

# National Project Manager

## Lighthouse Hospital Project



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| <b>Title:</b> National Project Manager, Lighthouse Hospital Project | <b>Team:</b> Heart Health and Research | <b>Position type:</b> Full-time, fixed term to 30 Dec 2019 |
| <b>Reports to:</b> National Programs Manager                        | <b>Company:</b> National Company       | <b>Hours per week:</b> 37.5                                |
| <b>Grade:</b> 9   | <b>Location:</b> Melbourne             | <b>Effective date:</b> January 2017                        |

### ORGANISATIONAL CONTEXT

The Heart Foundation is an independent charity whose purpose is to reduce premature death and suffering from heart, stroke and blood vessel disease. As a federation of nine companies (a national company and eight state/territory divisions) we work together to deliver our national strategy, *For All Hearts 2013-2017* under the auspice of a Federation Agreement and guided by our shared organisational values: Visionary, Dynamic and Collaborative; Integrity; and Passionate.

The National Company is comprised of the Chief Executive Officer's office and four business unit Corporate Services; Revenue and Brand; Advocacy; Heart Health and Research.

The National Heart Health and Research team supports the achievement of the goals of the national *For All Hearts strategy 2013-2017*. This includes cardiovascular research; improving access to a healthier food supply; active living programs; early recognition and detection of heart attack; improved access and better management of heart disease. Our work has a strong focus on addressing health inequity among Aboriginal and Torres Strait Islander peoples, and those who from culturally and linguistically diverse and low socio-economic backgrounds.

#### Lighthouse Hospital Project

The Lighthouse Hospital project (Phase 3) is a three year, \$7.9m initiative, funded by the Australian Government Department of Health, to be delivered by the Heart Foundation in partnership with the Australian Healthcare and Hospitals Association (AHHA).

The project aims to improve the care, experience and health outcomes of Aboriginal and Torres Strait Islander patients experiencing Acute Coronary Syndromes (ACS).

The project builds on a Quality Improvement Toolkit that was developed and tested in eight pilot hospital sites, focusing on four domains – Governance, Cultural Competence, Workforce and Care Pathways. Phase 3 will extend the project to 18 hospitals across Australia, and further aim to integrate services and communication among hospitals, local Community Controlled Health Organisations, Indigenous patients and communities, primary health networks and health professionals.

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**Position Purpose:**

The National Project Manager - Lighthouse Hospital Project will manage the development, delivery and evaluation of the Lighthouse Hospital Project (Phase 3) across 18 hospital sites nationally. The role will lead project partnerships and oversee a national team of four to drive sustainable change in acute settings to improve cardiac care and outcomes for Aboriginal and Torres Strait Islander peoples. Regular interstate travel will be required.

| <b>Key Accountabilities</b>   |   |  |
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| <b>Accountabilities</b>       | <b>Major Activities</b>   | <b>Outcomes</b>  |
| <b>Project Governance</b>     | <ul style="list-style-type: none"> <li>• Work with the National Programs Manager and major partners, including the AHHA, to establish a targeted, robust and functional governance structure that includes a risk management matrix and has appropriate stakeholder representation.</li> <li>• Work with the Program Manager, National Aboriginal Health Unit to secure periodic expertise and advice from the National Aboriginal Health Advisory Committee (NAHAC)</li> </ul> | <ul style="list-style-type: none"> <li>• A Project Steering Committee established with Terms of Reference and clearly defined and communicated roles and responsibilities</li> <li>• Project governance is informed by appropriate expertise and the input of Aboriginal and Torres Strait Islander consumers</li> </ul> |
| <b>Project Planning</b>       | <ul style="list-style-type: none"> <li>• Develop a comprehensive project plan for Lighthouse Project Phase 3 development and implementation including key deliverables, timeframes, budgets, and risk assessment.</li> </ul>  | <ul style="list-style-type: none"> <li>• A comprehensive plan that enables monitoring and management of actual performance against targets throughout the project cycle and has stakeholder buy-in</li> </ul>  |
| <b>Project implementation</b> | <ul style="list-style-type: none"> <li>• Manage the delivery, continual monitoring and evaluation of all project activities across 18 sites nationally</li> <li>• Procure and manage relevant external service providers as required</li> </ul>   | <ul style="list-style-type: none"> <li>• Delivery of agreed outcomes and milestones on time and on budget in accordance with Department of Health funding agreement</li> <li>• Individual hospital sites and their local partners are well supported to achieve agreed deliverables and milestones</li> </ul>            |

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| <p><b>Project reporting</b></p>                     | <ul style="list-style-type: none"> <li>• Provide high quality progress, financial and evaluation reports for external funding bodies and internal governance/management bodies</li> </ul>   | <ul style="list-style-type: none"> <li>• Effective governance and management in accordance with internal/external requirements and the project plan</li> </ul>  |
| <p><b>Stakeholder Engagement and Management</b></p> | <ul style="list-style-type: none"> <li>• Develop and implement a comprehensive stakeholder engagement and management plan</li> <li>• Manage relationships with the project funder, Australian Government Department of Health</li> <li>• Establish and manage service level agreements with key partner agencies including: <ul style="list-style-type: none"> <li>○ AHHA</li> <li>○ Cultural lead organisation</li> <li>○ 18 x hospital sites</li> <li>○ Quality Improvement agency</li> <li>○ Training providers</li> <li>○ Evaluation and data partner/s</li> </ul> </li> <li>• Identify strategies to collaborate with Heart Foundation State and Territory Divisions throughout the project</li> </ul> | <ul style="list-style-type: none"> <li>• Internal and external stakeholders demonstrate positive support for the project, with clearly defined roles, responsibilities and resourcing</li> <li>• Project funder is appropriately informed of and satisfied with progress and milestones in line with contractual obligations</li> <li>• Comprehensive service level agreements with all partners clearly document milestones, deliverables and budget</li> <li>• Partner agency accountabilities are delivered on time and on budget, in accordance with funding guidelines</li> <li>• Heart Foundation Divisions contribute meaningfully to the project and provide support at a local level.</li> </ul> |
| <p><b>Communications management</b></p>             | <ul style="list-style-type: none"> <li>• Develop and implement comprehensive strategic internal and external communications plans for Lighthouse Phase 3</li> </ul>   | <ul style="list-style-type: none"> <li>• Internal and external communications raise awareness of project aims and achievements</li> <li>• Lighthouse Project contributes to broader</li> </ul>  |

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|                         |   | Heart Foundation Indigenous Health advocacy  |
| <b>Staff management</b> | <ul style="list-style-type: none"> <li>Recruit, support and manage the ongoing performance of the Lighthouse project team</li> <li>Employ a range of strategies to unify and coordinate a team based over multiple sites</li> </ul> | <ul style="list-style-type: none"> <li>High-performing, cohesive Lighthouse project team is central to effective and efficient project delivery</li> </ul> |

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| <p><b>CHALLENGES:</b></p> <ul style="list-style-type: none"> <li>Managing multiple internal and external stakeholders with competing priorities and deadlines</li> <li>Managing project engagement and implementation across six states and territories</li> <li>Ensuring consistent, quality project implementation within scope across 18 sites, whilst allowing for local flexibility</li> <li>Measuring the impact of Lighthouse activities within and beyond the clinical environment</li> <li>Managing a staff team across multiple locations</li> <li>Embedding Aboriginal and Torres Strait Islander consumer input into project design and delivery</li> <li>Maximising opportunities to leverage Lighthouse funding and develop options for sustainability</li> <li>Influencing colleagues with no direct reporting lines</li> <li>Working within a Federated organisational structure environment</li> </ul> | <p><b>KEY COMMUNICATIONS:</b></p> <p><b>Internally:</b></p> <ul style="list-style-type: none"> <li>Project Steering Committee</li> <li>The National Executive, Heart Health and Research, Revenue and Brand, and Corporate Services teams</li> <li>Heart Foundation State and Territory teams</li> <li>National Aboriginal Health Advisory Committee (NAHAC)</li> </ul> <p><b>Externally:</b></p> <ul style="list-style-type: none"> <li>Australian Healthcare and Hospitals Association (AHHA)</li> <li>Australian Government Department of Health</li> <li>Lighthouse Hospital sites x 18</li> <li>Aboriginal and Torres Strait Islander health peak bodies</li> <li>Aboriginal Community Controlled Health Organisations and Medical Services</li> <li>Primary Health Networks</li> <li>Australian Institute of Health and Welfare (AIHW)</li> <li>Quality Improvement partner/s</li> <li>Evaluation partner/s</li> </ul> |
| <b>DECISION MAKING:</b>   | <b>KNOWLEDGE, SKILLS &amp; EXPERIENCE</b>  |

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| <p><b>Independently</b></p> <ul style="list-style-type: none"> <li>• Day to day project implementation</li> <li>• Staff performance</li> </ul> <p><b>With input</b></p> <ul style="list-style-type: none"> <li>• Project methodology and plans</li> <li>• Hospital site engagement and selection</li> <li>• QI training product/provider options</li> <li>• Data and evaluation plans/provider options</li> <li>• Partner/subcontractor relationship management</li> <li>• Internal reports to governance and management bodies</li> <li>• External reports to project funders</li> </ul> <p><b>Recommends</b></p> <ul style="list-style-type: none"> <li>• Project development/modification following consultation with major stakeholders</li> <li>• External service providers</li> <li>• Future options for project sustainability</li> </ul> <p><b>Guidance</b></p> <ul style="list-style-type: none"> <li>• Heart Foundation Advisory Committees</li> <li>• Subject matter experts across the Federation</li> <li>• Heart Foundation Brand Guidelines and operating policies and procedures</li> </ul> | <ul style="list-style-type: none"> <li>• Tertiary qualification in health, project management or a related field</li> <li>• Experience in the implementation and evaluation of large scale quality improvement initiatives in clinical settings</li> <li>• Understanding of culturally appropriate healthcare for Aboriginal and Torres Strait Islander peoples</li> <li>• Demonstrated people management skills and experience leading high-performing staff teams across multiple locations</li> <li>• Proven external stakeholder engagement and the ability to collaborate across a range of sectors, including government, health and community</li> <li>• Excellent internal stakeholder engagement and management skills within a complex organisational structure</li> <li>• Strong written communication skills including preparation of project monitoring and financial reports, strategic briefs and related advice for a range of audiences.</li> </ul> |
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| Direct Reports (position titles):  | Indirect Reports:                                       | Budget Management:  |
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| <ul style="list-style-type: none"> <li>• Lighthouse Project Coordinators x 3</li> <li>• Lighthouse Project Support Office x 1</li> </ul> | <ul style="list-style-type: none"> <li>• Nil</li> </ul> | <p>\$7.9m (3 yrs)</p> <p>Financial delegation to approve budgeted expenditure up to \$10,000.</p> |

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**Approval:**

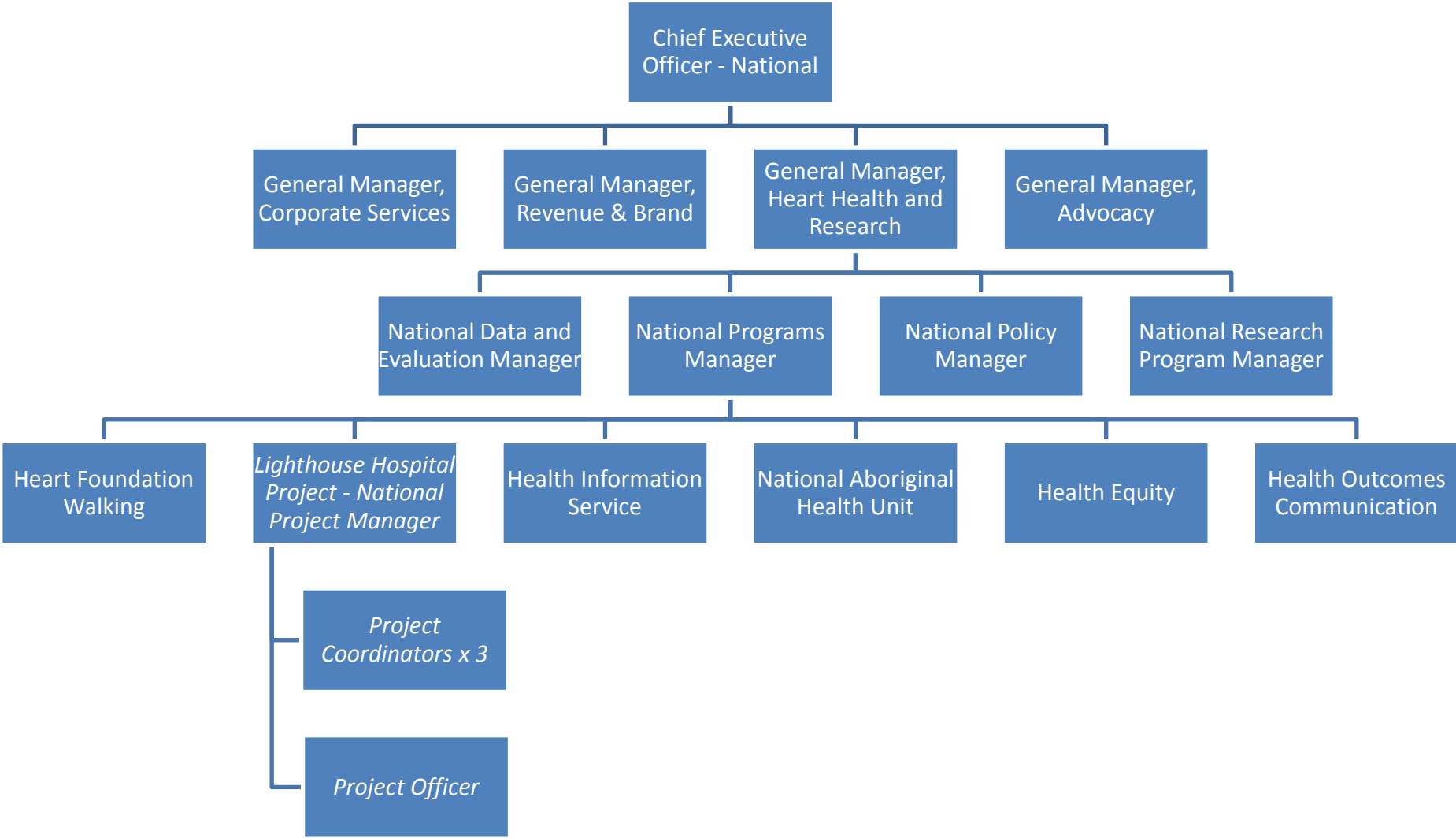
| <b>Manager</b> | <b>Incumbent</b> |
|----------------|------------------|
| Name:          | Name:            |
| Signed:        | Signed:          |
| Dated:         | Dated:           |

**Contact:**

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ORGANISATIONAL CHART



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