



**Royal Far West**  
Children's health, country-wide

**Name:**  
**Position Title:** **Head of Programs / General Manager**  
**Reports to:** Health Director  
**Direct reports:** Program Manager - Windmill  
Program Manager - Telecare  
Program Manager - PDP

**Key Relationships:** Clinical Managers, Head of Service Partnerships, Head of Research and Service Innovation, Community Programs Manager, Business Improvement & IT, Marketing, Business Director, CFO, Royal Far West School

External clients and stakeholders as appropriate

#### **About Royal Far West**

Royal Far West is a Manly based non-government organisation that provides multidisciplinary health and wellbeing services for children from rural and remote NSW with developmental, behavioural, learning and mental health difficulties.

#### **Royal Far West Vision**

Healthy country children

#### **Royal Far West Mission**

To improve the health and wellbeing of children and young people who live in rural and remote communities.

#### **Royal Far West Values**

Respect: We value diversity and are sensitive in relationship and to differences.

Integrity: We are open, honest and accountable. We do what we say we will do.

Care: We foster an environment that is supportive and without judgement.

Energy: we apply ourselves energetically, are resilient and encourage innovation.

## Head of Programs / General Manager

---

### Purpose of the Position

Reporting to the Health Director, the Head of Programs / General Manager is responsible for leadership, oversight and delivery of key health and disability programs at Royal Far West, ensuring they are being delivered in line with contracts, targets and budget. Currently, this role covers the following programs and associated support functions:

- the Paediatric Developmental Program (PDP)\*
- Telecare for Kids
- Windmill (NDIS Disability Service)
- Community Programs

\* includes oral health and orthodontics

Each of these programs has a distinct service model (or service models), operating procedures, associated protocols and guidelines, and funding models. The services are delivered by Royal Far West's medical and allied health teams, which are supported by coordination and administration teams.

The role involves a blend of operational and commercial accountabilities, requiring oversight of the program function and support of the Program Managers whilst also making decisions for the collective health services. The Head of Programs will have a business and customer service mindset, with experience managing programs and service delivery operations, ideally in the health sector. A keen understanding of and commitment to ensuring high quality program outcomes is essential.

### Key responsibilities

- Develop and maintain a strong program management framework across all programs, which provides clarity and transparency in program delivery and drives performance across both financial and quality outcomes
- Ensure programs are well resourced to deliver efficiently and effectively, supporting program managers to negotiate clinical resource levels with each team and monitoring utilisation and productivity, and prioritising resources across programs where necessary.
- Lead and support individual program managers and support functions, working to create a high performing and supportive culture across the teams
- With the Health Director and Program Managers, set Program strategy and lead on annual planning across volumes, resource requirements, costs and revenue
- With clinical staff, program staff and the Research and Innovation team, identify and implement initiatives to improve efficiency and quality across the program portfolio and act as a key partner on service redesign projects.

- Define, monitor and manage program objectives, performance targets and budgets, working with the BI and Finance teams to ensure regular, effective reporting is in place.
- Support the Head of Service Partnerships and the Business Directorate to identify and secure new funding and business opportunities in order to achieve program objectives and targets and manage key service partnerships.

## **Selection Criteria**

### **Essential**

- Tertiary qualification in health management, clinical, business or a related field
- At least 5 years' experience in a service, operations or program leadership role with a track record in successfully managing a complex portfolio of projects
- Experience in leadership and people management, with a focus on developing and supporting relationships within an interdisciplinary team
- Experience developing and managing to operational performance targets and managing individual program budgets in excess of \$1 million.
- A customer service mindset, with the ability to understand and balance client experience, quality and financial outcomes
- Demonstrable experience in setting strategy, end to end business planning and process and system design/improvement to support effective service delivery
- Well-developed communication and interpersonal skills, able to build, lead and inspire strong, resilient teams and to build credibility and influence across a diverse range of internal and external stakeholders
- A proactive and action orientated professional attitude and approach with the ability to generate ideas, think innovatively, challenge the status quo and problem solve
- A good understanding of health sector, education and/or disability systems in Australia, and knowledge of contemporary issues and funding models
- Ability to travel as required

### **Desirable**

- Demonstrated understanding of and commitment to children's health in rural and remote communities
- Experience managing multi-disciplinary clinical programs and/or health programs.
- Experience in the not for profit sector.

## KEY COMPETENCIES

Core Attributes / Leadership Skills	Anticipated behaviours and attitudes - examples
<b>Results Orientation</b>	is consistently one of the top performers, bottom line oriented, steadfastly pushes self and others for results
<b>Strategic Agility</b>	keeps an eye on the big picture, accurately scopes out the length and difficulty of tasks, sees ahead clearly, is future oriented, can create competitive and break-through strategies
<b>Planning</b>	breaks down work into the process steps, develops schedules and tasks people to achieve specific assignments, anticipates and adjusts for problems and roadblocks, measures performance against goals, evaluates results
<b>Priority Setting</b>	spends time and the time of others on what's important, zeros in on critical issues and puts trivial issues aside, creates focus, eliminates roadblocks
<b>Customer Focus</b>	focuses equally on internal and external customers, has a strong "service ethic", willing to go the extra mile
<b>Leadership Qualities</b>	is good at establishing clear directions, brings out the best in people, maintains two-way dialogue with others on work and results, and sets objectives. Shows initiative, integrity, enthusiasm, zeal, instils trust, stretches the goals, is "caring and sharing" and interested in people
<b>Organisational Alignment</b>	has corporate initiative, accepting of change, seeks to grow and improve (contribute to) the enterprise as a whole, regardless of position
<b>Communication Problem Solving</b>	has strong written and verbal, presentation and facilitation skills uses rigorous logic to solve difficult problems, gets effective solutions, is collaborative, inclusive, acceptable, is skilled at honest analysis
<b>Team Work</b>	considers best interests of the team ahead of self, best solution, encourages input and responsibility of others, delegates and supports, relates well to all sorts of people, build appropriate rapport
<b>Self Confidence</b>	Is willing to take on new responsibilities, confronts and deals with issues & problems with confidence, willing to take measured risks
<b>Professional Demeanour</b>	displays good personal presentation, sound professional ethics, and appropriate personal behaviours. Is resilient.
<b>Openness to Feedback and Suggestions</b>	is willing to see other alternatives, willing to accept criticism and use it to develop
<b>Time Management</b>	sets priorities and achieves goals in given time, efficient with use of own and others' time

## KEY RESPONSIBILITIES

---

### 1. Technical Skills

#### Leadership/Strategy

- Manage, inspire and develop the program management and delivery teams and promote a strong, stable culture
- Establish and maintain strong internal and external networks to enable successful service delivery
- Advise the Health Director and broader Executive on Health Program strategy and ensure transparency on program performance
- Contribute actively to Directorate strategy, planning and culture as a member of the Health Leadership team and drive key areas of development.

#### Planning and Forecasting

- With the Program Managers and Health Director, establish business plans, objectives and targets for each of the Programs
- Regularly forecast client and service numbers, and resource requirements with the Program and Clinical Managers
- Prepare and manage program budgets (cost and revenue) in line with agreed strategy and funding models

#### Program Delivery and Performance Management

- Lead work to standardise and strengthen existing programs and establish a strong program management framework
- Work with the Program and Clinical Managers to ensure people, systems and processes are in place to deliver programs effectively
- Lead prioritisation of resourcing and service delivery commitments across programs
- Monitor the delivery and performance of PDP, Telecare and Windmill programs against key volume, finance and quality indicators and identify any actions required to keep this on track.
- Establish a program operating environment to ensure consistent and effective delivery
- Work with Program Managers to ensure compliance with program guidelines and quality and safety standards
- Regular reporting on program performance to the Directorate and the Executive.

#### Business Development

- With the Service Partnerships team, identify and secure new business opportunities to achieve program objectives

#### Other

- Perform other duties that are within the skills, competence and training of the position holder and peripheral to the position.

<b>2. Professional Development</b>	<ul style="list-style-type: none"> <li>- Participate in identifying professional development and training needs and attend professional development activities as required, supporting direct reports to do the same.</li> <li>- Attend all mandatory training sessions provided by the organisation and is actively involved in other training and development as required.</li> <li>- Evaluate own performance to identify strengths and areas where professional growth can occur.</li> </ul>
<b>3. WHS</b>	<ul style="list-style-type: none"> <li>- Report any incidents/hazards within 24 hours via the incident reporting tool on LUCY.</li> <li>- In the event of a workplace injury occurring, cooperate fully with the Return to Work Coordinator, Manager and treating medical practitioners and health professionals to facilitate an early return to work and access to an appropriate rehab program.</li> <li>- Comply with WHS statutory requirements and local WHS policy, programs and procedures.</li> </ul>
<b>4. Communication</b>	<ul style="list-style-type: none"> <li>- Maintain effective communication with all staff and relevant organisations.</li> <li>- Adapt communication style and identify strategies to improve communication effectiveness.</li> <li>- Ensure management is made aware of any significant issues/incidents in a timely and appropriate manner.</li> </ul>
<b>5. Risk Management</b>	<ul style="list-style-type: none"> <li>- Proactively identify, flag and manage any risk to program delivery or performance.</li> <li>- Adhere to Royal Far West's policies and procedures, ensuring that services are provided in accordance with Royal Far West's policies and procedures.</li> <li>- Ensure that all data reporting requirements associated with the position are complied with.</li> <li>- Maintain professional standards in accordance with relevant professional body.</li> <li>- Maintain a high standard of administrative procedures and professional and ethical practice both individually and as a member of the team.</li> <li>- Ensure confidentiality in accordance with professional standards and RFW policy.</li> <li>- Understand, adhere to and respect clients' rights to confidentiality, privacy and dignity.</li> </ul>
<b>6. Quality Improvement</b>	<ul style="list-style-type: none"> <li>- Identify and implement initiatives to improve efficiency and quality across the program portfolio.</li> <li>- Develop, implement and evaluate relevant RFW policies and procedures, quality standards and compliance levels</li> <li>- Demonstrate commitment to clinical governance and continuous improvement.</li> <li>- Actively participate in quality improvement initiatives</li> </ul>

	<ul style="list-style-type: none"> <li>- Contribute to the Accreditation process, including identifying, developing, implementing and evaluating quality improvement activities.</li> </ul>
<b>7. Human Resources</b>	<ul style="list-style-type: none"> <li>- Manage and support the Program Managers and program support functions, maintaining a high performing team that delivers exceptional, client focussed results</li> <li>- Coordinate induction of new team members and performance of team</li> <li>- Manage staff grievances in consultation with the Human Resources Manager and relevant director.</li> <li>- Operate within Delegation of Authority as per the Delegations Manual.</li> <li>- Demonstrate sound human resources practices and change management.</li> </ul>
<b>8. Financial Management</b>	<ul style="list-style-type: none"> <li>- Actively manage program budgets to deliver on or above plan, identifying and actioning mitigation strategies with the Health Director, where needed.</li> <li>- Function within allocated budgets and agreed financial strategies/targets.</li> <li>- Operate within Delegation of Authority as per the Delegations Manual.</li> </ul>

**Royal Far West Authorisation**

Authorised by: \_\_\_\_\_

**Health Director**

**Employee Declaration**

I have read this Position Description, I understand the position requirements and position demands and agree that I can fulfil its function to the standards outlined.

I agree to comply with all relevant policies.

I understand that other duties may be directed from time to time and that I may be required to work in any area under the jurisdiction of the Board of Royal Far West.

I also agree to strictly observe the policy on confidentiality of information of staff and client information and other sensitive or confidential information that I may come across in the course of my employment.

I am not aware of any reason, which might interfere with my ability to perform the inherent requirements and demands of this position.

Employee Name: \_\_\_\_\_

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_