



## POSITION DESCRIPTION

### Chief Operating Officer

This position description describes the scope and skills required of the Chief Operating Officer at Link Health and Community (Link HC). The position description may be subject to periodical reviews.

**POSITION:** Chief Operating Officer

**REPORTS TO:** Chief Executive Officer

**LOCATION:** Based at Link Health and Community  
Mulgrave  
This is your base location. However, there will be a requirement to work at various sites from time to time.

### ORGANISATIONAL CONTEXT:

Link Health and Community is a multi-sited community health service, providing a comprehensive range of health, Early Childhood and community services in Victoria.

The Link HC Vision is: Healthier people participating in their communities.

The Link HC Guiding Values are:

We **care** for our community, each other and for the people who use our services

We **listen** to people who need our services and we advocate for our community

We provide **accessible**, innovative, and high-quality services and programs

We **partner** with other organisations to ensure the development and delivery of better services

We are a **sustainable** organisation, financially, socially and environmentally.

### POSITION OBJECTIVE

Reporting to the Chief Executive Officer, the Chief Operating Officer (COO) will support the transformation of the organisation to ensure that the short, medium and long-term goals of the Strategic Plan are met. This involves a collaborative approach and leadership to organisational, cultural and structural change, asset management, service innovation, sustainability, operational efficiencies, Information Technology, and business intelligence. This person will inspire a high-performance culture.

Your portfolio will incorporate the successful delivery of the:

- Leadership to drive capital and operational efficiency improvements;
- Ensure the timely delivery of financial and performance data to the Board and the appropriate sub-committees;
- Organisational growth;
- Ensure support and attainment of the Strategic Plan, Budgets and Acquisitions;
- Service design to successfully deliver agreed customer service levels;
- Systems, data reporting, and business intelligence;
- Drive improvement in “back of office” functions to support the operational requirements.

## **DUTIES AND RESPONSIBILITIES**

The duties and responsibilities include, but are not limited to:

### **Leading Change**

In meeting Link HC’s Vision and Mission, you will be clear about your role and the role of others in transforming the organisation. You will lead change that creates a proactive service model and organisational framework that meets current and future needs of the community.

#### Organisation Change leadership

- Works effectively with the Executive leadership team to lead change;
- Creates vision and influences progress towards that vision;
- Engages the values and goals of individuals and groups to commit to and drive change;
- Builds teams and identifies champions to energise and reinforce desired change;
- Engages and introduces actions that redesign organisational structures, processes and systems.

#### Change management

- Recognise organisational opportunity and innovation;
- Understands the diversity of business environments and thinks expansively;
- Challenges existing business frameworks and assumptions to achieve desired outcomes;
- Understands key internal and external stakeholders, and the changing business environment and key market drivers;
- Understands and communicates the organisation’s purpose, direction and values;
- Work with others to best channel resources and organisational capability, and provide clarity to the organisation regarding the execution of:
  - Strategic plan,
  - Budget plan,
  - Operating plan, and
  - Work Plans of the staff that report to you and those for the organisation as a whole.

#### Relationship management

- Creates collaborative relationships and shared outcomes, acknowledges contributions and seeks agreement;
- Works with internal and external networks;
- Influences Board, Executive and other key stakeholders.

### **Leading People**

#### Team Leadership

- Leads by example and models organisation values and vision;
- Generates persuasive leadership around common goals to individuals and teams;
- Removes barriers and sources solutions;
- Motivates teams and drives outcomes.

#### People Management

- Supports people to gain experience and upskill, mentor and coach individuals;
- Works with individuals to set clear, specific, challenging but achievable goals;
- Collaboratively sets performance goals and measures, tracks and evaluates outcomes.

#### Influencing/collaboration

- Creates vision for changes and initiates projects, that deliver on the required outcomes;
- Takes the organisation and individuals on a journey of change which overcomes cultural, historical and other barriers that are in conflict with the end outcome.

### **Operational Performance**

- Adopt a commercial and risk management lens to the development of models for the organisation operating in a complex environment;
- Monitor key metrics to ensure that budgeted deliverables are met;
- Develop systems and reporting that inform financial performance and decision making;
- Ensure that sustainable, customer focused, quality services are delivered to meet the need of the community and key performance indicators are met;
- Ensure the organisation is moving in the right direction to achieve each business unit's functions and business goals;
- Monitor key metrics to understand if the organisational goals have been met and improvements are effective;
- Build the knowledge and understanding of operational key performance indicators throughout the organisation;
- Build a continual improvement culture in the organisation that monitors, manages and aligns to key performance outcomes;
- Design an operational framework where systems, people, policies and processes are accessible and enable users to deliver on performance outcomes;

- Build an operational framework that enables a synergy between back office functions and frontline services;
- Create new solutions to improve processes, operations and practices;
- Evaluate business activities in terms of value added impact and balance opportunities and risk;
- Evaluate benchmarks of the organisation against sector, markets and current business metric.

### **Strategic objectives**

- Add value to strategic planning process and the organisation's strategy;
- Identify areas of risk or opportunity that may shape the ongoing strategy and direction of the organisation.

### **Other responsibility areas (all staff):**

#### **2.0 Administration**

- 2.1 Ensure up to date records according to quality standards and comply with the provision of the safe custody and confidentiality of all records whether in hard copy or electronic format.
- 2.2 Prepare and maintain appropriate statistical data, reports and analysis activities as required.
- 2.3 Communicate with Chief Executive Officer in respect to role responsibilities and professional expertise in order to assist with program development.
- 2.4 Work collaboratively with service providers in Link HC teams and in the broader service system to ensure that Link HC provide the services that we are funded for.
- 2.5 Participate in identifying professional development and training needs and attend professional development activities as required.

#### **3.0 Health Promotion**

- 3.1 Contribute to Link Health HC promotion activities and participate if required in developing relevant programs and projects in line with Link HC's Health Promotion Plan.
- 3.2 Work collaboratively with other disciplines in developing a comprehensive multi-disciplinary health promotion approach to the local community as required.

#### **4.0 Quality Improvement and Professional Development**

- 4.1 Support the organisational culture, which promotes continuous service improvement and innovation.
- 4.2 Contribute to the QIP Accreditation Process, including identifying, developing, implementing and evaluating quality improvement activities.
- 4.3 Participate in identifying professional development and training needs and attend professional development activities as required.
- 4.4 Assist the Human Resources Director in developing policies and procedures for Link HC human resources practice as appropriate.

#### **5.0 Occupational Health & Safety (OHS)**

- 5.1 Actively support a range of activities in accordance with Occupational Health & Safety legislation obligations and in line with the Link HC Risk Management Program.

- 5.2 Support and participate in the Link HC OH&S Risk Management Plan and implement the plan (where appropriate) at discipline/organisation level.
- 5.3 Assist in maintaining a safe work environment by reporting incidents of unsafe work practices, sites/areas or equipment.
- 5.4 Report injuries in the Site Register.
- 5.5 In the event of a workplace injury occurring, cooperate fully with the nominated Return to Work Coordinator, treating medical practitioners and health professionals to facilitate an early return to work and access to an appropriate rehabilitation program.

#### **6.0 Equal Employment Opportunity.**

- 6.1 The position holder is required to observe and practice the principles and obligations of Equal Employment Opportunity, which include:
  - A workplace which is free from harassment;
  - Ensuring that activities and practices prevent and eliminate unlawful discrimination
  - Promote merit and equity in the workplace.
  - Will contribute to the successful management of diversity in the workplace, and when required, co-operate with any relevant enquiry into complaints and attend supervision and performance management meetings.

#### **7.0 Community Engagement and Consumer Participation**

Link HC values collaboration with consumers and community members to improve the way our services are developed, planned and delivered. We are committed to community engagement and consumer participation and as such support ways in which the community's health can be optimized and its strengths are recognized and built upon by encouraging all staff to:

- Support and contribute to the goals and objectives of the Community Engagement and Consumer Participation Policy.
- Actively participate in recruiting consumers, carers, and the community to participate in all aspects of the organization.
- Promote awareness that Link HC encourages consumer, carer, and community participation at all levels of the organisation.
- Work collaboratively with other staff, the community and consumers to plan, implement and evaluate services, projects and programs

#### **8.0 Organisation Policies & Procedures**

Maintain currency of knowledge and practice with Link HC specific Policies and Procedures as applicable to the position and as amended from time to time.

#### **9.0 Code of Conduct**

The Link HC Code of Conduct provides a framework of expected behaviours with the view to ensuring that Link HC is a safe work environment with the expectation that all dealings are conducted with integrity and respect at all times. All employees are expected to understand and abide by the Code of Conduct.

## **REPORTING RELATIONSHIPS**

This position is accountable to the Chief Executive Officer. In addition, it has a number of positions reporting to the COO including Facilities Management, Human Resources, Finance, Data Analytics and IT.

## **PERFORMANCE REVIEW**

### **Criteria**

Participation in regular performance appraisals based on a documented individual performance plan with stated performance indicators including output targets is expected. The performance plan and outputs will be negotiated in accordance with a regular cycle of review.

## **QUALIFICATIONS AND EXPERIENCE REQUIRED**

### **Essential**

- Tertiary qualifications in Commerce and Business.
- Eligible to become a member of a recognised accounting body (CPA, ICA).
- At least five years' experience in a same or a level role.
- Demonstrated experience in transformational change management programs.
- Demonstrated commercial and financial acumen, and business skills in the management of budgets, business plans and analysing risk.
- Demonstrated capacity to lead and inspire to improve organisational efficiency, competent strategic planning and business development.
- Demonstrated knowledge of applicable legislation, standards and compliance
- Ability to provide effective leadership and management at a senior level.
- Well-developed communication and negotiation skills and the ability to develop stakeholder relationships.
- Excellent interpersonal and public speaking skills.
- Relevant experience in working as part of a multi-disciplinary team.
- Intermediate competency in the use of the Microsoft Office Suite and other information management software programs.

### **Desirable**

- Other professional affiliations or membership.
- Understanding of Community Health principles, service organisations and/or the Not-for-Profit sector.
- Understanding of principles of confidentiality, and rights and responsibilities of consumers/clients within a community health context as part of the Privacy Act.

**KEY RESULT AREAS**

- KRA 1** Identified short, medium and long-term goals are on-track or met.
- KRA 2** Explore decisions and implement checks and balances to eliminate risk to the organisation.
- KRA 3** Provide timely, accurate information and produce reports as required.
- KRA 4** Contribute to a culture of continuous quality improvement.
- KRA 5** Work proactively with the various disciplines in the Community Health setting to facilitate effective leadership
- KRA 6** Demonstrated commitment to ongoing professional development and education.
- KRA 7** Ensure a customer focus and providing professional expertise.

Approved: .....

**Philip Moran**  
**Chief Executive Officer**  
**Link Health and Community**

I acknowledge and agree that the above position description is an accurate reflection of the Chief Operating Officer.

Signed: .....  
Employee

Name: .....

Date: .....