



HERITAGE LIFECARE®

Position Description

Operations Manager

Company Overview:

Heritage Lifecare Limited is a provider of Residential Aged Care Facilities through out New Zealand. We aim to add value to the lives of all those who reside in our facilities. 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 and staff.

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

- **Integrity** – we do the right thing all the time
- **Respect and Value**– we always respect and value our customers and our colleagues
- **Commitment** – we deliver service with commitment and care
- **Effective** – we measure service effectiveness
- **Efficient** – we always strive for efficiency

Role Purpose:

To endorse and reflect Heritage Lifecare's Vision and Values by ensuring the delivery of respectful safe and caring services to our residents

To provide cohesive leadership to the portfolio of villages and care facilities, managing resources and delivering company targets across revenue, customer satisfaction, quality, brand, and staff objectives.

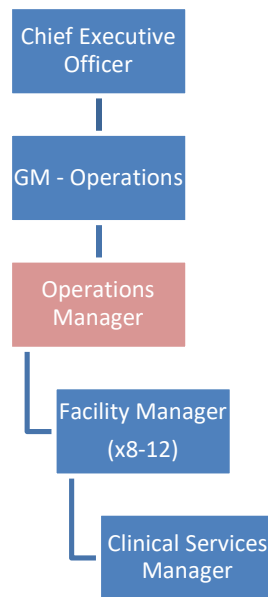
To encourage collaboration and ownership across the wider team in order to deliver high levels of business performance, resident/customer satisfaction and staff engagement.

Reports to: General Manager - Operations

Functional Relationships:

- Facility and Village Managers
- Operations Network
- Executive Team
- Quality and Compliance Team
- Human Resources Team
- Finance Team
- Project Leaders
- DHB's/NASC agencies / Auditors

Generic Team Structure:



Key Accountabilities:

Business Performance

- Meet or exceed profitability targets and drive revenue generating opportunities across the portfolio of villages and care facilities.
- 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 and Financial Analyst to achieve robust management of budgets.
- Involvement in planning, setting and communicating budget forecasts, including capital expenditure, whilst demonstrating an understanding of the competitive market environment and the implications in developing an effective operational market strategy.
- Works with Facility Managers to oversee delivery of budgets, mentor and if necessary intercede in facility management when attempts to control costs have been unsuccessful. Identify new opportunities to increase revenue and financial performance.
- Takes accountability for business performance by effective financial management - regularly reviewing facility and individual performance with the Facility Manager.
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- Provide the General Manager with an accurate explanation for any over expenditure within set budget and strategies to address.
- Liaise with General Manager on requirements that exceed budget allocations.
- Plan strategically to optimize use of managerial resources.

Administration/Marketing

- Effectively direct information gathering activities to make informed decisions regarding

- marketing initiatives and work collaboratively with the marketing team.
- Ensure facility and village admission packs are kept up to date and easily accessed.
- Meet with NASC and DHB representatives in each area regularly to discuss regional occupancies and any issues pertaining to Heritage Lifecare facilities.
- Liaise with General Manager Operations optimizing opportunities for business development and occupancy growth.
- Develop and 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.

Reporting

- Ensuring 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 operations report to the Senior Executive Team.

Quality

- Collaborate with the Quality Team to 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 Facility Managers and Compliance Manager 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 occupancies in order to guide and direct facility managers to make adjustments to rosters to meet changing occupancies, resident dependencies, management guidelines and policy.
- Ensure certification is achieved and maintained in each facility and MOH 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.
- Complete documentation to meet communication and project planning requirements.

People Leadership

- 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.
- Manage Facility Managers to ensure effective use of human resources in conjunction with the Heritage Lifecare management team.
- Prioritise facility visits to mitigate any management risk and optimize performance of managers.
- Conduct documented exit interviews with Facility Managers and senior staff within facilities as directed by General Manager.
- Make appropriate appointments of Facility Managers in conjunction with General Manager.
- Ensure Facility Managers are made aware that considerable emphasis is given to occupancy when measuring performance in the role.
- Actively assist and direct the Facility Manager to efficiently manage the staff rosters.
- 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.
- Ensure the company meets its obligations under all current legislation and MOH contracts in terms of staffing levels.
- Notify MOH of any shortfall in registered nurse hours within each facility and the action plan to resolve shortages.

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.

Personal Development

- 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.

Representation

- 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 Heritages good reputation at all times, maintain a strong understanding of the industry legislative frameworks to ensure that Heritage LifeCare is always compliant and proactively minimise opportunities for disputes or complaints.

Other Functions

- Demonstrate an understanding of the various components of overall business

management, financial, administrative, marketing, human resources and clinical management.

- Initiate process of change management as directed by General Manager, liaising with HR advisors and other senior management as required.
- Ensure Facility 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.
- Ensure that each Facility Manager, in conjunction with the Sales and Marketing team, develops an annual marketing plan and adheres to it.
- Keep abreast of competitors and how they compare and contrast with our services ensuring our services are positioned for maximum advantage.

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
- Demonstrated ability to deal with operational complexity (i.e. multi-functional responsibility
- Tertiary qualification in either business, management or nursing (desirable)
- Empathy and commitment to excellence in care of the elderly
- Demonstrates strong people leadership and coaching skills
- Demonstrates excellent communication skills – including written reports and meeting facilitation
- Proactive in style and an effective implementer of projects and change management ?
- Socially confident, connects well with a wide range of people
- Demonstrates ability to identify and resolve problems
- Demonstrates commitment to continuous improvement
- Demonstrates strong financial and operations skills
- Human resource experience
- 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

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.