

Position Description

Regional Business Manager

Company Overview:

Heritage Lifecare is a provider of Residential Aged Care Facilities throughout New Zealand. We aim to add value and enhance performance for all those in our care homes and villages. Our employees are united in our common purpose, mission and values and strive to ensure the delivery of respectful and caring services, in an environment that is safe for clients. Heritage aims to enable the continued pursuit of excellence in care through monitoring, auditing, actioning, and evaluation of service whilst respecting and valuing our residents, families/ Whānau and staff.

Our pursuit of excellence comes from the things we value the most:



People First - Enhance the health, safety & wellbeing of our people.



Nurture Success - Seize opportunities every day, and in every moment.



Better Together - Work together in respect and harmony to empower everyone.

Position Overview:

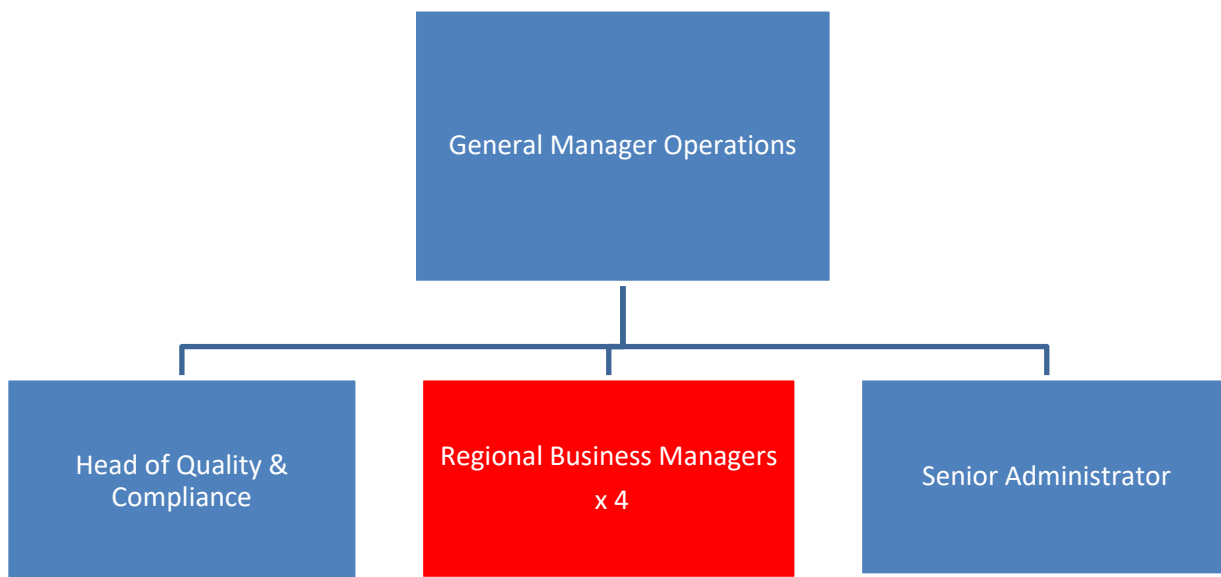
As a Regional Business Manager you will be responsible for the commercial performance of a region. This will involve strategic leadership which enables improved EBITDA growth. The focus would be on revenue generation and managing costs. The Regional Business Manager would endorse and reflect Heritage Lifecare's Vision and Values by ensuring the delivery of respectful safe and caring services to our residents. To do this you will provide coaching, mentoring and support to the Care Home Managers so they meet the business and operational performance KPI's. You will provide cohesive leadership, managing resources and delivering company business targets across, customer satisfaction, quality, and staff objectives. You will lead your portfolio to deliver high levels of resident/customer satisfaction and staff engagement.

Reports to: General Manager Operations

Direct Reports: Care Home Managers in your portfolio

Functional Relationships: Care Home and Village Manager(s)
Clinical Services Manager(s)
Care Home and Village employees
Clinical and Quality Team
People and Culture Team
Support Office Teams
Wider employee network

Team Structure:



Key Accountabilities:

Drive Business Performance and Growth

- Meet or exceed profitability targets and identify and drive revenue generating opportunities across the portfolio of villages and care facilities.
- Oversee and actively drive the premiumisation of the portfolio increasing both rate and number of rooms charged.
- Oversee the CAPEX projects to enhance first impressions within the portfolio.
- Ensure staffing costs are managed closely, to achieve targets in relation to % revenue spend on staffing.
- Manage costs effectively, while maintaining a high standard of presentation and operations across the portfolio
- Demonstrate sound understanding and practical application of financial management processes liaising with the General Manager Operations to achieve robust management of budgets.
- Meet with NASC and DHB representatives in each area regularly to discuss regional occupancies and any issues pertaining to Heritage Lifecare facilities.
- Actively support and manage those homes whose occupancy is below agreed targets.
- Develop plans with the Care Home Managers to ensure that operational/business targets are met and exceeded and monitor closely, managing any variation to the agreed plans.
- Implement necessary management and administration policies and procedures.
- Develop stakeholder relationships and actively promote the interests of Heritage Lifecare Ltd. to positively raise the profile of HLL.
- Work with the Regional Clinical Support Advisor to ensure there is a process in place where Care Home Managers and Clinical Services Managers monitor residents (LTCF interRAI assessments) at each Heritage Lifecare care home with a view to identifying residents whose health is declining and whose level of care is likely to change within the next month. To ensure a LTCF interRAI reassessment is completed for these residents and change of level of care requests are actioned in a timely manner.

Support Village Operational Management and Sales

- Work with the Head of Customer Experience to ensure our village sales and revenue are a priority, supporting the Care Home and Village Managers with the sale of village units, apartments and

care suites to ensure KPIs are achieved. This includes overseeing first impressions, management of enquiries / CRM, marketing, community engagement, the sales process, administration of relevant documentation and management of the refurbishment process in a timely manner.

- Monitor the village performance to ensure high levels of resident satisfaction, achievement of financial KPI's and completion of maintenance requirements.
- Ensure resident relationships in your village portfolios are well managed by the Care Home and Village Manager and concerns and resolving complaints are addressed following our feedback policies and procedures.
- Ensure the villages in your portfolio operate in compliance with all relevant legislation, regulations and policies and procedures including annual AGMs.

Lead People

- Work with the People and Culture Business Partner to develop a labour plan for the region that is in line with and meets the portfolio needs.
- Develop a high performing team that takes accountability for all aspects of people leadership, setting clear direction and objectives, coaching, providing guidance and feedback, meeting motivational needs and development.
- Attend promptly to under performance and act as a role model to the wider business.
- Demonstrates competence and professionalism in personal performance and accountability of actions or decisions
- Demonstrate commitment to the provision of a safe environment for residents and staff.
- Work with Care Home & Village Managers to ensure effective use of human resources in conjunction with the Heritage Lifecare management team.
- Prioritise care home and village visits to mitigate any management risk and optimize performance of managers.
- Conduct documented exit interviews with Care Home and Village Managers and senior staff within care homes as requested.
- Actively assist the Care Home Manager to efficiently manage the staff rosters (particularly in response to lower occupancy).
- Where changes in staffing levels are required due to sustained lower occupancy or resident mix, work with the People and Culture Business Partner to support the Care Home Managers to carry out formal change processes.
- Foster an inclusive team culture that works effectively with other teams to support HLL goals and working with local managers to embrace culture change practices positively to empower all staff to share ideas and suggestions to improve the quality of life for the residents.
- Ensure that each facility is staffed within the management guidelines and contractual agreements and in line with agreed roster models.
- Ensure the company meets its obligations under all current legislation and MOH contracts in terms of staffing levels.

Manage Quality, Risks and Compliance

- **Quality Management** – oversight of various activities to ensure care and services are delivered in a consistent manner – focus on consumer satisfaction
- **Quality Assurance** – assist with development and ongoing revision of quality management system – including clinical policies
- **Quality Control** – identify and report areas of risk; guide continuous improvement
- Ensure that the care facilities meet HLL standards and external regulatory requirements. Ensure that customers and their families are satisfied with the level of services provided.
- Actively promote Quality Systems to ensure compliance with legislation and certification requirements (including Health and Safety requirements) in liaison with the Clinical and Quality team and Care Home Managers to ensure quality initiatives meet requirements and continuous improvement is actively sought, working to achieve the maximum certification period possible
- Keep up to date and report any developments within the industry that may impact on Heritage Lifecare

occupancy.

- Remain cognisant of occupancy in order to guide and direct Care Home Managers to make adjustments to rosters to meet changing occupancy, resident dependencies, management guidelines and policy.
- Ensure certification is achieved and maintained in each care home and audits demonstrate satisfactory results.
- Actively encourage a positive attitude toward Quality Improvement and Health and Safety issues with the company's culture ensuring systems are effective.
- Monitor that quality systems are seen to enhance the facility and resident care thus optimizing occupancy.
- Ensure noncompliance with implementation and auditing of quality systems is performance managed in partnership with the Regional Clinical Support Advisor and the People and Culture Business Partner.

Deliver Excellence through Continuous Improvement

- **Continuous Improvement** – work with the Regional Clinical Support Advisor to support Care Home Managers and clinicians to identify opportunities for improvement that go beyond basic compliance. Requires an understanding of causation factors and the ability to identify appropriate evidence-based strategies
- **Clinical Governance** – Provide independent oversight of the effectiveness of implementation of the Clinical Governance Framework and Facility Based Programme
- **Education, Expertise and Advice** – support the Regional Clinical Support Advisor and the People and Culture Business Partner to oversee education, expertise and advice to care home staff regarding issues such as best practice, risk management, infection outbreaks, and clinical competence. Orientation of CSMs to quality systems.

Deliver Excellence by Championing Best Practice Clinical Care, Quality and InterRAI

- Ensures adherence to clinical best practice and the HLL quality systems
- Support the Regional Clinical Support Manager to ensure Heritage Lifecare care homes are achieving the KPIs and clinical indicator targets that have been set. Enlist the support of the clinical team where targets and KPI's are not met.
- Undertakes Facility Health Checks with the Regional Clinical Support Advisor for the Care Homes within their geographic region
- Works with the Regional Clinical Support Advisor to develop and monitor corrective action plans that have been developed to address shortfalls in service delivery following internal facility health checks, external audits and as a result of complaint investigations.

Reporting and data-based decision-making

- Ensure reporting systems are in place to capture all necessary information enabling informed decision making by the management team.
- Ensure staff turnover within facilities is monitored and reported, and that higher than average (25%) staff turnover is investigated, and steps are taken, in conjunction with HR, to rectify it.
- Provide monthly reports to required senior leaders

Develop and maintain positive, effective relationships with:

Customers

- The ability to maintain a customer focus to ensure care throughout the development of customer relations and strive to become an advocate.
- Ensure that customers and their families are satisfied with the level of services provided.

Industry Stakeholders

- Keep up to date and report any developments within the industry that may impact on occupancy.

- Attend locality meetings of groups related to the industry, optimising net-working opportunities.
- Attend conferences, seminars and workshops related to the Aged Care Industry as determined in conjunction with the General Manager Operations.
- Develop business relationships and actively promote the interests of the company with local authority representatives, the statutory supervisory, suppliers, contractors, industry forums, residents, and neighbours.
- Work proactively to foster Heritage Life Care's good reputation at all times, maintain a strong understanding of the industry legislative frameworks to ensure that Heritage Life Care is always compliant and proactively minimise opportunities for disputes or complaints.

Other Functions

- Demonstrate an understanding human resources and clinical leadership.
- Ensure Care Home and Village Managers develop and maintain positive, effective business relationship with NASC teams, DHB staff and other referring agents and community organisations enlisting the support of personnel and resources for accomplishing tasks.

Health and Safety

Heritage Lifecare is committed to a process of continuous improvement in order to achieve excellence in the management of health and safety at all of our workplaces. We recognise the positive impact that the values and benefits of enhanced health and safety bring to the organisation, our employees and our communities.

As a manager of people, you are required to demonstrate leadership in all health and safety matters for your area of responsibility. This means ensuring that Heritage Lifecare complies with its obligations under the Health and Safety at Work Act 2015 (Act) and that workers are operating in an environment where health and safety hazards and risks are appropriately identified, eliminated and minimise, so far as is reasonably practicable.

There are two key points to health and safety:

- The safety of our people and the communities in which we operate always comes first
- We are all empowered and expected to challenge any unsafe situation at work

We will achieve these by:

- Building a positive health and safety culture
- Aiming for zero harm
- Taking reasonably practicable steps to identify, eliminate or minimise risk
- Reporting hazards and incidents
- Managing contractors
- Communicating and consulting regularly about health and safety issues
- Developing our knowledge about our roles in managing health and safety
- Investigating and learning from incidents
- Ensuring competence to do the job

Financial Authority

TBC

Person Specification

Essential skills, knowledge and experience

- A minimum of 5 years management experience and a broad knowledge of the aged care and/or retirement village industry
- High level of knowledge and proficiency to support and mentor care home leadership teams
- Strong communication skills -able to communicate well with all levels of the organisation including written reports and meeting facilitation
- Demonstrated ability to deal with operational complexity (i.e. multi-functional responsibility)
- Demonstrates strong people leadership and coaching skills
- Socially confident, connects well with a wide range of people to develop and maintain positive, effective relationships
- Demonstrates ability to identify and resolve problems
- Demonstrates commitment to continuous improvement
- Human resource and relevant leadership experience
- Empathy and commitment to excellence in care of the elderly
- Tertiary qualification in either business, management or nursing (desirable)
- Knowledge of the current aged care standards, legislation, contractual accountabilities and accreditation
- A current, clean driver's license and the ability to travel at short notice.
- Proficiency in full MS Office Suite (Excel, Word, Outlook and Power Point).
- Understanding of the Employment Relations Act 2000, Holidays Act 2003, Health & Safety legislation and Health & Disability Sector Standards

Desirable skills, knowledge and experience

- Understanding of Nga Paerewa Health and Disability services standard NZS 8134:2021.
- Understanding of interRAI principles and experience with Ecase or other electronic care systems.

Core Competencies

Personal Attributes and Self-Management	• Demonstrates respect, empathy and interest in others. • Demonstrates a high standard of conduct and accountability. • Acts with courage, championing ideas, facing up to problems and taking necessary action. • Resilient: deals effectively with pressure, responds constructively to setbacks and recovers quickly. • Inclusive: Fosters an inclusive culture to support organisational goals and ensures the cultural safety of residents is upheld.
Leadership	• Ensures teams function cohesively across the region. • Leads through others - does not get involved in 'the doing' except in exceptional circumstances. • Adapts leadership style depending on people and situation. • Coaches direct reports. • Provides thought leadership. • Maintains focus on own professional development. • Works collaboratively on strategic talent development & succession planning for key roles. • Fosters learning from experience and sharing across region. • Acknowledges great performance as part of everyday practice. • Takes action on under-performance and develops high performers.

Deliver excellence with and through others	• Critical thinking and sound decision-making: gets to the root cause of an issue and deals with it. Considers options and potential implications of decisions and makes evidence-based decisions. Can be relied upon to make sound decisions in a crisis. Deals with ambiguity. • Manages stakeholder relationships: Develops and maintains positive, effective relationships with residents, their whānau and staff and has hard conversations as needed. Advocates for the dignity, autonomy, and well-being of residents and staff. Develops and maintains strategic, effective relationship with stakeholders across the industry to promote the organisation's interests. • Role models excellence and sets the bar for others: monitors overall performance of facilities in own region, ensuring adherence to best practice. Leads by example, setting high standards of performance for self and others. • Focuses on key areas and collaborates to deliver results.
Manage Quality, Risks & Compliance	• Owns & tackles issues and risks before they escalate and does not walk past issues or behaviour that need to be addressed. • Can comfortably handle risk and uncertainty, including in a crisis. • Seeks continuous improvement: encourages facilities to proactively look for improvements. Fosters a learning culture where reflection on practice and sharing learnings is the norm and role models a focus on learning, not blame, when things go wrong. • Meets compliance requirements: Actively monitors compliance at regional level, directing facility managers to take action, as needed.
Drive Business Performance & Growth	• Demonstrates business awareness with a deep understanding of the commercial drivers in aged care and proactively keeps abreast of industry developments. • Applies commercial acumen: monitors commercial performance of region and supports facility managers to drive occupancy levels, sales and first impression targets. Acts with urgency to address commercial under-performance. Coaches and supports facility managers to create robust business plans. • Thinks and acts strategically: considers impacts of decisions on business performance. Plans and communicates appropriately to support delivery of organisation's strategic objectives.

The intent of this position description is to provide a representative summary of the major duties and responsibilities and the competencies expected to be performed by employees in this job classification. Employees may be requested to perform job related tasks other than those specified in this Position Description.