

POSITION DESCRIPTION

Practice Manager(multiple sites/services), Disability Services

Division:	Disability Services
Department:	General
Job Profile:	DSD LEVEL 5-6
Banding or Award:	Practice Manager AO Above Award Band C
Reports To:	Senior Manager, Disability Services

About Us

For over 45 years Ability Options has been helping people live life to the fullest. Ability Options services have grown significantly in recent years and as we move into the next decade, our Vision remains as important as ever, keeping customers at our heart, offering more choices of high-quality services and continuing to grow with our Mission of inclusion for vulnerable people. We provide Disability and Employment services at 94 sites across the East Coast of NSW.

Through personalised and responsive support, we help individuals achieve their goals, build their self-esteem and independence. We pride ourselves in:

- assisting people to live in their own homes
- providing meaningful opportunities for inclusion in the local community
- offering work experience and employment opportunities, and
- connecting them to National Disability Insurance Scheme (NDIS) services.

Our next ten years will be marked by sustainable growth achieved by empowering our customers, supporting our people as our greatest asset, innovating, building on our strengths and working with partners who share our values of Trust, Inclusion, Respect, Courage and Leadership.

Our Values



INCLUSION

We **embrace, encourage** and support **diversity** in everything we do



LEADERSHIP

We are a sector and service leader by **innovating, improving,** and **partnering** with others.



COURAGE

We **act** on our **values** ensuring they are central to everything we do.



RESPECT

We treat our participants, their families, communities, partners and each other with **dignity, appreciation,** and **recognition.**



TRUST

We deliver on our promises, encourage feedback and work with **honesty** and **openness**.

Purpose

Working to Ability Options vision, mission and values the Practice Manager (PM):

- Leads the day to operations of the allocated service/s to provide a participant experience which enables their desired outcomes to be met
- Leads their teams to create an employee and participant experience that delivers value and brings our vision, mission, and values to life
- Evaluates service delivery for the allocated service/s to ensure that participant and employee needs are being met in a way that is engaging, high quality safe and effective and opportunities to improve are identified and acted on
- Ensures they provide an engaging, safe and constructive working environment which is supported, where careers are developed, skills are grown, ideas flourish and they feel inspired and valued
- Ensures that participants, their families, friends and guardians are supported to meet their goals,
- Communicate well, listen carefully, act on feedback, advocate and promote voice
- Ensures that the teams they lead deliver to Ability Options policies, processes, compliance requirements, budgets, plans, strategies and KPIs
- Enables their services to be highly reputable, productive and sustainable including supporting new participant acquisition, onboarding and ensuring participants can access a broad range of AO services if they wish.

Role Purpose:

To manage the day-to-day operations of one or more of the following Disability Services:

1. Group Home Accommodation
2. Respite Services
3. Independent Supported Living
4. Group Programs
5. Individual Supports

These will be managed at the required standards, within budget and ensuring our participant services and workplace culture are welcoming, positive, constructive, and safe.

Key performance indicators are agreed every year between the Senior Manager & Practice Manager and are developed to facilitate the realisation of the Ability Options' strategic / operational objectives.

Key Accountabilities

The Practice Manager position is predominantly a leadership role. However, they will also be required to assist the team with 'hands on' duties to provide support during complex situations, to coach & build staff competence & capability or to maintain visibility within the team & a granular understanding of the daily operations.

The PM will be based at the sites and in the services they lead. Access to AO offices for planning, meetings, training, recruitment events etc will be facilitated and required. The PM will be required to ensure they have a presence in all their sites every week, to ensure the SSW role works at sites when the PM is not there and to work one weekend shift a month and participate in on call and unannounced/ announced visits in other sites/services as well as their own. There may be requirements to participate in investigative, audit and planning meetings/processes.

Critical tasks

To manage / work in partnership with the participants, families, the organisation, support workers & stakeholders to:

- Co-design & deliver the services requested by each participant.
- Provide person-centred Human Rights focused services, supports & programs that are aligned with the participant's desired outcomes and funding scheme/s.
- Provide best practice Disability Services & meet &/or exceed the participant's goals / aspirations

- Ensure service standards, values, person centred and human rights focuses are maintained and report any incidents, issues, complaints etc that could indicate these are not being met
- Know and operate to policies, processes and required standards
- Work closely with the SSW/s to ensure a senior mentoring and supervisory presence is available in your services

To create a positive workplace culture and care environment which are tested by surveys and other feedback mechanisms.

To recruit, support, mentor, supervise and manage Support Workers and Senior Support Workers who report to the PM.

To manage the WHS of employees including creating a safe and positive workplace culture, ensuring mandatory training is completed, risk managing the sites, and managing leave ensuring leave balances do not accumulate, sickness and absence management and minimising overtime rates.

To source and utilise support, advice, administrative services and corporate services from PSOs, Business Partners and the rest of the organisation.

To review, monitor and manage support plans to ensure weConnect is fully up to date and that the claims submissions are correct and reflect services offered.

To ensure any claims anomalies are corrected within specified timeframes and ensure plans are fully utilised.

To lead or participate (as requested by your Manager) in investigations, incident reviews, complaints.

To liaise with participants, families, guardians, health providers as required regarding goals, care, practice, concerns or issues.

To support staff in their learning and in your own continuous professional development including employee and own career development.

To ensure your services are optimised, sustainable and productive.

To authorise activities and expenditure according to policy, process and delegations.

Application of Organisational / Sector Knowledge:

- Understands how the Ability Options' Vision, Mission & Values informs the conduct of the PM role and its application to service delivery.
- Maintains a sound working knowledge of Ability Options' strategic / operational objectives & understands the required contribution of the PM role to ensure the success of these objectives.
- Applies a sound working knowledge of Ability Options' systems, policies, processes, procedures & service offerings.
- Maintains a sound working knowledge of organisational infrastructure and its application.
- Maintains a good understanding of the relationship between the Ability Options' strategic / operational objectives to current 'sector' direction.
- Develops and maintains an awareness of budgets and how to deliver them whilst ensuring participant outcomes are met
- Develops and maintains a constructive, engaging and open leadership style which encourages accountability and inspired service provision and grows employee careers.
- Maintains a working knowledge of the:
 - ✓ NDIS provider rules & regulations.
 - ✓ Relevant funding scheme parameters e.g. SIL, LTC, NDIS 'drop in' support.
 - ✓ Relevant legislation & service standards.
- Maintains a sound working knowledge of the relevant Awards & IT systems used in the conduct of their duties.

Planning / Operational Management:

- Work in partnership with the Manager, Senior Support Worker/s, broader support team & participants / families to ensure that the design & implementation of each participant's care & support services are:
 - ✓ Aligned to the annual Divisional Operational Plan, the organisational policies, procedures & processes, & the relevant legislative & funding scheme requirements.
 - ✓ Adequately resourced (e.g. staff numbers, competence & capability; equipment; supporting information, training & development etc.) to enable the realisation of the strategic / operational objectives.
 - ✓ Meeting the needs of the participant & family.
- Lead the delivery of services &/or supports &/or programs, including budget monitoring, service payments, facility cleanliness/maintenance, task requests from shared services/management, induction/training & development, performance planning, compliance & legislative requirements, staffing issues, resourcing, oversight/completion of plans, assessments, reports etc.
- Implement monitor / review processes to enable & ensure currency & optimal utilisation of all participant plans.
- Contribute to local planning / development of service offerings &/or individual supports &/or group program activities.
- Takes responsibility for recruiting, onboarding and retaining their teams, their WHS, career development and delivers a positive and constructive workplace culture.

Participant Outcomes/service delivery:

Work with the Senior Support Worker to:

- ✓ Plan and prioritise the workload of the team to achieve optimal outcomes.
 - Ensuring each team member is supported to understand their role and performance expectations. With performance monitoring and feedback processes in place.
- ✓ Proactively identify and manage change to maximise service delivery outcomes and foster a work culture reflecting our organisational values.
- ✓ Ensure a person-centred approach is utilized to identify and support the achievement of participants' goals & aspirations. Implementing individual plans & strategies to support participant outcomes.
 - Consider connection with community, maintaining relationships, training, employment & referral interventions.
- ✓ Ensure the timely completion of 'service' relevant administrative tasks (e.g. support plans, reports, document progression of achievement of participant goals, Health Care Planning etc.) in accordance with organisational policy & procedure.
- ✓ Ensure operational concerns are reported and managed in a timely & constructive manner.
- ✓ There may be the need to work an occasional shift to address unplanned absences.
- Work with the Senior Manager to ensure complaints are managed effectively, ensuring organisational timeframes are met and quality outcomes achieved.
- Work with the Senior Manager to ensure incidents are managed within organisational timeframes,, whilst meeting the relevant legislative, regulatory, stakeholder & business requirements.
- Attend, and contribute to, regular 1:1 support and development meetings with the Senior Manager.
- Engage in their own Continuous Professional Development and keep up to date with sector and practice trends and developments
- Lead regular 1:1 support and development meetings with the Senior Support Worker and Support Worker teams in line with organisational process and ensure employees develop their skills, careers and are retained within AO wherever possible
- Ensure regular team meetings occur that are planned, outcomes driven and minuted and actions checked and closed.
- Implement the operational roster in line with the approved budget, ensuring adequate and efficient resourcing is in place.
- Proactively manage recruitment processes and work with relevant teams to onboard and induct new employees. Work with internal/external stakeholders to ensure the participant transition pathway is effectively implemented in line with organisational process.

Teamwork / Leadership and Culture:

- Implement performance & development processes, including regular 1:1 support and development meetings. Building team capability through coaching and mentoring practices.
- Role-model behaviours consistent with the organisational values, Mission and Vision.
- Lead an open, constructive, collegial & collaborative operating culture to improve capability; service outcomes; learning and development; and accountability.

- Lead team building experiences and embed an understanding of how individual roles contribute to achieving strategic and operational objectives
- Demonstrate a professional and constructive leadership style that promotes the sharing of knowledge, ideas, and skills and career development.
- Work with the Senior Manager to implement organisational strategies relating to staff engagement & retention activities.
- Work with team members to address any performance related issues including corrective actions and performance improvement plans
- Work with other services, PSOs, and corporate support teams constructively seeking support and advice.

Communication:

- Seek feedback from the team to inform strategy, action plans, systems, policies & procedures and encourage engagement.
- Ensure all communications are clear and relevant (why/what/how/when).
- Conduct individual conversations with team members about their share of the collective workload, to build a positive & collaborative work culture with a shared accountability to meet operational deliverables.
- Facilitate communication between the team &/or co-workers to problem solve / resolve issues.
- Be responsive to stakeholders to ensure timely, consistent & reliable service provision.
- Build/maintain an effective network of sector stakeholders e.g. allied health professionals, Support Coordinator etc.
- Build and maintain relationships with relevant internal and external stakeholders to deliver best practice outcomes, ensuring clear and timely communication is maintained.
- Advise the Manager of significant matters in a timely & comprehensive manner.
- Adapt communication styles to meet individual needs.
- Build & use active listening skills to engage the communication partner & gain greater clarity of messaging.
- Manage complex & sensitive matters following correct policy, procedure & process; seek management guidance / HR Business Partner support if required.
- Maintain confidentiality, respect diversity & demonstrate sensitivity to participant needs, interests & cultural values.

Service Excellence:

- Set up personal management systems to ensure:
 - ✓ the consistent review of service delivery outcomes, staff performance & standards.
 - ✓ Implement monitor / review processes to ensure currency & optimal utilisation of all participant plans.
 - ✓ Monitor performance to operational objectives & KPIs; amend strategies to address barriers & situational change in a timely manner.
 - ✓ proactively address matters of concern, complaints, poor performance etc.
- Work with the Senior Support Worker & Support Workers to ensure optimal disability services are delivered with assessment, direct intervention, behavioural support, counselling, case management, coordination in place
- Lead the team to proactively engage participants & offer services in line with participant goals & desired outcomes.
- Identify the key drivers for the Support Worker & Senior Support Worker to excel in their roles;
- Bring together stakeholders with differing skills / abilities to work collaboratively with the participant & explore their complex/diverse needs, to enable the delivery of person centred services that meets the participant's goals/aspirations.
- Ensure participants & their families/carers are appropriately supported in the areas of lifelong learning, participation, employment & community inclusion.
- review the quality of service delivery use a variety of methods e.g. participant feedback, achievement against individual participant plans, Participant Voice results etc.
- Review team self audits and provide advice around improvements

Quality - Continuous Improvement:

- Drive continuous operational improvement through the review of financial & operational outcomes, internal audits, risk & compliance activities & informal / formal feedback
- Utilise constructive back as a tool to improve business practice & build stakeholder relationships.
- Advocate for constructive change to build efficiencies & performance outcomes.

- Ensure that reportable incident management responsibility is followed & requests for information are in line with policy & procedure as well as legislative requirements.
- Work with the Manager & team to ensure all quality & assurance audit actions are implemented.
- Facilitate monthly meetings with participants, seeking feedback relating to the supports and services they receive (Accommodation Services)

Financial Sustainability / Value for Money:

- Work with the Manager to implement an agile operating model that supports 'responsive' service delivery, ongoing growth & business sustainability, & optimal stakeholder engagement, safety & wellbeing.
- Prepare & maintain rosters for approval that reflect participants funding. Adhere to the approved roster. Seek approval for amendments that will incur overtime or the use of agency staff.
- Ensure the currency of all Service Agreements and associated documents
- Proactively engage participants to maximise plan values & capture additional NDIS funds where appropriate.
- Effectively implement and report on facility / operational budgets.
Work with the Manager to proactively reduce costs & operational expenses
- Accurately enter all financial data into the Ability Options systems.
- Adhere to financial delegations as per the organization's delegations manual & within agreed budgets.
- Provide accurate information to enable timely processing of all revenue claims.

Risk Management / Compliance / WHS:

- Model & implement safe work practices & comply with Work, Health & Safety legislation & responsibilities
- Ensure all activities consider & promote the physical & psychological safety of staff & stakeholders,
- Implement effective incident & complaint management processes; escalate as appropriate.
- Ensure all operations are risk assessed.
- Monitor & address work, health & safety risks for participants, staff & visitors; escalate as appropriate.
- Contribute to the development & implementation of a comprehensive risk management plan.
- Ensure compliance with all internal & external quality, contractual & legislative obligations; including NDIS process.

Position Dimensions

Freedom to Act is subject to Delegation Policy, relevant legislation, regulations, Ability Options' policy & procedures, in conjunction with CEO directives.

Exercise judgement & initiative.

Financial delegations as per Ability Options' policy & within agreed budgets.

Key Relationships include

- | | | |
|--|--------------------------------|--|
| • Support Workers and Senior Support Workers | • Other Team/Practice Managers | • Non-government Agencies |
| | • Community Organisations | • Health and Care Services |
| | | • Advocacy groups |
| • Participants | • Service Providers | • Government Agencies |
| • Families | • Support Coordinators | • Relevant Government Agencies including Public Guardian and NSW Trustee |
| • Guardians | • Marketing Team | • Local businesses, councils etc |
| • Senior and General Managers | | • Labour Resources Coordinator |

- Shared services, business partners and PSOs

ESSENTIAL CRITERIA

- Minimum of two years experience in the sector or related sector &/or relevant life experience.
- Ability to liaise effectively with internal team members, participants, families, community groups, & external agencies.
- Ability to set outcomes & develop work methods where general work methods are not defined.
- People management skills
- Written and oral communication skills
- Basic IT skills
- Demonstrated ability to analyse, plan, negotiate, make decisions & prioritise tasks to meet service demands.
- Knowledge of quality / compliance requirements across all services & ability to maintain compliance systems / processes to acceptable standards as directed by Ability Options' procedures.
- Knowledge of duty of care versus dignity of risk.
- Problem solving skills.
- Current Driver License- Minimum P2.
- Current First Aid Certificate.
- NDIS Worker Screening Check.
- Completion of the NDIS Worker Orientation Module.
- Working with Children's Check (for identified roles)

Personal Attributes:

- Passionate about Ability Options vision, mission and values
- An open, inspiring leader
- Adaptable & resilient to respond to changing business needs, conditions & work responsibilities that achieve successful outcomes.
- Outcomes focussed, delivers results & takes personal responsibility for the quality, achievement of outcomes & quality of work.
- Effective communication (written / verbal) & be able to convey / adjust ideas & messages in an appropriate manner.
- Highly customer focussed & able to collaboratively build / maintain relationships with internal & external stakeholders.
- Highly organised, self-motivated with an ability to effectively manage multiple tasks, priorities & business needs that achieve quality results.
- Actively attempts to influence events to achieve goals.
- A self-starter who takes charge where required.
- Logically integrates various ideas / information to form effective goals, objectives, timelines, action plans & solutions. Organises resources effectively / efficiently.
- Participates actively & positively within the team to which the role belongs. Listens to other views & contributes ideas / suggestions. Works cohesively with other team members.
- Active leader who motivates & collaborates with team members & stakeholders to implement business strategy & achieve desired outcomes for all parties.

DESIRABLE CRITERIA

- Certificate III or IV in Individualised Support, Frontline Management or related discipline.
- Mental Health First Aid Certificate.
- Understanding of the values & philosophies that underpin a person centred approach.

- Understanding of the legislation & regulation covering delivery of services including the Disability Inclusion Act 2014 & the National Service Standards.
- Knowledge of statutory requirements, organisational programs, policies & activities.

SIGN OFF

Employee Name:

Signature:

Manager Name:

Signature:

Date:

VERSION CONTROL

PD DEVELOPED BY:

Senior Leadership Team Disability

PD APPROVED BY:

CEO

REVIEWED BY HR:

PD EFFECTIVE DATE:

1 March 2023