



## ROLE DESCRIPTION

<b>Role Title:</b>	Director, Funding and Costing
<b>Classification Code:</b>	SAES1
<b>LHN/ HN/ SAAS/ DHW:</b>	Department for Health and Wellbeing
<b>Hospital/ Service/ Cluster:</b>	
<b>Division:</b>	Commissioning and Performance
<b>Department/Section / Unit/ Ward:</b>	Health Services Programs and Funding
<b>Role reports to:</b>	Executive Director, Health Services Programs and Funding
<b>Role Created/ Reviewed Date:</b>	September 2020
<b>Criminal and Relevant History Screening:</b>	<input type="checkbox"/> Aged (NPC) <input type="checkbox"/> Working With Children's Check (WWCC) (DHS) <input type="checkbox"/> Vulnerable (NPC) <input checked="" type="checkbox"/> General Probity (NPC)
<b>Immunisation Risk Category Requirements:</b>	<input type="checkbox"/> Category A (direct contact with blood or body substances) <input type="checkbox"/> Category B (indirect contact with blood or body substances) <input checked="" type="checkbox"/> Category C (minimal patient contact)

## ROLE CONTEXT

### Primary Objective(s) of role:

- > The Director Funding and Costing is accountable to the Executive Director Health Services Programs and Funding for the delivery of specific Activity Based Funding functions with primary responsibilities including funding and patient costing policy development and coordination, funding model administration and funding allocation management along with policy direction over medical records.
- > The Director plays a key role in the development, maintenance and updating of effective activity based funding and non ABF components for the portfolio.
- > The position will provide sound advice to key executives and relevant stakeholders based on the effective analysis of funding and other information that examines relevant strategic and operational factors
- > The incumbent will direct change management initiatives aimed at improving the quality, timeliness and relevance of funding information and reporting upon which decision making will be based.
- > The Director represents the Department in a number of national forums.

### Direct Reports:

- > Senior Manager, Funding Models
- > Manager, Patient Costing

**Key Relationships/ Interactions:**

- > The Director will have a close working relationship with the other senior managers within Health Services Programs and Funding.
- > Liaises extensively with senior managers and executives across the health portfolio.
- > Strong working relationships with the other Divisions of DHW and health services across SA Health in order to improve integration of strategy and information, including Deputy Chief Executive Commissioning & Performance, Executive Director Provider Commissioning & Performance, Chief Finance Officers Local Health Networks and SA Health, Director Provider Commissioning & Performance and other government agencies as required.
- > Represents the Department on national and state government committees and working parties, including Administrator's Jurisdictional Advisory Committee and Independent Hospital Pricing Authority (IHPA)

**Challenges associated with Role:**

The health system is facing the challenges of an ageing population, increased incidence of chronic disease, workforce shortages, and ageing infrastructure. The SA Health Care Plan has been developed to meet these challenges and ensure South Australian's have access to the best available health care in hospitals, health care centres and through GPs and other providers. In a system that has been continually in deficit , funding the states planning and commissioning requirements is a continual challenge as is juggling the requirements of multiple stakeholders with competing priorities,

**Delegations:**

- > Level 3 Financial Delegation
- > Level 4 HR Delegation

**SAES Core Competencies:**

The South Australian Executive Service (SAES) is a community of executives from the South Australian public service united by its purpose to help people and businesses in South Australia thrive. Founded in shared values, collective leadership and a prospective outlook, SAES works to improve the quality of strategic policy and service delivery for South Australia.

The use of the competency framework enables executives to measure performance and manage succession, building executive strength and talent in public sector positions.

The core competencies of the SAES framework require executives to be able to:

1. Shape Strategic Thinking and Change
2. Achieve Results
3. Drive Business Excellence
4. Forge Relationships and Engages Others
5. Exemplify Personal Drive and Professionalism

## Key Result Area and Responsibilities

Key Result Areas	Major Responsibilities
National Health Reform Agreement agenda	<p>Lead the Funding Models team in the delivery of work programs under the National Health Reform Agreement (NHRA), such as:</p> <ul style="list-style-type: none"> <li>&gt; Oversight of the Activity Based Funding (ABF) model, including: ensuring the accuracy and integrity of the current model and reporting of funds to Local Health Networks.</li> <li>&gt; Oversight of the submission for the National Hospital Cost Data Collection (NHCDC) to the Independent Hospital Pricing Authority (IHPA) and the monthly/quarterly state costing.</li> <li>&gt; Responsibility for providing advice on matters arising from the National Health Funding Body (NHFB) including annual estimates and reconciliations of activity funded under the NHRA to inform Commonwealth revenue.</li> <li>&gt; Facilitate and develop system wide strategy across complex jurisdictional funding model issues</li> <li>&gt; Pro-actively influence discussions through participation in high level committees and bi-lateral discussions as required.</li> <li>&gt; Lead and coordinate the effective delivery of initiatives with IHPA and The Administrator.</li> <li>&gt; Strengthen the SA Health role in national and strategic debate through maintaining strong relationships across jurisdictions.</li> </ul>
SA Health Funding Allocation Model	<ul style="list-style-type: none"> <li>&gt; Work with key DHW senior staff in the preparation of annual budgets derived through the ABF model and ongoing liaison with them on proposed enhancement to the models.</li> <li>&gt; Oversight of the delivery of the annual funding allocation model in line with model changes identified nationally by IHPA and decisions made through the DHW Commissioning Committee.</li> </ul>
SA Health Financial Management Leadership	<p>Significantly contribute to the development of activities which support the SA Health Care Plan, the priorities and imperatives of Local Health Networks, and the development and maintenance of high quality Activity Based Funding services across SA Health, through:</p> <ul style="list-style-type: none"> <li>&gt; Leading the funding interface in the collective development of SA Health Commissioning and Performance Division strategies supporting SA Health;</li> <li>&gt; Ensuring the integrity of the functions supporting commissioning</li> <li>&gt; Developing, implementing and evaluating SA Health policies, procedures and guidelines;</li> <li>&gt; Enabling a methodical approach to building effective funding models as required by SA Health.</li> <li>&gt; Leading the development of appropriate methods to enable the improvement and maintenance of high quality capabilities in funding model requirements:</li> <li>&gt; Providing high level strategic advice and direction that enables decision making in line with required objectives.</li> <li>&gt; Ensuring priority needs are balanced with funding availability and opportunities.</li> <li>&gt; Coordinating and managing finance related reviews, including advice provision on the impact of submissions for funding.</li> <li>&gt; Supporting the development of SA Health funding related policies, procedures and guidelines.</li> <li>&gt; Enabling the identification of key performance indicators and best practice benchmarks which will support improvements in efficiency and effectiveness of SA Health performance.</li> <li>&gt; Sound contribution to the improved application of Activity Based Funding principles across SA Health.</li> </ul>
Leadership for Funding and Costing functions and Risk Mitigation	<p>Funding Allocation Management:</p> <ul style="list-style-type: none"> <li>&gt; Control the SA Health funding processes, principles, timelines and quality; ensuring deadlines are achieved to secure appropriate funding.</li> </ul>

	<ul style="list-style-type: none"> <li>&gt; Liaison with Local Health Networks ensuring funding allocations are understood and appropriately applied in their budget development.</li> </ul> <p>Portfolio Funding</p> <ul style="list-style-type: none"> <li>&gt; Manage and update the Activity Based Funding Model to generate financial schedules associated with LHN Service Level Agreements.</li> <li>&gt; Analyse trends and data to ensure all aspects required for planning are considered.</li> <li>&gt; Manage and update forecast model and estimates as required.</li> <li>&gt; Improve operational forecasting strategies to enable strategic decision making and coordinate the implementation of activity based funding across SA Health and an alignment with commissioning intentions to deliver key outcomes for SA.</li> <li>&gt; Oversee the development and maintenance of an accurate and timely analysis of trends and data to ensure all aspects required for modelling are considered.</li> <li>&gt; Ensure the integrity of the departmental models is aligned with the Department of Treasury and Finance requirements.</li> <li>&gt; Ensure the provision of quality and appropriate documentation for the Department of Treasury and Finance consideration in relation to SA Health requirements and ensure the transition to new funding models is guided by best practice.</li> <li>&gt; Manage the central Patient Costing function applying sound practice to generate accurate costing data in support of decision making.</li> </ul> <p>Provide sound policy and advice to the Executive Director, Portfolio Executive, Treasury and Ministers by:</p> <ul style="list-style-type: none"> <li>&gt; leading an appropriate response to Ministerial and other enquiries and reviewing and advising on the impact of submissions.</li> <li>&gt; Initiating, leading and/or participating in major financial reviews.</li> <li>&gt; ensuring a culture of risk awareness and responsiveness within the Funding Models team in relation to workforce related risks.</li> <li>&gt; encouraging the systematic identification, assessment and treatment of financial risk and continuously improve service provision.</li> <li>&gt; improving costing analysis with a monthly costing program and NEP.</li> <li>&gt; conduct specific projects and undertakings as required by the Executive Director.</li> </ul>
Unit Resource Management	<p>Ensure the effective management of human, financial and physical assets of the Funding Models unit through:</p> <ul style="list-style-type: none"> <li>&gt; leading, developing and fostering a positive work culture which is based on SA Health's values and promotes customer service, learning and development, safety and welfare of employees, acknowledges differences, and encourages creativity and innovation;</li> <li>&gt; developing and maintaining strong working relationships and alliances within and outside of SA Health to achieve Government objectives and expectations as required</li> <li>&gt; enabling appropriate planning and allocation of resources to achieve agreed business and strategic plans</li> <li>&gt; providing leadership in ensuring that service planning and analysis methods are established that support the effective development and delivery of services</li> <li>&gt; ensuring team members clearly understand and accomplish what is expected of the team.</li> <li>&gt; guiding the delivery of key branch outcomes, by active participation in day to day conversations about requirements to meet the deadlines set by the Executive Director.</li> <li>&gt; ensuring effective consultation, participation mechanisms and partnerships are developed and maintained to deliver and implement the SA Health agenda</li> <li>&gt; delivering high level, timely, accurate and informative advice to a range of parties including, but not limited to the Executive Director and Deputy Chief Executives, Senior Executives across SA Health and Divisional</li> </ul>

	peers and staff as required.
Cultural performance and improvement	<ul style="list-style-type: none"> <li>&gt; Enable quality management processes to be imbedded in routine management practice.</li> <li>&gt; Identify and leading change management project.</li> <li>&gt; Promote a culture of integration within the Division and across the Portfolio in order that information is shared for the benefit of the Portfolio Strategic intent</li> <li>&gt; Effectively contribute to strategic planning processes within the Commissioning and Performance division.</li> </ul>

## Knowledge, Skills and Experience

### ESSENTIAL MINIMUM REQUIREMENTS

#### **Educational/Vocational Qualifications:**

- > Tertiary qualification in accounting, economics, mathematics or related financial management field.

#### **Personal Abilities/Aptitudes/Skills:**

- > Strong leadership skills and abilities to motivate and inspire others to work together as a team to achieve objectives in a climate of significant change.
- > Self-motivated, organised, demonstrated initiative and an ability to operate independently while remaining focussed on agreed objectives that may have competing priorities.
- > Successful record of identifying business requirements and developing appropriate remedial strategies and change specifications to reengineer business processes and systems.
- > Demonstrated skills in ongoing evaluation of risk in the context of SA Health Finance objectives.
- > Strong interpersonal and communication skills which demonstrated a capacity to build and maintain relationship with diverse stakeholder groups and an ability to influence people through verbal and written communication skills and proven ability to successfully negotiate at senior levels. Will be able to manage conflict and encourage win/win outcomes where possible.
- > Demonstrated ability to analyse and conceptualise problems and produce sound options for a solution.
- > An ability to manage to the spirit and principles of the premier's safety Commitment and the legislative requirements of the *Work Health and Safety Act 2012* (SA), utilising AS/NZS ISO 31000:2009 Risk Management- Principles and Guidelines, or to an equivalent set of standards
- > Ability to explain complex financial models to a range of audiences

#### **Experience:**

- > Experience in providing positive leadership in a management role at a senior level in a large complex organisation in a climate of reform and continuing change.
- > Experience in providing concise, relevant and timely briefings, reports, and other written and oral advice and in the use of key performance indicators and benchmarking in improving business performance.
- > Experience in the strategic management of financial resources, undertaking financial business analysis, developing financial strategies to improve financial performance and providing concise written executive financial reports.
- > Experience in the use of costing techniques and methodologies and in financial, resource allocation or statistical models.
- > Experience in the research, collection and analysis of corporate data.
- > Experience in financial modelling tools for building complex sophisticated models.

#### **Knowledge:**

- > Knowledge of various forms of financial and reporting techniques for application in the health sector.
- > Knowledge of patient costing process and contemporary costing standards, Activity Based Funding concepts and principles associated with resource allocation.
- > Knowledge of medical records requirements and clinical classifications.

- > A knowledge and understanding of relevant Acts, Awards and Legislation and principles and practices as they relate to this role.
- > An understanding of the health sector reform agenda and emerging directions within the broader health sector.

## **DESIRABLE CHARACTERISTICS**

### **Educational/Vocational Qualifications:**

- > Post Graduate qualifications

### **Personal Abilities/Aptitudes/Skills**

- > Nil

### **Experience:**

- > Experience in government accounting and administration framework
- > Demonstrate relevant experience in the public or private health sector.
- > Experience in policy, strategic planning and program development, implementation and review.
- > Experience in commissioning frameworks.

### **Knowledge:**

- > Knowledge of the systems, structures, relationships and culture of the Department for Health and Wellbeing.

### Special Conditions:

- > It is mandatory that no person, whether or not already working in SA Health, may be appointed to a position in SA Health unless they have provided the a satisfactory current Criminal and Relevant History Screening, as required by the *SA Health Criminal and Relevant History Screening Policy Directive*.
- > For appointment in a Prescribed Position under the *Child Safety (Prohibited Persons) Act (2016)*, a current Working with Children Check (WWCC) is required from the Department for Human Services Screening Unit. For other positions, a satisfactory National Police Certificate (NPC) assessment is required.
- > For 'Prescribed Positions' under the *Child Safety (Prohibited Persons) Act (2016)*, the individual's WWCCs must be renewed every 5 years from the date of issue; and for 'Approved Aged Care Provider Positions' every 3 years from date of issue as required by the *Accountability Principles 2014* issued pursuant to the *Aged Care Act 1997 (Cth)*.
- > Appointment is subject to immunisation risk category requirements. There may be ongoing immunisation requirements that must be met.
- > Depending on work requirements the incumbent may be transferred to other locations across SA Health to perform work appropriate to classification, skills and capabilities subject to relevant provisions of the Executive Contract.
- > The incumbent may be required to participate in Counter Disaster activities including attendance, as required, at training programs and exercises to develop the necessary skills required to participate in responses in the event of a disaster and/or major incident.

### General Requirements:

Managers and staff are required to work in accordance with the Code of Ethics for South Australian Public Sector, Directives, Determinations and Guidelines, and legislative requirements including but not limited to:

- > *Work Health and Safety Act 2012 (SA)* and when relevant WHS Defined Officers must meet due diligence requirements.
- > *Return to Work Act 2014 (SA)*, facilitating the recovery, maintenance or early return to work of employees with work related injury / illness.
- > Meet immunisation requirements as outlined by the *Immunisation for Health Care Workers in South Australia Policy Directive*.
- > Equal Employment Opportunities (including prevention of bullying, harassment and intimidation).
- > *Children and Young People (Safety) Act 2017 (SA)* 'Notification of Abuse or Neglect'.
- > Disability Discrimination.
- > *Independent Commissioner Against Corruption Act 2012 (SA)*.
- > *Information Privacy Principles Instruction*.
- > Relevant Awards, Enterprise Agreements, *Public Sector Act 2009*, *Health Care Act 2008* and the *SA Health (Health Care Act) Human Resources Manual*.
- > Relevant Australian Standards.
- > Duty to maintain confidentiality.
- > Smoke Free Workplace.
- > To value and respect the needs and contributions of SA Health Aboriginal staff and clients, and commit to the development of Aboriginal cultural competence across all SA Health practice and service delivery.
- > Applying the principles of the *South Australian Government's Risk Management Policy* to work as appropriate.

The SA Health workforce contributes to the safety and quality of patient care by adhering to the South Australian Charter of Health Care Rights, understanding the intent of the National Safety and Quality Health Service Standards and participating in quality improvement activities as necessary.



**Performance Development:**

The incumbent will be required to participate in the organisation's Performance Review and Development Program which will include a regular review of the incumbent's performance against the responsibilities and key result areas associated with their position and a requirement to demonstrate appropriate behaviours which reflect a commitment to SA Health values and strategic directions.

**Handling of Official Information:**

By virtue of their duties, SA Health employees frequently access, otherwise deal with, and/or are aware of, information that needs to be treated as confidential.

SA Health employees will not access or attempt to access official information, including confidential patient information other than in connection with the performance by them of their duties and/or as authorised.

SA Health employees will not misuse information gained in their official capacity.

SA Health employees will maintain the integrity and security of official or confidential information for which they are responsible. Employees will also ensure that the privacy of individuals is maintained and will only release or disclose information in accordance with relevant legislation, industrial instruments, policy, or lawful and reasonable direction.

**White Ribbon:**

SA Health has a position of zero tolerance towards men's violence against women in the workplace and the broader community. In accordance with this, the incumbent must at all times act in a manner that is non-threatening, courteous, and respectful and will comply with any instructions, policies, procedures or guidelines issued by SA Health regarding acceptable workplace behaviour.

**Resilience:**

SA Health employees persevere to achieve goals, stay calm under pressure and are open to feedback.

## Organisational Context

### Organisational Overview:

Our mission at SA Health is to lead and deliver a comprehensive and sustainable health system that aims to ensure healthier, longer and better lives for all South Australians. We will achieve our objectives by strengthening primary health care, enhancing hospital care, reforming mental health care and improving the health of Aboriginal people.

SA Health is committed to a health system that produces positive health outcomes by focusing on health promotion, illness prevention and early intervention. We will work with other government agencies and the community to address the environmental, socioeconomic, biological and behavioural determinants of health, and to achieve equitable health outcomes for all South Australians.

### Our Legal Entities:

SA Health is the brand name for the health portfolio of services and agencies responsible to the Minister for Health and Wellbeing. The Department for Health and Wellbeing is an administrative unit under the Public Sector Act 2009.

The legal entities include but are not limited to the Central Adelaide Local Health Network Inc., Northern Adelaide Local Health Network Inc., Southern Adelaide Local Health Network Inc., Women's and Children's Health Network Inc., Barossa Hills Fleurieu Local Health Network Inc., Eyre and far North Local Health Network Inc., Flinders and Upper North Local Health Network Inc., Limestone Coast Local Health Network Inc., Riverland Mallee Coorong Local Health Network Inc., Yorke and Northern Local Health Network Inc. and SA Ambulance Service Inc.

### SA Health Challenges:

The health system is facing the challenges of an ageing population, increased incidence of chronic disease, workforce shortages, and ageing infrastructure. The SA Health Care Plan has been developed to meet these challenges and ensure South Australian's have access to the best available health care in hospitals, health care centres and through GPs and other providers.

### Health Network/ Division/ Department:

- > The Health Services Programs and Funding Branch is responsible for strategic program development and delivery for key health priorities within three key streams; planned care, unplanned care and chronic and complex care. The Branch has a health policy focus to drive better value health care that improves population health and patient experience and consolidates operational focus and crisis response as needed. The Branch also leads the development and application of commissioning and funding methodologies, focusing on the patient health outcomes achieved per dollar spent to ensure resources are oriented towards high value activities and improved health outcomes.

## Values

### SA Health Values

The values of SA Health are used to indicate the type of conduct required by our employees and the conduct that our customers can expect from our health service:

- > We are committed to the values of integrity, respect and accountability.
- > We value care, excellence, innovation, creativity, leadership and equity in health care provision and health outcomes.
- > We demonstrate our values in our interactions with others in SA Health, the community, and those for whom we care.

## Code of Ethics

The *Code of Ethics for the South Australian Public Sector* provides an ethical framework for the public sector and applies to all public service employees:

- > Democratic Values – Helping the government, under the law to serve the people of South Australia.
- > Service, Respect and Courtesy – Serving the people of South Australia.
- > Honesty and Integrity- Acting at all times in such a way as to uphold the public trust.
- > Accountability- Holding ourselves accountable for everything we do.
- > Professional Conduct Standards- Exhibiting the highest standards of professional conduct.

*The Code recognises that some public sector employees are also bound by codes of conduct relevant to their profession.*

## Approvals

### Role Description Approval

I acknowledge that the role I currently occupy has the delegated authority to authorise this document.

Name: \_\_\_\_\_

Role Title: \_\_\_\_\_

Signature: \_\_\_\_\_

Date:            /            /

## Role Acceptance

### Incumbent Acceptance

I have read and understood the responsibilities associated with role, the organisational context and the values of SA Health as outlined within this document.

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date:            /            /