POSITION: Operations Manager – Disability Services

REPORTS TO: General Manager - Disability Services, Early Childhood Intervention & Palliative Care

LOCATED: Thornbury and various MCM sites across Victoria

DATE: January 2018

ORGANISATIONAL ENVIRONMENT

Melbourne City Mission (MCM) is a leader and innovator in the provision of services to the community. Established in 1854, Melbourne City Mission is a non-denominational organisation that provides assistance to thousands of Victorian people and communities experiencing disadvantage.

MCM has a vision to create a fair and just community where people have equal access to opportunities and resources. As a service provider Melbourne City Mission’s work is focussed on working alongside people supporting them to take charge of their own lives and participate fully in community life. MCM’s service profile includes: Disability, Children and Youth, Palliative Care, Adult and Family, Employment, Homelessness and Justice.

As a social change agent Melbourne City Mission advocates for social policy change and works across all sectors in seeking to achieve sustainable outcomes for communities experiencing disadvantage.

JOB CONTEXT
Disability Services offer tailored support services and products to people with disability and their families, representing and more than one third of MCM’s portfolio. The introduction of the National Disability Insurance Scheme (NDIS) has changed the approach of delivering support services to people with disability and as such, Disability Services is a dynamic and growing service. People with disability and their families are now in the position to choose the support they need, who will provide it and what price they are willing to pay.

MCM's disability services are designed and offered within a sustainable business framework and are focused on customer service and value for money. Identification and measurement of outcomes for the services or products delivered are central to effective and sustainable delivery.

**JOB PURPOSE**

The Operational Manager - Disability Services leads and manages the disability service operations within the context of the Disability and Early Childhood Intervention Services 5 year strategic plan.

Travel across multiple sites and Regions will be required as part of the role.

**ROLE AND OUTCOMES**

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<tr>
<th>Role function</th>
<th>Duties to achieve desired outcomes</th>
<th>Key Performance Indicators (KPIs)</th>
<th>Alignment with MCM Strategic Plan</th>
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<td>Customers</td>
<td>• Oversee the quality and outcomes of all operational functions delivered by Disability Services, ensuring standards are achieved and maintained</td>
<td>• Evidence that customer goals are met, outcomes measured and documented. This evidence is used to market MCM products and services to attract new customers</td>
<td>Service Principle: • Client at the Centre- we listen and understand • Authentic interactions</td>
<td>Principle: • Human Rights • Choice and Control • Presumption of Capacity</td>
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|               | • Oversee the ‘customer journey’ within MCM’s Disability Services and monitoring outcomes  
• Set customer targets and oversee outcomes within all operational areas/programs  
• Ensure residents within MCM’s supported independent living services are being supported to reach their stated goals and expectations  
• Ensure residents within MCM’s supported independent living services are being supported to reach their stated goals and expectations  
• Demonstrated input from people with disability and families into development of 90% of business models and products  
• 90% of staff recruitment processes (from interview through to selection) to involve participation from people with disability and/or family members  
• % of new customers accepted, % referred through to services, and % of new customers satisfied with outcomes against goals in their service agreement. | • Provable results – all outcomes are measured and used as evidence for continuous improvement | | |

**Business Development and Sustainability**

• Align MCM’s Disability Services operational functions to, and measure against, the 5 year strategic plan for Disability and Early Childhood Intervention Services

• Evidence that outcomes in 100% of Disability Services operational services are measured against targets, quality and financial indicators; analysis of outcomes reported monthly to the General Manager.

• 100% of programs to meet monthly budgets

Service Principle:  
• Provable results – all outcomes are measured and used as evidence for

Principle:  
• Consistency  
• Efficiency and effectiveness  
• Proportionality
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|               | • Set operational targets annually and monitor outcomes monthly within all operational areas/programs  
• Work with the Commercial Services, Corporate Services, to define, evaluate and price service types and financial indicators  
• Ensure all services remain compliant with all relevant legislation and service agreements, with a particular focus on supported independent living and Out of Home Care services  
• Actively engage and partner with funding bodies, including but not necessarily limited to, the Department of Health and Human Services and the National Disability Insurance Agency  
• As a member of the Disability senior management team provide | • Sustainable NDIS funding confirmed for customers receiving support from specialist services  
• Growth targets met month by month  
• 100% of supported independent living services compliant with the NDIS quality standards at all times  
• Agency staff usage in supported independent living services are at less than 5% with a minimum of 70% supported independent living services at zero agency staff usage  
• 100% of Out of Home Care Services at zero agency usage  
• Productivity levels within Disability at 80% (for direct support workers 90%) in 2017/18 (targets reviewed annually) | continuous improvement  
• Maximise impact – evidence-based practice is non-negotiable; high compliance with compliance  
• Sustainability: we deliver as close as possible to contracted outcomes  
• Profit for purpose – we understand the cost of delivering a unit of service | sustainable improvement |
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<td>Workforce management</td>
<td>• Lead and manage the operational work of the Disability Division&lt;br&gt;• Embed NDIS practice across the Disability Operational programs with consistent and efficient processes in place for NDIS participants&lt;br&gt;• Supervise the performance of the senior managers; coaching, mentoring and supervising direct reports to enable them to deliver on documented Key Performance Indicators (KPIs)&lt;br&gt;• Instill a culture of staff wellbeing and safety into all operational areas</td>
<td>• Baseline developed with People and Culture around capability (including skills gaps) of senior management team&lt;br&gt;• % increase in capability of reporting managers to manage ‘commercially’ based programs through rapid change (against baseline)&lt;br&gt;• 25% reduction of significant incidents in high risk services&lt;br&gt;• 50% improvement in staff retention in direct support services&lt;br&gt;• 100% of reporting staff receiving regular formal supervision with documented outcomes linked to a professional development plan and service capability requirements&lt;br&gt;• Action plan implementing recommendations of the MCM Staff Safety Review resulting in  o 25% reduction of significant incidents in high risk services&lt;br&gt;  o 50% improvement in staff retention in direct support services</td>
<td>Service Principle:&lt;br&gt;• Valued staff – staff are central to our best work; we find the right worker/s for the residents</td>
<td>Principle:&lt;br&gt;• Consistency&lt;br&gt;• Efficiency and effectiveness&lt;br&gt;• Proportionality</td>
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<td>Instill a culture of learning and professional development into all operational areas</td>
<td>Staff recruited locally wherever possible to support clients in designated geographic areas – mobile staff strategy delivering increased productivity rates</td>
<td>90% of staff performance reviews to include feedback from clients and/or family members and/or internal customers</td>
<td>Service Principle: • Valued staff – staff are central to our best work&lt;br&gt;Principle: • Consistency • Efficiency and effectiveness</td>
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<td>Self-care and Professional development</td>
<td>Participate in monthly supervision with General Manager Disability, ECIS and Palliative Care&lt;br&gt;Professional Development Plan implemented and monitored&lt;br&gt;Responsibility for identifying and seeking out appropriate resources to support own health and wellbeing</td>
<td>Supervision documentation providing evidence of KPIs being met&lt;br&gt;90% of KPIs met (100% of mandatory KPIs)&lt;br&gt;80% of targets achieved in areas&lt;br&gt;100% of identified skills gaps and learning opportunities followed through&lt;br&gt;100% of performance reviews to include feedback from reporting staff</td>
<td>90% of KPIs met (100% of mandatory KPIs)&lt;br&gt;80% of targets achieved in areas&lt;br&gt;100% of identified skills gaps and learning opportunities followed through&lt;br&gt;100% of performance reviews to include feedback from reporting staff</td>
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**KEY RELATIONSHIPS**

| Accountability | The position is accountable to General Manager Disability, Early Childhood Intervention and Palliative Care Services. |
**Internal Relationships**

This position has directly manages
- Senior Managers of Operational areas including Customer Support, North and West (noting that all future operational senior management roles will also report to this position)

This position also has relationships with staff from a range of Melbourne City Mission program areas that include:
- Staff from MCM Corporate Services (People & Culture, Property, ITC etc.)
- Senior Management team across all MCM areas
- MCM Policy, Advocacy and Government Relations Unit
- MCM’s fundraising and marketing team.

**External Relationships**

The Senior Manager will actively liaise and network with a number of external service providers, organisations and stakeholders within the community, with the view to providing the most appropriate and effective services and supports to the people they support. These include but are not limited to:
- Department of Health and Human Services
- National Disability Insurance Scheme/Agency
- National Disability Services
- Advocacy organisations including VALID

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**KEY SELECTION CRITERIA**

Successful appointment to a position will be subject to a pre-employment safety screening process which includes, but not limited to, the following checks: National (and International if applicable) Police Check, Victorian Employee Working with Children Check, Right to Work in Australia, Disability Worker Exclusion Scheme Check, and current driver licence.

**Qualifications / Experience**

Essential:
1. A tertiary qualification in a relevant discipline.

2. Significant and proven experience and a record of achievement in managing the delivery of Health and Human Services

3. Significant and proven experience and a record of achievement in managing the delivery of supported independent living services to people with disability.

4. Demonstrated effective people leadership including the management of workplace culture, performance matters, complaints and concerns.

5. Advanced knowledge of the needs of people with disability including a knowledge of what it is to live in a supported independent living service.

6. Advanced knowledge of the disability industry, relevant legislation, regulations, standards and industry trends.

7. Advanced knowledge of supported independent living legislation, guidelines and quality standards.

8. The ability to engage stakeholders in developing and maintaining strong working relationships and gaining their participation around key decisions and initiatives.

9. Demonstrated experience to service budget management with a knowledge of financial principles and its applications.

10. Effective interpersonal and communication skills including the ability to negotiate complex matters and resolve conflict.

11. Demonstrated experience in preparing funding applications, business plans and reports.

12. Experience at operational management level with full financial responsibility and operational reporting.

13. Demonstrated experience in change management practice from the identification of need for change to the implementation of change.

Desirable:

1. Experience in developing, managing and evaluating business models

2. Experience and ability in marketing and promoting human service programs
## MELBOURNE CITY MISSION CAPABILITIES

In addition to the Key Selection Criteria, applicants should be able to demonstrate the following attributes:

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<td>Quality, safety and risk management are paramount</td>
<td>Play by the rules – you make no compromises when it comes to quality, safety and risk management.</td>
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<tr>
<td>Clients are at the centre of everything you do</td>
<td>You help clients reach their goals and get the best possible outcomes by working in partnership. You’re always on the lookout for opportunities for improvement.</td>
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<td>You help make Melbourne City Mission a great place to work</td>
<td>You build and maintain relationships with all your colleagues and clients. You’re a team player; you actively participate in an encouraging and supportive work environment.</td>
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<td>You achieve results</td>
<td>You’re focused on what you need to do and you deliver.</td>
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<td>You raise the bar</td>
<td>You embrace a culture of learning, growth and development.</td>
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<tr>
<td>Communication is key</td>
<td>You’re clear, know your audience and use a variety of methods to share information.</td>
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