

**POSITION DESCRIPTION**

<b>Position Title</b>	<b>Group Director Health Funds and Patient Services</b>
<b>Reports to (Title)</b>	<b>Chief Executive Officer</b>
<b>Executive Director</b>	<b>Chief Executive Officer</b>
<b>Department</b>	<b>Health Division</b>
<b>Position Location</b>	<b>TBC</b>
<b>Award/Agreement</b>	<b>Salary &amp; Conditions in accordance with Contract of Employment</b>
<b>Delegation of Authority Level</b>	<b>TBC</b>

**Position Summary & Role Purpose**

The Group Director Health Funds and Patient Services will have responsibility for the health fund strategy, negotiation, contract and case mix management, health information services, and the patient services team. The role will require the Group Director to work collaboratively with key Cabrini Health executive and senior management to optimise all aspects of Health Fund and front of house related matters, ensuring that we get patient admissions and billing “right every time”.

**Key Responsibilities**

- Provide strong leadership and operational management of the Health Fund, Health Information Services (HIS) and Patient Service teams.
- Lead the health fund negotiation process during the development of new services, contract negotiations and dispute resolution.
- Develop an education program to optimise revenue capture through improved documentation and coding for direct reports, site managers and clinical staff (including doctors).
- Establish processes to regularly update medical and nursing staff on key changes to health fund contracts and documentation that is required.
- Improve the quality and comprehensiveness of the documentation to HIS and Patient Services departments to enable more effective coding and billing processes.
- Develop systems and processes to standardise the patient admission process including informed financial consent across all Cabrini Hospital sites.
- Establish a performance management framework to monitor the efficiency and effectiveness of coding, billing and revenue functions.
- Work with Executive staff to develop a strategy to reduce out-of-pocket expenses.
- Develop a culture of customer focus ensuring service delivery is to the highest standards and in line with strategic and operational plans.

**1.1 Resource Management**

- Adherence to the Cabrini codes of professional conduct, code of ethics, standards of practice and competencies, Mission, Values and Vision, and the Behaviours that Matter.

**1.2 Contributes to the achievement of professional expertise for self and direct reports through:**

- Maintenance of ongoing personal professional development / continuing education.
- Personal application of the Cabrini performance management framework.
- Identifying, encouraging and monitoring the continuing development of others within a learning culture.

## **2. Key Responsibilities, Outcomes and Activities**

### **2.1 Leadership and management**

- Lead the establishment of the Health Fund and Patient Services Division.
- Establish and implement a process to develop a properly costed and analysed negotiation strategy for each health fund contract negotiation.
- Work collaboratively with key stakeholders including the Chief Executive, the Chief Finance Officer, Group Director of Medical Services and the Clinical Informatics Manager to develop innovative service offerings that differentiate Cabrini Health from other health providers.
- Participate and/or lead the assembly and execution of new business and service opportunities as agreed by the Executive.
- Maintain constructive working relationships with health insurers and other funding organisations.
- Develop constructive and productive relationships with accredited doctors and key operational staff.
- Ensure that the Hospital Information Service (H.I.S.) team has the capability and capacity to deliver coding, medical record management, and privacy management.
- Ensure that the Patient Services team has the capability and capacity to deliver front of house services, collection of payment for services rendered, and exceptional patient admittance service.

### **2.2 Operational Responsibilities**

- Ensure Cabrini Health compliance with health fund contractual obligations.
- Lead health fund negotiations and the implementation of new contracts ensuring key stakeholders are kept up to date on key contract changes.
- Manage health fund audits.
- Develop processes which regularly report health service performance against health fund contract obligations and KPIs.
- Deliver budgeted health fund contract negotiation targets and outcomes.
- Optimise revenue through prudent contract and case mix management, audit, education and training and the development of tools and analytics that inform decision making.
- Benchmark Cabrini Health service performance under contract against other health services and make recommendations for improvement.
- Work with key stakeholders to develop improvements that reduce hospital acquired complications and reduce length of stay and hospital readmission rates.
- Provide oversight and leadership to the H.I.S., Health Fund and the Patient Service teams.
- Respond promptly to questions from the business regarding funding and associated health fund contract rules.
- Ensure that the following are maintained:
  - Medicare benefits schedule procedural item number system.
  - Accreditation certificates and various reports as required by Health Fund contracts (e.g. Annual DVA Quality Report) are submitted on time.
  - Schedule of fees for non-insured and non-preferred provider agreements.
  - Fee estimates for non-Australian resident/citizens and international patients.
  - Preparation and submission of Cabrini Health Second Tier Applications occurs and ongoing Second Tier status of all Cabrini Health.
- Oversee and ensure the staffing, training, coding performance and reporting of the Health Information Service.
- Through Health Information Services ensure the provision of coding support for hospital committees, including case mix committees and the HAC (Hospital Acquired Complications) Committee.
- Regular reporting of health service performance against health fund contracts, obligations and KPIs.
- Review and ensure health insurer and other funds compliance with contractual obligations.

### **3. Work Health and Safety**

Cabrini is committed to providing work environments which are physically and psychosocially healthy and safe for all employees, contractors, volunteers, students, patients, residents, customers and visitors.

All employees are personally responsible to work in a way that protects their own health and safety and that of others who may be affected by their actions.

Employees shall comply with and apply the processes defined in the Cabrini Work Health and Safety Management System. This system enshrines a risk management approach to all work health and safety issues, including a structured method for controlling (eliminating or minimising) work health and safety risks.

The Cabrini Work Health and Safety Responsibilities Procedure defines the responsibilities of employees at all levels of the organisation – Chief Executive, Executive Directors, managers, those with specified work health and safety responsibilities and all other employees. Please refer to the procedure for more details of the responsibilities associated with your role.

### **4. Safety and Quality**

It is the responsibility of all staff at Cabrini to ensure that they provide safe high quality care to our patients and residents. Safe care means accepting individual and shared responsibility as well as compliance with the Cabrini policies and protocols by all staff.

### **5. Child Safety**

Cabrini complies with the Victorian Child Safe Standards 2015 and the National Catholic Safeguarding Standards. All children who come to Cabrini have a right to feel and be safe. Cabrini policies and practices aim to keep children safe from harm. All Cabrini staff must comply with all policies including the following:

- Child safe organisational framework
- Mandatory reporting of suspected child abuse
- Working with children check

## **Organisational Relationships**

- The Group Director Health Funds and Patient Services reports directly to the Chief Executive Officer.
- The Group Director will also work closely with the Chief of Health Operations, the Group Director Medical Services, the Chief Financial Officer and the Clinical Informatics Manager in relation to Health Fund negotiations.
- Medical and key operational staff.
- Insurers and other funding organisations.
- Department of Health and Human Services.

## **Committee Membership**

**The Group Director Health Funds and Patient Services will participate as a member of the following committees:**

- Group Executive
- Site Operational Committees (As required).
- Management Communication Forum.
- Revenue Assurance Committee.
- Relevant external committees as a representative of Cabrini.

## **Staff Development**

**The Group Director Health Funds and Patient Services will demonstrate a commitment to personal and professional development of self and staff by:**

- Participating in professional development programs.
- Maintaining own skills and knowledge.

- Remaining up to date with contemporary human resources practices.
- Contributing to the Cabrini professional development program as required.
- Participating on performance reviews in accordance with Cabrini policy.

### Conditions of Employment

Salary and conditions in accordance with the Cabrini Contract of Employment / Employment Agreement.

### Qualifications, Skills, Experience & Competencies

#### Essential Qualifications and Experience

- At least 5 years senior management experience in Health fund negotiation and contract management.
- Appropriate graduate qualification (Clinical and/or Management).
- Previous experience at senior leadership level in hospital management, and/or revenue management.

#### Required Knowledge & Skills

- Well-developed communication and negotiation skills.
- Detailed understanding of the private hospital systems and funding models.
- Proven experience in large scale negotiations.
- Ability to forward plan and recognise and identify potential issues and make appropriate budgetary allocation.
- Ability to prioritise tasks and make pragmatic business decisions.
- Develop and maintain interdepartmental / cross campus and other collaborative arrangements to enhance and facilitate best practice service delivery.
- Computer skills - Word and Excel, data bases and software.
- Proven experience developing performance management frameworks.
- Recent large scale organisational change experience.
- Strong financial and analytical skills.

#### Personal Attributes

- Superior influencing and negotiation skills.
- Ability to lead, direct, support, empower and develop a team.
- Excellent interpersonal, oral and written communication skills including presentation and public speaking skills.
- Highly effective relationship management capability (both internally and externally).
- Supports an environment of continuous learning and quality improvement.
- Advanced skills in prioritising, problem solving, systems and process management.
- Approachable with a highly professional manner.
- Strong business acumen and operational focus.
- Collaborative style.

### Cabrini Mission, Values and Behaviours that Matter

#### Our mission

#### WHO WE ARE

We are a Catholic healthcare service inspired by the spirit and vision of Mother Cabrini and the Missionary Sisters of the Sacred Heart of Jesus.

#### WHAT WE BELIEVE

We are a community of care, reaching out with compassion, integrity, courage and respect to all we serve.

#### WHAT WE DO

We provide excellence in all of our services and work to identify and meet unmet need.

#### Our values

*Our values form the base of our mission, are built around what we believe and drive how we act. They are drawn from Mother Cabrini's life and reflect her heart, her spirit, her conviction and her approach.*

### Compassion

Our drive to care is not just a professional duty to provide excellent quality care but is born of a heartfelt compassion for those in need, motivated by God's love for all people.

- We care deeply about each and every person we serve
- We respond willingly and positively to help meet the needs of those around us
- We put people first as we look to provide extra support and care, beyond our professional duties
- We promote a sense of belonging and community.

### Integrity

We believe in the power of hope to transform people's lives and remain faithful to the bold healing mission and legacy of Mother Cabrini.

- We remain true to our beliefs at all times – our mission and values are non-negotiable
- We are welcoming, hospitable and find comfort and motivation in the context of God's all-inclusive love
- We look for the good in each other and recognise each person's contribution as we work together to provide the best possible experience for our patients, residents and their families
- We are honest and reliable, making decisions that are consistent with our mission and taking responsibility for our own actions.

### Courage

We have the strength, determination, vision and conviction to continue the work of Mother Cabrini and the Missionary Sisters.

- We care for the whole person – spiritually, physically and emotionally – creating an environment of hope and healing
- We rise up to challenges and opportunities, meeting them with an open mind and a positive attitude
- We maintain the courage of our convictions and express our values through our actions
- We continually look beyond our current services to help support and engage with those who are marginalised.

### Respect

We believe that every person is worthy of the utmost respect and the best possible healthcare. We know that our resources are entrusted to us to use for the benefit of others.

- We uphold the worth and dignity of all people, regardless of gender, race, age, ability and social position and treat them with courtesy, respect, equality and justice
- We respect ourselves, our colleagues and the excellence of the services we deliver
- We identify and respond to emerging healthcare needs in our community
- We manage our resources wisely and actively seek to minimise our impact on the environment.

## Behaviours that matter

***Our values are displayed in the way in which we behave in every interaction – with each other, with our patients and residents, with their families and carers, and with visitors and other customers.***

The behaviours that matter have been identified through consultation with staff. They are the minimum standard expected for all who work at Cabrini (employees, volunteers and accredited staff). They describe the organisational culture that we think is fundamental to our mission to "provide excellence in all of our services".

Unacceptable behaviours have also been identified and described as follows. These behaviours are inconsistent with our values, have a detrimental effect on others and prevent us from achieving our mission and quality goals. If you experience or witness these behaviours, please speak up. If you are unable to address the issue yourself, advise your manager, another senior member of staff or People and Culture.

**We are committed to safety and quality:**

Behaviours that matter	Unacceptable behaviours
We put patient/resident safety first	We are careless, impulsive or take unnecessary risks that may cause harm to patients/residents
We ask questions to understand the problem	We jump to conclusions and look for someone to blame
We admit when we make a mistake and seek a solution	We try to cover up or make excuses for mistakes

We look for opportunities to improve our care and services	We resist or sabotage change
We speak up when we see behaviour that is inconsistent with our values	We encourage or participate in poor behaviour

**We are here to provide service:**

Behaviours that matter	Unacceptable behaviours
We greet everyone warmly	We are rude or discourteous
We are always kind and caring	We are arrogant or demeaning
We give our full attention to the person speaking to us	We are distracted, impatient or dismissive
We communicate openly, sensitively and in a timely manner	We are dominating, abrupt or sarcastic

**We work together to achieve the best outcome:**

Behaviours that matter	Unacceptable behaviours
We are quick to offer help without waiting to be asked	We refuse to help even when it is clearly required
We share information readily to promote the best care and services	We withhold information or are competitive to the detriment of others
We do as we say we will	We are unreliable or inconsistent
We encourage and support each other	We berate or humiliate others
We give praise for a job well done	We are excessively critical or devalue the contributions of others

**We exhibit a positive attitude:**

Behaviours that matter	Unacceptable behaviours
We approach our day with energy and enthusiasm	We are negative or apathetic
We look for the best in people	We are judgemental and put others down
We take pride in our personal appearance	We look dishevelled, dirty or have offensive personal odour

**We want to build a just and sustainable community:**

Behaviours that matter	Unacceptable behaviours
We treat each other fairly	We are hostile or abuse our power
We use our resources responsibly	We are wasteful or extravagant
We consider the environmental impact of all we do	We are thoughtless or careless

**APPROVAL**

*The above statements are intended to describe the general nature and level of work being performed by the incumbent of this role. This document may be revised or updated at any time in line with role, and/or organisational changes. Any such changes will be communicated with the appointed person.*

**I certify that this position description is an accurate description of the responsibilities assigned to the role**

**Approved:**

\_\_\_\_\_  
Group Director People and Culture

\_\_\_\_\_  
Date

**Authorised:**

\_\_\_\_\_  
Chief Executive Officer

\_\_\_\_\_  
Date