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General Manager, Quality & Safeguarding Candidate Briefing Document



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About Minda

Established in 1898, in 122 years much has changed, not only at Minda, but the disability sector as a whole.

Known as one of South Australia's oldest and most respected disability service providers, Minda has developed from a 22-person residential facility, based at Fullarton, into an organisation providing support to more than 3,500 people.

The Brighton site is located 12km south west of the Adelaide CBD on King George Avenue, North Brighton, South Australia. It is bordered by Repton Road to the north, Gladstone Road to the south and sand dunes and beach to the west.

The current site characteristics include four State Heritage Listed buildings of mid to late Victorian era, a range of residential and day option facilities and a large amount of open space.

The object of Minda Home (as it was then known) was "the maintenance, care, education and special training" of those with intellectual disability, and for seventy years, Minda would be the only residential facility in South Australia providing exclusively for people with intellectual disability.

Officially changing its name to Minda Incorporated in 1976, the organisation continued to expand into residential accommodation, also developing employment and other services both in the community and the Brighton site.

Today, Minda remains at the forefront of the disability sector, providing support for South Australians with disability in the areas of accommodation, employment, lifestyle, aged care, behaviour support and respite.

Minda's strong belief is that everyone should have the opportunity to participate in society without fear or prejudice.

"we are here to lead our people, our community, our state toward a future where everyone has the opportunity to create purposeful and enriched lives.

While our connection with the past is vital, it is our vision for the future that drives us.

We are purpose-led in creating a world where participation and contribution are the norm. Confident in this stance, we are never afraid to disrupt the status quo, but always with kindness, always with empathy.

At Minda, we think big. We are fun, we are unifying. Most importantly we are here for you. For your family. For your community".

OUR VISION

To be the world leader in cognitive disability care, services and housing.

OUR MISSION

To facilitate a lifetime of care, services and housing for South Australians with cognitive disability, so they can live their best life.

OUR VALUES



HEART We are passionate. We care. We are dedicated.

OPPORTUNITY We support people to be their best. We are open to ideas.

RESPECT We value each person. We treat each other with kindness.

COMMUNITY We are welcoming. We build real connections.

EMPATHY We consider people's feelings. We show compassion.

WHAT WE BELIEVE

We believe everyone should have the opportunity to reach their potential.

We believe in a world where participation and contribution are the norm.

We believe in a future where everyone can create purposeful and enriched lives.

We believe in leading change with kindness and empathy.

We believe in building community and connection.

We believe our stories can change the world.

For more information visit <http://www.mindainc.com.au>

Message from our Acting CEO



At Minda, we are on a journey to reconnect with heart as we fully transition into the new NDIS world and refocus on what is most important to us – our clients, their families and our people – our Minda Community.

As part of this journey, we are Leading with Heart – making sure we are focused on the things that really matter and making sure we live our values every day as we go about our work, whether that be directly supporting clients or serving

those that do.

Leading with Heart at Minda is all about role modelling our values in our actions, in our decisions and in our priorities. The key focus for areas for us are:

- ▶ Aligning our vision, mission, and purpose across the organisation
- ▶ Living our values in the way we do things at Minda Inc Delivering on our commitment to great client outcomes through a client centred approach to everything we do
- ▶ Genuinely engaging with and supporting our clients and our people to live their best lives
- ▶ Developing and supporting our leaders, and identifying and developing new leaders
- ▶ Growing individual accountability and unlocking potential
- ▶ Recognising, rewarding, and celebrating success
- ▶ Continuing to grow and learn as an organisation and as a team

The role of General Manager, Quality and Safeguarding is a pivotal role for Minda and is responsible for leading the implementation of Minda's Client Quality, Safety and Wellbeing Framework in collaboration with the Executive and Senior Leadership teams. Client and Staff safety are critical focus areas for Minda and we are investing significantly in this important area.

This role is the organisational quality and safeguarding client champion, focused on ensuring our managers and staff are 'set up for success' through the provision of relevant policies, procedures, guidelines, and tools, supported by a contemporary training, observation and competency building framework that improves staff capability in the provision of quality client supports. This role also establishes and maintains the continuous improvement system founded on a regular auditing program, near miss and incident surveillance and in response to operational and sector trends, patterns and issues.

Kym Shreeve
Acting CEO

The Advertised Role

GENERAL MANAGER - QUALITY & SAFEGUARDING

- **Make a Difference in the lives of people with cognitive disability**
- **Critical Portfolio to ensure client safety and wellbeing**

Established in 1898, Minda is one of South Australia's oldest and most respected service providers which exists to support people with a cognitive disability to live their best lives. To support their clients to achieve this goal, Minda provides support for more than 1700 clients to live independently, to access the community, to receive allied health services and offers a range of supported employment opportunities.

Based in Adelaide and reporting to the Executive Manager, Quality, People & Safety, Minda is seeking an experienced values based leader who will provide strategic and operational leadership in the design, development and implementation of Minda's Client Quality, Safety and Wellbeing Framework, and systems to enable a practice improvement culture where exceptional quality care is provided to clients.

Successful candidates will be systems thinkers highly experienced in leading the formulation, development, and implementation and evaluation of quality management systems focused on customer safety and clinical and service governance. They will have demonstrated practical knowledge and understanding of the complex regulatory environment and quality standards within a health and human services context and understanding of the NDIS quality and compliance requirements, Disability Service Standards and relevant legislation, regulations and directives.

Essential to the role is a leadership style which supports people to be their best and a passion for better enabling people with a disability to live their best lives.

A Degree qualification in related field such as Health Services Management, Risk Management, Quality, Management or Business is essential with a post graduate qualification desirable.

To view the Job Specification and Candidate Briefing Document please visit www.vuca.com.au and click on the Services & Products tab. For further enquiries, please contact Ms Pat Williams 0438 388 530 for a confidential discussion during business hours. Please forward your letter of application and CV in MSWord to MindaGM@vuca.com.au by Monday 8th February 2021

Position Description

POSITION TITLE: General Manager Quality and Safeguarding

Organisational Environment

Minda is a vibrant, innovative and progressive organisation which exists to support people with a disability to live enriched lives of their choosing.

We provide tailored support services for children and adults living with an intellectual disability including supported independent living, out of home care, short term accommodation and respite, employment, day services, therapy and are creating a master planned inclusive community at Brighton.

Focused on our values, we aim to assist individuals to achieve a quality life and maximum independence through person centred planning and practice.



Service Delivery

The General Manager Quality and Safeguarding reports directly to the Executive Manager Quality, People & Safety and is responsible for providing strategic and operational leadership to the design, development and oversight of Quality and Safeguarding systems across Minda ensuring a practice improvement culture and an exceptional quality of care is provided to our customers.

Job Role and Objective

This role is responsible for and management of the quality framework and systems including preparation for accreditation of external audits and service quality improvement activity that meets strategic goals, contractual and accreditation compliance; legislative compliance and for the promotion and support of customer safety and well-being.

Key Result Areas (KRA)

They KRA's of the role include but are not limited to:

Provide Leadership and Management

- ▶ Develop a supportive environment that fosters open communication, innovative problem solving, responsible risk taking and performance ownership.
- ▶ Lead and mentor staff to work closely with key business stakeholders to introduce and embed a quality and practice improvement culture.
- ▶ Provide expert advice to the Chief Executive and other stakeholders relating to quality, and customer safety.
- ▶ Provide strategic leadership for innovation, change and coordinated responses to emerging needs in customer safety and quality management processes, accreditation and systems.
- ▶ Develop key result areas (KRA's), performance development plans (PDP's) and conduct performance reviews for direct reports and ensure performance management cascades through the business unit.

Strategic Management

- ▶ Drive ongoing analysis and review of Quality Systems across service delivery areas to identify opportunities for improvement.
- ▶ Provide expert advice to the Executive Team on the regulatory and quality reporting landscape focussing on a proactive approach to Quality and Safeguarding practices.
- ▶ Assess and respond to the impact of changes in the operating environment ensuring a high level of integration with Minda's strategic direction.
- ▶ Manage and implement workforce planning and structure changes, making recommendations as appropriate to ensure adequate resources and skills are available to meet business needs.

Operational Management

- ▶ Develop a framework for the establishment of strategic and operational quality systems and outcomes.
- ▶ Ensure effective systems are in place to support continuous improvement and achieve/maintain relevant accreditation.
- ▶ Review current quality improvement activities and recommend, lead and implement strategies, plans and goals to ensure continuous quality improvements.
- ▶ Establish reporting mechanisms and performance indicators which inform, measure and lead the organisation in best quality management practices.
- ▶ Review and keep abreast of contemporary matters in relation to quality by actively seeking and participating in relevant industry quality forums.
- ▶ In conjunction with the relevant stakeholders, establish action plans to prepare the organisation for its various external accreditations, undertake gap analysis and approaches to ensure standards are met.
- ▶ Reviewing the current customer safety and well-being practices and processes and develop a robust approach to risk management and mechanisms for managing, recording and reporting as appropriate.

- ▶ Ensuring that systems and procedures are in place to ensure timely, transparent and effective management and reporting of customer incidents to the appropriate authorities and stakeholders.
- ▶ Ensuring that customer safety and well-being is **person-centred, driven by information** and **supports service quality improvements**.
- ▶ Ensure that key stakeholders understand and share responsibility and accountability for the quality of care, continuously improving, minimising risks and fostering an environment of excellence in care, safety and well-being for customers.
- ▶ Introduce, educate and promote a mindset and systems of practice that fosters open disclosure and the implementation of a root-cause analysis approach to prevention and management of issues.

Professional Standards

- ▶ Abide by Minda's Code of Conduct as well as the NDIS Commission Code of Conduct for Worker.
- ▶ Adhere to the legislative requirements of the role, including but not limited to the Occupational Health Safety & Welfare Act, Privacy Act, Injury Management, Disability Services Act, Aged Care Act, Equal Opportunity Act and Anti-Discrimination Act.
- ▶ Complete all mandatory training within allocated timeframes and maintain currently of all training in accordance with compliance and practice standards.
- ▶ Undertake staff development to acquire and enhance knowledge and skills relevant to the service and utilise the skills/knowledge to the standard trained.
- ▶ Maintain a current and unrestricted Drivers Licence.

Standard Job Requirements

All employees must:

- ▶ Conduct their duties in accordance with Minda's Purpose, Vision and Values Statements.
- ▶ Contribute to the Goals of the organisation as identified by Minda's Strategic Plan.
- ▶ Comply with Minda's conditions of employment, specifically the Code of Conduct, Confidentiality Agreement, Bullying and Harassment and other generally applicable policies and procedures.
- ▶ Complete and keep up-to-date Essential Training requirements within the appropriate timeframes.
- ▶ Adhere to the legislative requirements of the role, including but not limited to the WHS Act, Equal Opportunity Act and Anti-Discrimination Act.
- ▶ Comply with all quality systems and risk management policies, procedures and processes.
- ▶ Be physically and mentally capable and present themselves in a fit state to conduct their duties.
- ▶ Actively participate in performance reviews, performance development or performance improvement and training as required.
- ▶ Hold a current DHS Check relevant to your role:
 - Department of Human Services Disability Services Employment Screening Clearance
 - Department of Human Services Child-related Employment Screening Clearance issued before 1 July 2019
 - National Police Check
- ▶ Be willing to work reasonable overtime to meet specific requirements on occasion.

- ▶ Be willing to attend training and development programs as directed.

Workplace Health, Safety & Welfare:

General and Senior Managers:

- ▶ Ensure an effective WHS Department and local annual WHS & IM Management Plans are in place and that objectives and targets are monitored, measured and results reported to the relevant Manager
- ▶ Ensure mechanisms are provided for effective WHS & IM consultation with all workers.
- ▶ Publish policies and procedures explaining the business's approach to WHS & IM and RTW and monitor compliance with these policies.
- ▶ Ensure organisational compliance with WHS & IM and Return to Work legislation
- ▶ Continuously improve the WHS & IM system performance and provide required support
- ▶ Work with Executive Managers to ensure appropriate resources and budget allocations for achieving an effective WHS & IM system are provided including provision of training, equipment and personnel.
- ▶ Monitor WHS & IM performance including compliance with external regulations and standards and internal policy and procedures. Provide reports to upline Management as required.
- ▶ Maintain current knowledge of WHS & IM issues.
- ▶ Act as a role model by demonstrating safe work behaviours.

All employees must:

- ▶ Adhere to policies and procedures and follow all reasonable instruction.
- ▶ Attend required training.
- ▶ Participate in safety risk assessments with supervising manager.
- ▶ Participate and assists in safety related investigations.
- ▶ Participate and / or assist with safety auditing.
- ▶ Actively support, report and contribute to hazard identification and the reduction of risks to health & safety.
- ▶ Report all hazards, incidents and near misses within appropriate timeframes.
- ▶ Protect own safety at work and avoid adversely affecting the health and safety of others through an act or omission at work.
- ▶ Use equipment supplied.

Quality & Risk Management:

All General Managers must:

- ▶ Implement, monitor and review Quality framework for area of responsibility.
- ▶ Implement, review (QA internal audit), monitor and report compliance to Minda policies and procedures within area of responsibility.

- ▶ Ensure that all staff are adequately trained in essential systems documentation and process.
- ▶ Participate in quality audits and reviews.
- ▶ Contribute to all aspects of development within the Organisation Management Systems.
- ▶ Ensure effective and timely close out of risk profile reviews.
- ▶ Ensure identified risks are captured and actions prepared, implemented, managed, updated and monitored.
- ▶ Escalate key – critical risks to Executive Manager

Reporting Relationships:

This position reports to the Executive Manager Quality, People and Safety

DECISION MAKING:

As per Delegation of Authority

EXPERIENCE, KNOWLEDGE, SKILLS & ATTITUDE:

This position is required demonstration of the following:

Experience:

- ▶ Demonstrated experience managing a cross functional team and harnessing organizational support.
- ▶ Experience in establishing governance frameworks and practices to achieve compliance.
- ▶ Proven knowledge and skills in providing timely advice on a range of levels across the organization.
- ▶ Experience in leading the formulation, development, implementation and evaluation of quality, customer safety frameworks, strategies, policies, plans, systems and procedures.
- ▶ Demonstrated experience in interpreting and administering legislative requirements as they relate to customer safety and governance.
- ▶ Experience in dealing with confidential, sensitive and serious issues in relation to provision of information, managing complaints, representing the organisation to external stakeholders to bring about sound risk mitigation.
- ▶ Demonstrated expertise in leading accreditation processes and achieving successful outcomes.
- ▶ Experience in project management, resource management and managing staff.

Knowledge:

- ▶ Sound knowledge of legislation, regulations and quality standards within a human service and/or health context.
- ▶ Understanding of the Aged Care and NDIS quality and compliance standards, Disability

Service Standards and relevant legislation.

- ▶ Good understanding of the principles of quality, continuous improvement and accreditation processes.
- ▶ Understanding of strategic and business planning processes.
- ▶ Understanding of the contemporary issues impacting on the Disability Sector.

Skills:

- ▶ Ability to work effectively and solve problems under day-to-day operational pressures and take accountability for their work to ensure business and financial objectives are met.
- ▶ Highly developed prioritisation skills with a proven ability to manage work load to achieve business outcomes.
- ▶ Ability to work with ambiguity, conflicting priorities and competing needs and time pressured environments.
- ▶ Ability to identify systems gaps and develop strategies and plans to rectify.
- ▶ Highly developed written and oral communication skills, influencing and relationship management.
- ▶ Proficient computer skills in Microsoft Suite
- ▶ Effective report writing
- ▶ Ability to effectively communicate within a team environment and with other departments, professionals and stake holders.

Attitude:

- ▶ Highly motivated and ability to use own initiative.
- ▶ Respectful attitude to people with a disability.
- ▶ Displays emotional maturity and resilience.
- ▶ Positive and progressive attitude with a willingness to adapt to an evolving environment.

Other:

- ▶ Fluency in English (written and spoken).

Qualifications:

Essential:

- ▶ A Degree qualification in a related field such as Management, Business, Quality, Risk Management, Health Services Management.

Other Requirements:

- ▶ An NDIS Clearance obtained from the Department of Human Services (DHS) or a valid Disability Services Employment Screening (Additional DHS and other screening/clearances may be required to work in specific areas).
- ▶ Current, valid and unrestricted South Australian Driver's Licence.

Living & Working in Adelaide, South Australia

Adelaide is Australia's most liveable city and one of the most liveable cities on the planet. It is well known for its arts festivals, fine foods and wine, retail and dining experience and spirit of entrepreneurship and innovation. It has an advanced economy, world class universities and a flourishing multicultural heritage. Adelaide is the traditional home of the Kaurna people and has a strong indigenous culture today.

LIFESTYLE

Adelaide is known for its **Mediterranean style climate**, where the weather is pleasant and moderate most of the year. Year-round big blue skies mean average winter temperatures of 16 degrees Celsius (°C) and 28°C in summer. Hot days can be real sizzlers and easily reach 40°C though!

Adelaide is a city that offers the physical and emotional space to breathe. There is a sense of freedom here – of expression, of movement, of thought. With a **diverse and eclectic array of accessible experiences**, it's a city that allows time for immersion, paired with a sense of space and freedom that actively encourages true indulgence.

The Adelaide Hills which are home to many villages, towns, wildlife parks and natural resources to explore, are less than half an hour drive from the City Centre. You'll never be far away from some of the most **pristine beaches** and water sanctuaries in the world, with almost 30km of beaches bordering Adelaide. Our beaches are famous for the beautiful waters and wide sandy foreshores. Beachside areas like Glenelg, Brighton and Henley Beach are only 15-minute drives from the City and offer **cosmopolitan hearts with retail and dining opportunities**. Within short drives from the city centre are Port Willunga where you can scuba dive in natural and man-made reefs, Port Adelaide where you can frolic with dolphins and St Kilda where you can wander the mangroves and natural reserves, also home to Dolphins and other Australian fauna.

A number of international measures rate metropolitan Adelaide highly for liveability, quality of life and cost of living. The Economic Intelligence Unit undertakes an annual Liveability Ranking and Overview of 140 cities around the world and Adelaide has in recent years consistently ranked 5th in the world. The Property Council of Australia undertakes its own annual survey

on liveability of Australia's top 10 biggest cities. In this survey Adelaide is ranked second only to Canberra, our nation's capital, and above all other capital cities. The Mercer Quality of Living Survey compares global cities and is primarily used to inform multi-national companies regarding optimal office locations and employee conditions. Adelaide was most recently listed as 29th in the World and has consistently ranked highly in this survey. Mercer's Cost of Living Report measures the comparative cost of over 100 items and Adelaide continues to outperform other Australian Capital Cities in this report

REGIONAL EXPERIENCE:

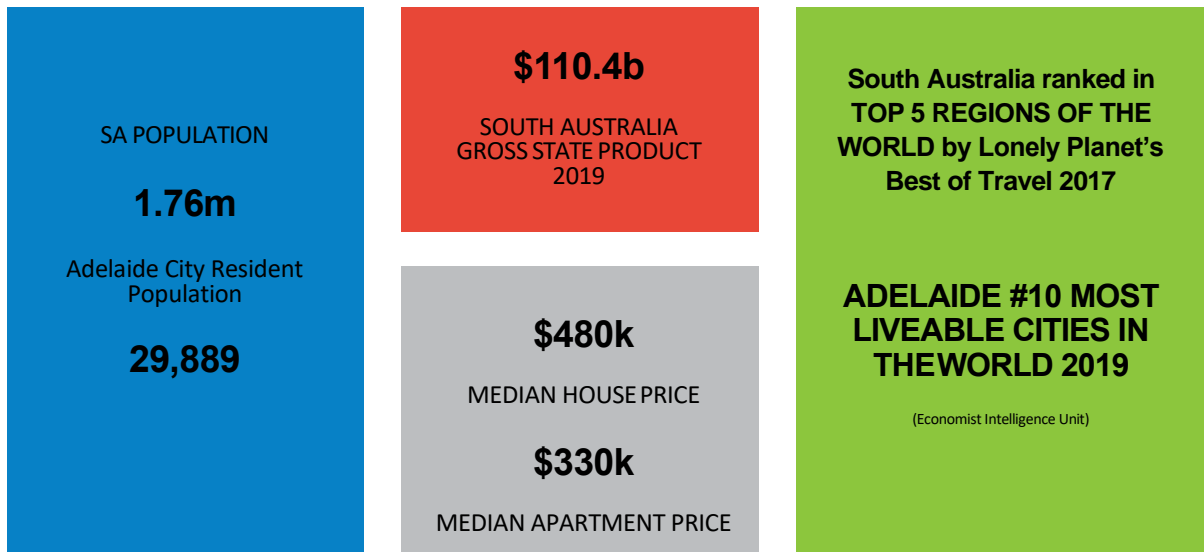
The regions surrounding Adelaide offer a unique experience with gourmet food offerings, internationally renowned wine, villages to explore and wildlife and natural attractions.

Adelaide is a city that lives well beyond its conveniently designed square mile epicentre, flowing seamlessly into world-famous wine and food regions such as Barossa, just an hour's drive north, or coastal escapes in the Fleurieu or Yorke Peninsula. You'll be spoilt for choice.

Travel another hour north and you'll reach the Clare Valley, which is famous for its Rieslings. The Adelaide Hills has some stunning whites and there's McLaren Vale and Langhorne Creek on the Fleurieu Peninsula – about an hour's drive south of the city. Drive yourself or join a guided tour of Adelaide and its surrounds - the choice is yours. Take a road trip and discover the reds from the Coonawarra on the Limestone Coast.

Kangaroo Island is an iconic destination, just two hours' drive and a short ferry ride south of Adelaide. It has pristine beaches, unique wildlife, awesome sunsets and fantastic food and wine.

South Australia & Adelaide, Fast Facts



One of the world's most liveable cities

Adelaide offers a relaxed, easy-going lifestyle, and is rated as one of the top 10 liveable cities in the world (Economist Intelligence Unit) and voted the most liveable metropolitan location (Central & Hills) in the country based on Ipsos's 2020 'Liveability Index'. It is located in a beautiful region of South Australia, which is also ranked in the top 5 of the world's regions.

Australia's most affordable mainland capital

Your money will go much further in Adelaide. Studies show it costs 21% more to live in Melbourne and 23% more to live in Sydney than Adelaide. Adelaide is around 4% cheaper than Brisbane and Perth (2016 Economist Intelligence Unit), meaning you will have more money to discover Australia during your weekends and holidays.



Contact Information

For a confidential discussion regarding the General Manager, Quality & Safeguarding position, please contact VUCA Senior Associate, Ms Patricia Williams during business hours on 0438 388 530.

Applications, including your CV and a letter of application are to be forwarded in Word format to MindaGM@vuca.com.au

Applications close Monday 15th February 2021

Important Information

Please note that VUCA Trusted Advisors believes that while the information contained in this document is true to the best of the Company's knowledge at the time of writing, such information may change without notice. Further, the information herein is the property of the Company and must not be published or attributed unless explicitly agreed.

