

CEO

• *Multicultural aged care*

• Located in north-western Melbourne, Kalyna Care provides high quality accommodation and respite, including care for those with dementia. Its services are tailored to the cultural sensitivities of Ukrainians, East Europeans and others.

• Reporting to the Board of Directors, you will ensure ongoing sustainability through stewardship of the organisation's human and physical resources, implementing a bold strategy for further growth and development beyond its present revenue of \$10 million.

• With sound finance credentials, you are a visionary leader with proven commercial acumen and flair for strategic income diversification. Your experience has given you a sound grasp of the aged care and human services sectors, and you have a strong commitment to community engagement and cultural sensitivity.

• Please view the Position Description on www.brookerconsulting.com.au and send a brief CV (Word format, up to 5 pages) to career@brookerconsulting.com.au or ring Jeremy Wurm on 03 9602 1666, in confidence.

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Chief Executive Officer

Position Description

Preface

Kalyna Care, formerly known as the Ukrainian Elderly People's Home (UEPH) is a not-for-profit, residential aged care facility offering independent living, 'aging in place', dementia and respite care, and operating under the direction of the Board of Directors.

The Board of Directors (as articulated through its vision and mission statements) is committed to the provision of quality care in a home-like environment, to the protection and promotion of residents' rights and to the continuous improvement in all areas of endeavour. As a Ukrainian organisation, it seeks to engage that community in the life and support of the residents.

Reporting Relationship

The Chief Executive Officer is appointed by, and reports to the Board of Directors of Kalyna Care.

Primary Objectives

- To promote the organisation's vision, mission and values with particular attention to excellence of service, resident focus and professionalism.
- Together with the Board, to develop the long-term strategy for Kalyna Care and to implement this strategy in order to achieve the objectives of the Board.
- To manage the business affairs of Kalyna Care to secure its financial viability and sustainability, and to ensure that quality services are delivered to residents consistently and efficiently through the Residential Services Manager.
- To ensure efficient and effective practices of financial planning and management and to manage the commercial and financial operations of Kalyna Care to grow 'the business'.
- To negotiate, advocate, consult and advise on behalf of the organisation.
- To enhance and develop relationships with the Ukrainian community (community organisations and the churches) and with the cultural continuum of other empathic communities, such as east European Slavic groups.

- To maintain and enhance the current level of accreditation.
- To ensure that building works are carried out in accordance with Kalyna Care requirements and that full occupancy is attained within the shortest possible timeframe, but no more than two months.

Key Functions

- To assume and exercise the powers, and perform the duties vested in, delegated or assigned to the Chief Executive Officer by the Board. In all respects, comply with the directions of the Board, with the constitution, rules, policies and regulations of Kalyna Care, and with the Aged Care Act, ASIC, ACNC and any statutory or legal obligations under relevant legislation concerning Aged Care facilities.
- To be responsible for all operational matters, whilst the Board will provide a Governance role.
- To serve the organisation well and faithfully, and to use the Chief Executive Officer's best endeavours to promote the interests and welfare of Kalyna Care, its members and residents.
- Within the policy and guidelines established by the Board, and in accordance with the authority delegated by the Board, to be responsible and accountable for all operations and statutory obligations of Kalyna Care.
- To provide information and explanations as requested by the external and internal Auditors, the Board, its Committees, Aged Care Act, ASIC, and any other body entitled by legislation to request such information and explanations.
- To examine economic and market forces, community, social and industry trends and emerging Government policies with respect to the Aged and to recommend to the Board long- and short-term objectives, plans and policies to take advantage of changing circumstances.
- To participate in identifying the long-term requirements of Kalyna Care in terms of future services and the financial environment and, together with the Board, to participate in the development of its Strategic Plan.
- To implement the Strategic Plan in order to achieve the objectives of the Board
- To ensure that all Board policies, aims and objectives are communicated, understood and administered throughout the organisation.
- To initiate and promote, in consultation with the Board, the adoption of new processes, innovations and ideas in Kalyna Care and to actively develop cost reduction, efficiency, productivity and safety programs.
- To develop and maintain a public profile within the industry and a positive reputation within the Ukrainian community; to promote harmonious relationships with organisations in the broader community.

- To ensure the organisation maintains the highest level of business ethics.
- To make sure the current level of accreditation is maintained and enhanced.
- Whilst being consistent with the law and the terms of the contract, to undertake any other function or assignment as determined by the Board or its Committees and to refer any relevant matters for their review and decision.

Organisational Responsibilities

To provide effective and efficient management of all functions, the Chief Executive Officer shall ensure that:

- Kalyna Care operates within the governance policy framework established by the Board;
- Structures and operational policies and procedures are in place to ensure appropriate care and support is provided to residents;
- The day-to-day financial affairs are managed prudently and efficiently;
- All relevant legislative and statutory obligations are met;
- All persons using the facilities and services of Kalyna Care are encouraged to respect the rights of others and to live and work together in communal harmony.

To liaise with and report to the Board:

- Maintain a close working relationship with the Board, providing regular briefings on the operations of Kalyna Care and any matters of concern which arise from general operations;
 - Attend all ordinary meetings of the Board and any extraordinary meetings, as required, as a non-voting participant;
 - Liaise with the Board Chair with respect to items for inclusion on the agenda of meetings;
 - Provide a comprehensive report to each meeting of the Board covering all key facets of the operations of Kalyna Care including monthly progress reports of building works;
 - Provide advice to the Board on matters pertaining to effective day-to-day operations, including, but not limited to, opportunities for improvement in performance, resident welfare, staffing, marketing, finance, admissions, policies and procedures, building and grounds maintenance etc;
 - Co-ordinate the activities of the Board's Committees and attend meetings of such Committees, as required;
 - Prepare information for the Board and the Board's Committees as required;
 - Be the recognised channel of communication between the Board and staff on matters of official business.
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- To take responsibility for the marketing of the organisation within the Ukrainian and general community;
 - To be responsible for the implementation and maintenance, of an effective communications system;
 - To oversee, evaluate and recommend changes and updates to the Board for computers and other communication systems, to ensure efficient operation of Kalyna Care;
 - To represent the organisation in its relationships with external service providers, residents, families, government, professional societies and similar groups;

- To liaise and foster relationships with Ukrainian and broader community organisations, by participating in community forums and activities;
- To participate in activities of professional bodies as required for the discharge of the duties of the Chief Executive Officer or as considered appropriate by the Board.

Operational Responsibilities

To undertake all required waiting list management, admission and discharge functions to optimise occupancy levels and ensure the ongoing welfare of residents.

- Be responsible for the maintenance of optimal occupancy levels.
- Ensure the maintenance of an effective waiting list, liaison with the regional Aged Care Assessment Service and such other tasks as may be required to ensure that admissions are executed efficiently.
- Ensure that all admissions comply with statutory requirements, optimise the financial position of the organisation and respond appropriately to the needs of incoming residents.

For residents who are not accommodated in the independent living units, ensure the delivery of an effective program of care which is based on the assessed needs of residents, a commitment to the maintenance of residents' independence and which is delivered in an effective and efficient manner. This includes but is not limited to the following:

- Liaising with incoming residents and their families/representatives to ensure a smooth transition to life at Kalyna Care.
- Assessment of all residents under ACFI.
- Development, documentation and maintenance of written care plans for each resident, to ensure the delivery of effective care, in consultation with the residents' and/or their families/representatives.
- Monitor / ensure staff address areas for improvement.
- Provision of on-going clinical support to residents, including liaison with medical practitioners, allied health professionals and service providers.
- Supervision of the medication regime in including maintenance of appropriate medications systems and records, liaison with prescribing practitioners,
- Liaison with pharmacies and other suppliers and supervision of all healthcare support staff.
- Monitoring of the nutritional issues relating to residents, and liaising with kitchen personnel regarding dietary requirements.
- Other such things as may be required from time to time to ensure the well-being and quality of life of residents while, at all times, respecting their right to make independent decisions.
- Ensuring that all residents have equitable access to care and support and that all residents are aware of the scope of care and support services provided within the organisation.
- Ensuring that 'duty of care' obligations are appropriately discharged throughout Kalyna Care, that legislative and statutory obligations are met and that the requirements for on-going Accreditation by the Aged Care Standards and Accreditation Agency, under the Aged Care Act are in place.

To appoint and monitor the performance of all contractors providing goods and/or services to the organisation:

- Ensure that the appointment of contractors providing goods and/or services is cost-effective and undertaken in a fair and equitable manner and that the terms and conditions of such appointments are documented and available for perusal by the Board.
- Ensure that all persons providing services to Kalyna Care (e.g. contractors and consultants) are appropriately supervised and that work is conducted efficiently and within agreed financial and performance criteria.

To manage all assets to minimise risk, to promote resident and staff safety and ensure that certification requirements are met:

- Ensure that the assets belonging to Kalyna Care are appropriately managed and maintained, are adequately safeguarded and insured, comply with WH&S requirements and meet fire safety regulations.
- Monitor the ongoing maintenance of the building fabric and grounds in compliance with the necessary regulations and standards, and ensure that a safe, homely environment is provided for residents, visitors and staff.
- Ensure a cyclical maintenance program is developed and maintained.
- Make sure that policies and practices are implemented to minimise the element of risk to people and property throughout all aspects of the organisation.
- Maintain security of all cash, assets and documents.
- Report to the Board on asset and risk management
- Ensure that building works are carried out with minimal disruption to residents and in accordance with requirements, with minimal variations.
- In relation to building work where a Project Manager has been appointed, see to it that the Project Manager is performing their tasks as per the agreement with the organisation.
- In relation to building work, attend all building and project meetings, as required.

To liaise with and be responsive to the changing needs of the Ukrainian and general community, residents and their families.

- In consultation with the Board, to be the principal contact point for liaison with the Ukrainian and general community and ensure that the profile and image of Kalyna Care is maintained at a high level at all times,
- Monitor, analyse and advise the Board of the service needs and trends of the Ukrainian and other community groups.
- Ensure that there is a principal contact point for liaison with residents and their families or representatives.
- Be accessible to residents and their families or representatives and be responsive in a timely and professional manner.
- Where appropriate, delegate operational tasks to other responsible persons, provided that appropriate monitoring and reporting mechanisms are in place.

Responsibility for Staff

- In consultation with the Board, develop and maintain an organisational structure designed to meet the objectives of Kalyna Care and maintain position descriptions for all staff members.
- Ensure that policy and procedure manuals exist and are maintained to provide consistent support for managers and staff when making decisions.
- Ensure the development and maintenance of written people and culture policies and procedures, which are consistent with the current Award conditions, Determinations and statutory requirements;
- Ensure that all staff are treated with respect and that the workplace is a positive one, free from harassment, discrimination and bullying.
- Maintain morale, satisfaction and motivation of all staff to facilitate the achievement of organisational objectives
- Ensure that staff are informed at all times of policy or procedural changes and that these are understood;
- Monitor personal development and career path plans, for all employees, making sure they meet organisation and individual needs, and that individuals receive adequate mentoring and training;
- Ensure that staff performance appraisals take place at least annually and liaise with relevant Managers undertaking evaluation reviews on employees under their direct control;
- Oversee the performance of Managers to ensure their duties are carried out in accordance with policies and give guidance in meeting their responsibility in the supervision and counselling of all staff;

Responsibility for Finances

- Within the prescribed authority limits for expenditure, undertake any purchase and payment of maintenance and service costs;
- Arrange for the preparation of the budget for approval by the Board, submit operational plans to achieve the budget and recommend long range plans and budgets based on the Strategic Plan and the annual business plan.

Provide monthly financial, statistical and economic data to the Board:

- Produce cash flow, profit and loss, balance sheet and investment analysis;
- Review and report to the Board any increases in costs of operations, properties maintenance and services charges;
- Oversee the accounting functions and the verification of the accuracy of financial and statistical reports;
- In relation to building work, provide monthly building costs and report all variations, compared with budget.

Ensure the adequacy and soundness of the organisation's financial structure:

- Review all capital expenditure requests and advise the Board of any adverse trends and the proposed actions to be taken to remedy any negative trends;
- Monitor income and expenditure, ensuring they are consistent with approved budgets and provide regular reviews of projections for future financial needs.

- Make sure that income is optimised through rigorous attention to the proper classification of residents and the maintenance of appropriate supporting documentation.
- Ensure that staffing levels are, at all times, maintained within budget parameters.
- Comply with internal and external audit procedures and ensure access for all designated staff to relevant records;
- Ensure that all registers required by the Corporations Act, Aged Care Act, ASIC and ACNC are properly maintained and that all returns and reports required by Aged Care Act, ASIC and the ACNC are correctly prepared and lodged.
- Ensure adherence to a business and commercial program designed to achieve best practice levels evaluated by the implementation of benchmarking and Key Performance Indicators in such areas as finance, operating requirements, maintenance planning, productivity measurements, negotiating contracts, staffing levels and RCS classifications.

Company Secretary Responsibility

Where appointed by the Board to perform the duties of the Company Secretary, the Chief Executive Officer shall carry out such duties and have such responsibilities as prescribed by the Corporations Act, as well as the following:

- Make arrangements for and give notice of all Board and Members' meetings, and in consultation with the Chair of the Board, prepare agendas and provide minutes of all Board, Committee and Members' meetings;
- Prepare notices (including Resolutions) and correspondence on behalf of the Board;
- Ensure all corporate activities, agreements and contracts of are reviewed on a regular basis and comply with local, state and federal legislation;
- Be responsible for the signing of corporate documents;
- Take responsibility for the preparation of the Annual Report.
- Organise and attend the Annual General Meeting;
- Maintain and ensure that the Member Register is current at all times.

Where the Chief Executive Officer's responsibilities under the contract or as delegated are not specifically defined, the Chief Executive Officer is to take any reasonable action to carry out such responsibilities as long as such action is in accordance with the spirit of the policies and procedures of Kalyna Care and is in accordance with sound business judgement.