.
- Employees who are permanently appointed to Queensland Health may be required to undertake a period of probation appropriate to the appointment.
- All relevant health professionals, who in the course of their duties formulate a reasonable suspicion that a child or youth has been abused or neglected in their home/community environment, have a legislative and a duty of care obligation to immediately report such concerns to Child Safety Services, Department of Communities.
- Applicants will be required to give a statement of their employment as a lobbyist within one (1) month of taking up the appointment. Details [Lobbyist Disclosure](#)
- Applicants may be required to disclose any pre-existing illness or injury which may impact on their ability to perform the role. Details are available in section 571 of the [Workers' Compensation and Rehabilitation Act 2003](#)



Townsville Hospital & Health Service
Mental Health Service Group
Organisational Chart

Mental Health Service Group Organisation Chart



Reporting Lines:
Professional - - - - -
Operational _____

Version:2
Endorsed 11.06.2018

Townsville Hospital and Health Board

Health Service Chief Executive

Legal Unit

Audit

