



Compassion, Hospitality, Respect, Innovation, Stewardship, Teamwork

POSITION

Title	Director, Continuous Improvement and Data Analytics
Reports to	Executive Director Transformation and Performance Improvement
Location	Melbourne, Victoria
Objectives	<p>Continuous Improvement is a centralised function that is responsible for the development and delivery of a Continuous Improvement framework that will build and embed a collaborative improvement approach that ensures all staff always are engaged, energised, authorised and capable of identifying and seizing opportunities to improve. Continuous Improvement capability is fundamental to enhancing processes, services, and overall operations that improve efficiency, quality, and patient/resident/client experience.</p> <p>Data Analytics is a centralised function that is responsible for a technology driven process for analysing data and presenting useful information to the organisation providing clear visibility to the right information to the right people at the right time.</p> <p>Data Analytics plays a fundamental role in how the organisation data is collected, stored, analysed, and used to improve patient, consumer, and resident value through the development, maintenance, and implementation of an analytics framework that will support the Mercy Health strategy and Continuous Improvement journey.</p>
Direct reports	Group Manager Continuous Improvement, Group Manager Data Analytics

ORGANISATION

Mercy Health Group

Mercy Health is a Catholic organisation grounded in a 2,000-year tradition of caring for others. Founded by the Sisters of Mercy, Mercy Health is made up of more than 9,500 people who provide acute and subacute hospital care, aged care, mental health programs, maternity and specialist women's health services, early parenting services and home care services. Mercy Health services are delivered in accordance with the teachings of the Catholic Church.

In December 2021 the organisation entered a new phase with the establishment of the Mercy Ministry Companions, a new Church entity known as a 'public juridic person', which succeeded the Institute of Sisters of Mercy of Australia and Papua New Guinea as canonical stewards and members of the Mercy Health civil corporate entities. Mercy Ministry Companions has stewardship of ministries in education, health and aged care, and community services.

Mercy Health cares for communities in Victoria, southern New South Wales, northern Queensland, Western Australia and the Australian Capital Territory.



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Mercy Health is committed to the safety of all children and vulnerable people across our services. We recognise the importance of listening to the voice of children and vulnerable people and have zero tolerance of any form of abuse and neglect.

ROLE OVERVIEW

Reporting to the Executive Director Transformation and Performance Improvement, the Director Continuous Improvement and Data Analytics will be responsible for leading Continuous Improvement and Data Analytics service provision and developing and delivering a Continuous Improvement and Data Analytics strategy across the organisation. The position will have responsibility and accountability for the management of Continuous Improvement and Data Analytics related functions to deliver and embed all aspects relating to sustainable Continuous Improvement organisation wide capability. A key aspect of this role is to provide strategic leadership on the management and growth of Continuous Improvement and Data Analytics functions as part of the Mercy Health Continuous Improvement journey. The role will facilitate the interface between the Executive and Managers for all Continuous Improvement and Data Analytics activity.

KEY ACCOUNTABILITIES

General

- Perform the duties of the position to the best of their ability and to a standard acceptable to Mercy Health.
- Display adaptability and flexibility to meet the changing operational needs of the business.

Strategic

- Contribute to the development and oversee the implementation of short and long-term strategic plans relevant to areas of responsibility.
- Ensure that the Continuous Improvement and Data Analytics teams execute annual medium and long-term operational plans that are aligned with Mercy Health's Strategic Framework and strategic direction.
- Engage, influence, and empower staff to lead high performing teams that deliver organisational objectives
- Engage, influence and empower all levels of staff to deliver a Continuous Improvement transformation achieving strategic and operational plans.
- Ensure practices and processes are in place that deliver high quality mission centric outcomes which meet the needs of internal and external stakeholders.
- Ensure that business plans and budgets are developed for areas of responsibility and consistent with the strategic direction.
- Recruit and manage a high performing, unified team with the skills, commitment and motivation necessary to achieve the strategic objectives.

Person Driven Care



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- Ensure that Continuous Improvement staff and functions deliver improved outcomes for consumers.
- Ensure consumers are aware of their rights and responsibilities and how to provide feedback.
- Involve consumers in co-designing care by maintaining contemporary knowledge of best practice patient-centered care.

Health and Safety

- Ensure all health and safety related policies, procedures, and directions are complied with across the program.
- Ensure staff undertake annual Fire and Emergency Training and comply with fire and emergency procedures.
- Ensure staff treat others with respect, behave professionally and in accordance with the Mercy Health Code of Conduct, and undertake annual Workplace Culture and Equity Training
- Conduct regular safety audits with Health and Safety Representatives and implement required improvements
- Facilitate staff to return to work in a timely manner following injury or illness

People and Culture

- Inspire and motivate the Continuous Improvement and Data Analytics team, provide direction and manage performance matters.
- Make sure that the workforce is trained to deliver compassionate, mission orientated and high quality outcomes.
- Ensure staff undertake an annual performance review and are continually developed to reach their full potential.
- Ensure leave is rostered fairly and that employees regularly take leave and do not accumulate excessive leave.
- Ensure staff complies with Mercy Health policies, procedures and guidelines.
- Ensure staff only access confidential information held by Mercy Health when this is necessary for business purposes, maintaining the confidentiality of that information once accessed
- Embed cultural improvement methodologies throughout all areas of responsibility.
- Work closely with the Executive and management to ensure that a clearly articulated Succession Planning framework is in place for all areas of responsibility.
- Ensure people metrics are monitored and plans are in place to address variations and risks.

Financial Legal and Business



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- Lead operational and financial performance which is aligned to Mercy Health and its Mission.
- Provide effective stewardship in line with Mercy Health's mission and values.
- Ensure that all areas of responsibility comply with legislative, regulatory, commercial, professional and Catholic obligations.
- Ensure that the interests of Mercy Health are positively represented in all dealings with external parties and in particular, in relationship management with government and funding bodies.
- Ensure decision-making remains within delegated authority.

Risk Management

- Take reasonable care to protect the health and safety of staff, patients and members of the public.
- Demonstrate leadership in the area of safety, quality & risk and contribute to organisational quality and safety initiatives.
- Lead a culture whereby injured staff are assisted to return to work in a safe and timely manner.
- Identify and mitigate risks to reputation and assets.

Mission

- Role model the mission of Mercy Health as espoused by the Sisters of Mercy and as expressed through Mercy Health's ongoing relationship with its owners, Mercy Ministry Companions and the Catholic Church in Australia
- Promote and continue to leverage Mercy Health's mission and values to inspire and lead Mercy Health Services workforce, build organizational integration and develop a vibrant and engaged workforce
- Maintain a Catholic identity within Mercy Health and in particular in the area of women's health
- Create opportunities to celebrate and build on the Mercy Health Heritage

EXPERIENCE, COMPETENCIES, VALUES AND QUALIFICATIONS

Experience

- Ability to engage and empower staff to lead high performing teams that deliver organisational objectives.
- Ability to engage, influence, and empower all levels of staff to deliver a CI transformation achieving strategic and operational goals.
- Demonstrated understanding of the healthcare environment, including key safety, quality, financial, and overall system drivers.
- Ability to deliver results as part of a senior leadership team whilst upholding high ethical and professional standards.
- Experience in establishing and maintaining strategic and operational relationships with all internal and external stakeholders, Government organisations, Catholic Health, and other



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healthcare providers.

- Ability to engage and empower staff to lead high performing teams that deliver organisational objectives
- Understanding of the Catholic Health sector.

Competencies

- Personal Effectiveness – sets and measures team goals, driving the pursuit of higher standards of practice.
- Learning Agility – responds to new and complex situations by adjusting behaviour appropriately.
- Patient/Resident centred – monitors satisfaction levels and proactively addresses issues.
- Innovation and Improvement – Anticipates system wide problems and associated complexities and effectively imparts technical capability to staff at all levels.
- Driving results – takes ownership for performance of team results
- Organisational acumen – uses information and organisational knowledge to make decisions and achieve results.
- Working with and managing others – leads others and shares responsibilities, providing support and effective communication.
- Collaboration – Operates cross-functionally and develops constructive relationships across the organisation.
- Manages complexity – making sense of complex, high quality, and sometimes contradictory information to effectively solve problems.
- Global perspective – taking a broad strategic view when approaching issues, using a global lens to cultivate innovation and create new and improved ways for the organisation to be successful through the provision of strategic advice.
- Resourceful – secures and deploys resources effectively and efficiently.
- Ensures accountability – holding self and others accountable to meet commitments.
- Drives results - strong financial acumen and commercial awareness.
- Interpersonally savvy and communicates effectively – relating openly and comfortably with diverse groups of people and communicating effectively by developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences
- Attracts and develops top talent – attracting and selecting the best talent to meet current and future business needs and developing people to meet both their career goals and the organisational goals
- Drives engagement, vision and purpose – creating a culture where people are motivated to do their best by painting a compelling picture of the vision and strategy that motivates others to action
- Instils trust – gaining the confidence and trust of others through honesty, integrity and authenticity.
- Situational adaptability – adapting approach and demeanour in real time to match the shifting demands of different situations

Attributes



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- Commitment to the mission and values of Mercy Health and Catholic Health – this includes a requirement to be highly principled and embrace the values of Mercy Health
- Positive attitude – well-adjusted and self-aware. Relates well to a wide range of stakeholders including staff, Executive, Board and Catholic sector personnel
- Striving – driven, reliable, persistent. Strong consistency between words and actions and with the confidence and persistence to achieve and exceed high standards
- Collaborative – considerate, inclusive; a consultative and open style which builds trust, demonstrates humility and is open to differences
- Agility – analytical, flexible, exploratory. Is sufficiently curious, adaptable and with an ability to manage ambiguity

Mandatory Organisation Competencies

- Comply with all mandatory organisational competencies
- Act professionally and in accordance with the Mercy Health Code of Conduct
- Participate in annual performance development review (PDR) process
- Must comply with mandatory vaccination requirements as directed by State and Territory public health orders

Qualifications and Requirements

- Tertiary level qualification
- Desirable – qualification in continuous improvement methodology and culture
- Driver’s licence and preparedness to travel to other sites

MERCY VALUES

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VALUES IN ACTION	EQUITY AND INCLUSION	WORK HEALTH AND SAFETY
1. Ensure the values of Mercy Health are incorporated into daily work practices for all staff.	1. Harness the benefits of diversity by identifying and including underrepresented groups.	1. Actively review work procedures and supervise staff to ensure all work is performed in a safe manner.
2. Be compassionate and provide support to staff, residents, patients and clients.	2. Review gender equality indicators at the team level (see Gender Equality on MercyNet).	2. Ensure all new staff are provided with an induction/orientation to the work area.
3. Consistently shows respect and values each person’s dignity.	3. Implements actions to address any areas of concern.	3. Assist injured staff to return to work in a safe and timely manner.
4. Seeks opportunities to be innovative for improvement.	4. Critically reflects on own unconscious bias.	4. Risk assessments completed and controls implemented



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5. Communicates openly and honestly as an effective team member.	5. Is a visible champion for diversity and inclusion	
6. Participates in Formation Opportunities.	6. Improved performance against gender equality indicators.	
7. Establishes processes for staff to attend Formation Opportunities.	7. Participation in diversity related initiatives.	