

Position description: Chief Executive

BACKGROUND

Baptcare is a purpose driven and faith based organisation working across Victoria, Tasmania and South Australia, providing residential and community care for older people and support to children, families, and people with disability, financially disadvantaged people and people seeking asylum.

Baptcare operates and serves consumers through six arms, being:

- Residential Aged Care
- Retirement Living
- In Home Care
- Disability (Local Area Co-ordination and Early Childhood Early Intervention for National Disability Insurance Scheme NDIS)
- Family & Community Services
- Housing & Homelessness (including Baptcare Affordable Housing)

As the Aged Care and Human Services sectors evolve through changes in demographic, increased pressure from policy and regulation reform, competition in the market, changes in funding, opportunities to collaborate, merge and acquire other organisations, responses to Royal Commissions and continual challenges around the engagement and retention of frontline workforces, so too is Baptcare evolving its strategy, practice, digital efficacy, partnerships and culture.

STRATEGY

The Board of Directors (Board) is currently assessing their People and Place risk framework to address the financial pressure that workforce challenges have on the organisation's financial sustainability. They are also undertaking an organisational re-design, in collaboration with Russell Reynolds, to establish Executive General Manager roles across service functions in an effort to strengthen leadership across individual delivery areas.

At the May Board meeting the Board approved a significant technology transformation and investment in a Community Care Platform (CCP). This will replace legacy systems that are unable to deliver end-to-end solutions for the customer care and workforce support necessary in contemporary care environments.

Furthermore, Baptcare has recently revitalized the Baptcare Affordable Housing subsidiary as a key strategic business initiative. A significant grant application has been submitted through the Big Build agenda, from the Victorian Government, to support the property investment, consolidation and re-purposing of assets to support the shift in customer requirements to longer-term Home and Community Care options, and more acute and responsive Residential Care options.

ROLE PURPOSE

The Chief Executive is accountable to the Board of Directors for Baptcare, making the vision and mission a reality.

Their remit is to enunciate the vision, articulate strategy and mobilise the organisation for action in pursuit of the organisation's mission of 'partnering for fullness of life with people of all ages, cultures, beliefs and circumstances'; a key remit of the Chief Executive is to exercise strategic leadership to enhance performance and delivery, the results of which will include growth in Baptcare's scope, scale, service-quality and reputation.

The Chief Executive provides clear leadership by setting aspirational standards of customer care and setting the efficient and effective application of organisational resources, quality and financial targets.

The Chief Executive 'models the way' in building organisational culture. Their remit is to reinforce Baptcare's values through their personal behaviour and by modelling ethical decision-making. It is also their role to enhance teamwork and organisational integration by fostering openness, collaboration, and a generative team culture.

The Chief Executive is also charged with implementing approved policies to maintain and enhance program quality, satisfy client and consumer expectations, achieve regulatory compliance and maintain financial viability.

The Chief Executive is the primary 'public face' of Baptcare. Their role is to represent Baptcare in the broader community and to actively participate and contribute to the development of the sectors in which Baptcare operates, including advocating for change where necessary. The Chief Executive will collaborate with partner organisations and peak bodies, responding to proposed policy changes and influence key decision-makers, including politicians, senior bureaucrats and commissioners etc. Furthermore, the Chief Executive will liaise with and foster healthy relationships with the Baptist Union of Victoria and its key constituent churches and agencies.

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Part A: Organisation

Baptcare's Vision, Mission and Values

Mission: Partnering for fullness of life with people of all ages, cultures, beliefs and circumstances.

Vision: Communities where every person is cherished.

Our Mission and Vision are lived through our WE CARE values:

We care about...	Our Customers We care about...	Our Team We care about...
Wellbeing	... You living your life with meaning, we partner with you to enhance your health, safety, comfort and spirituality.	... Strengthening our teams by cultivating a safe and encouraging work environment that enables personal growth.
Ethics	... Being genuine with you, leading with integrity and fulfilling Baptcare purpose in harmony with community expectations.	... Being inspired by justice. We act with integrity and do the right thing by our customers and each other in light of current and future needs.
Co-creating	... Building personalised and innovative solutions with you and our allied partners, with your goals as our shared focus.	... Building an exciting future together with our customers in focus, by empowering everyone to contribute and encouraging adaptability, creativity and collaboration.
Accountability	... Fulfilling our commitments to you and accepting our responsibilities to continually improve.	... Fulfilling our commitments and responsibilities, using our resources wisely and being able to reflect, speak up and adapt when needed.
Respect	... Understanding and embracing your individuality, standing up for your equality and protecting your dignity.	... Understanding and embracing your individuality, standing up for your equality and protecting your dignity.
Effectiveness	... Being focused on achieving the best outcomes for you, with you.	... Ongoing improvement in the focus of our people and resources to achieve positive outcomes for our customers.

We select leaders who engage with and from the heart of our mission. We engage employees who can deliver our mission.

Baptcare is committed to being a child safe organisation by ensuring that all staff who work directly with children adequately maintain and update their knowledge of Child Safe Standards and provide protection to the children in our care.

Part B: Position specifications

Relationships

Division:	Chief Executive
Reports to:	Board of Directors (via the Board Chair) Board Chair: To foster a relationship of openness, accountability and mutual respect in discharge of key responsibilities. (Weekly phone updates, monthly meeting for preparation of board agenda and as otherwise required).
Internal:	Under the proposed organisational re-design, eight positions report to the Chief Executive, being: <ul style="list-style-type: none"> Executive General Manager, Residential Aged Care Executive General Manager, Independent Living Executive General Manager, Community Care Chief Financial Officer & Executive General Manager, Corporate Services Executive General Manager, Property Executive General Manager, People, Culture & Reputation General Manager, Governance, Quality & Risk Chief Information Officer & Executive General Manager, Digital Transformation Chief Of Staff To provide advice and support in relation to divisions, including direction and performance management where required. (Monthly one-on-one formal meetings and as otherwise required).
External:	The Chief Executive is accountable to the Board of Directors. 'Out of Board' interface is with the Chair of the Board. Member of Baptist Care Australia

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	<p>Peak Employer and Government Bodies: To establish and nurture relationships with peak bodies, e.g. VECCI, ACSA, LASA, DoHA, DHS, DoH.</p> <p>Other provider CEO's and executives: To establish and nurture relationships with selected organisations for benchmarking and networking etc</p>
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Dimensions		
Annual Operating budget:		\$270m
Staff	Direct	8
	Indirect	50 (approx) – workforce 3,500, volunteers 400

Delegations and authorities	
Capital expenditure:	\$2m
Operating expenditure:	\$2m

Part B: Position specifications continued

Key Accountabilities		
Key Result Area	Accountability	Indicators
1. Strategy	<ul style="list-style-type: none"> Rigour of the strategy-setting process Clarity of corporate direction 'On time', 'on cost', 'on quality' execution Robustly reporting progress 	<ul style="list-style-type: none"> Annual Corporate Strategic Plan – April Annual divisional/department Business Plans – April 'Checkpoint' reports – monthly board meetings
2. Leading change	<ul style="list-style-type: none"> Communicating the change imperative Organisational alignment and goal congruence Implementing change Stimulating synergy, teamwork and integration 	<ul style="list-style-type: none"> 'Road-shows' and staff presentations – annually and as required Staff communications: CEO newsletter, Sharepoint updates – monthly and as required
3. Organisational development	<ul style="list-style-type: none"> Identifying, targeting and integrating acquisitions Fostering partnerships and alliances Developing IP and promoting talent 	<ul style="list-style-type: none"> Merger and acquisition plans – annually Greenfield, program and facility acquisitions – as planned/opportunistic IC&T systems renewed, refreshed and replaced – per IC&T strategy
4. Organisational performance	<ul style="list-style-type: none"> Highlighting and reporting performance drivers Continuously improving results Embedding value-based management culture Achieving compliance and maintaining licencing 	<ul style="list-style-type: none"> KPI reports (Clinical / service delivery quality, capacity – monthly) Financial Report – monthly Annual budgets – June Annual Financial Statements – pre-AGM Accreditation, standards audits, support visits and certifications satisfied – as required
5. External interface	<ul style="list-style-type: none"> Contributing to sector and industry development Influencing government policy Representation and profiling 	<ul style="list-style-type: none"> Membership of peak body governing forums, taskforces and/or committees Presentations to conferences and seminars Responses to 'white papers', 'green papers', exposure drafts and draft legislation Audiences with local politicians, bureaucrats and commissioners
6. Values and culture	<ul style="list-style-type: none"> Voice of the customer Modelling the values Demonstrating ethical behaviour Protecting and enhancing a Christian ethos 	<ul style="list-style-type: none"> Executive team staff turnover optimised Quality of relationship with BUV Staff survey results

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7. Managing risk	<ul style="list-style-type: none"> Identifying threats, risks and weaknesses Mitigating threats, risks and weaknesses 	<ul style="list-style-type: none"> Risk management systems (registers, artefacts and reporting templates) – developed and maintained Risk management strategy and plans - annually
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Part C: Person specification

Key selection criteria	
Essential:	<ul style="list-style-type: none"> Experience in the Chief Executive role of a complex, multi-disciplinary people business Highly developed interpersonal skills, including influencing skills Creativity and entrepreneurial perspective Team development and leadership skills Highly developed written and oral communication skills Policy development skills Financial literacy Understanding and alignment with the Christian ethos of Baptcare Active involvement in a mainstream, Christian faith community <i>Police Check, WWC, and Disability Screening</i>
Desirable:	Active membership of a constituent church or fellowship of the Baptist Union of Victoria

Qualifications	
Essential:	A Bachelor's degree in any field.
Desirable:	Post graduate qualifications – preferably to at least Master's level - in a relevant field, e.g. management/ business administration (e.g. MBA or MMgt), health administration, public health etc.

Experience	
Essential	At least 10 years executive experience in a complex, dynamic, competitive industry/sector environment, with a demonstrated track record in strategy development and execution and leadership of diverse teams.
Highly Desirable	Experience at Chief Executive level with demonstrated achievements in business development and growth, infrastructure development, organisational development and leadership of transformational change.
Desirable	Experience in negotiating with government and influencing government policy.

Other	
Essential	<ul style="list-style-type: none"> Satisfactory Police Check Current Drivers Licence
Desirable	

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Part D: Baptcare Expectations of Staff Behaviour

Expectation of behavior

All staff play a key role in shaping and influencing workplace culture. This requires a consistent approach and commitment to the following:

- Treat everybody with respect and dignity and value people for who they are their unique contribution, irrespective of role or level in the organisation
- Accept that I have a key role in representing the team I service to the broader organisation and for positively promoting the organisation to the team and in any external environment
- Be clear and open about decision-making processes, wherever possible providing opportunities for others to be involved in decisions that affect their work. Give new ideas from others a fair hearing and proper consideration. Promote and role model an open, inclusive and collaborative approach
- Take a proactive approach to workplace health, safety and staff wellbeing
- Participate in staff learning and development and recognize the value of ongoing professional and personal development for myself
- Actively encourage feedback from others about how I am going as a team member
- Role model positive behaviours at all times and ensure that I choose my attitude when I come to work
- Always behave ethically and with integrity
- Be engaged and have fun at work

DECLARATION

Essential	My position description has been explained in detail and I understand and accept the accountabilities and authority as outlined.		
Employee	Name:	Signature:	Date: / /
Baptcare Board Chairperson	Name:	Signature:	Date: / /