

Manager Practice Development

Position Description

Position Details

Position Title:	Manager Practice Development	Reports to:	General Manager Practice Excellence
Team:	Practice Excellence	Program Area:	Practice Excellence
Classification:	Level 7	Location:	Brunswick
Time Fraction:	Full Time	Region:	Head Office
Hours:	1 EFT	Status:	Fixed Term (12 months)

Organisational purpose

To deliver high quality specialist, trauma-focused services, working with the strengths and resilience of people of refugee background, their families and communities to rebuild lives shattered by torture and other traumatic events.

Program Area

Practice Excellence works in partnership with Foundation House's service delivery programs to support high quality service provision to Foundation House clients and communities that align with our organisational purpose, priorities and obligations. The program provides practice support, professional training and development for VFST staff and external providers. It also oversees the Client Information Management system, data reporting, quality improvement frameworks and service alignment and innovation across all service delivery areas.

Role Purpose

The Manager Practice Development (MPD) plays a fundamental role in leading direct service practice development and improvement at VFST. This is achieved by way of systems and processes including the Practice Development Framework, Practice Development Supervision, Communities of Practice, complex case consultations and a comprehensive internal training program for direct service staff. Working with senior management, the MPD identifies and delivers practice improvement initiatives aligned with organisational need.

The MPD manages multiple teams:

- Practice Development Team, comprised of regionally based Practice Leaders who support direct services staff to deliver high quality services to clients that is safe, timely, effective and person-centred (STEP). The MPD and Practice Leaders help ensure the consistent use of VFST practice directions and systems, quality assurance, compliance (for example MARAM, child safety etc.)
- Professional Learning and Workforce Development team who are centrally based and responsible for coordinating internal and external training, student placements and research initiatives through the Shared Knowledge in Practice (SKIP) working group. The MPD also oversees and, where required, delivers internal and external professional development and training. This is both to strengthen the skills of our direct services staff and to strengthen service delivery across the mental

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health, health, settlement, welfare and education sectors for people and communities of refugee backgrounds.

Key Responsibilities

Practice Development Leadership

- Support the General Manager Practice Excellence (GMPE) to identify and design responses to practice development needs across the Mental Health and Wellbeing and Community Sector Capacity Building programs.
- Lead and manage Practice Leaders and Professional Learning and Workforce Development professionals to deliver organisational requirements effectively.
- Manage a team of Practice Leaders to drive continuous improvement in practice support for staff delivering services to clients and communities, aligned with practice requirements, quality improvement priorities and organisational obligations. Partner with senior management to implement and oversee key practice elements to strengthen alignment with relevant quality standards and the Victorian Government Community Services Quality Governance Framework.
- Collaborate with the Practice Excellence Quality Team to develop, implement and monitor quality measures in line with the Foundation House Care Governance Framework and practice needs.
- Support the GMPE to design and implement practice development training and learning initiatives across the organisation and externally.
- Develop, guide and manage specialised practice development supports, including supervision, consultations, communities of practice and training for VFST leaders, staff and external partners.
- Help build a collaborative, supportive and high-performing culture within Practice Excellence and across the organisation.

Client work

- Maintain a small VFST client caseload to deliver direct service and inform an understanding of frontline work practice needs and development.

Agency and Group Leadership

- Work collegially with senior managers to support the effective delivery of STEP quality care, aligned with practice protocols, systems and the strategic plan.
- Actively contribute as a member of the Practice Excellence Leadership Team and the Service Alignment and Integration Leadership team.
- Contribute to organisational strategic planning and provide operational leadership for the Practice Development program.
- Support Practice Leaders to engage proactively in regional leadership teams and Regional Service Alignment and Integration Leadership team meetings.
- Engage proactively with Mental Health and Wellbeing Regional Managers and Community and Sector Capacity Building managers and staff on direct services support provided by Practice Leaders.
- Represent VFST in state and national forums on practice development, policy reform and service enhancement as requested.

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Resource Management

- Manage program budgets and financial obligations effectively and in line with Foundation House policies and procedures.

Intra-Agency and External Relationships

- Collaborate with the Corporate Services, Mental Health and Wellbeing, and Community and Sector Capacity Building teams to advance organisational strategic goals.
- Engage proactively with all staff including those in Quality Improvement; Health Information and Performance Monitoring, Evaluation and Reporting to deliver practice development objectives.
- Develop and sustain productive relationships with external stakeholders.
- Prepare or contribute to submissions to external bodies, including government, on issues affecting services for survivors of torture and other traumatic events.
- Participate as required in Forum of Australian Services for Survivors of Torture and Trauma (FASSTT) national network meetings and working groups.

Administration, Reporting & Compliance

- Report regularly to the GMPE on team performance and delivery of practice development supports across Foundation House and externally.
- Provide written reports and advice to the GMPE as required.
- Provide Board reports as requested by the GMPE on program updates, service quality and progress against strategic objectives.
- Conduct performance reviews for direct reports and guide their professional development.
- Undertake performance development as informed by the GMPE.

Care Governance

- Understand the complexity of consistently delivering high-quality STEP care and support direct care workers through safety, transparency, accountability, teamwork and collaboration.
- Support a safe environment for clients and staff that supports productive partnerships.
- Provide useful performance data and feedback to staff and committees and support action in response.
- Identify, monitor and manage key risks, and lead escalation and response where safety is compromised.
- Clarify PD staff roles and responsibilities for STEP, and support them with resources, standards, systems, knowledge and skills development.
- Drive action to manage risks and improve care.
- Ensure staff have access to the knowledge, tools and resources needed to deliver quality care.

People and Teams

- Attend and participate in agency activities that meet VFST organisational and professional development requirements.
- Contribute to projects that support safe, person-centred, effective and connected services.
- Build professional, supportive and cooperative relationships within the team, Practice Excellence and other agency programs.

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- Perform other duties as directed by the CEO within the scope of the classification and position description.

Key Selection Criteria

Experience and qualifications

- Post graduate qualification in psychology, social work and/or other related discipline/s, with a practice and quality improvement focus.
- Demonstrated experience in the delivery of and delivering professional learning and training in working with complex trauma.
- Demonstrated experience in the delivery quality improvement initiatives.
- Leadership experience in managing and overseeing complex clinical and psychosocial assessments, case planning and counselling and advocacy responses to people with complex trauma experiences.
- Demonstrated experience in delivering and overseeing specialist trauma recovery models and psychosocial and community and sector capacity building initiatives.
- Demonstrated experience in community and sector capacity building programs.
- Demonstrated leadership in driving continuous quality improvement.
- Proven skills in problem analysis, decision making and providing leadership in the provision of services to clients, community engagement, and service improvement with complex needs.

Highly Desirable

- Demonstrated leadership and practice experience in working with people of refugee backgrounds who have experienced torture or other traumatic events.
- Accreditation as Psychology Board Supervisor with AHPRA.

Attributes

- A clear commitment to human rights and an appreciation of how organisations with a mandate to deliver services to a diverse range of clients in complex human rights and political contexts should operate.
- Excellent interpersonal skills evidenced by a demonstrated commitment to working collegially with all colleagues in the interests of the Foundation House vision and purpose, organisational effectiveness, clients and their communities and other relevant stakeholders.
- High level written and verbal communication skills.
- Strong ability to build a positive and productive team culture to achieve key BAU operations and deliver on important organisational and quality priorities.
- Demonstrated commitment to applying ethical work practices that strengthen the integrity and credibility of the organisation and its services and models ethical practice for other staff in the organisation.
- Proven ability to contribute constructively to organisational strategy and culture and work effectively as part of a senior management team.
- A strong appreciation of how organisations deal with highly complex social policy issues and work with vulnerable communities.

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Our Values

We aim to build trust and confidence, promote wellbeing, and achieve the best possible outcomes through living our values of respect, promotion of human rights, focusing on community, maintaining excellent, ethical practice and above all acting with integrity.

Organisational Expectations

Foundation House and our staff are committed to:

- Family & Child Safety
- Occupational Health & Safety
- LGBTQIA+ affirming practices
- Culturally safe practices
- Adherence to the requirements of relevant legislation, regulation, and professional ethics.

It is an expectation that all our employees actively contribute and consciously comply with Foundation House policy, procedures, and practice guides during their work.

This position is in accordance with the Victorian Foundation for the Survivors of Torture Inc. Enterprise Agreement.

Approval and Acknowledgement

Date PD last reviewed:	July 2024
PD Approved by:	CEO & General Manager Practice Excellence
Date of approval:	9 July 2026