SACS Consulting
Competency Based Recruitment
Assignment Specification

System Design and Portfolio Manager – Mental Health

for

Eastern Melbourne Primary Health Network

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contents

organisation background

phn
EASTERN MELBOURNE

An Australian Government Initiative

The Australian Government established Primary Health Networks (PHNs) to increase the efficiency of medical services, reduce fragmentation of care and improve health outcomes for everyone, especially for the most vulnerable.

Eastern Melbourne Primary Health Network (EMPHN) is one of six primary health networks in Victoria. They act to increase the efficiency of medical services, reduce fragmentation of care and improve health outcomes for everyone, especially for the most vulnerable. They achieve this goal by improving access to existing services, commissioning services to improve health outcomes and by supporting GPs and others to innovate and further improve local health care.

EMPHN's Values

- **Integrity** – We speak the truth and operate with trust, respect, inclusion and professionalism
- **Working together** – We foster partnerships by being inclusive and interacting as one team to achieve shared outcomes
- **Courage** – We are agile, flexible and innovative in leading transformational change, and achieving our vision and mission

position specification

position	**SYSTEM DESIGN AND PORTFOLIO MANAGER – MENTAL HEALTH**
reporting relationships	**Reports to:** ♦ Executive Director – Primary Health Integration and System Redesign **Key Internal Relationships:** ♦ ELT and Board of Directors ♦ Redesign and Delivery Teams ♦ Leaders across the organisation ♦ EMPHN employees and contractors **Key External Relationships:** ♦ People with lived experience, consumers and carers ♦ Health Professionals in particular – primary care/general practice ♦ Formal Collaboratives/Alliances ♦ EMPHN Clinical Council & Community Advisory Committee ♦ Representatives of key service providers in EMPHN catchment ♦ Government and Community Stakeholders EMPHN employees and contractors
term	12-month contract (maternity leave cover) with the possibility of ongoing employment within the organisation.
position purpose	The System Design and Portfolio Manager is accountable for leading the strategic framework to realise health system improvement for people across the EMPHN catchment for the portfolio of Mental Health through informing the development of strategy; utilising expertise, strategic leadership and stakeholder management to inform and oversee an integrated organisational approach to achieving strategic outcomes for the portfolio including providing support for the delivery of the portfolio programs and projects of work as prioritised in the business plan and building stakeholder and EMPHN capability in the portfolio. The incumbent will engage stakeholders, lead research and provide an evidence-based approach to driving an integrated approach to system redesign and adoption of innovation to improve outcomes, ways of working, processes, policies and systems to improve the overall effectiveness of health outcomes within the portfolio. The incumbent provides leadership in the facilitation of system redesign for key priorities at EMPHN leading and building the capability of cross functional teams to understand health needs and service gaps and design/redesign models and systems of care that can be implemented to best effect, in alignment with the Strategy and Business Plan.
position background	This is a newly created position.

key responsibilities

Strategic Portfolio Leadership

- Inform EMPHN strategic and business planning through championing and leading the development and implementation of a strategic framework for the portfolio that aligns to EMPHN's transformational agenda, focusing on the transformative strategies and informed by research, evidence, and analysis.
- Oversee a whole of organisation, integrated approach to the delivery of portfolio programs and projects including providing expertise and leadership to inform the development, alignment and implementation of objectives and outcomes for the portfolio, programs and projects in line with approved strategic and business planning direction.
- Champion and lead integration and improvement activities across EMPHN and enable cross-functional teams to contribute to the strategic direction of Mental Health initiatives.
- Provide thought leadership and development of capability to EMPHN leadership and stakeholders, drawing upon up-to date contemporary knowledge and expertise for the portfolio.
- Be a strong advocate for change, both internally and externally, for new health initiatives with the quadruple aim of improving patient and clinician experience, improve health outcomes, and increase value.

Systems Redesign, Innovation and Improvement

- Champion the central role of Mental Health to achieve overall health system improvements, working with internal and external stakeholders to identify improvement opportunities and develop solutions, using a co-design methodology.
- Working within the context of the strategic and business plan:
  - Identify priority areas within the catchment and utilise this to define redesign and improvement opportunities.
  - Facilitate the development of solutions, maintaining a focus on innovation, informed by evidence and research.
  - Proactively approach and secure new opportunities within the EMPHN catchment with partners, stakeholders, community groups/individuals to improve Mental Health initiatives within the catchment.
  - Actively seek innovation funding from a variety of sources as deemed necessary.
- Engage and empower others to initiate and implement improvement and build business case and performance indicators for improvement opportunities.
- Manage, lead and coach Redesign cross functional team/s to build capacity to implement key initiatives and commissioning activities that will redesign care in alignment with EMPHN's transformation agenda.
- Participate in and where appropriate lead, the commissioning cycle with a focus on problem definition, diagnostics, designing solutions, and evaluation.

Operational Leadership

- Lead the embedding of desired culture, consistent with EMPHN's values and behaviours, through proactive role modelling and leadership,

including the modelling of a practical and positive approach to health, safety, diversity, inclusion, wellbeing, and environment.

- Provide leadership both formally (for programs and projects lead by incumbent) and informally (programs and projects lead by other program managers) to ensure alignment and integration across all work in progress for the portfolio delivery of planned outcomes.
- Effectively manage and lead the team (cross functional redesign teams) to deliver planned outcomes, whilst developing, empowering and continuously improving the team including evaluating individual performance, professional development and knowledge management.
- Build the engagement and motivation of others within EMPHN, through creating opportunities to contribute to continuous improvement of processes and achievement of outcomes, enabling informed and timely two-way and cross organisational communication, sharing successes, and building alignment to the strategy and business plans.
- Implement people strategies to enable optimum performance from the team through workforce planning, talent management, performance development, driving a learning culture, team building, and professional development.
- Assess and develop the professional capability and capacity of the team to ensure continued delivery and improvement of service outcomes and to prepare for future program needs.
- Lead, through role modelling and performance management, compliance with all policies, procedures and systems and manage work practices to comply with relevant regulatory and legislative requirements.
- Ensure effective working relationships are developed and maintained with the relevant teams to enable effective delivery of programs are completed annually.

Stakeholder Engagement and Relationship Management
- Lead and support the development and ongoing participation in Collaboratives/Alliances.
- Communicate and consult widely with key stakeholders across the catchment to ensure health initiatives are leveraged and health gaps are addressed particularly in the areas Mental Health.
- Drive effective relationships and communications ensuring EMPHN remains a trusted advisor to stakeholders.
- Foster strong partnerships between EMPHN and local communities, health professionals, health care service providers, consumers, and patient groups.
- Build effective partnerships to improve the readiness of stakeholders to engage in EMPHN led initiatives.
- Ensure effective and strong relationships with stakeholders, partner organisations, funding bodies, government and nongovernment agencies and relevant organisations in a manner consistent with EMPHN values to meet strategic goals.
- Represent the organisation effectively by actively promoting and developing the identity of EMPHN to all stakeholders including local and regional health related organisations and the broader community.
- Engage and collaborate with the ELT, Board, Board Committees, Board Advisory Groups (Clinical council and Community Advisory Committee) as required.

Business Management

◆ Set performance standards and measures for the portfolio and provide timely and accurate information, reports and advice on performance, governance, risk management, finance.

◆ Provide timely and accurate reporting to key internal and external stakeholders including the Australian Government's Department of Health, complying with regulatory requirements and the Executive and CEO, to facilitate strategic decision making, risk management and long-term planning.

◆ Manage the implementation of quality systems within area of responsibility ensuring quality outcomes are achieved.

◆ Inform the development of annual budgets that support the initiatives and commissioning activities of the portfolio, and effectively manage budgets ensuring financial viability of the areas of responsibility and track performance.

◆ Develop and implement strategies for identifying and obtaining additional funding sources consistent with stakeholder management framework.

◆ Identification, management and mitigation of risks consistent with risk management policies and procedures.

real world outcomes

This document sets out the Real World Outcomes and the resultant core competencies that relate to the position.

Following on from this are the behavioural interview questions that will be part of the interviewing process undertaken during the recruitment process.

RWO	measurement
Reimagined Mental Health Approach	The System Design and Portfolio Manager – Mental Health has provided thought leadership to the portfolio and has redesigned the approach to the commissioning of mental health services that is in line with the organisation's strategic and business plan and meets community needs. Measurement is the satisfaction of the Executive Director – Primary Health Integration and System Redesign and feedback from stakeholders.
Effective Partnerships	The System Design and Portfolio Manager – Mental Health has developed strong and effective partnerships with key internal and external stakeholders and has utilised a co-design methodology to system design. Stakeholders report they have been positively engaged and consulted with in system design initiatives.
Evidence-based solutions	The System Design and Portfolio Manager – Mental Health has brought an evidence-based approach to system design strategy and has translated this into outcomes that are informed by research, evidence and analysis.
Internal Mentoring	The System Design and Portfolio Manager – Mental Health has coached and mentored other Portfolio Managers who report they have been positively engaged and educated regarding system design.

core competencies

skills

Competencies Required:

1. Impressive written and oral communication skills
2. Stakeholder management and partnership development skills at all levels
3. Mentoring and coaching skills
4. Conceptual and analytical skills
5. Capacity to understand a wide range of perspectives
6. Ability to synthesise and translate information
7. Strong influencing and negotiation skills

knowledge / experience

Competencies Required:

1. Demonstrated experience across a possible range of health environments (acute, primary care, community health, government)
2. Demonstrated leadership experience within the mental health sector

qualifications

1. Relevant tertiary and/or post graduate qualification

values / attitudes

Competencies Required:

1. Capacity to inspire and motivate others with credibility, integrity, and enthusiasm
2. Commitment to, and ability to, engage and foster community and stakeholder engagement
3. Strategic and continuous improvement mindset
4. Good listener
5. Flexible and adaptable
6. Commitment to the Primary Health Network model of health solution commissioning

application process

Our typical application process is detailed below. Please don't be alarmed if this process alters slightly as from time to time there are unforeseen delays and some of our clients request alterations to the below process.

Your application to SACS will initially involve you applying online and submitting your current resume SACS for our review in relation to a particular position.

Upon review of resumes, candidates whose resume appears to match our client's brief will be emailed a series of behavioural questions (5-8). These candidates will then be requested to email a response of 1-2 paragraphs per question back to SACS. This forms a more formal application to the role and in most cases these answers will be presented to our client in a formal candidate report.

Upon review of responses, you may then be progressed to an online Zoom video interview with 1-2 SACS Consultants. In general your Consultant will be back to you within 10 working days of the interview to advise you if you will be progressing to the panel interview process with our client.

Our client then meets you usually in a panel format (this will likely be via online video conference), one of your SACS Consultants may also be on the interview panel.

You will be given a timeframe at the panel interview and we will ensure you are advised of the outcome of your application within the agreed timeframe.

If you are taken forward from the panel interviews you will then be requested to complete psychological testing which we typically ask you to complete online, through the SACS Psychometric Assessment Portal. If you are successful in making it to the final stage of the process, we will request that you provide us with two work related referees.

If you need assistance or adjustments to participate in the application or interview process, please contact Sabrina Orlandea on 1300 130 965 or sabrinao@sacsconsult.com.au

If you have any questions about your application at any stage please don't hesitate to call us on 1300 130 965.

To apply for this exciting position with Eastern Melbourne Primary Health Network please visit our website https://sacsconsult.com.au/job-seeker/ and apply via the role.