

Position Title:	Domestic Services Manager
Department/Location:	Support Services, Community and Aged Care
Employment Status (Full-time/part-time/casual/fixed term):	Full-time This role requires extensive travel to various sites.
Reports To:	Group Manager, Support Services
Direct Reports:	<i>Not yet determined</i>
Key Relationships/Interactions:	Internal: CAC domestic services staff; CAC extended Leadership Team; CAC support services; Procurement and Contracts staff; Practice Development & Quality Team; DSS
	External: Government Departments, Agencies, Contractors, Suppliers, Other Regulatory Bodies; Clients & Residents

About Spiritus:

Our **Vision**

To create a more caring, just and inclusive society consistent with the teachings of Christ.

Our **Mission**

As a caring ministry of the Anglican Church we will:

- enrich people's lives through compassionate service and advocacy for social justice in partnership with communities and parishes;
- respond with innovation and courage to the needs of our community, especially those most at risk; and
- demonstrate a passionate and determined commitment to excel as leaders in quality caring service.

Our **Values**

Dignity: We accept, value, encourage and empower others to pursue their personal goals

Respect: We exhibit profound respect, integrity and humility in all our relationships

Care: We demonstrate thoughtful stewardship and take personal responsibility in all we do

Joy: We actively embrace opportunities to share, and experience, hope and happiness

Our **Strategic Intent**s

Exceptional Quality Care: We will deliver excellent quality services with a commitment to respect the needs and rights of every individual.

Social Justice: We will champion social justice through research and advocacy to benefit members of our community, especially those who are disadvantaged.

Distinctive Culture and People: We will attract and retain people through a culture which embodies our values and encourages each person to do and be the best they can.

Robust and Sustainable: We will ensure our organisation is robust and sustainable with excellent processes and systems.

Valued Part of the Anglican Church: We will be recognised as, and have a sense of being, a valued part of the Anglican Church.

Our Environment

Spiritus is an Anglican not-for-profit organisation providing caring and supportive services in partnership with government and other support organisations, to respond to identified needs in our community.

Spiritus is committed to enacting a Christian response to social and community welfare issues and aged and community care needs, particularly with respect to disadvantaged members of the community. Whilst serving the community as a whole we value and respect the needs, rights and personal choices of the individual.

Spiritus is the name for all services operating within the Anglican Community Services which was formed by the combination of St Luke's Nursing Service, Anglican Care of the Aged and Anglicare Southern Queensland.

The Anglican Community Services Commission (ACSC) operates under a Diocesan Governance Canon defining its role in terms of Corporate Governance, Strategic Direction of the organisation and the regulation of Management, and reports to the Archbishop in council. The Canon authorises the ACSC to operate in the areas of community welfare, social justice, health, aged and community care.

All Spiritus services are enhanced and supported by a centralised Shared Services structure.

Position Statement / Overall Purpose:

The major responsibility of the Domestic Services Manager is to manage and coordinate all domestic (kitchen, cleaning and laundry) services related to in-home, residential aged care and centre-based respite/day care, in order to enhance Spiritus' reputation as a quality provider of holistic client-focused care. Working closely and collaboratively with Service and Facility Managers, this role will ensure all domestic services are delivered in line with the requirements for maintaining community and aged care accreditation and licensing, infection control and mandatory food safety standards, and in accordance with the strategic direction and intents of the organisation.

Other key responsibilities include leading the development and implementation of policies and procedures related to domestic services to meet legislative requirements and the provision of leadership for domestic services staff to ensure industry standards are upheld; and taking responsibility for developing and maintaining a consistent, streamlined and effective approach to domestic services across the organisation.

The role will assume overall leadership of the broader domestic services teams throughout Spiritus, and includes responsibility for ensuring that the workforce providing domestic services are adequately trained to meet competency standards and implement best practice standards in relation to managing infection control.

This role will work in accordance with the values of the Spiritus and support core business by providing guidance and advice within this position's specialty area.

Key Selection Criteria: (includes education, experience, skills and knowledge required)

Essential:

1. Senior management experience in health, community or aged care settings, preferably in hotel services, or relevant demonstrable transferable experience from another sector.
2. Demonstrable experience in the management of a diverse and highly regulated group of services in a variety of geographical locations and settings.
3. Experience in leading large multi-disciplinary teams.
4. Ability to work collaboratively with local managers to achieve common objectives and able to provide evidence of achievements in this regard.
5. Knowledge and understanding of the industry standards applicable to food preparation, domestic support and laundry services, with the ability to apply relevant standards across a large network of services.

6. A successful track record of effective budget management and reporting, and effective human resource management within large multi-disciplinary teams.
7. Mature interpersonal/communication skills (written and oral) and proven ability to motivate and influence the workforce to achieve organisational goals within team environments.
8. High level problem solving and decision making skills.
9. Experience in leading successful organisational change management and the building of a strong success-oriented and empowered team culture.
10. Proven ability to implement, review and modify as required the service delivery models and to proactively critique and offer alternative solutions, including appropriate infrastructures as required.
11. Ability to develop and implement effective tools to support robust service delivery (e.g. controls, processes, policies and systems), and comprehensively report on progress in a timely manner.
12. Business development skills demonstrating an ability to seek and act on new opportunities, using a range of methodologies to develop business cases and feasibility studies to influence change.

Highly Regarded:

- Business qualification and/or demonstrable experience in business or hotel services management.
- Previous experience in leading hotel services in aged care or community services.

Key Accountabilities and Responsibilities:

1. Accountability: Contemporary Domestic Service Models

Lead a comprehensive domestic services review across Spiritus with the objective of creating effective and efficient contemporary client-centred domestic service models (kitchen, cleaning, and laundry) that can be consistently delivered across the organisation, from different geographical sites and settings.

Responsibilities:

- Lead the whole system and service review across Spiritus, and lead the development and implementation of an integrated, innovative, high quality and cost effective client-centred model of domestic service delivery State-wide.
- Develop key performance indicators (KPIs) to underpin service delivery in line with the Spiritus Strategic Plan and best practice guidance and introduce manager level reporting that reflects individual service delivery performance that links with the Community and Aged Care operational plan for 2010.
- Develop and implement organisational wide policies and guidelines for domestic services that reflect industry standards.
- Develop, maintain and monitor a plan for the efficient and effective allocation and deployment of domestic services staff to achieve strategic intents.
- Engage in external accreditation and licensing reviews and collaborate with the Practice Development and Quality team in the accreditation/licensing review process.
- Collaborate with the Practice Development and Quality team to meet the internal compliance requirements for the standards relevant to this portfolio.

2. Accountability: Domestic Service Delivery Management

Lead the delivery and monitoring of domestic services across Spiritus within consistent and contemporary client-centred frameworks.

Responsibilities:

- Uphold Spiritus' reputation as a high quality provider of holistic client-focused care, aiming to achieve excellence in domestic services provision.
- Provide strong leadership and coordination of domestic (kitchen, cleaning and laundry) services related to in-home, centre-based/respite and residential aged care across the organisation.
- Ensure all legislative requirements relating to domestic service delivery are complied with.
- Lead the delivery of Spiritus domestic services within agreed service models and budgets, and in line with community and aged care accreditation and licensing and mandatory food safety and infection control standards.

- Understand and deliver the servicing needs of internal and external clients to very high standards.
- Collaborate with managers to ensure common objectives are achieved and harmonious relationships are developed and maintained.
- Develop, implement and monitor a Cleaning Plan that provides quality in-home, centre-based/respite and residential aged care cleaning outcomes for clients and residents in accordance with relevant standards and model effective best practice within industry benchmark standards.
- Develop, implement and monitor a Food Safety Plan to be used by all food service providers within Community and Aged Care, to ensure the safe and efficient provision of high quality and nutritious food and dietary services for residents and clients, where applicable.
- Develop, implement and monitor a Laundry Plan that provides services to residential aged care facilities and is reflective of industry-benchmarked practice.
- In conjunction with the Business Managers and Business Systems Lead, ensure appropriate financial stewardship of the domestic services portfolio, including the development and management of recurrent operating budgets and reporting on key performance indicators.
- Work with service managers and the Contracts Lead for Community and Aged Care to ensure that any sub contractor service delivery contracts relevant to this portfolio are developed in line with corporate format, that an up-to-date register of providers is maintained, and that sub contractor service reviews are undertaken in line with Spiritus guidelines.

3. Accountability: Values Based Leadership

Provide a high level of strategic and operational leadership and management to the domestic services teams across the organisation.

Responsibilities:

- Lead the workforce within the domestic services portfolio to achieve the strategic direction of Community and Aged Care through role modelling values-based leadership within a culture of high productivity that is professional, collaborative and flexible and operates within a 'no surprises' and 'no silos' approach through a transformational leadership style.
- Oversee the provision of staffing within the domestic services portfolio in line with organisational policy and practice, including recruitment and selection of staff, orientation of new staff and monitoring of rosters.
- Ensure that domestic services teams are prepared for and able to absorb and embrace changes to their operations and operating environment, building a team culture of innovation and success.
- Develop and implement Business and Operational Plans for domestic service delivery incorporating measures that deliver Spiritus strategic intents and incorporate industry benchmarking.
- Implement and maintain a multi-service and Partners in Care perspective to staffing requirements, workforce strategy development, education and training, and resource management.
- Assume responsibility for ensuring the domestic workforce is adequately trained to meet all competency standards in line with industry best practice requirements and accreditation/licensing standards.
- Collaborate with managers to implement systems that provide appropriate and timely feedback to domestic staff on their performance and participate in performance reviews in accordance with the Spiritus framework. Collaborate with the Group Manager Practice Development and Quality to ensure agreed education and development activities occur as appropriate to achieve required outcomes for the domestic workforce.
- Represent Spiritus on relevant peak bodies; build strong relationships with external stakeholders including local parishes and funding representatives and referrers; assist with the preparation of recommendations for government; develop and participate in research and conference presentations as agreed with the Group Manager Support Services.
- Work appropriately and congruently within the framework of Spiritus as a caring ministry of the Anglican Church, recognising and respecting that Spiritus is a church-based organisation, and foster a sense of Anglican community across the service portfolio.

4. Accountability: Business Development

Aim to achieve a competitive advantage over other providers with a contemporary and client-focused domestic service framework that leads to the growth of the domestic services portfolio of the organisation.

Responsibilities:

- Work closely with internal and external key stakeholders to identify and influence strategies to promote Spiritus domestic services.
- Identify key industry stakeholders within the community and aged care industry and in conjunction with internal resources develop specific strategies to engage stakeholders in the Spiritus domestic services business.
- Evaluate the impact of business development strategies and work with relevant parties to respond to consumer needs with the overall aim of increasing awareness and uptake of Spiritus domestic services in targeted areas.
- Identify new opportunities and funding initiatives that align with the Community and Aged Care Business Plan and the Spiritus decision-making framework, and provide recommendations to the Group Manager Support Services around these, with a view to ensuring service delivery remains refreshed and contemporary.
- Drive business development across the domestic services portfolio and lead the submission of application processes on behalf of these, as delegated by the Group Manager Support Services.
- Develop tenders/procurement proposals for domestic services as required.
- Manage the performance of sub-contracted services in line with sub contractor management guidelines.
- Lead the client/resident/referrer feedback process for domestic services and lead the process of complaint/incident management within the domestic services portfolio as delegated by the Group Manager Support Services.
- Manage risk within the risk appetite perimeters of the organisation as delegated by the Group Manager Support Services.

5. Accountability: Compliance, Quality Improvement and Reporting

Lead the implementation of quality improvement initiatives for domestic service delivery; ensure compliance with relevant standards and produce meaningful reports as required.

Responsibilities:

- Lead the implementation of quality improvement initiatives related to domestic services delivery across Community and Aged Care services.
- Lead the domestic services portfolio to achieve and maintain adherence to risk minimisation, compliance and quality standards relevant to their services, including external accreditation, licensing and internal compliance. Actively lead and report on the evaluation of service standards, outcome measures and benchmarking across the domestic services portfolio.
- Actively critique processes and policies relating to domestic services through data interpretation and competent analysis in order to drive service improvements through new policies and processes.
- Utilise and interpret multiple data sources in various formats, in order to inform and drive the service improvement agenda.
- Provide meaningful progress and evaluation reports in line with key performance indicator reporting requirements, and as directed by the Group Manager Support Services.
- Work collaboratively with managers to implement quality initiatives and ensure that consistent quality frameworks exist in domestic service modelling across Community and Aged Care.

6. Other Duties

- Participate in relevant organisational committees and meetings as required, and lead on behalf of the Group Manager Support Services as delegated.

- Actively pursue, promote and maintain positive interpersonal and positive relationships with Community and Aged Care staff and agencies and persons associated with client and resident care.
- Undertake own work practices in a safe manner and comply with the instructions provided for workplace health and safety within Spiritus Policies and Guidelines;
- Take responsibility for pursuing own professional development needs in agreement with and support of the Group Manager Support Services.
- Maintain professional and personal confidentiality, fidelity and boundaries at all times, ensuring the privacy of clients, residents, and staff is protected in line with Spiritus policy. Ensure the reputation, viability or profitability of Spiritus is never compromised and is protected at all times.
- The responsibilities of this role also extend to any tasks outlined on a duties list, or any other tasks delegated to the role by the Group Manager Support Services, provided that those new job requirements are safe, efficient, relevant, legal and within your abilities.

Delegation of Authority:

- Delegation from Group Manager Support Services in accordance with the Spiritus Delegations of Authority Policy.